

# Ronan Mac Giolla Phadraig

# Sean McLoughney

welcome



learningcurve



**Let's face it...**



**hiring great staff is  
challenging**

Gallup

70%

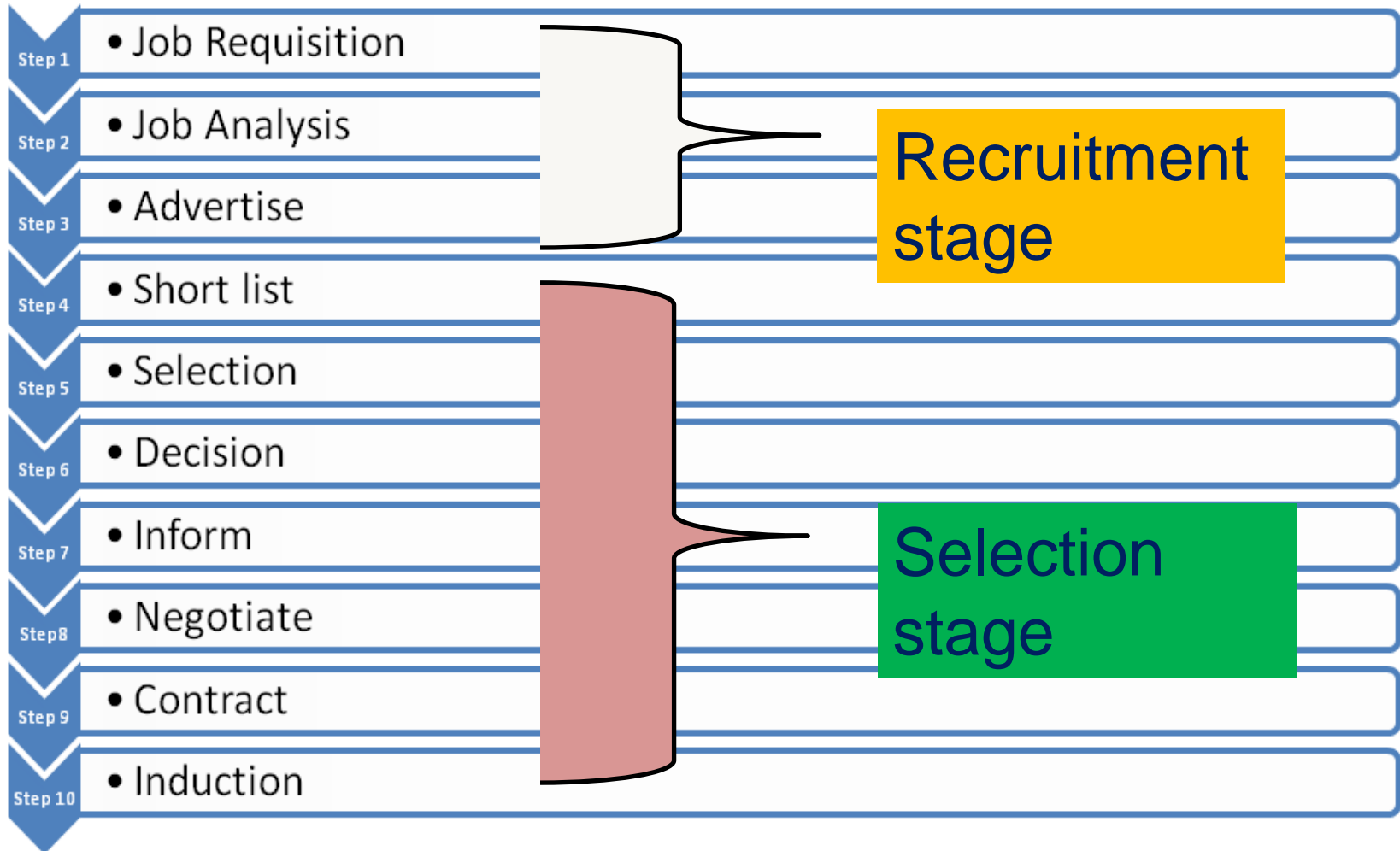


**Solutions**

**NEXT EXIT** ↗

but it doesn't have to be  
so **challenging**

# Overview of hiring process



**Attract**

**Select**

**Develop**

**stranger**

**potential**

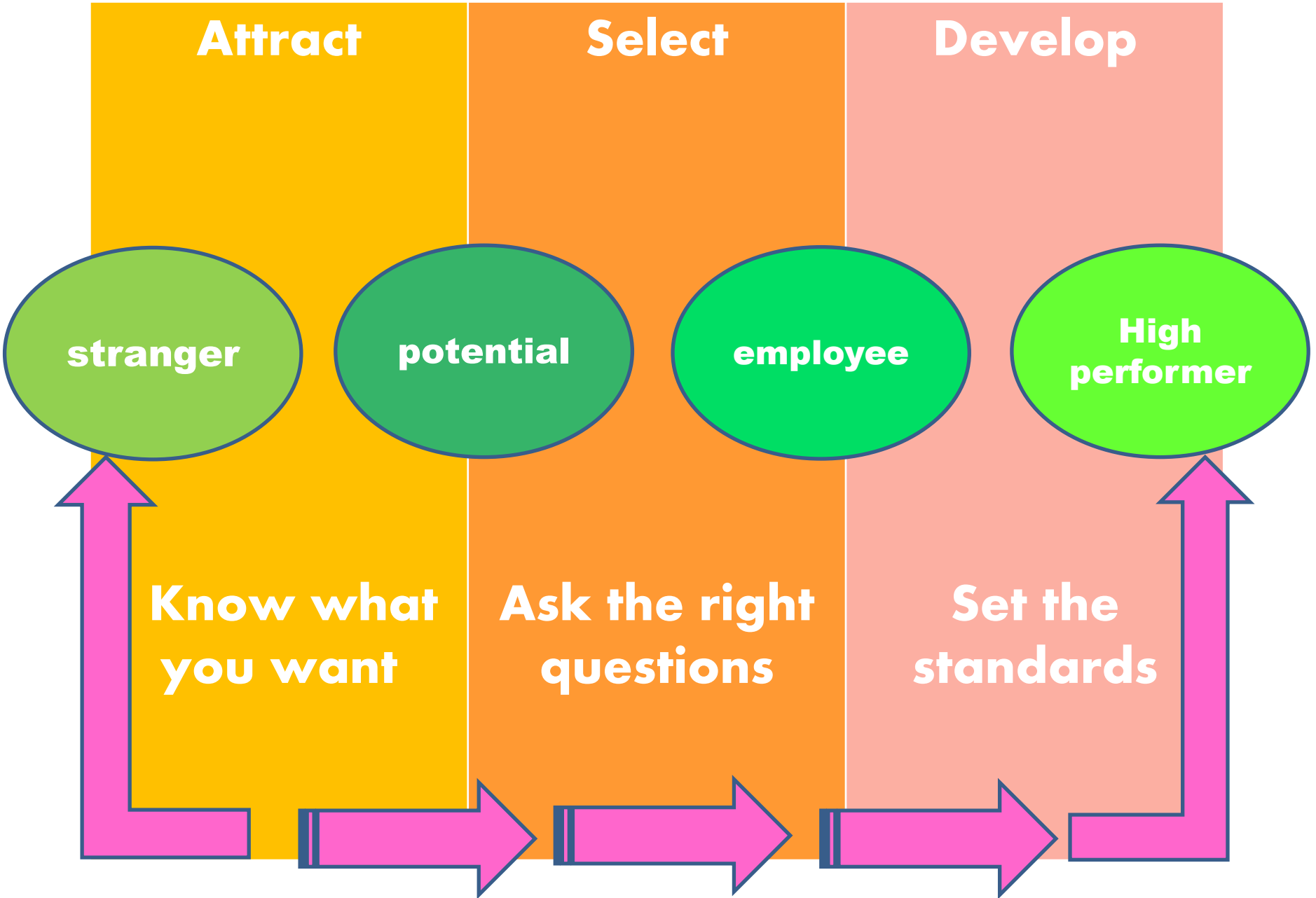
**employee**

**High performer**

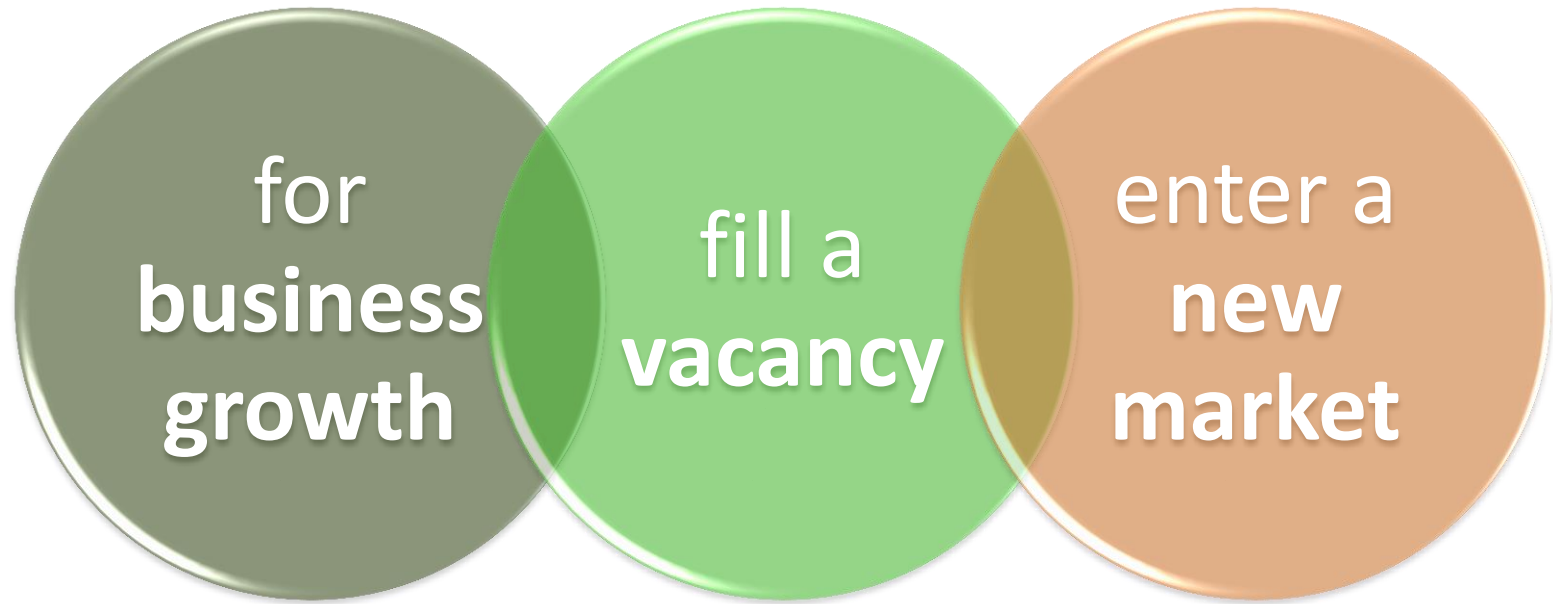
**Know what you want**

**Ask the right questions**

**Set the standards**



# Plan future staffing requirements



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84%

**of organisations  
reported difficulty  
in filling vacancies**

is there a vacancy - **opportunity to update job**

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**reliable:** **consistent** results

**valid:** accurately **predict** performance

**fair:** **non-discriminatory**

**cost effective:** **balance** benefit /cost



**role**



**experience**



**skills**



**qualifications**



**fit**



**success**

# Sourcing Candidates

Important to identify appropriate channels

Cost / investment

Online

- LinkedIn
- Monster
- Irishjobs
- Industry specialists

Referrals

Local Marketing



# Advertising the Role

*As much relevant information*

*Main location of work*

*Hours / Shifts / Weekends*

*Rate of pay*

*No surprises*

**We're hiring**

# Applying for the job

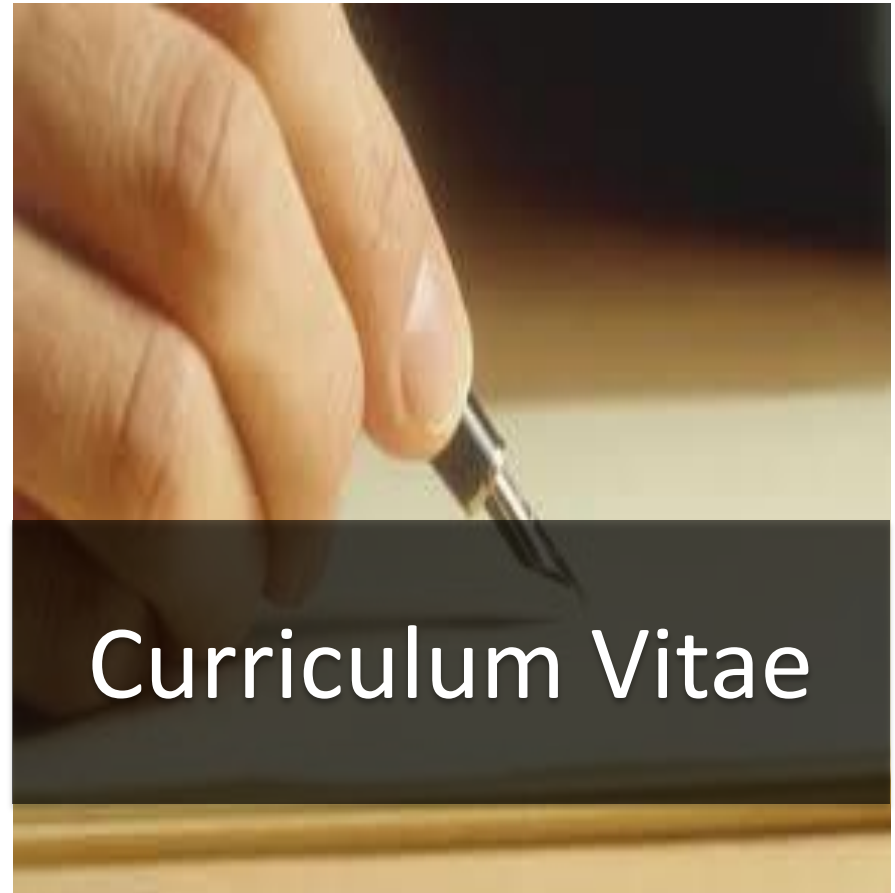


**EMPLOYMENT APPLICATION**

Personal Information

Name (Last)	(First)	(Middle Initial)	(Last) Signature
Address (Mailing Address)	City	State	Date Signature
Address			

A pen is resting on the form.



A photograph of two women in a meeting. The woman on the left is wearing a blue top and glasses, looking towards the woman on the right. The woman on the right is wearing a dark top and holding a tablet. In the background, another person is sitting in a white chair. A thought bubble is in the top left corner.

Must get the  
right person

**Walk through role and conditions**  
**Be candid – false expectations**  
**drives early turnover**  
**Validate CV items, check any gaps**  
**Allow candidate to ask questions**  
**Don't oversell**  
**Availability**

# Pre Screening Candidates

# CV – Funniest things people say

“My qualifications include close attention to detail.”

“Worked in an office where I carried out my own accountant.”

“Sorry for any incontinence.”

“Please don’t misconstrue my 14 jobs as ‘job-hopping’. I have never quit a job.”

“Good people skills, except when people get on my nerves. Which is hardly ever, no more often than once every ten minutes.”

“Responsibilities included recruiting, interviewing and executing final candidates.”

# Equality & Dignity at Work

## 9 Grounds for Discrimination

**Gender**

**Marital status**

**Family status**

**Sexual orientation**

**Religious belief**

**Age (16+)**

**Disability**

**Race**

**Membership of the Traveller Community**

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# Employment Equality Act 1998

adverts

promotion

recruitment & selection

disciplinary procedures

access to training

redundancy & dismissal



EMPLOYMENT  
APPEAL  
TRIBUNAL

# Equality & Dignity at Work

## Direct Discrimination

[less favourable treatment in comparable situation]

## Indirect Discrimination

[a requirement for all has an unfair effect on other]

## Discrimination by Association

[treated unfairly due to an association]

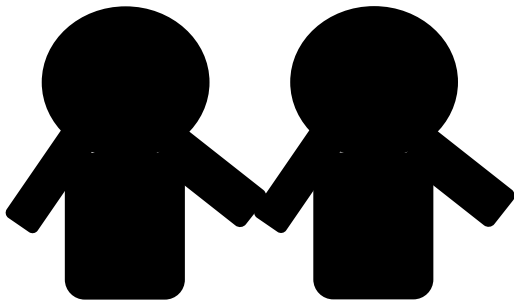
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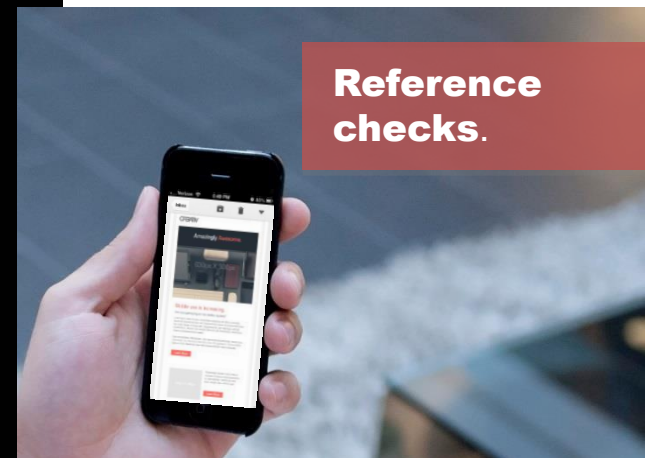
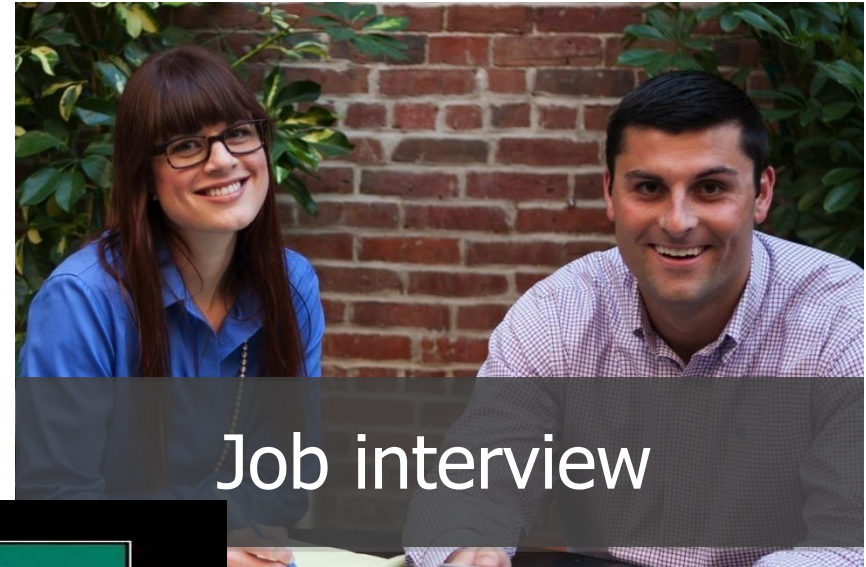
**2** approaches to  
finding right person  
for the right job  
at the right time



Competence  
Characteristic



# Selection Techniques



# Interviews



# Questions needs to establish



Traditional based questions

Situational based questions

Behavioural Based Questions

Performance Based Questions

# Traditional Based Questions

What are your greatest strengths or weakness?

What did you enjoy most/least about your last position?

How would you describe yourself as a person?

Where do you want to be in 5 years from now?

Why should I hire you for this position?

How would your colleagues / boss describe you?



# Situational Based Questions

How would you deal with an under performing employee?

How would you handle a situation where you had conflicting information with which to make a decision?

How would you deal with two people you had to work with but weren't getting along?

# Behavioural Based Questions

Give me a specific example of a time when you used good judgment and logic in solving a problem.

Convince me that you can adapt to a wide variety of people, situations and environments. Use real examples

Describe a time on any job that you held in which you were faced with problems or stresses that tested your coping skills.

# Behavioural Based Questions

Tell me about a time in which you had to use your written communication skills in order to get an important point across.

Give me a specific occasion in which you conformed to a policy with which you did not agree.

Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.

# How to compose questions

*Performance based questions*

*scenarios  
specific problems  
projects  
managing people*



# Best question to ask

“

*What single project or task would you consider your most significant accomplishment in your career so far?*

Lou Adler “The Essential Guide for Hiring and Getting Hired”

# Dig deeper

What were the actual results achieved?

What were the 3-4 biggest challenges you faced and how did you deal with them?

Where did you go the extra mile or take the initiative?

Walk me through the plan, how you managed to it, and if it was successful.

Some of the biggest mistakes you made.

How you managed and influenced other, with lots of examples.

What you would do differently if you could do it again.



# How to compose questions



Why are you **asking it**?

What are you **looking for** in the answer?

Does it **link to** the job analysis?

Will you get some **useful information** from the question?



# Questions

Influences and Consults others



Describe a time when you were successful in gaining the support of an individual (or group) for the purpose of implementing some change within a company/team”





*What strategy did they use?  
What respond did they get?  
How did they influence  
other?*

*What was the final  
outcome?  
What was the change?  
How senior was their role?*

# Questions

## Sales Position

“

I need to add ten new clients to our book of business within the next 12 months. What's your solution?”



*Establish if they had a clear plan*

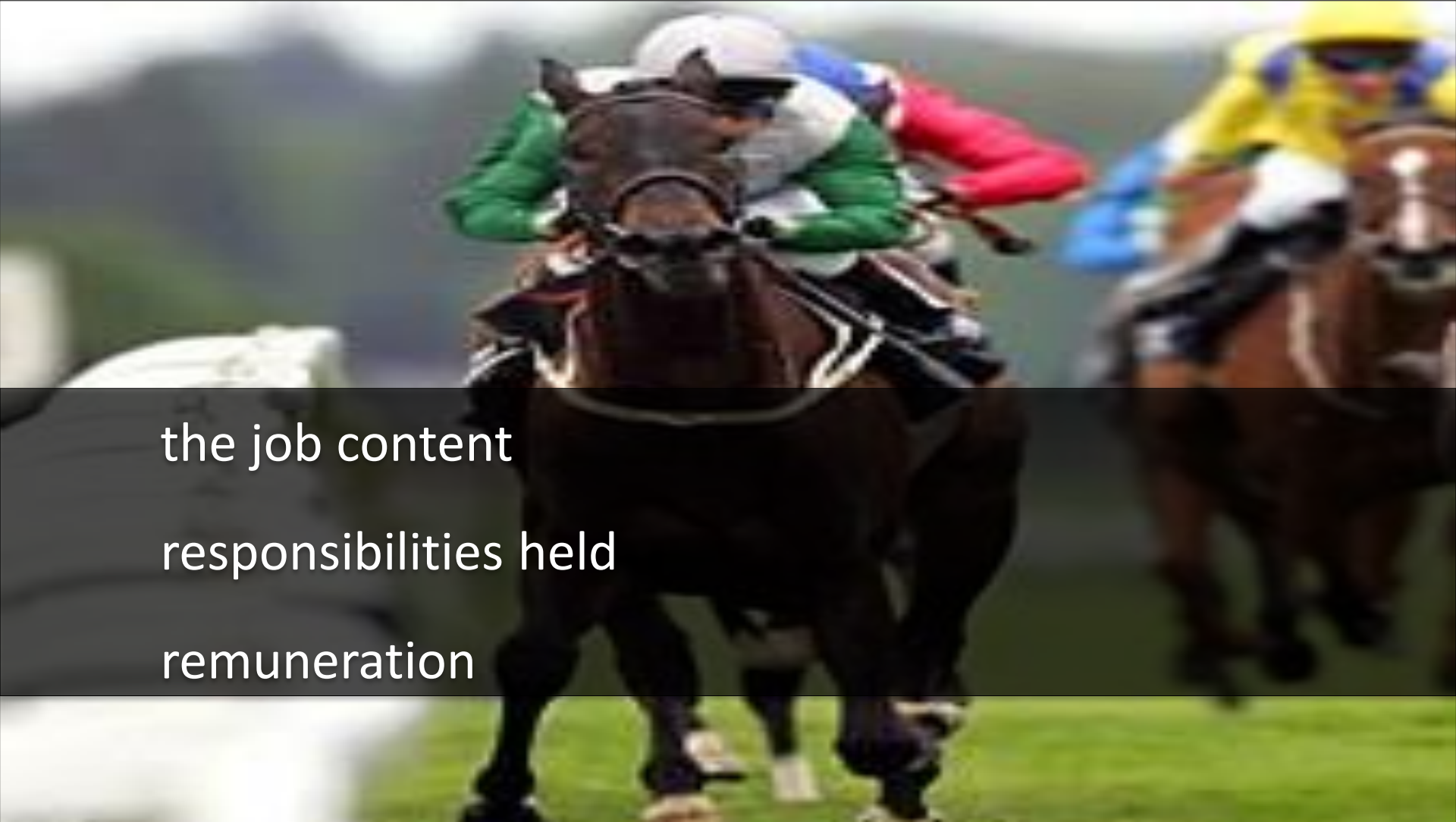
*What timeframe did they have?*

*What experience did they have?*

*What success rate did they envisage?*

*What success rate did they have previously?*

# Negotiations & acceptance of a job



the job content  
responsibilities held  
remuneration

# Making an Offer

**In writing / email**

**Details of role, hours, rate of pay, other benefits**

**Does not constitute a contract**

**Should also include Time Limit on acceptance**

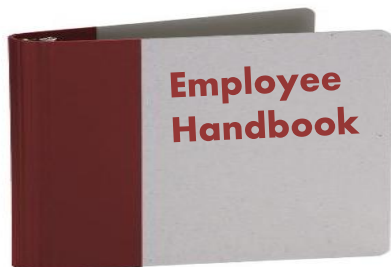
# Five-point checklist

- 1 • Job Analysis - success indicators
- 2 • Selection Method – work sampling
- 3 • Interview – plan your questions
- 4 • Checking references - facts
- 5 • The offer - clear



# Post hiring

are you complying with  
**employment  
legislation?**



do you want to **improve the performance** of your staff?





# Induction process



# Benefits

**For manager:**

**identify available resources**

**establish performance criteria**

**relationship building**

**allows forward planning of training/work**

**identify potential problems**

**identify employee potential**

**create a motivated & focused team**

**learningcurve**



# Benefits

**For new team member**

**clear understanding of managers expectations**

**aware of relevant performance issues**

**know how to measure up to criteria**

**opportunity to raise concerns**

**future expectations**

**understand importance of their contribution**

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# Induction Training

## Purpose

find their **bearings**

**culture and norms** of the organisation and team

productive as **quickly** as possible

achieve **expected** performance

training and development **needs**

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# Induction Training

## Purpose

vision, **values** and philosophy

to avoid an induction **crisis**

all relevant information from a **legal requirement**

**health and safety** training

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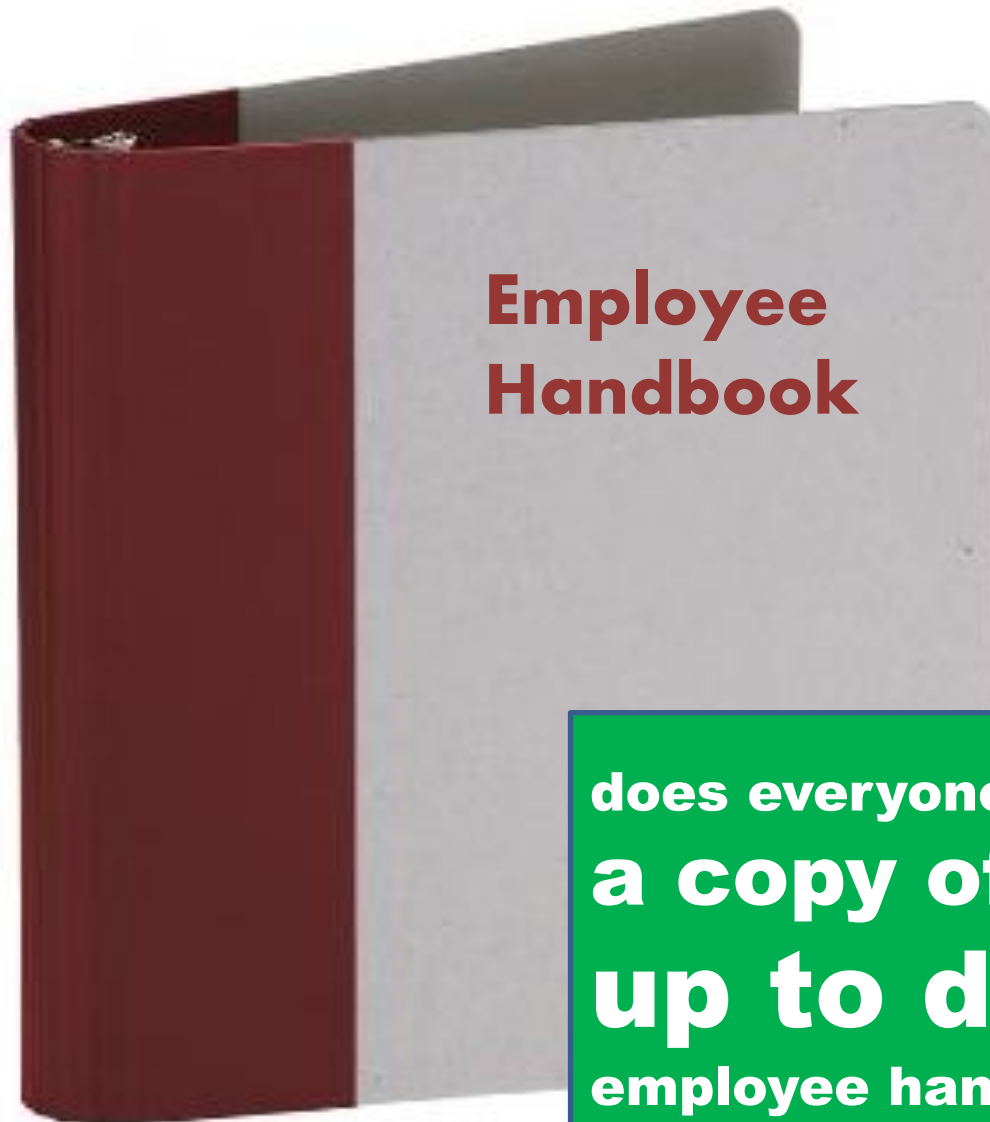
# CONTRACT

do all of your employees have  
**employment  
contracts?**



# Contract of Employment (must be issued within 2 months)

- The full name of employer and employee
- The address of the employer
- The place of work
- The title of job or nature of work
- The date the employment started
- If the contract is temporary, the expected duration of the contract
- If the contract of employment is for a fixed term, the details
- Details of rest periods and breaks as required by law
- The rate of pay or method of calculation of pay
- Pay intervals
- Hours of work
- Details of paid leave
- Sick pay and pension (if any)
- Period of notice to be given by employer or employee



**Employee  
Handbook**

**does everyone have  
a copy of an  
up to date  
employee handbook?**



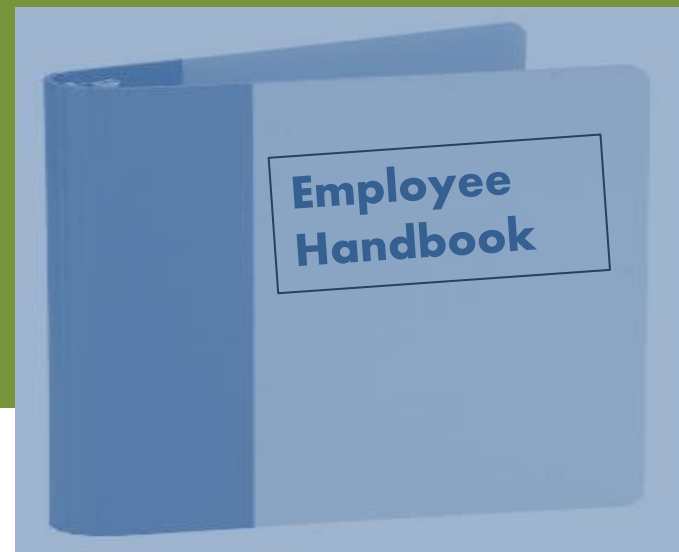
A close-up photograph of a wooden gavel resting on an open book. The gavel is made of polished wood and has a traditional design with a handle and a head. The book is open, showing two pages of text, which appears to be a legal or professional handbook. The lighting is warm, highlighting the textures of the wood and paper.

**does your staff handbook  
cover all of your  
employment  
legal obligations?**

# **Employee Handbook (Must be issued on commencement)**

## **Must contain - at a MINIMUM**

- Grievance procedure**
- Disciplinary procedure**
- Equality and Dignity at Work policy**
- Treatment of protected leave**



# Induction Training

**explain the  
organisation**

**policies and  
procedures**

**benefits and services**

**feedback culture**

**nature of the work, job  
description,  
expectations**

**meet supervisor, mgrs,  
colleagues**

**department rules and  
safety, physical layout**

**set business goals**

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# Importance of first 3 months

allows for **early identification** of performance issues

opportunity to reaffirm **performance expectations**

allows for **corrective action**

**avoids** induction crisis

becomes a **resource** instead of a cost





have you trained your employees  
**in how to set  
business goals?**

**improve performance**

# REPORT CARD

GRADING PERIOD	1	2	3	4
READING	A			
WRITTEN COMMUNICATION	A			
MATHEMATICS	C			
SCIENCE				
SOCIAL S				
ART				
MUSIC	A			
PHYSICAL EDUCATION	C			

have you trained your employees in  
how to **give and receive**  
**feedback?**



**develop and  
nurture  
your staff**

A scenic landscape featuring a stone bridge with a large archway crossing a stream. A winding road curves through a valley with a lake in the background. The terrain is rocky and covered in sparse vegetation. A blue rounded rectangle is overlaid on the top left of the image, containing white text.

**close any gaps in your  
documentation**



**set the standard  
and the team  
will follow**





1. Identify what you want

2. Sourcing

3. Pre Screening

4. Selection Process

5. Making the Offer

6. Contract issues

7. Induction



# contact us today

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