Ronan Mac Giolla Phadraig
Sean McLoughney

welcome

SolveRidge
learningcurve
Let’s face it....

hiring great staff is challenging
but is doesn’t have to be so **challenging**
Overview of hiring process

**Recruitment stage**
- Step 1: Job Requisition
- Step 2: Job Analysis
- Step 3: Advertise
- Step 4: Short list
- Step 5: Selection
- Step 6: Decision
- Step 7: Inform
- Step 8: Negotiate
- Step 9: Contract
- Step 10: Induction

**Selection stage**
Attract Know what you want

Select Ask the right questions

Develop Set the standards

stranger potential employee High performer

Know what you want Ask the right questions Set the standards
Plan future staffing requirements

- for business growth
- fill a vacancy
- enter a new market

learning curve
84% of organisations reported difficulty in filling vacancies.

Is there a vacancy - opportunity to update job.
**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
Applying for the job

Employment Application

Curriculum Vitae
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
“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
Employment Equality Act 1998

- adverts
- recruitment & selection
- access to training
- promotion
- disciplinary procedures
- redundancy & dismissal
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]
2 approaches to finding the right person for the right job at the right time

Competence Characteristic
Selection Techniques

Selection tests

Job interview

IKEA Job Interview

Please have a seat

IKEA
Has its own ways

Reference checks.
Questions needs to establish

1. strengths
2. motivation
3. fit
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.
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”
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?
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

recap
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
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
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**
Induction Training

Purpose

vision, values and philosophy
to avoid an induction crisis
all relevant information from a legal requirement
health and safety training
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?
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
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
have you trained your employees in how to **give and receive feedback**?
develop and nurture your staff
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

Ronan Mac Giolla Phadraig
ronan@solveridge.com
0868534558

Sean McLoughney
sean@learningcurve.ie
0872271566