

What a Good Hire Means to an Organization

Good hires are winners for you, the department, and the organization. They are achievers who figure out how to work smarter to accomplish their role and the goals within the organization. Because they are already peak achievers, they require less time in training, need less supervision, and are already motivated to do their best. In addition to adding to the organization's productivity, they also decrease expenses through reduced turnover costs involved in recruiting and hiring.

Getting the right people in the right jobs will take your organization to the next level of profitability. To help you achieve this goal, the following section will give you some guidelines on how to hire right the first time.

Four Strategies for Hiring Right

1. Develop a Hiring System

This is a step that is surprisingly forgotten by many organizations. Having a hiring system is as important as setting earnings goals or having a departmental budget. Without a plan and a structure in which to execute the plan, your hiring system simply cannot be effective.

When putting your system together, the key component is communication. Do not allow your organization to sabotage itself with turf wars. In some organizations, tensions arise between departments with open positions and Human Resources personnel. The perception is that going through HR is time consuming, and some desirable candidates might be lost if too much time is taken. To speed up the process, some managers circumvent Human Resources and have potential candidates apply directly to them. While the frustration is understandable, it is problematic. If there is a clear hiring system already in place, it is not working due to lack of attention or effective communication.

If you don't have a specific procedure, now is the time to formulate one. Here are some things to keep in mind when creating or streamlining your hiring system:

- Establish clear lines of communication between departments and Human Resources.
- If the process is taking too long, or is too cumbersome, determine the causes and figure out the solutions as interdepartmental teams. It is important to the overall strength of your organization and system that grievances are aired and changes are made to meet the needs of the parties involved.
- Decide who will screen the applications and resumes.
- Select the methods of pre-hire screenings your organization will use. Will there be tests to take? Applications to fill out? Phone interviews?
- Figure out what you would like the candidates to bring to the interview. Additional references? A portfolio of work?
- Establish the type of interview, the number of interviews, and who will be involved.
- Determine who will be involved in the decision to hire.
- Be clear on who will orient and help the new hire during the transition.

- Revisit the process at least once a year to see how effectively the system is working for you, what concerns there might be, and how to adapt and move forward.

Everyone in your hiring system needs to be empowered to do what is best for the organization. Not only do you need to attract qualified candidates, you need to filter out the ill-equipped or uninterested candidates. When fewer unqualified people slip through, the entire process of recruiting and hiring will become tighter and more reliable. Establish your system and motivate and empower the key players to make necessary and timely decisions. Do what it takes to hire the best people for the position—this should be your organization's mantra.

Take a moment to establish what you will do to implement or perfect your hiring system. Brainstorm all possible elements and parties involved.

Hiring System Action Steps

Action Steps to Implement Or Change Hiring System	Individuals/Departments Involved	Completion Date
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

2. Understand the Job You Are Trying to Fill

To hire the best person for the job, you must know what the job requires. It is a good idea to conduct a job analysis of the position you are hiring for. If you *really* want to be ahead, conduct an analysis of every position within your organization. Spending the time on job analyses can save a lot of time and money down the road by providing you with:

- Accurate job descriptions
- Hiring ad material
- Interview questions
- Performance evaluation checklists
- Data for training needs
- Data for organizational planning

You can create your own job analysis, or you can use one of the many tools that are packaged and available today. Depending on the tool or method you use, you can spend 3 hours or 3 weeks on a job analysis. (See Appendix A.)

Determine the needs of this position from as many perspectives as possible—don't be fooled into thinking you know everything about the position unless you have worked it recently. There is great value in keeping current with those who have direct contact with the person in this position. Not only are you gathering information in order to accurately place a new hire, you are also giving a voice to those within your organization who would like to see something change within the position.

Process for Job Analysis

The job analysis process involves the following steps:

- A. **Involve the key players.** These include top performers who already fill that position, managers, supervisors, and Human Resources. Getting feedback from all of these people will help you get an accurate idea of what it takes to be successful in the position.
- B. **Establish core areas.** These are the major responsibilities of the position.
- C. **Identify task list.** These are the specific tasks associated with each of the core areas.
- D. **Gain agreement.** The key players need to agree that the analysis you have determined is accurate, thorough, and representative of the requirements and needs of the position.

For example, let's say you are a financial institution seeking to fill a financial planner position. With your key players in the process, you might break down the main responsibility or core areas like this: