



# 2019 UPDATE: “Easy 5 Step Format” Hiring System

This will probably be a new way of hiring for your company. Remember this: if you don't change your hiring process that you've been using, then you'll simply get more of what you've already had. Here's a proven hiring process that will bring in better team members. It is based on the following principles:

1. Attract a large pool of applicants and you're more likely to get the right person.
2. Implement multiple levels of screening and you'll personally waste less time in lengthy, multiple rounds of interviews with under-qualified candidates.
3. Maintain an “arm's length” distance during the process early on so you don't start making emotional decisions based on who you do and don't like based on poor criteria (such as looks, dress, accent, etc.)
4. Observe a short list of applicants perform the essentials of the position in real time and you're less likely to be surprised on their first day.
5. Further assess your short list of applicants to make sure that you're making an appropriate match.
6. Make final high-quality interviews with a limited number of applicants that have successfully passed the prior screening, thus saving YOU time.

Here's the *Easy 5 Step Format* in detail:

## **1. Step #1: Generate leads for position**

- a. Develop job description and/or ad to include:
  - i. Roles, responsibilities, tasks, duties
  - ii. Personality traits needed (see Profile XT &/or PPI)
  - iii. Skills required
  - iv. Hours expected
  - v. Pay range
- b. Identify lead sources
  - i. Look within organization first
  - ii. Post sign in your door/window/vehicles
  - iii. Post ad on [www.craigslist.com](http://www.craigslist.com)

- iv. Post ad on [www.indeed.com](http://www.indeed.com)
- v. Consider posting ad on [www.ziprecruiter.com](http://www.ziprecruiter.com)
- vi. Post ad on social media pages (e.g. Facebook, LinkedIn, etc.)
- vii. Post ad in trade/industry publications & websites
- viii. Post ad in high schools, colleges, and Vo-Tech schools
- ix. Post ad in local houses of worship
  - x. Email/mail/fax ad to customer database, vendors, personal/business colleague database
- xi. Include recruiting incentive plan in team member paychecks (with timed out pay out system)
- xii. Include sign on bonuses if applicable (with timed out pay out system)
- xiii. Utilize a recruiter/headhunter
- xiv. Fax job description to employment/temp agencies
  - 1. Identify (10 to 20) agencies
  - 2. Complete their contract if required
  - 3. Call back the day after JD is faxed to ask for resumes
- xv. Networking - “every conversation is an interview”
- xvi. Publish ad in your company newsletter
- xvii. Retrieve web resumes from web sites daily
  - 1. [www.indeed.com](http://www.indeed.com)
  - 2. [www.careerbuilder.com](http://www.careerbuilder.com)
  - 3. [www.ziprecruiter.com](http://www.ziprecruiter.com)
- xviii. Search web for local resume postings: city+resumes

## **2. Step #2: Phone screening of leads**

- a. Set up a dedicated voicemail box for phone screening
  - i. Options: (if you don't have the capability internally, check internet resources)
- b. Complete voicemail script for voicemail box and record
  - i. Ask 1-3 questions; have them leave answers
  - ii. Be sure to say that they must meet qualifications and follow directions
  - iii. Be sure to say that drug testing, background checks, etc. will be used (if applicable)
  - iv. Have them email/fax resume/qualifications to your email/fax
- c. Job description and ad to send leads to dedicated voicemail box message
- d. Listen to responses and rate the responses and attention to directions
- e. Qualify candidates by evaluating responses and comparing resumes to job description
  - i. A – has necessities plus some
  - ii. B – has the necessities
  - iii. C - missing some necessities
  - iv. D - not even close
- f. Develop a short list of candidates (10 - 15) (only use Cs if necessary, no Ds)
- g. Have the short list of candidates fill out application forms (optional)
- h. Have the short list of candidates take the Profiles: Step One Survey II (optional)

- i. This is to cull out the values mismatches early on

### **3. Step #3: On-site screening of leads ( or test drive)**

- a. Arrange group or on-site screening meeting (in 2018/2019, group sessions are very difficult to do)
  - i. Administer assessments as needed (Profiles Performance Indicator (PPI))
- b. Or, design on-site screening (test drive)
  - i. Identify 3 most important responsibilities/task of position
  - ii. “What 3 things are absolutely essential for this person to do well?”  
Have test drive candidates complete a 2-8 hour trial of working “in the position” and evaluate their ability to do the top 3 responsibilities/tasks of positions
- c. Include existing team members in review of candidate performance
- d. De-brief on-site screening (test drive) with team members
- e. Develop shorter list of candidates (3 to 5)

### **4. Step #4: Assessments of the shorter list of candidates**

- a. Design a list of assessments to further evaluate the top candidates
- b. Assessments for consideration:
  - i. Background Check: is the person a known risk with a history?
  - ii. Drug Screen: legally required for some positions e.g. DOT
  - iii. Driver’s License Pull: Especially if they ever will drive a company vehicle – most insurance carriers will require this
  - iv. Credit Check: Especially if they will handle cash, items of high value, or financial transactions
  - v. DiSC: Brief, entry-level behavioral assessment (s/b done at group meeting)
  - vi. Profiles SOSII: Indicator of values and beliefs
  - vii. PPI: Profiles Performance Indicator; DiSC style measurements with much greater accuracy, plus Motivational Intensity
  - viii. Profiles XT: Full assessment of learning and behavior styles and job fit analysis. Plus can do a high-value job match to assess fit to job
  - ix. Plus, others specifics depending on the position, this could include Profiles PSA, PLR, CSP, etc.
- c. Have short list candidates do online assessments, etc. (e.g. Profile XT & Step One Survey (if not already done in step 2h.))

### **5. Step #5: Final interview and hire**

- a. Interview short list (2 – 4)
- b. Remember your goal is for **them** to talk, not you
- c. Have other top management personnel participate in interview process as deemed appropriate – get their opinions and check for consistency of answers to key questions

- d. Open-ended vs. close-ended questions: “what have you or how have you?”
- e. Develop questions to uncover actual past experiences pertaining to skill set and tasks required for position
- f. Develop situational questions to determine their thinking process, beliefs, and values: “How would you handle a situation like this....?”
- g. Use same set of questions for all interviewees
- h. Rate the response of interviewee on each question as 1 through 5, record comments
- i. Rank short list according to preference
- j. Have applicant do drug tests, background checks, etc. (as applicable)
  - i. Check state and local laws of how/when to do certain background checks, drug screens, etc. legally
- k. Check references on top choice
- l. Negotiate salary and make offer
- m. Complete hiring agreement/contract

# **Rough Example Job Ad:**

**[Name of position] WANTED**

**[Name of your company] in [your town], [your state]  
is looking for you if you are:**

- HIGH ENERGY
- RESULTS-ORIENTED
- SELF STARTER
- TRUSTWORTHY
- PEOPLE-ORIENTED

**If you possess these qualifications, call us today  
[phone #]**

# Rough Example Phone Script

User: Client

Target: Office Staff leads

Lead condition: temp agency

Objective: Qualify leads

## *Smile when speaking on phone!*

Hi and thanks for calling! [your company], located in [your city and state], is currently seeking a [name of position]. The responsibilities of this position include [responsibilities]. [Your company] will provide [training, development]. The compensation package will include health insurance, life insurance, and a retirement plan. [your company] is [describe the company and what a wonderful opportunity it will be to work for you and why]. [Your name] is a highly talented, proven winner in the field of [your field]. He/she has [name some of your accomplishments] and will personally mentor the person chosen for this position.

Now, please take 1 to 2 minutes to answer each of the following questions after the tone. Please listen carefully and answer each of these questions:

What actual experience have you had ?

Why do you think that you're the kind of person we're looking for?

What do you think this position is worth?

Please leave your name and phone number after you answer the questions. If you fail to answer these questions and follow these directions, your resume will not be considered. Please fax your resume to xxx-xxx-xxxx.

Thanks for calling [your company]!

# Rough Example Phone Script

Hi and thanks for calling *My Service Co.*! This is Joe.

Right now we're looking for an Office Manager to help our company continue its rapid growth. The My Service Co. Office Manager will be responsible for:

1. Bookkeeping using QuickBooks
2. Answering the phone
3. Selling to customers
4. Filing and organizing the office
5. Using Microsoft Office and other computer applications

My Service Co. is a proven winner in the golf cart industry. We sell and service golf carts and have a fantastic reputation for customer service. Working here will be a wonderful, lasting opportunity with a well-known and highly-respected local company.

Now, I need you to give me a 30 to 60 second explanation of the following three things:

1. Why you'll be successful as the My Service Co. Office Manager
2. Past experiences you've had that will make you successful in this position
3. Why you're the right person to be hired for this position

Please leave your name and phone number after you answer the questions. If you fail to answer these questions and follow these directions, your resume will not be considered. Please fax your resume to xxx-xxx-xxxx.

Thanks for calling My Service Co.!

# **Things to Look for in a Resume...**

Make notes on the interview sheet (not on the resume!)

1. Consistently good grades on Math and English... (if fresh out of High School)
2. Did they participate in any team activities... (if fresh out of High School)
3. References/Teacher's written comments...(if fresh out of High School)
4. Job hopping...why?
5. Increasing level of responsibilities?
6. Presentation and effort...
7. Things it LEAVES OUT...
8. Separate resumes into four piles:
  - A – has necessities plus some
  - B – has the necessities
  - C - missing some necessities
  - D - not even close
9. Focus on the As and Bs...

Make sure you know what the items are that are biggest disappointments if can't do. E.g.:

1. Invoicing
2. Good at handling customers on the phone and on-site
3. Create a nice marketing flyer to sell product
4. Work with QuickBooks
5. Capable of good selling
6. Capable of Cold Calling
7. Etc.



# Group Hire Meeting Format ...

- 6:30 pm ...** Greet and welcome making sure everyone listed is in attendance...
- 6:32 ...** *Name* to lead the group in vision, mission and values of *Company* and where it's going. Also to discuss going the extra mile...
- 6:40 ...** *Name/Team* to tell the how *The Company* is different and its expectations
- 6:42 ...** *Name* to describe the current situation at *The Company* and its history to date
- 6:45 ...** *Name* to give job description
- 6:50 ...** *Name* to give format for rest of evening and send to 5 minute break
- 6:52 ...** Break...leave the room
- 6:57 ...** *All* to fill in questionnaire/application (if applicable)
- 7:05 ...** Potential team members to introduce themselves to the rest of the group
- 8.15 ...** *Name* to ask group questions – have them stand when answering
- 7:15 ...** *All* to take DiSC booklet evaluation
- 7:25 ...** Finish and let them know when they will be contacted ... (check phone numbers...)

## Questions to Ask the Group...

Each person must answer each question in turn...

Make notes on the interview sheet (not on the resume!)

### Example Questions

1. What sort of jobs have you been applying for? Why?
2. What are you looking for in a job? Why?
3. What do you want to achieve in your life?
4. How do you see *Company* helping you get there?
5. What one thing made you apply for this position?
6. What do you think the job is all about?

# Example Induction Plan

1. Orient to company
  - a. Company vision, values
  - b. Rules of the game
  - c. Organizational chart
  - d. Disciplinary process
  - e. Company employee handbook
2. Present and get sign off on positional agreement, employee handbook, and substance abuse policy
3. Start the 5 P's Employee Orientation Plan
4. Review operations/procedural manual relevant to position
5. Develop a specific IDP for the new employee
6. Coach team member through IDP and Performance Planning Process