How to Hire the Right Employees

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General Aspects of a Great Hire

- Someone that’s a good fit for your organization (values, goals, etc.)
- An individual that will get along well with the people on your team
- A SWAN – Smart, Works Hard, Ambitious, & Nice
- Someone who doesn’t have any characteristics that you prefer to avoid in your team members
Establish an Ideal Profile for the Position

- Ideal Work Experience, e.g.:
  - educational requirements
  - specific type of work experience
  - amount of desired work experience

- Desired Professional Skills, e.g.:
  - desired skills in areas of expertise
  - additional important skills (technical, organizational, etc.)
  - approach to work (strategic, collaborative, etc.)

- Key Interpersonal Skills, e.g.:
  - good listener
  - respectful communicator
  - conflict resolution skills
Establish an Ideal Profile for the Position

- **Ideal Personality, e.g.:**
  - positive, can do attitude
  - outgoing, friendly, easy to get along with
  - agreeable, coachable, etc.

- **Desired Personal Characteristics, e.g.:**
  - hard work ethic
  - honesty, integrity
  - perseverance

- **Characteristics to Avoid, e.g.:**
  - egotistical, self-centered
  - lone wolf, maverick
  - defensive, argumentative
Questions to Determine Fit w/Organization

- Revealing Questions, e.g.:
  - what do you know about our organization?
  - why will you be a good fit here?

- Behavioral Questions, e.g.:
  - give me an example of how you had to adjust your approach to the way things were done at a previous employer?
  - give me an example of something that really frustrated you on the job in the past, and how you handled it?
  - tell me about a past employer’s workplace culture, and what you did to fit in?
Questions to Determine Fit w/the Position

- Revealing Questions, e.g.:
  - why do you want this position?
  - what about your experience will make you successful in this job?

- Behavioral Questions, e.g.:
  - here’s an example of the type of situation you’ll face in this job - how have you handled this kind of thing in the past?
  - give me an example of a time you had to give bad news to a customer, and how you handled it?
  - give me an example how you used this (example) skill to complete a complex task/project?
Questions to Determine Fit w/the Team

- Revealing Questions, e.g.:
  - how do you typically get to know your co-workers?
  - how do you approach collaborating with a colleague on a task?

- Behavioral Questions, e.g.:
  - give me an example of a boss that you liked, and what you did to get along well with him/her?
  - describe a time when you had conflict with a co-worker, and how you resolved it?
  - give me an example of a co-worker that you didn’t like, and how you worked with them on a task?
Small Group Exercise
More Keys a Great Interview Process

- Interview at least 3 people for every position – consider even more for important positions (i.e., resist the temptation to hire the first person you meet)

- Have at least 3 people interview each candidate (more opinions are better)

- Give every candidate some exposure to other team members to get additional feedback on how they’ll get along with the team

- Don’t rush the process – leads to poor hires and problems later
Additional Tips for the Interview Process

- Give every candidate a realistic idea of what it will be like to work for your organization – it can help reduce turnover later.

- Look for red flags
  - non-verbal signals (discomfort, poor eye contact, etc.)
  - insecurity, lack of confidence
  - other characteristics from your “to avoid” list

- Do thorough reference checks (ask about skills, how they get along with others, personality, desirable characteristics, etc.)
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Call us at our toll free number 1–866–327–9133, to schedule a confidential appointment.

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