Performance Assessment

Greetings:
In this issue, and others to follow, we will show you some hiring procedures and helpful tools designed to increase the effectiveness of your hiring program. We will show you how to reduce turnover and hire only those best suited to the job, who once hired, reach peak levels of productivity in record time.

❑ **Effective Hiring**

When it comes to hiring the right person for the job, some companies just fill slots and others find people who are effective in their work and contribute to the success of the organization. Why does this happen? What's the secret to successful hiring? Read on.......

The secret lies in developing a hiring system that works. The hiring process can be long and complicated or it can be succinct and effective. The following will reveal the professional tools, techniques, and secrets used by hiring experts.

❑ **Tips for Successful Interviews**

The very survival of your business depends on hiring the right people. But finding the best employees can be tricky, and if you don't have the right interviewing tools and skills, you risk losing a great candidate -- or worse – hiring a person that's not qualified for the job.

At today's salary rates, that can be devastating to your budget. In today's competitive job market, conducting effective interviews is more important than ever. While you're sizing up a candidate, that person is also considering you as a potential employer. Here are some tips to help you effectively screen the candidate, make a good impression, and ensure that the candidate gets the information they need about the job and your company.

❑ **Goal of The Pre-Hire Interview**

Understand the purpose of the interview.
Hiring the right person is the goal of interviewing, but not necessarily the purpose of an interview.

An interview is your chance to collect information about the candidate sitting in front of you. It's your opportunity to find out if the applicant is qualified for a particular job, if they are truly interested in the available position, and if they fit your company's culture and meet the behavioral, motivational, and skill-set requirements of the job.

Rethink your interviewing strategy.
General questions like "Where do you see yourself in five years?" won't tell you much about the candidate. They've already rehearsed a response to this type of question. Although you may use questions like these to establish rapport and open lines of communication, the real focus should be how the person will perform in a specific role. To find and hire smart employees you have to adopt smart interviewing tactics that uncover a candidate's abilities, talents, strengths and weaknesses. There are many tools professionals use to assist in this effort;

foremost among them is the **Success Factor Analysis (SFA) pre-hire assessment (ask us for a free demo)**. Promising candidates should be administered this assessment. It goes beyond canned interview questions and addresses behavioral and motivational issues vital to job success.

Attain your interview goals. To achieve your pre-hire interview goals, you must have a master plan. Commit this plan to paper and follow it for all interviews. A consistent interview process will help you spot the best prospects and eliminate those who are just telling you what they think you want to hear.

Develop a list of desired skills and work-style. You can't formulate insightful questions until you know what skills to look for. Always look for the greatest strengths in areas that are MOST important to the job. To do this you should analyze the job to know what to look for in a candidate. Is the job focused on tasks? Does it require people skills? Must the candidate have high levels of achievement and drive or is most of the work assigned? The **Work Environment Analysis (ask us about it)** helps identify and clarify the true nature of the job. **It is so vital to success that we will process one report for your company absolutely free**.

Create a great list of interview questions. After you develop a list of skills, put together a list of interview questions that will help you learn more about the candidate. Construct open-ended questions that invite candidates to share information and talk about their experiences. Today, many interviewers use behavior-based questions to discover how a person handled a situation in the past and to determine how they'll react to a similar situation in the future. Try posing questions such as "Tell me about a time that you missed a project deadline. What happened and how did you manage the problem?" Append your questions to the **Success Factor Analysis (SFA) interview questionnaire** to gain an intensive yet customized insight into the candidate. **If you would like a free copy of the SFA interview questionnaire, please let us know**.

Check your list again! Review your list of interview questions. You should have a good mix of opinion-based, credential-based, experience-based and behavior-based questions that will provide a complete review of the candidate's background and personality.

Tell the applicant about the interview format. After you introduce yourself, put the candidate at ease. Outline the basic structure of the interview. You want them to relax, speak freely and provide detailed answers to your inquiries. Be alert to, and question, curt or evasive responses to your questions.

Prepare for and encourage questions. Make sure you have adequate information about the company to answer a candidate's questions. They may ask about your business' core functions, number of employees, future plans, culture or a variety of other things. Bring a media kit to the interview, or prepare a fact sheet that lists relevant company data and history.

Take notes. Interviewing requires superb listening skills, but listening isn't enough. Capture the details of the interview on paper to jog your memory, noting key actions and outcomes. Taking objective notes and

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66 Derbyshire, Derby, CT 06418
203-732-0603
www.mcaassociates.com
hcoleman@mcaassociates.com

documenting responses will help you compare candidates when it's time to make a hiring decision.

Interview smarter, not harder. If you decide to make a conditional hiring offer to the candidate, make certain the training and development section of the **SFA** report is provided to their manager to assist in focusing on areas in need of development or enhancement. If hired, give a copy of the **SFA** training section to the new employee along with a job description and a copy of the **Work Environment Analysis**. These documents will help the new employee focus on areas important to their success on the job and eliminate any ambiguities about duties and responsibilities.

❑   **Professional Pre-Hire Tools**

Do you know what is important to you? Key to any successful hiring program is the use of the **SFA** as a screening tool. The most cost effective option is the **SFA "Snapshot"** report. This format rates and ranks candidates as it compares them to successful people in the same type of job. It also includes a development guide to show just which traits and skills need development so once hired, your new employee can achieve peak performance in record time.

The SFA accepts and merges with other tools. If you are hiring for a job that traditionally is a high turnover position, administer the **Reliability Register (RR)** along with the **SFA** to screen out asocial candidates and help find those with a high degree of work ethic, integrity, and who respond positively to supervision.

If the job requires strong cognitive reasoning, intelligence, and the ability to learn new things and think "out-of-the-box" administer the **Cognitive Reasoning Register (CRR)** along with the **SFA**.

Don't use more assessments than you need. Keep them job specific. Remember, the **SFA** is the core instrument; the others simply focus on specific needs.
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Next Issue:

Building an "Income Generating" Sales Team