



HIRING THE RIGHT PERSON – THE FIRST TIME!

Good news! Your business or practice is steadily growing and is profitable. After years of cultivating a loyal client base, you are seeing tremendous payoffs—although you would really like to take a vacation one day.

The bad news? The days of handling everything yourself—from marketing to client relations to delivery of service and administration—are long gone. Your business has reached a “ceiling of complexity” and you need someone else to handle part of the work load. You want to get back to what you are best at, attracting and retaining clients, not compliance and paperwork. But you’ve never hired anyone before, or you did hire someone once who sounded great but turned out to be a hiring mistake.

How do you hire the right person when recruiting, interviewing, and hiring are not your “core competencies?” One key to saving time and frustration is to hire the right person the first time, since hiring mistakes are costly and time consuming. As Steven Covey says, “Begin with the end in mind.” Taking these steps will help clarify and improve your hiring process from A to Z.

A GREAT MATCH

Using behaviorally based questions can help you rule out unsuitable candidates. Sample questions:

- Who was your favorite boss? Why?
- How would you handle multiple priorities with the same deadline?

For a free report on the “Top 10 Interview Questions You Must Ask” visit us at www.thewinsorgroup.com

DID YOU KNOW?

It is illegal to ask questions based on these topics:

- Race
- Color
- Sex
- Religion
- National origin
- Birthplace
- Age
- Disability
- Marital/family status

1) Define the role and responsibilities

- a) Will this person handle compliance? Or will they support marketing efforts? Those are two very different skills sets. Don’t make the mistake of trying to force too many unrelated functions under one job umbrella.

2) Establish benchmarks for measuring the employee’s success

- a) What will this person need to accomplish in the first 90 days? First 6 months? First Year? Be specific about tasks and desired outcomes. (For instance, “All our client contacts and prospects will be accurately entered in the new database software, with ticklers for 6 month and anniversary reviews within 90 days of the hire date.”)
- b) Be prepared to review and reward excellent performance. Be prepared to deal with less-than-acceptable performance.

3) Decide on a fair-market compensation range prior to interviews

- a) What does the competition pay for this level of employee?
- b) What fits realistically in your business model?
- c) Will you pay a bonus? How will you measure and reward outstanding performance?

- 4) **Decide how you will source potential candidates**
 - a) Will you rely solely on referrals? Will you post an ad on Monster? Will you use only industry association postings? Do you plan to use a third party search firm?
- 5) **Assign separate resources to manage the search, if possible**
 - a) Decide who will screen resumes. It is best if the decision-maker interviews only the top 3 candidates, so that means delegating, if possible, the initial screening.
- 6) **What questions should you ask in the interview?**
 - a) Prepare a list of questions that relate to the skills and knowledge required to do the job
 - b) Do ask behaviorally-based questions (see sidebar on page 1)
- 7) **Know what questions you should NOT ask**
 - a) Take the time to identify the questions that could pose legal issues for you and for firm. You should seek legal advice on best practices in hiring, but general information is available online regarding illegal interview questions. (See the sidebar for interview questions to avoid.)
- 8) **Set up a timeline and accountability for your process**
 - a) Schedule the steps and manage the process just like any major project
 - b) Assign responsibility for screening and scheduling interviews before you begin
 - c) Decide in advance who will ask which questions during the interview
- 9) **Be prepared to articulate why candidates should come to work for you**
 - a) What is the unique and compelling reason to work for your company?
 - b) Do you offer a career path, training, benefits or something else unique?
- 10) **Set up your new hire for success**
 - a) Decide in advance who will train the new employee
 - b) Provide resources for orientation and self-paced learning
 - c) Provide meaningful feedback that helps the new employee learn and improve performance

As with any worthwhile venture, hiring the right person takes thoughtful planning and quality resources to create the desired result. However, following these steps will take much of the pain and second-guessing out of the hiring process. Each time you follow this process it gets easier and more rewarding. Happy hunting!

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