Hiring secrets of the SMART Search System revealed

Making sure that your company hires the right individual for your open position will be better accomplished when your hiring team is properly prepared and aligned for it.

Failing to do so will end up causing you to get the wrong people, reduce your company's effectiveness, and cost your company more than they should be willing to pay for its hiring mistakes. Instead, a few steps can help your company to avoid these mistakes and get better quality hires from the start by preparing your hiring team in advance.

When potential new hires come before an interview team, the candidate expects to see a unified front that presents the company and the job requirements given in a uniform way. When the team members are obviously disorganized and incongruent about the facts they present – for whatever reason – it casts doubt on your company. In addition, when staff members are late for the appointment, disorganized, and rushed, it makes it even worse. On the opposite side, when a company has a unified team and each seems to be supporting each other in terms of the job description, the company's image, benefits, and

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practices, it will definitely tend to make the company and the job look more attractive. Such a unified front will also ensure that the right questions are asked and that the potential employee best understands what is involved in the duties and responsibilities of the position. This leads to better hiring decisions and a better work environment.

THE SMART SEARCH SYSTEM CAN SOLVE YOUR HIRING PROBLEMS

Your company can set the stage for the creation of a unified team by using a proven method called the SMART Search System. It will enable your company to assemble the right information about the position, create a unified team, and it will give you a repeatable system that can be effectively used anytime you need to fill an open position.

The SMART Search System stands for the processes involved in setting up the powerful tools you need to Source, Market, Assess, Recruit, Retain, and Train your highly qualified new hires. Implementing this system starts by gathering all of the information relative to an open position – which is probably one of the most important aspects of the process.

The highly customizable SMART Search System can be adjusted according to the needs of the different departments – giv-

ing you the ideal hiring tools. Putting this system into place and using it will dramatically increase your company's ability to determine the right hires you need, and it will also enable you to put those top candidates into your work force quickly. It will also enable you to get them without losing them to your competitors, or having to go through long hiring campaigns and/or drawn out negotiation processes.

Instead of having your managers go into the hiring process in the dark (uninformed or unorganized – or both), the SMART Search System provides them with a highly developed and tested set of forms and tools wrapped around a 12-step hiring process. This gives your leaders a proven battle plan – like a general would use to order a battle and ensure that the troops are well prepared in advance of all contingencies and possible actions of the enemy.

The value of such a system can clearly be seen when the costs of unfulfilled job positions or mis-hires are taken into consideration. Some studies indicate that it could be as high as 150% of the value of the employee's compensation amount.

This is determined from the following factors:

- Costs Due to an Open Position: Other Employee's Overtime; Managerial Costs; Using Temps or Consultants; Loss of the Investment in Training.
- The Costs of Recruitment: Advertising; HR Recruiter Time; Recruiting Fees; Administrative Costs; Background Tests, Drug Tests; Reference Checks, etc.
- New Training Costs: Orientation; Trainer Time; Training Materials; Departmental Training.
- Lost Costs in Productivity: Slower Productivity During Training Period; Cost of Mistakes While Training.

- New Hire Costs: ID Cards; Passwords; Telephone Hookups; Email Accounts.
- Compensation Packages: Relocation Costs; Possibly a Higher Salary; Benefits; Bonus.

After looking at this list, you can easily see why it is going to cost you to leave a position open for very long. The SMART Search System is designed to reduce your costs by enabling you to fill in your position quicker.

THE FIRST STEP NEEDED TO ENSURE A RIGHT HIRE

While most companies may immediately attempt to fill in their open position with an ad to gather resumes from as many applicants as possible, the truth is your company is not ready for it yet. A better approach, however, is to prepare your team and get them on the same page first.

A lot of confusion can be caused by something as simple as bringing in a new person into the interview process who does not even understand what the actual job requirements are. Further problems will certainly develop when the Hiring Manager does not fully understand what Human Resources is looking for in the new candidate – or vice-versa. This can easily result in the collection of resumes with no one even beginning to match the qualifications for the position – which obviously delays filling the position and only raises the costs even higher.

Both of these situations necessitate a search preparation – an information gathering process to ensure that the actual duties of the job are understood by all members of the team. Getting the information from people who are actually doing the work and updating the job description page is just the start. Taking the time to ensure that the right information is flowing between the people involved in the hiring process will enable a better match to be given faster. This will help to provide a shorter time period to the hiring process, lower costs, and longevity in new hires because they will fit the job requirements better.

CHOOSING THE BEST HIRING TEAM

Another important part of the hiring process using the SMART Search System involves a careful selection of all the people that are going to be on the team – from start to finish.

This way, no gaps are left to people (regardless of their position in the company) who may not quite be on the same page as to what is needed and why a particular candidate looks good to the company. Making sure that each person on the team is properly informed – and qualified – is something that should not be left to chance. Candidates will have greater confidence about working with your company if there is a clear and obvious unity in the job description, a consistently strong company vision and positive attitude toward it, and a team spirit demonstrated when the groups are together with the individual.

Altogether, you should seek to bring in a minimum of six, possibly even up to twelve different people into the hiring process. Before dismissing this number too quickly as being too high, it is important to see how the SMART Search System can be used to ensure the right hire.

Each person selected to be on the team also needs to meet some other qualifications. If they cannot or will not meet them, then they need to be dropped from it – no matter who they are. Training will be needed so that each interviewer will know how to ask the right questions, give the right answers, and ultimately determine the right candidate.

When selecting the team members, there first needs to be a serious commitment on each member's part to assess and select the best – and only the best candidate for the position. Next, they also need to be committed to providing written feedback from each interview given. This will ensure that the information that is gained from one interviewer is successfully passed on to the team. A falling short in any of these areas will only create confusion, redundancy, misdirection, and more problems for the team as a whole.

At the second stage of the interview

process, the hiring manager's boss needs to become involved. This is to help look into any red flags that have been raised in the process so far, and to provide direction in future interviews where further clarification on issues is needed. Other people may also be brought in who will be peers of the employee or manager.

In the Final Round of the interview process, you need to bring in some of your top executives such as a CEO, CFO, or COO, as well as a top leader in your human resources department. Having them involved sends a clear message to the new hire that your company considers every new hire to be important. If this person is to be a manager, then it is also a good idea to bring into the interview process some of the highest people that the new hire will be managing once hired.

The number of people on the hiring team and in the process should not be shorted in any way. It is easy to say that you do not want to tie up that many people because you are too busy. If you say that, however, you are missing the whole point. Two things are very important about why you need that many people in the process. First, understand that most of the candidates will be eliminated after the first interview, which means that most of your staff members will actually only see a few of the finalist candidates. Secondly, it enables the candidate to meet and interact with a number of people they will work with which will help them determine whether or not it is a friendly, fast-paced, entrepreneurial place to work, etc… in other words the right cultural fit for them.

This will show him or her whether or not they can be comfortable with the other employees and bosses, and may help to reinforce the idea of working there – or of going somewhere else.

GETTING THE ENTIRE TEAM ON THE SAME PAGE

The place to start getting ready for the hiring of new employees needs to begin with getting all those that are selected to serve on the hiring team are on the same page. They need to be prepared for it. While this step may seem simple

– it will not be as easy as some might think. Some people, for instance, will think that they already know everything they need to know about making a hire. Others will think that they already understand what the position requires. Still others, particularly hiring managers, may question the validity or wisdom of a new way of doing things.

The Ropella Group helps companies dramatically improve their hiring partnerships through an Aligning Expectations Meeting, which should only take about 30 minutes. A special questionnaire, called the Search PREP Questionnaire – with 60 questions) has been prepared to facilitate the information gathering process. You may be surprised at the number of other questions about the position that will be brought up when these questions are asked. An Aligning Expectations document is then used to facilitate a dialogue about roles and responsibilities for the selection team as they are completing the hire. After these two steps are completed, your team will appreciate why such a meeting was essential in the first stage.