HIRING THE RIGHT PERSON FOR THE JOB

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Disclaimer

The Real Disclaimer: This presentation contains information about employment law matters for informational purposes only. It is NOT legal advice. Contact a qualified attorney for specific advice on any legal matter.

Culture

- You can hire the perfect hard-working, intelligent, safety-conscious employee, but they won’t stay if working for you is terrible.
Good Culture

- Visibly reward employees for doing things right.
- Make things transparent. If employees know what is right and what is wrong within your company, they won’t be surprised by discipline.
- Encourage all employees to point out safety hazards.

Common Hiring Mistakes

- No Process
- Hiring Yourself
- Itchy Trigger Finger
- Expecting an Epiphany
- Hiring an Employee’s Friend

What You Currently Do

- Step One:
  - Hire anybody that is available.
- Step Two:
  - Deal with the consequences later because you need workers now!
Less Time Now = More Time Later

- You know it is a cycle
- You hire someone quickly to fill the need
- Occasionally they turn out to be good
- Often they don’t and you are back to square one

Hiring Yourself

- Is the job identical to yours?
- Hire someone to fit the position
- Consider complimentary strengths

Itchy Trigger Finger

- Quick Hires aren’t properly vetted
- Things get overlooked
- Consider temp workers for labor only positions
Waiting for an Epiphany

- Expecting to “Know it when you see it”
- Waiting for the “A-ha” Moment
- Completely subjective
- Does not result in good employee-job fit

No Process

- Without a process you can’t:
  - Objectively Rank candidates
  - Objectively Evaluate Candidate Differences
  - Assure the best candidate is hired

Hiring an Employee’s Friend

- Isn’t the best candidate and doesn’t necessarily fill the need
- Encourages goofing off at work
- Birds of a feather don’t always flock together
How to Hire Right

- Create a Plan/Process
- Have a Defined Goal
- Define the Job
- Attract the Right People
- Collect Applications
- Screen, Screen, Screen
- Make the Decision

Define the Job

- Job Duties and Responsibilities
- Skills Desired
- Education Required
- Wages and Benefits
- Don’t be too restrictive

How to Attract People

- Make the job sound appealing
- Post the job where people look
- Keep the posting simple
Consider Translating the Posting

- For jobs that may appeal to non-English speakers, consider translating
- Be Careful nothing gets lost in translation

Collect Applications

- Set an application deadline
- Sort Applications as they come in
- Rank applications
- Arrange interviews

Good Employee Characteristics

- Teachability/Willing to Learn
- Standards
- Job Ownership
- Teamwork
- Challenging Attitude
- Avoids Complacency
- Communicator
Teachability

- The ability to learn
- The desire to learn
- Willing to adapt to changes as necessary

Standards

- The candidate understands the function and importance of industry safety standards
- The candidate adheres to standards set by the business

Job Ownership

- It is all about taking responsibility
- Candidates who do this are more likely to be safety conscious
### Teamwork/Team Player

- Others can rely on
- Respectful and cares about others
- Has people skills
- Works well with others to accomplish goals

### Challenging Attitude

- Challenges the unknown
- Challenges Assumptions
- Respectfully…

### Avoids Complacency

- Recognizes and plans for inherent risks
- Has some sort of contingency plan
- Double and triple checks safety sensitive issues
Communicator

- Is able to communicate with other workers on site
- Efficiently and effectively conveys information
- Explains process and expectations

Interviewing

How to Interview

- Ask good questions
- Listen slowly
- Pause
- Allow candidates to open up more
Interviewer Selection

Interviewer(s):
- Must understand the job being filled
- Should interview all candidates
- Be good at listening

Developing Appropriate Questions

Ask neutral questions without clues to the 'right answer'
- Bad Question: Would you be able to travel 30% of the time?
- Better Question: Ideally, how much travel would you like in a ____ (week, month, year)?

Use Simulations!

- A great way to see how people react
- The BEST way to see how a candidate pays attention to details
- Have it be job related
General Questions

Q: I've read your resume, so I know a bit about you. Why don't you start by telling me a little more about yourself. Give me your 2 minute bio.

Q: Tell me all about our organization (company, program, etc.)

Unique Questions

☐ Q: Give me a synopsis of the last book you read, and tell me why you did or didn't like it.

One More Unique Question

☐ How often do you get high?
Narrowing & 2nd Interviews

- Second interviews are a good idea for the right positions.
- A good chance to see if somebody had a bad day, or see if they were good at faking it.
- If both interviews go well, then chances are good you have found a good candidate.

Rational Decision Making

- Keep in mind what you need in an employee
- Don't pick the nicest candidate or the one most like you.
- Don't hire friends of employees for expedience sake.
- Hire for the job!

Making Offers

- Use an 'offer letter'
- Possibly make offers contingent upon your requirements such as:
  - Background check
  - Credit check
  - Reference check
  - Physical
  - Drug Test
Background Checks

- Get permission from the candidate
- Do it for every candidate you are making an offer to
- Easiest to hire a third party

Reference Checks

- Ask the same questions of all references
- Refs may be only be able to give a limited amount of info
- Listen for unspoken hints and cues
- Try and find a non-HR person to talk to at the company via your network

Credit Checks

- Be Very Careful
- MUST have permission so you don't violate the FCRA
- A good idea for trust sensitive positions
Physicals

- Must be related to job duties
- Must be given to ALL candidates who are offered a position
- Can’t be used for any other info.

Drug Testing

- Must be given to ALL candidates who are offered a position
- Organization must pay for it
- Candidate can dispute results at their own cost

Training and Orientation

- Have a plan
- Use it for all new hires
- Identify any problems from the start
How it all fits

☐ Keep the end goal in mind during the whole process

QUESTIONS?

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