

Hiring Process Strategies to Improve Results & Manage Risk

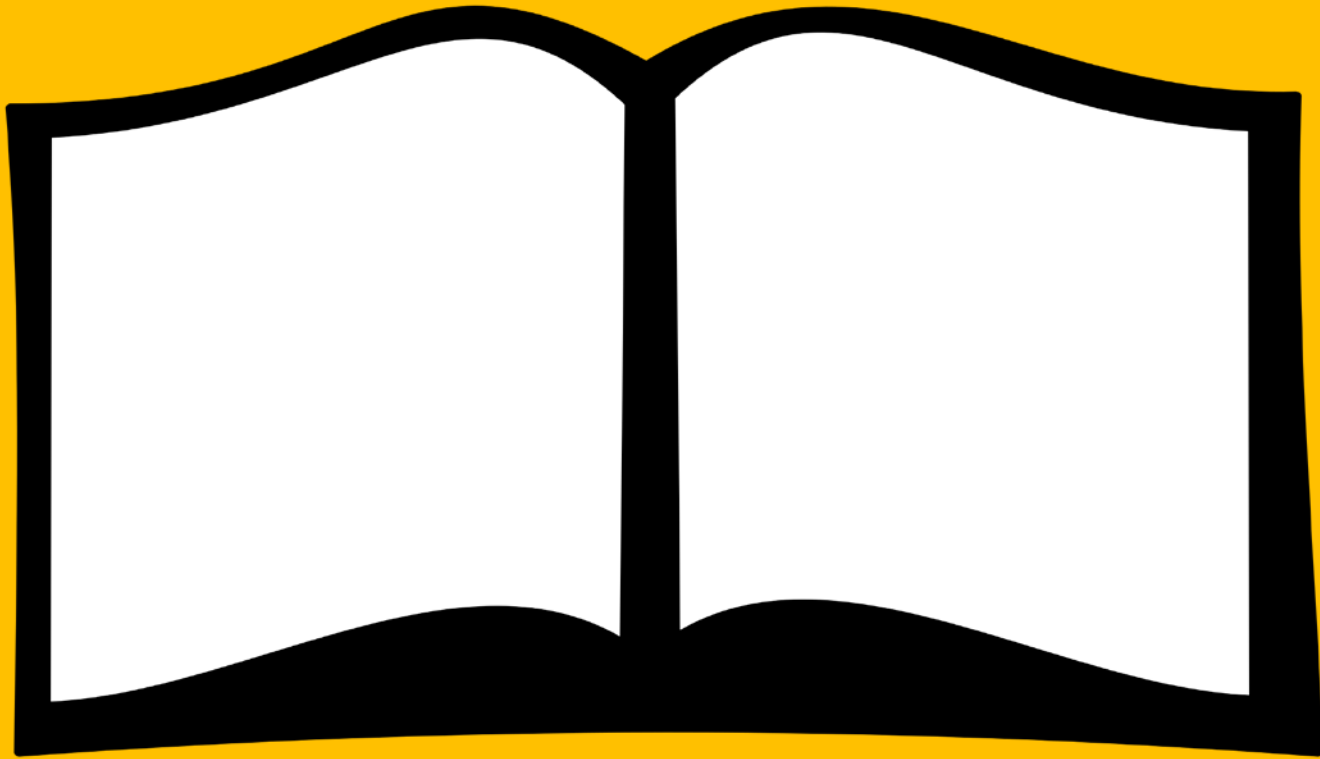
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Your Strangest, Funniest, or Just Not Typical! Interview Experience
[Video](#)



Agenda

- Overall Hiring Risks
- Employer Process
- Candidate Selection Risks
- Steps to Reduce Risk



Bad hire costs **30%**
of annual
salary!



High Performers Make Greatest Impact

300 X

**Greater Impact of
High Performers!**

**Google*




80%

**80/20 Rule –
Your Employees**

**The Best & The Rest*

What High Performers Want:

- Flexibility
- Recognition
- Positive company reputation
- Integrity/honesty/transparency
- Cutting edge technology & innovation
- Challenge – make impact
- Ability to share ideas
- Social responsibility – meaningful work
- Frequent feedback (monthly)
- Progressive learning
- Competitive base pay and bonus



Did you know?

69% Regular
Office Attendance
Not Needed!*

Employer Hiring Process Risks

Talent Strategy & Hiring Plan

Wrong
Candidate
Profile

Low Candidate
Pool

Slow Process

Poor Candidate
Interview
Experience &
Employer Brand

Mismanaged
Offer Process &
Due Diligence

Risk Areas

No Talent Strategy & Hiring Plan

Talent Strategy & Hiring Plan

Wrong
Candidate
Profile

Low C

Process:

- ✓ Talent strategy – part of strategic planning
- ✓ Hiring plan to add expertise
- ✓ Review “at risk” and retiring employees
- ✓ Succession planning



Poor Candidate
Interview
Experience &
Employer
Brand

Mismanaged
Offer Process &
Due Diligence

Wrong Candidate Profile

Wrong Candidate Profile

Process:

- ✓ Ditch traditional job descriptions
- ✓ Define performance goals
- ✓ Find people who solved similar problems



Poor Candidate
Interview
Experience &
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Risk Areas

Low Candidate Pool

Wrong
Candidate
Profile

Low
Candidate
Pool

Process:

- ✓ Mobile optimize job portals
- ✓ Employee Referrals
- ✓ External Referrals
- ✓ Attraction- based posting



Mismanaged
Offer Process &
Due Diligence

**77% Use
Mobile to
Apply!**

Risk Areas

Candidate-Focused Job Posting



COMPANY INFO

Location,
How long
you've been
around,
growth,
stability?



WIIFM

Tuition
assistance,
vehicle,
flexible
hours



ROLE

What role
will I play?
Career
Path?



BACKGROUND

Avoid words
like "must
have" and
"required"

Slow Hiring Process

Talent Strategy & Hiring Plan?

Wrong
Candidate
Profile

Low
Candidate
Pool

Slow
Process

Ex

Managing
ers

Process:



- ✓ Hiring – Priority
- ✓ Hiring manager training
- ✓ Utilize Technology (i.e. skype, facetime)
- ✓ Measure time to fill & report
- ✓ Weekly/monthly call
- ✓ Hiring manager accountability

Risk Areas

Speed of Process Matters!



*The Top 10% of Candidates are
Gone in 10 Days or Less!**

1 in 4 candidates apply for jobs at
10 or more companies

75%

“Active candidates”
are actually
interviewing with at
least 3 companies

Poor Candidate Experience & Employer Brand

Talent Strategy & Hiring Plan?

Process:

- ✓ Golden Rule!
- ✓ Treat candidates exactly the way you do a prospective client!
- ✓ Be prepared, on time
- ✓ Provide prompt feedback



Wrong
Candidate
Profile

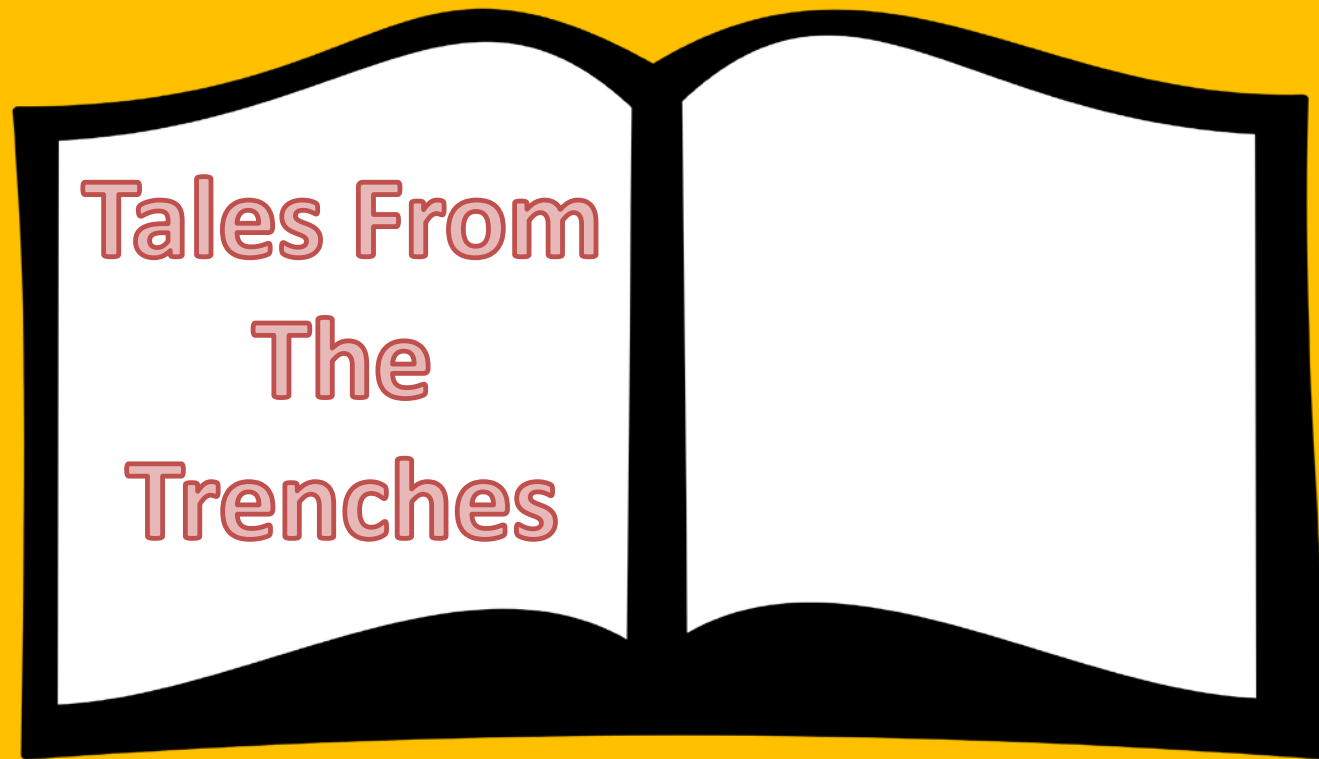
Process

Poor Candidate
Interview
Experience &
Employer
Brand

Mismanaging
Due Diligence
& Offers

Risk Areas

Poor Candidate Experience



Employer Brand



80% of Candidates

Use sources OUTSIDE of your company to decide whether to interview with you



Did you know?
Attract 43% More
Candidates! **



96%
Good Reputation*

CISCO Study*



Corporate Executive Board Research**

Mismanaging Due Diligence & Offers

Talent Strategy & Hiring Plan?

Wrong
Candidate
Profile

Low Candid
Pool

Process:

- ✓ Get salary expectations up front
- ✓ Understand candidate's medical insurance costs
- ✓ Know the Average increase is 15-20%
- ✓ Verbal offer first
- ✓ Offer letter - expiration and contingency statement!



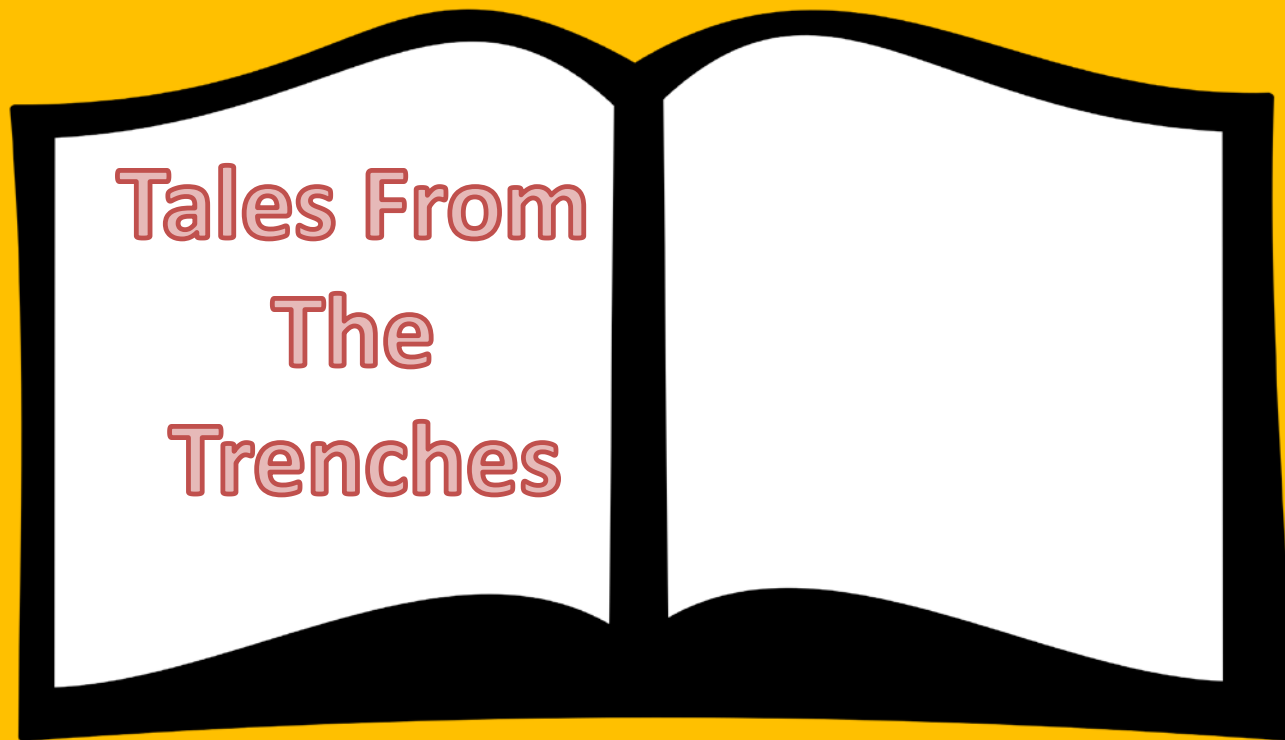
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Brand

Mismanaging
Offers & Due
Diligence

60% Offer
Acceptance
Rate



Mismanaging Offers



Candidate Selection Risks



Misrepresentation

Motivation for
Change

Tire Kickers

Compensation
Surprises



Poor Culture Fit

Competition

Misrepresentation

Misrepresentation

Process:

- ✓ Warn candidate up front!
- ✓ Verify
 - ✓ Degrees
 - ✓ Certifications
 - ✓ Previous employers/dates
 - ✓ Accomplishments
- ✓ Unprovided references
- ✓ Background checks



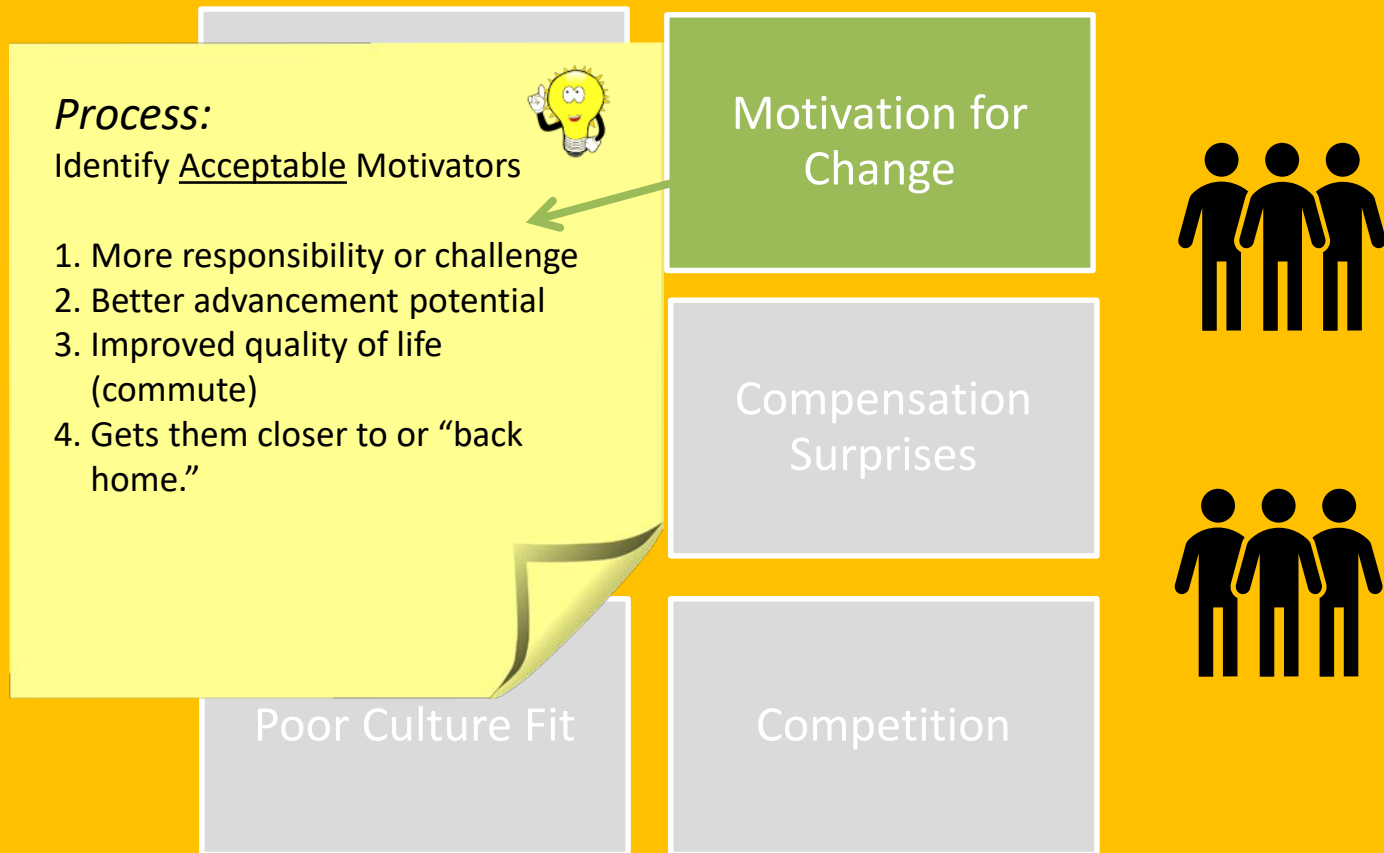
60%
False or
Misleading

re Kickers

Poor Culture Fit

continues
interviewing

Motivation for Change



Tire Kickers

Misrepresentation

Tire Kickers

Poor Culture Fit

- Process:*
- ✓ Counter offers – Ask
 - ✓ Leverage for other offers – Ask
 - ✓ Ego – “I still got it!” --Dig for motivators
 - ✓ Provide deadlines
 - ✓ Watch for over confidence, delayed scheduling and premature questions



Compensation Surprises!

Process:



*Ask & Confirm Compensation Early
& Often!*

- ✓ Ask on 1st call
- ✓ Confirm in writing after call
- ✓ Verbal confirmation before
offer

Motivation for
Change

Compensation
Surprises

Competition



Poor Culture Fit



Misrepresentation

Motivation for

Tire Kickers

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Poor Culture Fit

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Process:



- ✓ Personality assessments
- ✓ Meet team members
- ✓ Go to dinner or lunch
- ✓ Ask them to describe the ideal culture
- ✓ Favorite boss from the past

Competition

Process:

- ✓ Are you at 2nd interview stage?
- ✓ What interests you in that position?
- ✓ Ask for timing on next steps with other employers
- ✓ How do you compare our position to others?

Motivation for Change

Compensation Surprises

Competition



- Make hiring a priority throughout company!
- Address company and candidate selection risks with consistent execution
- Speed up if you want top talent!
- Always conduct due diligence
- Train hiring managers
- Be aware of competition



Q & A

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