

# Improve Hiring & Retention With Better Vetting

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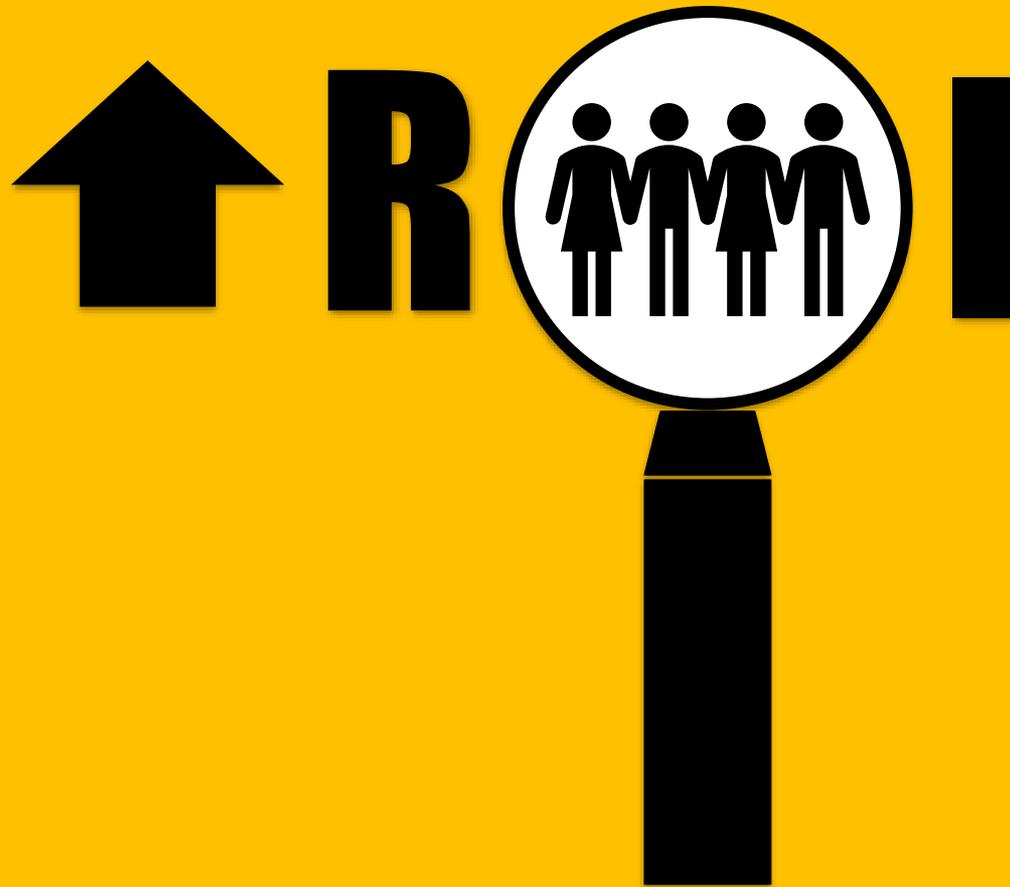
**Poll: Approximately, how many people (non-union) has your company hired in the last 12 months?**

## Worst Job Interview Ever

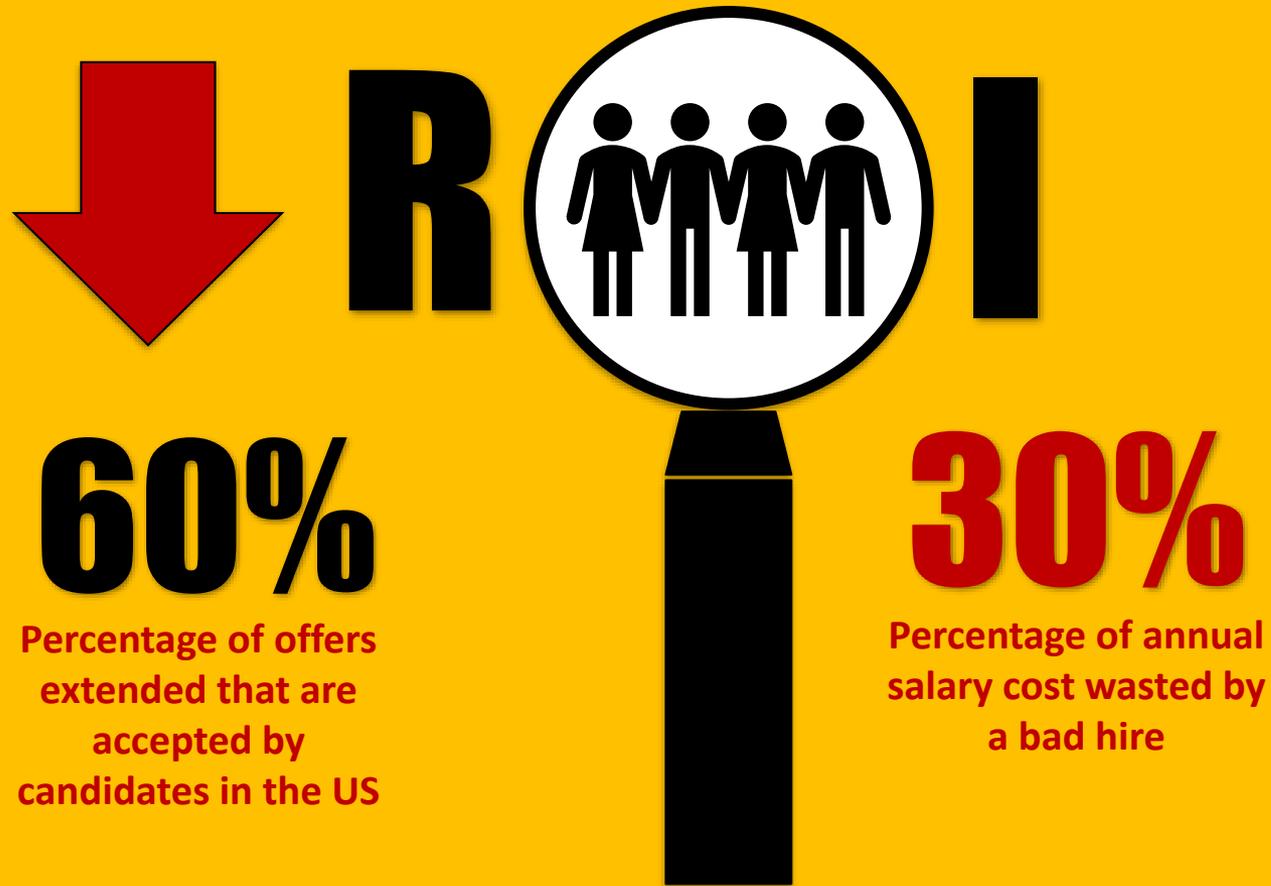


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**Better Vetting = Increases ROI**



## Poor Vetting = Decreases ROI



# Top 10 Reasons Candidates Reject Your Offer

1. Poor Candidate Experience
2. Poor Offer
3. Interview Process Too Long
4. Failure to Communicate
5. Counter Offer

6. Hiring Manager
7. Not Sold
8. Poor Culture Fit
9. Better Options
10. Timing of Offer

## Top 5 Reasons New Hires Fail

1) Coachability	26%
2) Emotional Intelligence	23%
3) Motivation	17%
4) Temperament	15%
5) Technical Competence	11%

*Leadership IQ - Mark Murphy*

Poor Vetting = Increases Risk

 **RISK**



Rejected offers  
= Wasted time  
and money



Wrong fit



Wrong  
skills



Failure to  
deliver  
results



Disruption of  
existing team

## Hiring Process



**Identify  
Hiring Need**



**Job  
Description**



**Attract  
Candidates**



**Interview  
Process**



**Due  
Diligence**



**Extend  
Offer**

## Identify Hiring Need



- Replacement?
- New Position?
- Strategic or Tactical
- Budget Salary
- Set a Deadline

## Creating the Job Description



- Vetting Road Map
- Avoid Hiring Bias
- Performance Goals
- Success at 30, 60 90 Days?
- Obstacles?

## Attracting the Right Candidates



- Ditch Traditional Job Descriptions
- Who is the Ideal Candidate?
- Candidate – Focused Job Ads
- Why Would They Work for Your Company?
- Why Would They Consider the Role?

## Interview Process



### Phone Interview Goals:

- Basic Qualifications
- Motivation for Change
- Timing
- **Compensation**
- **Other Opportunities**
- ***Due Diligence Reaction***
- Set Expectations

### Face-to-face Interview Goals:

- Achievements
- Similar Value/Problems
- Perform a Task
- Culture & Unique Employer Proposition
- ***Due Diligence Reaction***
- **Other Opportunities**
- **Compensation**

**Poll: What is your favorite/most effective interview question or technique?**

## Interview Process



### Second or Final Interview Goals:

- Meet Others
- Outstanding Issues
- Benefits Details - Costs
- Why Do You Want This Position?
- *Due Diligence Reaction*
- *Other Opportunities* - Compare
- *Compensation* Expectations

## Pre-Offer



- Trial Offer
- Deal Breakers
- Other Opportunities?
- Why? Motivation
- Appropriate Increase
- Vacation, Medical
- Discuss Notice

## Due Diligence



- Verify
  - Dates of Employment
  - Degrees (no Diplomas or Transcripts)
  - Certifications
- References – Not Provided
- Current Employer
- Criminal Background Check

## Extend Offer



- 1) Verbal Offer First
- 2) Acceptance  
Deadline
- 3) Offer Letter  
Expiration
- 4) Start Onboarding
- 5) Make Them Feel  
Appreciated!

## Rejected Offer



**40%**



# Vetting Techniques to Improve ROI - Hiring & Retention

Rejected Offers

Wrong Fit

Poor Skills

Delivery Failure

Team Disruption



- ✓ Discuss \$ Early
- ✓ Motivation
- ✓ Competition

- ✓ Performance Goals
- ✓ Competencies
- ✓ Coachability
- ✓ Character & Values

- ✓ Describe steps
- ✓ Perform tasks
- ✓ Get detail

- ✓ Expectations
- ✓ Similar results
- ✓ Similar value

- ✓ Understand Your Culture
- ✓ Present Clear Picture
- ✓ Peer Interviews

Background Checks & Verifications – No Exceptions



# Q & A

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