

Hiring Best Practices

What's Working. What's Not

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Baker Tilly Search & Staffing

Baker Tilly Search & Staffing Survey



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What are your additions to staff a result of
(check all that apply):

Growth (new headcount)	85.7%
Anticipated turnover	0.0%
Upgrading talent	14.3%
Other (please specify)	14.3%

Hiring right...right from the start

Why is it important to hire the right people?

What is the cost of making bad hires?

Defining Your Need



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What is it you are looking for?

- **Skills/experiences**: SEC reporting, “Big 4 experience” (further define what it is), managed staff, educational background
- **Behaviors**: Initiative, takes ownership, etc.
- **Values**: Respect, stewardship, etc.
- **Motivational fit**: Diversity of role, pace, hours, comp., growth
- **Misc**: Connection to the area, interest in what you do, professional demeanor

Defining Your Need (cont.)



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Required vs. preferred

Make vs. buy

Evaluating each position

Reality check – availability of the profile

Audit Your Process



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- Do you know what you are looking for?
- Is your process consistent with your **employer brand**?
- Have you mapped out who is covering what topic?
Consider the evaluation and the “sell” components.
- Are you comfortable assessing a candidate?
- Do you effectively explore candidates motivations?
- What message about your company, and your level of interest, is portrayed by the offer letter?
- What is the follow-up after the offer?
- Do you follow-up between acceptance and start date?
- What does your on-boarding process say?
- Are 30, 90, 180 day expectations clear?

Important to . . .



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- Present a realistic picture of your opportunity
- Give your undivided attention - surroundings
- Be a good listener (candidate should do 75% of talking).
- Pay attention to body language
- Recognize potential biases when evaluating a candidate
- Recruit! It's not called "Evaluating".
- Expedite, but don't short cut, your process. Time is a virus!

Role of HR vs. Hiring Mgr.



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- Babysitter of process or strategic partner?
- Sourcing?
- Impact on the volume of openings
- Niche vs. repeat positions

Tools and Techniques



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- Behavioral Based Interviewing
- Assessment Tools

Interviewing errors



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- First impression bias
- Just like me bias
- Halo error
- Pressure to fill positions
- Comparison to other candidate (vs. criteria)
 - Looks great compared to bad candidate
 - Feeling need to see more candidates
- Putting off decision

Closing / Follow-up



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- Set expectations for next steps/follow-up.
- Document your thoughts/recommendation

What is working for you?

What is not?

Social Media



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Have a plan:

- Consider your “brand”
- Consider time you have to devote to maintaining it.
- Facebook, LinkedIn, YouTube, Twitter, Craig’s List, and more.

Ideas that are Working!



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Other Random Ideas



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- Aggressively “Recruiting” those who fit your profile – go to them!
 - > Your own efforts
 - > Dedicated internal resources
 - > External recruiters
- Have a contest in your office to make “A day in the life” video to post on you tube.
- Constantly recruit!
- Stay in touch with past candidates (campus, prior cultural fits, etc.)
- Reference checks!

Passive vs. Active



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Active Candidates with Passive Efforts

Passive Candidates found with Proactive Efforts!