



# **Hire Right**

**By**

**Outright(HR)**



# You will make a bad hire.

There is no formula to ensure every new  
employee is a great one



**Hire carefully. Fire quickly. You'll get it  
right more often than not.**

“

*Most companies don't know the full cost of turnover, so they don't apply the resources upfront to avoid it. If you make a bad hire, there is a **ripple effect** among all who work for you, your product and product quality.*



**\$50,000 - 150,000+**

That's a lot of money

**43%**

Of bad hires are due to hiring too quickly



## ***Topics:***

*Mistakes Made in Hiring*

*Importance of a Great Orientation Program*

*Steps of Recruiting Process*

*Legal Issues/Improper Questions*

# Mistakes Made in Hiring

## Mistakes Made in Hiring

- ❑ Hiring out of desperation / laziness
- ❑ Watch out for infatuation
- ❑ Avoid baggage that gets in the way

## Avoid Mistakes Made in Hiring

- Carefully evaluate candidates
- Perform background and reference checks
- Recognize and rectify poor hiring decisions



# **Effective Orientations**



**Why is orientation  
important?**

# Texas Instrument's Experiment

Two orientations:

|         |                                                       |
|---------|-------------------------------------------------------|
| Group 1 | 2 hour session with HR                                |
| Group 2 | 2 hour session with HR plus 6 hour social orientation |

Results - Reductions of:

- 50% training time
- 67% training costs
- 80% in waste
- 56% in tardiness and absenteeism
- 15% production costs

## What we typically see:

- ☐ The employee often arrives before the hiring manager
- ☐ Orientation = sit in a room and fill out this paperwork
- ☐ If the manager is busy, barely any direction
- ☐ If the manager has free time, a great overview and welcome

## Our Programs

- ☐ The first day, week, month and 60 or 90 day check-in
- ☐ This isn't your first rodeo – be prepared!

## Before the first day

- ☐ Send a welcome email: map, who they will ask for, dress
- ☐ Bonus: provide pre-hire survey (lunch, candy, music)
- ☐ Create a folder with paperwork and take home materials
- ☐ Inform your team! Ensure computer, tools, training are ready

## First Day

- ☐ Collect swag and equipment, ready for the meeting
- ☐ Have them arrive at least an hour after everyone else
- ☐ Overview – the day's agenda, their role, typical expectations
- ☐ Office tour, introductions in person
- ☐ Then begin presentation – brainwash!

## First Day Cont.

- ☐ • Assign a buddy/mentor
- ☐ • Lunch with the team
- ☐ • Design ½ day of “sample” work or further learning/training
- ☐ • Give take-home materials (FAQ, handbook, contact list)

## First Week

- ☐ Job specific training. As much learning as possible (shadow)
- ☐ Safety training, anti-harassment training, other relevant
- ☐ Friday – check in, familiarity and comfort w/ role, tech, team

## 30-day

- ☐ On calendar since date of hire
- ☐ Review and record:
  - ☐ What's going well/needs improvement
  - ☐ Ensure all necessary equipment, tools or resources
  - ☐ Examine first project/work product
  - ☐ Solicit feedback from managers and new hire
  - ☐ Solicit feedback regarding onboarding experience
- ☐ Schedule 90-day check in

## 90-day

- ☐ Actual performance review
- ☐ Set goals for next 90-days - clear, concise, direct
- ☐ “If you put up with it, you’ll get more of it.”

## Psychological Principals

1. Imprinting
2. Critical period – first few days on job
4. Clearly outline your expectations – high expectations and standards
5. Emphasize high quality of co-workers

What a good program can do:

1. Fewer disciplinary problems
2. Reduce turnover
3. Improve productivity
4. Increase morale

# Hiring - First Step

Checklist for Reviewing Resumes / Applications

# Checklist for Reviewing Resumes/Applications

1. Before you start – ideal candidate, what attributes & skills
2. How many applied?
3. Sort into three or four tier system for initial screening

Create a list and plan for initial phone screenings

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## The Initial Phone Screening

## Keep this brief!

1. Intro, position, just doing a quick initial screen do you have 5 mins?
2. Do you remember applying? What attracted you to the position?
3. How's their job search going and where do we rank?
4. 1-2 relevant questions, then remind them you're just doing initial screens

Provide follow-up timeframe. Allow them to ask questions. Add your notes.

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Prepare for the interview

- • Review position, and think about “ideal candidate”
- • Set the tone
- • Use a combination of *Behavioral* and *Technical* interview questions
  - What is behavioral interviewing?

## Behavioral Interview Questions

1. Tell me about a time you had to work with an upset customer.
2. Tell me about a time you had to confront your boss on something that was important to you.
3. Everyone makes mistakes. Tell me how you handled a situation where you made a wrong decision.
4. Think of a day when you had many things to do and tell me how you scheduled your time to accomplish as many things as possible. How do you prioritize your work? How do you deal with deadlines?

## Background Checks

1. Determine which positions will require checks, be consistent.
2. Should be after offer is made – contingent offer
3. Not all criminal histories will be relevant to the job
4. If not hiring because of this information, provide required info

A few helpful things to remember:

- ☐ Trust your gut
- ☐ Think about adding an outsider's perspective
- ☐ Set clear expectations
  - ☐ Discuss role, responsibilities and set OKRs for new hires in first week / month

## Legal Questions:

Ok, but what aren't we allowed to ask about?

## Avoiding Discrimination

| Topic         | Legal Questions                                                                                               | Discriminatory Questions                                                                                                                             |
|---------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Family Status | Do you have any responsibilities that conflict with the job requirements?<br>Must be asked of all applicants. | Are you married? What is your spouse's name? What is your maiden name? Do you have any children? Are you pregnant? What are your child arrangements? |
| Race          | None                                                                                                          | What is your race?                                                                                                                                   |
| Residence     | What is your address?                                                                                         | Do you own or rent your home?<br>Who resides with you?                                                                                               |

## Avoiding Discrimination

| Topic                             | Legal Questions                                                                                                                                               | Discriminatory Questions                 |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Sex                               | None                                                                                                                                                          | Are you male or female?                  |
| Age                               | If hired, can you offer proof that you are at least 18 years of age?                                                                                          | How old are you? What is your birthdate? |
| Arrests or Convictions of a Crime | Have you ever been convicted of a crime<br>You must state that a conviction will only be considered as it relates to fitness to perform the job being sought. | Have you ever been arrested?             |

## Avoiding Discrimination

| Topic                      | Legal Questions                                                                                                                                                                    | Discriminatory Questions                                                             |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Citizenship or Nationality | Can you show proof of your eligibility to work in the U.S.?<br>Are you fluent in any languages other than English?<br>*Language question only as it relates to the job             | Are you a U.S. Citizen?<br>Where were you born?                                      |
| Disability                 | Are you able to perform the essential functions of this job with or without accommodation?<br>Show the applicant the position description so he or she can give an informed answer | Are you disabled? What is the nature of your disability?                             |
| Religion                   | None<br>*You may inquire about availability for weekend work                                                                                                                       | What is your religion? Which church do you attend? What are your religious holidays? |

## Other Legal Issues:

- ☐ Pay Transparency Laws - remote workers?
  - ☐ California, Colorado, New York required on job postings
  - ☐ A number of others, require it upon request/hire/promotion
- ☐ ADA

## Hiring Summary:

- ☐ • Most mistakes in hiring are due to not taking your time upfront
- ☐ • Don't be afraid to admit you made a mistake
  - Hard choices, easy life; easy choices, hard life.
- ☐ • Hire carefully. Fire quickly. You'll get it right more often than not.

THANKS!

**Any questions?**

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