Hiring and recruiting requires a significant financial investment from a company. The direct costs of job ads, external recruiting fees, supervisor's time to interview, training and other costs related to the hiring of a new employee can add up fast. Also, companies need to take into consideration indirect costs such as increased workloads and the disruption in operational flow for other employees (which reduces efficiency and productivity).

Working diligently to ensure that the right person is hired for the job is key to eliminating negative impact from turn-over on a company's bottom line. The process of bringing new people into an organization is time consuming and expensive – controlling these costs through calculated and informed hiring methods is one of the best ways to get the most value from the hiring process and ensure that qualified candidates are hired.

HIRING STRATEGIES

Build a network of qualified candidates. A company should always be on the lookout for skilled individuals that would fit well with the organization. Instead of waiting to recruit until you need a position filled, proactively build a “talent pool” of resumes and relationships to continually have on-hand. This enables businesses to form relationships with candidates in advance and leads to an enhanced hiring process because many of the potential hires are already familiar with your company and its culture. A talent pool can be put together using a variety of techniques:

▲ Collect walk-in resumes from individuals and flag the ones that show true potential for future company placement. You should contact these applicants to let them know that you are interested in their skills and work history and will keep them in mind for future openings.

▲ Talk to your current employees about candidate recommendations they may have within their personal networks. Employees often have connections to friends, peers, past co-workers and family that would be ideal for working at your company.

▲ Be on the look-out at industry events. When you or your employees go to safety trainings or association meetings, look for talented people to introduce to the company and invite them to submit a resume.

▲ If your company has a website, make sure that you include a “Join Our Team” or “Submit a Resume” link to encourage potential job candidates to send in resumes and applications. This will supply your company with a constant flow of resumes to have on-hand.

▲ Don’t be afraid to use Social Media such as LinkedIn, Facebook, Twitter, etc. to develop a company profile to introduce your business to potential job candidates.

Analyze and define position & job expectations. In order to hire the right person the first time around, a company needs to have a clear and succinct picture of exactly what the position entails and the type of skills needed to fill that job. A job analysis needs to be completed in order to determine the training needs of the position, specific skill-set requirements, pay rate, a detailed job description and other essential requirements.

A list of job-related criteria should be compiled that contains the skills and qualities that a candidate must possess in order to be qualified for the position being staffed. The list should include both “technical” requirements such as hands-on skills and/or degrees as well as “soft-skill” criteria such as leadership capabilities, interpersonal skills and problem solving.

Identify any red flags in resumes and applications. Many job candidates have been known to lie and/or fabricate information on their resumes. Recent studies and research have shown that more than half a million people in the U.S. have fake degrees and only one third of U.S. employers request academic verification documents from candidates. There are multiple areas of a resume that can easily be fabricated or falsely enhanced, spotting the indicators that reveal these lies is essential to hiring the best people. Other red flag indicators may not be blatant fabrications but instead reveal poor work ethic or questionable motives. When identifying red flags, make sure that you don’t automatically toss the resume aside; instead, give the candidate the opportunity to address your concerns. Red flag warnings:
Frontline continued from page 10

▲ Gaps in work history – Gaps need to be discussed to make sure that the unemployment time was not a result from a lack of motivation or unwillingness to work.

▲ Statements such as, “Had Exposure To,” “Assisted With,” or “Have Knowledge Of” – These qualifiers need to be discussed to ensure that the candidate actively had experience with the skill being discussed and was not simply a spectator or watched a video about the subject.

▲ Frequent Job Changes – Candidates that seem to bounce from job to job need to be able to explain the reason behind the frequent changes and describe whether or not they intend to be a long-term employee with your company or just a temporary position holder. You don’t want to waste time and money hiring and training an employee that is not likely to stick around for any length of time.

▲ Statements such as “Attended” a School – Candidates that write this may be hoping that you won’t recognize that they didn’t graduate or finish at the school they have listed in their resume. Interviewees need to explain the use of the word “attended” and give a clear description of their education and schooling.

Interview preparation. When you decide on the candidates you want to interview, employers should take the time to prepare paperwork, notes and questions for the smoothest and most informative interview process possible. Some of the best ways to prepare for interviewing include:

▲ Designing position-specific questions – Using the job analysis and job-related criteria list, take the time to develop questions that will elicit the specific types of information, experience, background, etc. you need to learn about from the candidate.

▲ Put together a candidate interview rating form (for the interviewers use) – this should include an evaluation system and notes area so that each candidate is presented with the same “grading” process. These forms will help with comparing the candidates once all of the interviews are completed.

▲ Prepare for questions that the candidate may ask – High quality candidates will have a number of questions for interviewers. Make sure that you are well versed in the company’s mission statement, operations, number of employees, training operations and other basic company information.

Control and guide the interview. For a successful interview, a process flow needs to be designed so that both you and the interviewee are comfortable. By following the steps below, a face-to-face interview can be a highly effective manner of demonstrating a candidate’s ability to fill a position.

▲ Remove interruptions – distractions can be stressful for job candidates and it’s disrespectful to allow outside factors to interrupt the interview process. Make sure that there is a note on the outside of the door that notifies people to “keep out – interview in process,” ensure that all interviewers are in the room before you begin so that people are not coming and going, place phones on do not disturb and make sure that all televisions and radios are turned off.

▲ Be open-minded and respectful – greet the candidate warmly and try to create an environment of mutual respect and comfort. This will encourage the candidate to open up and be more responsive to your questions. Keep in mind that interviews are stressful and do not judge the candidate in the first few minutes because they may be intimidated or hesitant to speak – allow them the opportunity to warm up to the interview process.

▲ Ask each job candidate the same questions – this ensures that each candidate is given the same opportunity to address specific scenarios, skill-sets, etc. Be aware that some branch-off questions will result from individual answers that are not on the question list nor will they likely be addressed by other candidates. This is natural and it’s important to allow the interview to take on a natural flow while still discussing the main questions.

▲ Ask relevant real-world skills questions that will demonstrate the candidate’s ability to think critically in the work setting – an example question could be asking how the individual would handle a specific mill related emergency.

Follow-up the interview with reference checks. As part of the application process, each candidate should sign a form permitting the company to contact former employers and references. This is normally built into the company’s general application and reduces the candidate’s ability to sue your company (or former employers you talk to) based on information uncovered during the reference check.

Once you have chosen your ideal candidate, following through with reference checks is very important. Often times, the ideal candidate will make it through the entire recruitment process only for the company to learn from a previous employer that the candidate was fired for intentionally damaging workplace equipment, harassing other employees or some other unethical behavior that is not acceptable in your work place. Taking this final step will help to ensure that you hire an individual with good work ethics as well as verified experience and skills.