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WHITE PAPER

Equip Your Hiring Team to Deliver the Best



➤ Do You Need **Workforce Planning**?

Companies today are often not able to get the success that they want, and part of the reason for it would often have to be the quality of employees that they have. Of course, the bottom line reason for having the employees that they have is because of their own hiring system.

If that one thing could be changed and substituted for a hiring system that could deliver the best employees, then it could quickly be discovered what is really possible when the company gets and is able to retain the best employees. Once you obtain that goal – surely the sky would be the limit!

This whitepaper, which is an authorized rewrite from a larger book called *The Right Hire*, by Patrick Ropella, will show you how to transform your hiring methods from the mundane system, that presently only delivers rubber-stamp employees that are only there to get a paycheck, into a dynamic system that is sure to repeatedly deliver to your company the top candidates you want. This system is one that is used constantly at Patrick Ropella's own company, which is called Ropella 360.

The system has been fine-tuned over years of use from having to find and deliver the best candidates to some of the world's top companies, such as Dow, Johnson & Johnson, DuPont, BASF, Shell, GE, Pfizer, and many more. Mr. Ropella's company is an executive search firm that has repeatedly delivered the best – and now reveals how you can transform your company through renovating your hiring practices.

Find out how you can make a real difference in your hiring methods and start getting the talent you want from the top. This whitepaper will show you what you need to do step-by-step – and it may surprise you to learn that collecting resumes is not the first thing you want to do!

Ensuring Your Team is Prepared to Select the Best

It is the dream of every company to have the ideal employees. Plans can be made, goals set, and budgets established, which you are sure will enable your business to succeed – if only you could find the right employees to carry it out. Your current team, while certainly talented, has its own share of problems that continually prevent the peak performance you need. In fact, you are almost sure that one or two of them may be deliberately holding the others back.

After thinking it over, you decide to hire a new team – one that will perform as expected and should enable your company to go over the top. All you need, you believe, is to put a hiring team in place and put them to work selecting the right candidates from the pile of resumes you know will be coming in soon.

Unfortunately, the truth is that this process, which is often considered standard practice among businesses today, cannot be guaranteed to deliver the desired results. The reason? There are too many variables that will hinder, undermine, and eventually side-track your selected team, making it impossible for them to agree on the best candidate.

When you think about it, isn't this what your company has already been doing all along? Look at the results this method has already obtained for you. Ask yourself if it has yielded the kind of employees you would like to have – the truly top talent. If you're honest, you will probably have to admit that it has not delivered the kind of results you need to take your company to the next level.

You already know the old saying: If you keep doing what you have always done, then you will continue to get the results you have always gotten. Let me remind you that your current methods will most likely continue to fall short of delivering the top talent you need. Without making important changes to your current process of candidate selection – you are doomed to continue to get less than the best.

Having said that, let me now show you how to make a powerful change that will work and will continue to deliver the best candidates each time this method is carefully followed. I will be honest, this is not a short cut, and it is not nearly as easy as traditional hiring procedures – but it will deliver the results you need to turn your business around.

After delivering to top companies some of the best candidates – and after doing it for many years, I can definitely tell you that it works. It has been developed and refined out of

necessity – because it is our business to deliver the best. We use it all the time in our executive search firm today, and it continues to enable us to deliver top talent to some of the world's largest corporations. The result – they keep coming back when they need more candidates!

Getting a hiring team in place, and putting one in place that is capable of selecting the best team (or an individual employee), are two entirely different things. Even highly experienced HR personnel may not be the best when it comes to teamwork and knowing exactly what to do. In order to have a team that is capable of delivering the best employee for the job position you have open, you will first need to align each team member for the task.

Aligning your team properly requires a rather detailed information gathering process. There really are no shortcuts, but there are some tools available, such as our Search Prep Questionnaire, which will help you with it. It is designed to help you start to get everyone on the same page – which will also help you with team unity.

Three Essential Steps to Align Your Team

After you have gathered the necessary information by using a number of carefully selected questions, it will enable you to prepare a well-written document that can be used to create a team with one goal: to select the best. It will have in it everything that the team needs to know about the open position, as well as information about how to promote it. Getting your information together requires just three steps. Once they are complete, you will be able to ensure team alignment and you will also be able to produce a quality opportunity marketing document. These steps will need to be completed any time there is an open position.

Step 1 - Update the Job Description

This task needs to be performed by the hiring manager. This is very important, and it needs to be updated to reflect the current tasks of the position, and it must list all responsibilities for it. In addition to what may be considered the normal information about the position, it also needs to include the:

- Desired objectives
- Goals
- Expected outcomes.

Step 2 - Provide Company Information

This step should also be completed by the hiring manager. The Search Prep Questionnaire should be used for this step, and it will help guide in obtaining the basic company infor-

mation, information, such as the compensation, benefits, the hiring process for the position, questions about workplace culture, etc.

After the questionnaire has been completed, then it should be submitted to each of the team members by email. Each one will review it, add their own comments and questions, then resubmit it to the Hiring Manager, who will then seek to provide answers to any significant new questions that have come up.

Step 3 - Create the Final Documents

The entire team will then meet together to create the document that will be given to potential candidates. They need to look at various marketing materials used by other companies, such as brochures, websites, organizational material, and more, for ideas to create the final document – the SMART Opportunity Marketing Piece (OMP).

In addition to the information about the company, you should put in some information about the community in there, too. You could spice it up by putting useful information in it about the local schools, entertainment, and nearby attractions, local arts, spouse's employment opportunities that are in the area, etc.

Giving your quality candidates this extra information will let you show the potential future employees that you care about their family and their needs and not just what they can do for you. This document can be used repeatedly whenever you have a similar job opening.

The Purpose for the Information Gathering Stage

In case you are wondering why this information-gathering stage is so important, here is what it will enable you to do later on.

First, it will enable you to ensure that your hiring team is all on the same page. This will enable them to have maximum productiveness and the success you need. Because the three steps above have been taken, it will let you clarify everything your team will need to know about the candidate they are to select – including the qualifications, skills, experience, and education. It will also show them the best way to sort out the candidates with interviews, and ensure that all team members get the same information and have all their questions answered before the interview process actually starts. By this time, everyone is now thinking and willing to contribute to the overall process.

Without this important step, some confusion is sure to follow. Team members will not even be sure of what you are looking for in the perfect candidate, some will not understand the job responsibilities of the position – but only what they think they are (or were at one time in the past), and others will wonder why some candidates are being considered at all. Others may try to hire the candidate too soon, simply because they liked their resume or their personality, found the candidate looking good, or because they have a similar background. If any of those things happen, most likely you will not be getting the best candidate. This unifying process can also prevent a new and uninformed team member from entering the process who does not have a clue about what has already been accomplished, or what the goals and techniques are that will be used to select the best.

Secondly, putting everyone on the same page is also essential to making your company look good. You can be sure that most candidates will come into your interviews thoroughly prepared and very polished. You should expect them to be ready to give great answers. By having your team look equally polished and unified, you can be sure it will go a long way to impress your candidates and help them to want to work at your company. When candidates can easily go online and get precise information about how to answer interview questions, it will take a well-prepared and informed team of interviewers to be able to select the best employee from a number of good ones.

A third reason why you want to be sure your team is unified is because it will give you opportunity to get all your information together and polish it. Remember that word will get out about your company from the interviews, and well prepared marketing pieces can help you to establish yourself as one of the leading employers of choice in your community. When a community also finds out that you are looking only for the best employees, it will help you to be recognized as a company that will benefit and improve the community, too.

The best value of the Search Prep Questionnaire is that it will give you the information you need to put together a quality Opportunity Marketing Piece. This needs to be a first-class marketing piece for your company so that it can draw in the candidate by causing them to want to know more. When the document is seen in conjunction with well-informed interviewers who provide concrete answers, it will help to ensure that candidates will be motivated to listen to you, believe you, and then to want to work with you.

How to Collect the Information You Need

The actual process of gathering the information needs to be viewed in itself as a way to unify your team members. By letting them do a lot of the talking, and expressing their thoughts and views, it will unify the team so that each of the questions is answered thoroughly with all angles considered.

Our form, the Search Prep Questionnaire, will help you to provide a foundation for the questions that need to be asked about the position. It is not intended to be complete, and you will need to add five or ten more questions to it that specifically apply to your job opening. This will allow you to custom design your information to the criteria and goals of your company.

When the team is assembled, care needs to be given to ensure that the team members do not answer (or ask) questions in such a way that it may stifle communication from other members. This will probably tend to create disunity and may also limit the desired information and insights. Some of the information, however, should not be shared with the team, such as facts about the compensation, the benefits, and relocation.

This same process will have to be repeated each time you have a job opening, because it helps unify your team, reminds them of the process and goals, and enables you to get specific and valuable information. You can simplify the process, though, by saving the questions and using them as a basis to come up with the questions and answers for the new position. You will have to use the Search Prep Questionnaire with each new position.

Even when you have the same position open at another time, you should also use the Search Prep Questionnaire. It will help you reconsider the qualifications and requirements for the position, and allow you to ensure accuracy. Oftentimes, changes are made in positions, by having new tasks added or subtracted, or a different way of doing them. Keeping it up to date will also help ensure that your company retains a good image after the candidate is hired.

Any time the team meets for discussion, you will find that there may be many different issues that will be raised about any job position. The key to discussion is to allow each member to express their thoughts, and this will lead to more discussion and more analysis. This will let you hammer out issues and create a document that fully and precisely covers the details about the job and the selection process.

A Look at the SMART Search Prep Questionnaire

It has already been mentioned that the SMART Search Prep Questionnaire is a key document which will enable you to unify your hiring team. As you will see, it will enable you to think through many different areas of any job, which will help you cover the various aspects of it that you might not normally think about. By going through this form and completing the steps given above, your hiring team will then be prepared to work with each other in a unified way to deliver the best candidate – not just good ones.

The questions listed below are just a few of the type of questions you will find on the questionnaire. Altogether, there are more than 60 questions on it.

Position/Responsibilities Basics

- Typical key day-to-day responsibilities?
- What are our overall specific targets, objectives, outcomes and/or expectations for the person in this role? We want specific outcomes for as many line items on the position description as possible.

Value This Position Holds In Our Organization

- How does your team describe success as it relates to this position?

Where Are We in the Search Process?

- Why is the position open/available? Is it a new position, did someone leave, or did someone get promoted?
- How long has the position been vacant?

Interview Process

- When interviewing candidates for this position in the past, what frustrated you the most about the candidates interviewed?
- Do you have a deadline for filling this position? If yes, what is it and why?

Opportunity Selling Points

- What's unique about this opportunity (the Organization, Division, Location, Position, etc.) that would make it exciting and attractive for prospective candidates?
- What's the future potential for growth in this position? Three to five years down the road, where could you envision this person going in our organization?

Corporate Culture

- Are there any other important issues worth noting or unspoken rules, clues, or strong opinions about our culture we should be aware of when comparing the fit of candidates?

Pre-Handling Candidate Objections

- Are there any challenges, problems, issues, or politics that we should be aware of that might present roadblocks to the ability to do this job well?

To see a full list of questions in the Search Prep Questionnaire visit the Right Hire Resource Page at: www.ropella.com/therighthire

Once the hiring team has completed all of the questions on the Search Prep Questionnaire, with quality answers, and discussed and commented on them, then it is time to meet and assemble a draft of the final document. Once it is put together, a copy needs to be emailed to each of the members for their individual review and further comments. A final copy then needs to be completed and given to each of the team members.



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