

RECRUITING THE RIGHT WAY

By Jay Perry

Mapping out your employee's road to success

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Part of any leader's job is to have a system that ensures the right people are on the team. What does this entail? A complete and holistic approach. To me, that means looking at the employee as a lifetime investment for the company.

To get this system started in the right direction you must have a great recruitment process. This involves developing a screening tool which could include professional help from people or groups that have experience and are trained in the methods of identifying the right people for the job. There definitely needs to be an assessment of any candidate applying so you can be certain that they are possessing the right aptitude toward the particular job for which you are hiring. Going along with this is interview skills. In these times when good qualified people are hard to find there is a tendency to lower the standards you set and look at ill-qualified people that don't really fit the culture, let alone the technical requirements. You really have to adopt a very strict discipline and not compromise especially around cultural issues.

Once the candidate that you believe will be the most successful has been chosen there is a need for a proper onboarding process. This actually starts prior to their first day on the job. The introductions of the company and a tour should be made as well as getting all the

usual data requirements out of the way, so they do not take up time on their first day on the job. A review of the company's desired goals, acquainting them with vacation, payday, stat holiday, leave and health benefits policies should be done. A very important but often overlooked item is the "career path." This is a thought-through, detailed description of what the individual has to do performance-wise. It also maps out any formal training that is required for the employee to move up the ladder within the company.

On the employee's first day, a mentor should be assigned. This facilitates the new person's integration into the culture of the company. It helps them learn not only about the job itself but also facilitates them learning nuances that are not easily described in interviews.

Throughout the following time with the company the employee needs feedback. The feedback needs to be constructive and provide solutions where improvements are required. These improvements could be on the company's side too. There could be very valuable lessons learned by listening closely to what is said. Continuous improvement is a full-time job!

Even if the employee leaves the process is not over. There should always be an exit interview where a great deal more can be learned. All these things go into the formulae of being the one who's driving. **CRM**

Jay Perry is co-author of the book *Success Manifesto* with Brian Tracy, and the founder of Ally Business Coaching, a process improvement and leadership development firm. He can be reached at jayperry@ab-c-inc.com.

