




Selecting Engaged Employees

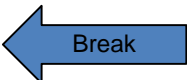



from potential to performance



Agenda

- 8:00 – 9:15
 - Assignment review
- 9:15 – 11:30
 - Recruiting your Brand
 - Employee Referral Programs
 - Social Media in Recruiting
 - Resumes Roll In!
 - Making the Offer
- 11:30 – 12:00
 - Next steps
 - Program evaluation



from potential to performance 

Assignment Review

- How did your organization stand up to your work/life balance evaluation?
- What areas did you find to improve your incentive plans qualitatively and quantitatively?
- Did your reward and recognition programs meet the criteria we discussed last time?
 - Any changes from your evaluation?



from potential to performance 

Selecting Engaged Employees Overview

from potential to performance 

Selecting the Wrong Person Can Be Terrifying!

"I don't worry about hiring a great employee and having him leave in three months, I worry about hiring a bad employee and having him stay for three years!"

-- Anonymous



What's your hiring horror story?

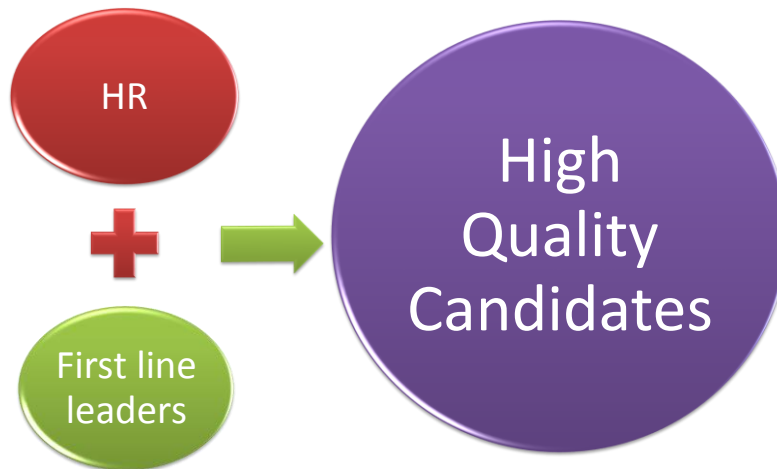
In your groups:

- Share a hiring horror story
- Select the best story to share with the rest of the workshop.
- When called upon, share the story your group selected

© The Employee Engagement Group All Rights Reserved

from potential to performance

Recruiting Partnership



from potential to performance

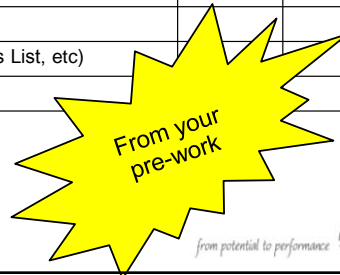


Suggested Roles and Responsibilities

Role/Responsibility	HR	Mgr
Conduct analysis (consider your succession plan and HIPOs)		
Create a job requisition		
Share opportunities with other offices, areas, and company		
Post all positions internally		
Encourage employee referrals		
Initiate social media recruiting		
Ongoing proactive structured recruiting		
Manage on-line postings (e.g., Monster, Craig's List, etc)		
Manage recruiting firms (e.g., headhunters)		



Page 10 - 1



from potential to performance

Recruiting Modes

Crisis Recruiting

When you need people 'yesterday'

When should you be recruiting new employees? **ALWAYS!**

Proactive Recruiting

Recruiting even when you don't have a position to fill

Hire Hard, Live Easy, Hire Easy, Live Hard

Bob Kelleher

from potential to performance

Right Candidate "Types"



from potential to performance

Skills/Tenure or Accomplishments

Skills/Tenure	Accomplishments
Have 10 years experience	Increased client x account by 15% in one year
Have good planning skills	Submitted strategic plan in 90 days and hired 3 people
Good problem solver	Worked with dept. x to eliminate processing bottleneck

Know Your Needs Using the B.E.S.T. Concept



Page 10 - 3

Behavior	Education	Skills	Traits
<i>How one acts or reacts to specific circumstances</i>	<i>The knowledge one carries with him/her</i>	<i>The ability to put knowledge into action</i>	<i>Characteristics that define someone's personal nature</i>
<i>Demonstrated through performance, actions, and conduct</i>	<i>Demonstrated through diplomas and certificates</i>	<i>Demonstrated through activities and assignments</i>	<i>Demonstrated through presentation and actions</i>
<i>Examples:</i> <ul style="list-style-type: none">• Expressing one self clearly• Meeting project deadlines• Calm under pressure	<i>Examples:</i> <ul style="list-style-type: none">• Master of Science in Hydrology• HazMat Certificate	<i>Examples:</i> <ul style="list-style-type: none">• Technical writing• Accurately interprets lab results• Proficient in Excel and Access	<i>Examples:</i> <ul style="list-style-type: none">• Accountability• Integrity• Enthusiasm• Optimism• Collaborative

Exercise – Behaviors and Traits

- List the behaviors/traits that you would like to see in an employee as assigned below:
 - Case A – Project Manager
 - Case B – Department Manager
 - Case C – Sales Manager
- Part 2
 - What behaviors/traits do you think are unique to your industry or company?



How can this exercise help you with selecting people for open positions?

Developing a B.E.S.T. Profile



Page 10 - 4

B.E.S.T. Profile
Requisition/Position Description

Rec. #: _____
Date Posted: _____

Requisitioner: _____ Date Requisitioned: _____ Desired Start Date: _____

Complete the Appropriate Information about the Position

Replacement for: _____ Full-Time (35 - 40 hours) _____
 New Position: _____ Part-Time (number of hours) _____
 Budgeted (salary): _____ On-Call (number of hours) _____
 _____ Temporary (length of service) _____

Position Description

Title: _____ Grade: _____ Reports To: _____
 Location of Position: _____ Service Line: _____ Dept. #: _____ Section #: _____

Describe at least 6 performance objectives expected (long and short term):

1 _____
 2 _____
 3 _____
 4 _____
 5 _____
 6 _____

Behaviors, Education, Skills, Traits (B.E.S.T.) Requirements

Competencies required for this position (see page 3 for examples):

Behaviors and Traits Required: _____
 Degree or education level: _____ Focus of study or discipline: _____ Professional Certifications or Registrations: _____
 Yrs. Experience in similar position: _____ Years Total Experience: _____

Skills Needed (Industry language skills): _____

Proposals

Any internal candidates? Name(s): _____ External candidates? Name(s): _____

Candidate Sourcing Options

Define the job in general terms

Create 5 – 6 accomplishments you want to see in the first 6 – 12 months

List behaviors/traits that are essential for success

from potential to performance



Exercise - B.E.S.T Profile

1. Break into groups of two or three
2. Select a position for which you are hiring (or could be hiring in the future)
3. Use the B.E.S.T. Profile to prepare to staff for this position.
 - List 6 – 8 performance objectives
 - Make a list of the behaviors and traits, education, and skills that you will be looking for
4. Be prepared to discuss your B.E.S.T. Profile



Page 10 - 5

from potential to performance



Exercise - Sources for Candidates



Page 10 - 8

- To ensure a thorough search, use the Recruiting Sources Planning Guide to stimulate basic and creative recruiting venues.
- Work with a partner to select a real or hypothetical position to recruit.
- Using the Recruiting Sources Planning Guide form document as many specific sources for candidates as possible and appropriate

Recruiting Sources Planning Guide

Automatic Posting:
 (name of site)
 (name of site)

Standard Posting:
 Content: Monster.com, CareerBuilder.com, other: _____
 Hiring Manager sends email with posting to department staff and other people outside department with potential access to internal/external candidates.

Optional Recruiting Sources:

Social Media
 LinkedIn
 Twitter
 Facebook
 YouTube

Professional Associations:
 Recruiting at Association meetings in person: _____
 Recruiting on Association websites: _____

Upcoming Conferences: _____

Newspapers: _____

Competitors who are laying off: _____

High school or college interns. (list schools) _____

Seniors or recent retirees considering workforce re-entry: _____

Acquaintances from college or previous place of employment (email posting with personal message) _____

Potential re-hires: _____

On-campus recruiting (list colleges): _____

Alumni outreach / newsletter _____

(last resort) Professional Recruiter: _____

Determine a Long Term Staffing Strategy

- Rolling 12 month forecast
- Basic planning process equivalent to budget, product, sales forecast
- Organize team around prioritized needs
- Develop long-term sourcing strategy (proactive vs. reactive)
- Integrate HR, line, divisions, functions, etc.
- Link with succession planning
- Consider your high performance and high potential (HIPOs) employees

Recruiting to your Brand

from potential to performance 

Knowing Your Brand

*Many companies simply don't know who they are
and therefore can't hire the types of people who will
be engaged in their culture*

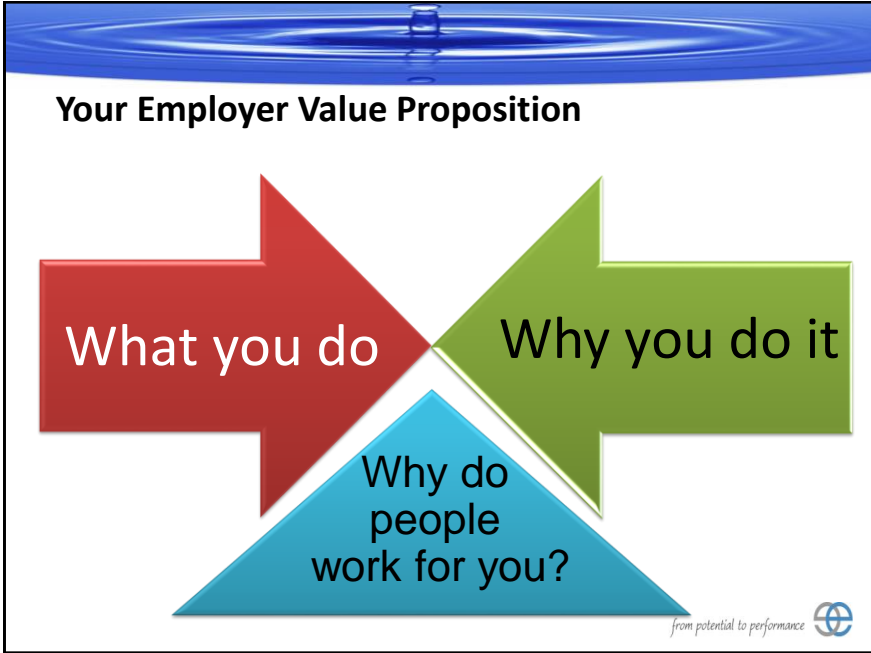
In other words,

*"You don't have an **Engagement** problem,
you have a **Selection** problem."*

*Do you know why people work for your company?
What is your Employer Value Proposition?*

© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 

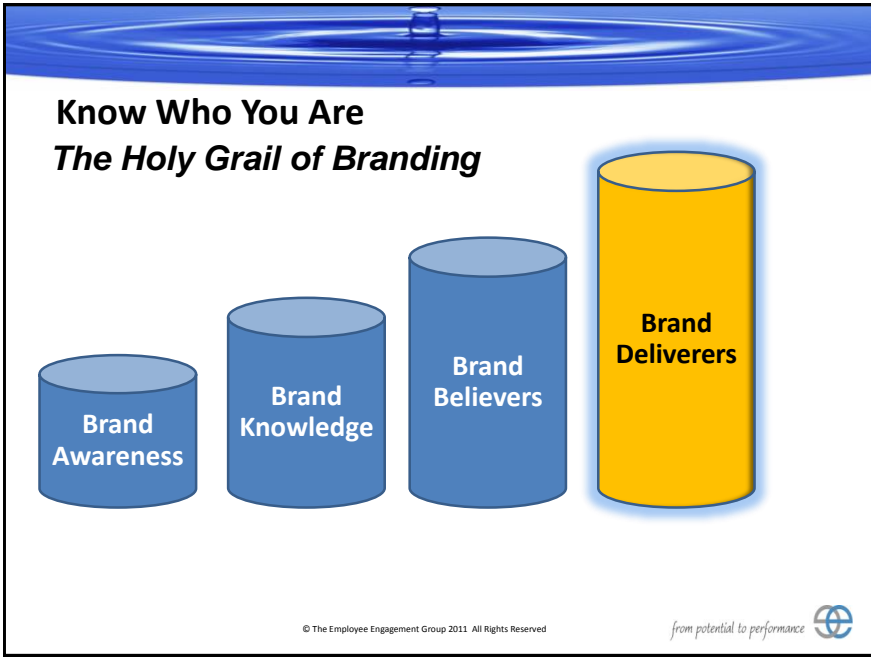





Brand Who You Are

A collection of brand logos is displayed. In the top left is the Southwest Airlines logo featuring a red and blue airplane. In the top right is the Zappos.com logo with the tagline "POWERED by SERVICE". In the bottom left is the BMW logo. In the bottom center is the Bose logo. In the bottom right is the Apple logo. A yellow box in the center contains the text "What do these companies have in common?". The top of the slide has a blue background with a water ripple effect.


© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 




Exercise – How can others recruit for you?  

Employees	Clients

© The Employee Engagement Group 2011 All Rights Reserved *from potential to performance* 

**Knowing Your Brand Allows You To Design
The Right Recruitment Message**

© The Employee Engagement Group 2011 All Rights Reserved *from potential to performance* 

Employee Referral Programs (ERP)

from potential to performance 



Employee Referral Program (ERP)

69% of employers say they have a formal employee referral program

26% of external hires are generated from employee referrals

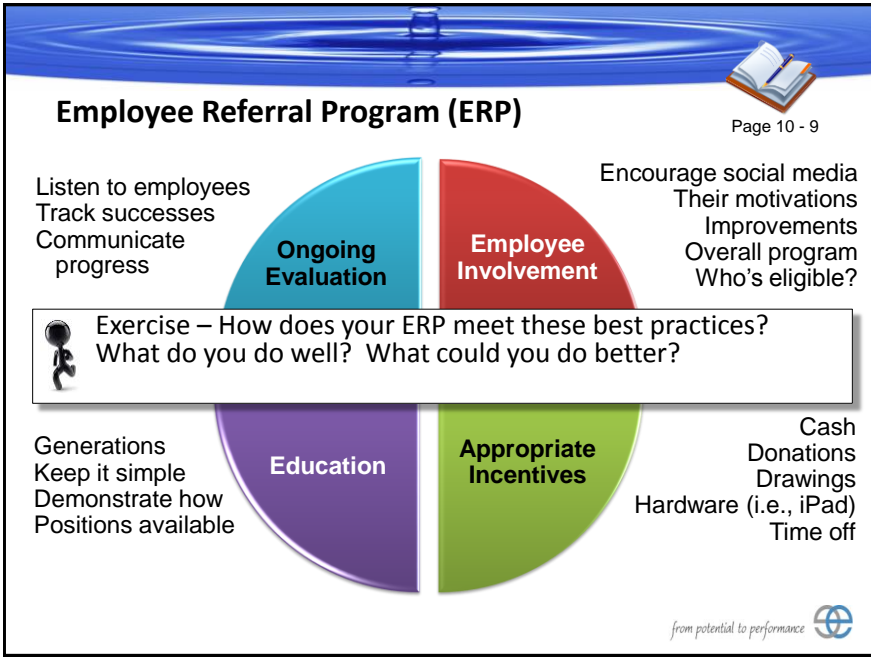
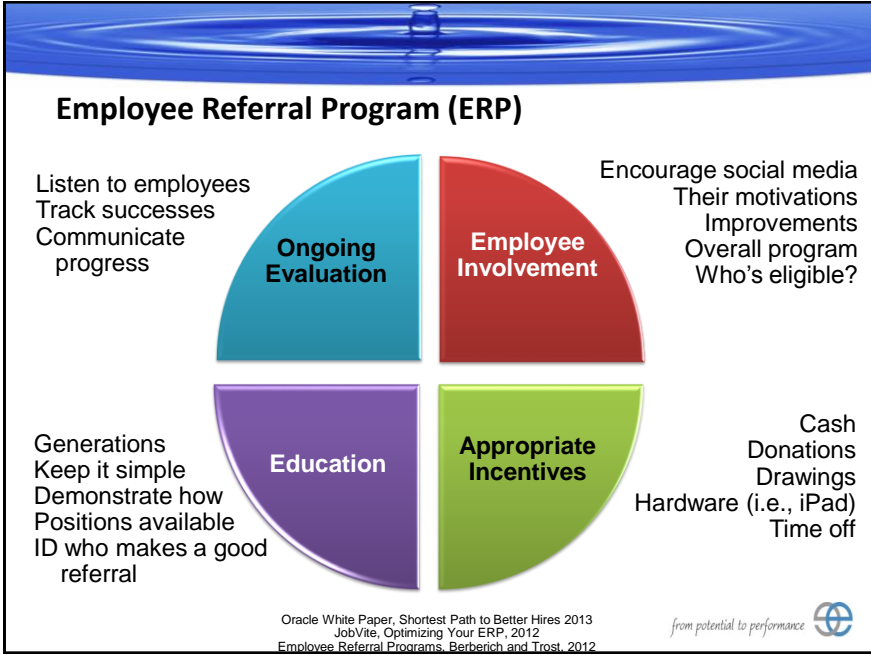
82% of employers rated employee referrals above all other sources for generating the best ROI

88% of employers rated employee referrals above all other sources for generating quality new hires

2010 CareerXRoads Sources of Hire Study

© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 



Social Media in Recruiting

from potential to performance 

Social Media and Recruitment

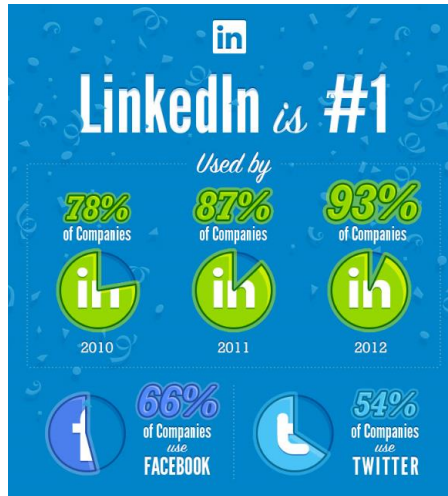


Staff.com
Recruiting.jobvite.com
Business.time.com
Careeroxroads.com
Directemployers.org

Based on 2013 stats

from potential to performance 

Social Media and Recruitment



Staff.com
 Recruiting.jobvite.com
 Business.time.com
 Careerxroads.com
 Directemployers.org
 Based on 2013 stats

from potential to performance

Social Media and Recruitment



Staff.com
 Recruiting.jobvite.com
 Business.time.com
 Careerxroads.com
 Directemployers.org
 Based on 2013 stats

from potential to performance

Social Media and Recruitment



facebook

LinkedIn



twitter

YouTube

from potential to performance

How to Recruit on Facebook

For Free

- Post on your status you're looking for a job
- Encourage your employees to post (link with your referral program)
- Utilize the Facebook Directory to search for users, pages, groups and applications
- Create a Facebook Page
- Post on Marketplace

Pay

- Create a Facebook Ad
 - Targets specific audience; you pay based on hits

facebook

How to Recruit on LinkedIn

For Free:



- Build connections to people you already know
 - former co-workers, current clients, local entrepreneurs and even friends and family.
- Join Groups
 - For example, if you are always looking for Geotechnical Engineer, you can find an affiliated group on LinkedIn
- Use your network activity box (also known as a status box) to broadcast that you are hiring. "Looking for a Geotechnical Engineer. If you know someone, maybe even you. Contact me."
- You can find out a lot about a person from their profile before contacting them for an interview.
- Encourage your employees to post jobs (link with your referral program)

© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 

How to Recruit on LinkedIn

Pay:



- Post jobs you have available for \$395 to post a job for 30 days.
- Buy credits and pay less per job posting discounts for 5-job and 10-job packages
- Sign up for LinkedIn Talent Finder

© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 

Social Media and Recruitment

Top Reasons to Use Twitter in Recruiting

- Allows you to connect with current and potential employees
- Lets you send important company or industry messages (with links)
- You can view what others are saying about your company (both good and bad)
- Communicate job openings and new hires
- Twitter will only grow – the sooner you take advantage of it's power, the better you will be able to recruit and brand



© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 

How to Recruit on Twitter

For Free


- Tweet Your Job Opening
- Use Hash Tags
#MechanicalEngineer
- Ask your employees to tweet openings (reinforce your employee referral program as an incentive)



© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 

How to Recruit on Twitter



The image shows a composite of two screenshots. On the left is the Twitter profile for 'Life at Google' (@googlejobs), which has 4,888 followers and 140,806 tweets. The profile bio reads: 'Be a part of the hiring! Join the conversation on our job opportunities, offices, culture and life at Google. #openwork #ge'. On the right is a job posting for 'Enterprise Sales Engineer, Geospacial' in Toronto, Canada. The posting includes a 'Apply now' button and a description of the role: 'The role: Enterprise Sales Engineer, Geospacial. When leading companies decide to "go Google," it's a huge win for spreading the power of cloud computing globally. But the Enterprise Sales team can't do it alone. Once educational institutions, government agencies and other businesses sign on to use Google Enterprise products to make their work more productive, mobile and collaborative, you come in. As an Enterprise Sales Engineer, you assist fellow Sales Googlers by problem-solving key technical issues for our customers. You liaise

© The Employee Engagement Group 2011 All Rights Reserved *from potential to performance*

Social Media and Recruitment

- Four billion video views per day



Let's look at how others have used YouTube to recruit

Case Study A



from potential to performance 

Case Study A



from potential to performance 

Case Study B



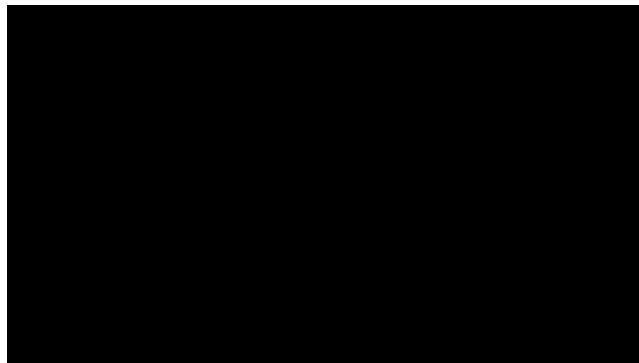
18

FORTUNE
100
BEST
COMPANIES
TO WORK FOR
2013

from potential to performance



Case Study B



from potential to performance



Social Media and Recruitment

How could you use YouTube for recruiting?

© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance 

And the
Resumes Roll
in...

How do you
decide who to
interview?



from potential to performance 

Resume Screening

- Cover letter

- Content (personalized, well organized, clear, addresses job)
- Aesthetics (easy to read, visually appealing, professional)

- General qualifiers

- Content (career objective, accomplishments, dates and sequences match)
- Match with B.E.S.T. Profile criteria

- "Yellow" flags

- Items that make you ask questions about the person's qualifications / fit
- Avoid eliminating based solely on yellow flags; view them simply as areas that require further probing

- Hard-to-fill positions

- If you're been searching for a while, and/or the position is very difficult to fill, you need to be more flexible in screening criteria

from potential to performance

Resume Screening

Dave Johnson

1234 Sample Street, Seattle, WA, USA
Cellular: 123-4567
Email: john.d@example.com@example.com

Summary

Construction Site Engineer with over 10 years of experience. Expertise in the fields of transportation, water and sanitary transmission lines and environmental concrete structures and buildings. Proven ability to manage large complex construction projects, and other engineering tasks such as estimating & costing, planning, scheduling, QA/QC of concrete and steel concrete. Strong leadership skills, interpersonal and communication skills, a practical problem solver. Fluent in Spanish and French.

Experience

- National Consulting Engineers** Vancouver, Canada
Construction Project Engineer - Construction Site Engineer
Jun. 2007 - Jan. 2010
- Conducted technical analysis of survey and field data for development of topographic and hydrological information and generation of site plans, profiles, cross sections and detail designs.
 - Participated actively in weekly bi-weekly site meetings to discuss:
 - Project construction progress;
 - Technical issues involved in each individual project;
 - Construction schedule and;
 - Safety and environmental precautions.
 - Performed field testing for ready mix concrete by conducting sampling and testing in accordance with standard design specifications.
 - Prepared plans, profiles, cross sections, cut/fill volumes and construction detail designs for different projects using AutoCAD and Land Development Desktop (LDD).
 - Conducted field surveys for construction of 1.1 MGD and 1.1 MGD reinforced concrete reservoirs including concrete structures and appurtenances, back block walls and access roads.

ABC Engineers & Architects

- Structural Technologist Ottawa, Canada
Jun. 2001-Feb. 2007
- Developed and prepared engineering designs and drawings from preliminary concepts, sketches, engineering calculations, specification sheets and other data.
 - Prepared site meeting minutes and distributed to the involved parties.
 - Conducted and supervised field surveys associated with land & building surveys.
 - Monitored work of contractor, sub-contractor, field inspectors, and provided construction support services to the client to ensure the works comply with contractual terms and conditions, as well as specifications, applicable regulations, etc.

EDUCATION AND TRAINING

Environmental Engineering Technology, 2006, Northern Institute of Technology, Burnaby, BC
American Association of Professional Engineers, 2004 - Present
Structural Drafting CAD 2D, 2005, British Columbia Institute of Technology, Burnaby, BC
B.Sc. in Civil Engineering, 2002, University of Waterloo, Waterloo, Ontario
Master in Civil Engineering, 2005, Trinity Western University, BC

VOLUNTEER

Construction Manager, Project Lead, Habitat For Humanity, 2005 to Present

Yingzhu Luqiu

seeking a graphic design position where I can use my design skills and creativity to produce visual solutions that will inform, impress, and inspire

• yingzhu@luqiu@yahoo.com

from potential to performance

Resume Screening

David Johnson

1234 Sample Street, Seattle, WA, USA
Cellular: 123-4567
Email: john-david-johnson@example.com

Summary

Construction Site Engineer with over 10 years of experience. Expertise in the fields of transportation, water and sanitary transmission lines and reinforcement concrete structures and buildings. Proven ability to manage large complex construction projects, and other engineering tasks such as estimating & costing, planning, scheduling, QA/QC of concrete and steel structures. Strong leadership skills, interpersonal and communication skills, a practical problem solver. Fluent in Spanish and French.

Experience

National Consulting Engineers Vancouver, Canada
Construction Project Engineer - Construction Site Engineer
June 2007 - Jan. 2010
Responsible for the design and construction of concrete and steel structures for the development of transportation and industrial

What are some other forms of resumes you have seen? Does it change the way you look at the candidate?

- Prepared plans, profiles, cross sections, cut fill volumes and construction detail designs for different projects using AutoCAD and Land Development Desktop (LDD).
- Conducted field surveys for construction of 1.5 MGD and 1.1 MGD reinforced concrete reservoirs including concrete structures and appurtenances, lock block walls and access roads.

ABC Engineers & Architects

- Developed and prepared engineering designs and drawings from preliminary concept, sketches, engineering calculations, specification sheets and other data.
- Prepared site meeting minutes and distributed to the involved parties.
- Conducted and supervised field survey associated with land & building surveys.
- Monitored work of contractors, sub-contractors, field inspectors, and provided construction support services to the clients to ensure the work comply with contractual terms and conditions, as well as specifications, applicable regulations, etc.

EDUCATION AND TRAINING

Environmental Engineering Technology 2006, Northern Institute of Technology, Burnaby, BC
American Association of Professional Engineers, 2007 - Present
Structural Drafting, CAD/A, 2005, British Columbia Institute of Technology, Burnaby, BC
B.Sc. in Civil Engineering, 2002, University of Waterloo, Waterloo, Ontario
Masters in Civil Engineering, 2005, Trinity Western University, BC

VOLUNTEER

Construction Manager, Project Lead, Habitat For Humanity, 2005 to Present

Yingzhu Luqiu
seeking a graphic design position where I can use my design skills and creativity to produce novel solutions that will inform, impress, and inspire

• yingzhu.luqiu@yahoo.com

© The Employee Engagement Group 2011 All Rights Reserved

from potential to performance



Exercise - Screening Resumes

Part 1

- In groups or pairs, make a list of what you look for when screening resumes?
 - Makes you keep or get rid of quickly?

Part 2

- Review the Resume Screening Tips in your workbook
- Using the resumes you brought, identify:
 - General qualifiers
 - Yellow flags
 - Other information that might impact your opinion
- Discuss your answers with the people in your group and prepare to share with the class



Page 10 - 10

from potential to performance

Letting a Resume Get Cold...

“Speed is everything in hiring top talent. Within ten days the top 10% of job seekers are gone.”

- Peter Weddle, *Career Fitness Workbook, 2012*

One of two things will happen within 10 days; they will either:

- Find a job
- Stop looking

from potential to performance 

Sell the company

Each candidate will have a different reason for being attracted to your company:

- Culture and EVP
- Professional growth
- Stable Ownership
- Loyalty and longevity of staff
- Recognition

COMPANY ABC is a Great Place to Work!

Company Overview

- ◆ Since 1958, one of the pioneer firms in the environmental industry
- ◆ Financially and strategically stable company with worldwide brand recognition
- ◆ Top 20 all-environmental firms (Engineering News Record, 1995 – 2005)
- ◆ 1700 employees in 70 offices around the world
- ◆ Operating as a seamless organization
- ◆ Cross-border work sharing is strongly encouraged and a competitive differentiator
- ◆ Expertise in 60 different technical and management disciplines
- ◆ Strong, stable and experienced senior management leadership

Our culture

- ◆ Industry-leading employee retention – annual turnover in single digits
- ◆ Employee-centric business model
- ◆ Strong emphasis on learning/professional development (Project Management, Leadership, Sales, on-the-job training, tuition reimbursement, external technical training, conferences/seminars) documented in annual Employee Development Plan and reviewed every 6 months
- ◆ Conduct Employee Satisfaction Survey every 2 years – resulting in dynamic employee feedback to help focus driving issues. Each location creates employee generated responsive Action Plan implemented by employees
- ◆ Innovation Committee with over 1000 ideas regarding new markets and business operations submitted by our “idea website” with one-third of them implemented. All ideas rewarded.
- ◆ Technical Paper Cash Bonus awarded to employees who publish in a book or technical journal, or present/published paper at a conference
- ◆ Employee recognition program ensures all employees are appropriately recognized for outstanding efforts

Career Opportunities

- ◆ Diverse service lines provide cross-training opportunities
- ◆ National and international locations offer opportunities in over 70 worldwide



Exercise – What can you sell about your company to candidates? What will interest them? How will you sell different aspects of your company to the different generations?



Page 10 - 11

from potential to performance 

The Interview

from potential to performance 

You Already Know How to Interview so...

We've added a variety of interview skills documents on your web site that you are welcome to use:

- Candidate Evaluation Form
- Interview Tips and Tricks
- Legal Question Guidelines
- Behavioral Question Database

Feel free to download and use with our compliments!

from potential to performance 

Making the Offer

from potential to performance 

Exercise – Making an Offer



from potential to performance 





Review of Program

- Session 1 – Employee Engagement Overview
- Session 2 – Determining Engagement Levels
- Session 3 – Creating your Employer Value Proposition
- Session 4 – Engaging First Line Leaders
Embracing and Managing Change
- Session 5 – Communication Protocol
Innovation
- Session 6 – Maximizing Gen Y in the Workplace
- Session 7 – Motivating for High Performance
- Session 8 – Feedback Mechanisms
Creating a Balanced Scorecard
- Session 9 – Effective Reward Programs
- Session 10 – Selecting Engaged Employees

from potential to performance 

Next Steps

from potential to performance 



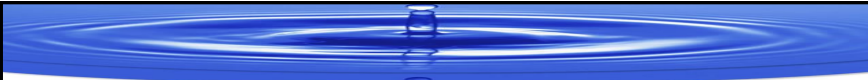
Next Steps

- Be bold, but understand it’s a journey
- Commit on a few things and execute flawlessly
- Remember YOU can make a huge difference!

Logistics

- HRCI Credits – request a form from John
 - Must have attended the session
 - Still waiting on #9 code number (but it’s coming)
- Web site will remain on site for 1 month
 - Available for as long as you want – just won’t be posted
- Hang your certificate in a place of honor
- Reach out with questions

from potential to performance 



“Ah ha” or “Wow” or
“Really Cool Stuff!”



from potential to performance 

Assignment

from potential to performance 

Assignment – Session 10

- Using the handout, please complete an evaluation on the workshop

- Meet us for appetizers and a drink at *On the Border*



from potential to performance 

Thank you!

from potential to performance 