



# How to Hire the Right Employees

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# General Aspects of a Great Hire

- Someone that's a good fit for your organization (values, goals, etc.)
- An individual that will get along well with the people on your team
- A SWAN – Smart, Works Hard, Ambitious, & Nice
- Someone who doesn't have any characteristics that you prefer to avoid in your team members



# Establish an Ideal Profile for the Position

- Ideal Work Experience, e.g.:
  - educational requirements
  - specific type of work experience
  - amount of desired work experience
- Desired Professional Skills, e.g.:
  - desired skills in areas of expertise
  - additional important skills (technical, organizational, etc.)
  - approach to work (strategic, collaborative, etc.)
- Key Interpersonal Skills, e.g.:
  - good listener
  - respectful communicator
  - conflict resolution skills



# Establish an Ideal Profile for the Position

- Ideal Personality, e.g.:
  - positive, can do attitude
  - outgoing, friendly, easy to get along with
  - agreeable, coachable, etc.
  
- Desired Personal Characteristics, e.g.:
  - hard work ethic
  - honesty, integrity
  - perseverance
  
- Characteristics to Avoid, e.g.:
  - egotistical, self-centered
  - lone wolf, maverick
  - defensive, argumentative



# Questions to Determine Fit w/Organization

- Revealing Questions, e.g.:
  - what do you know about our organization?
  - why will you be a good fit here?
- Behavioral Questions, e.g.:
  - give me an example of how you had to adjust your approach to the way things were done at a previous employer?
  - give me an example of something that really frustrated you on the job in the past, and how you handled it?
  - tell me about a past employer's workplace culture, and what you did to fit in?



# Questions to Determine Fit w/the Position

- Revealing Questions, e.g.:
  - why do you want this position?
  - what about your experience will make you successful in this job?
- Behavioral Questions, e.g.:
  - here's an example of the type of situation you'll face in this job - how have you handled this kind of thing in the past?
  - give me an example of a time you had to give bad news to a customer, and how you handled it?
  - give me an example how you used this (example) skill to complete a complex task/project?



# Questions to Determine Fit w/the Team

- Revealing Questions, e.g.:
  - how do you typically get to know your co-workers?
  - how do you approach collaborating with a colleague on a task?
- Behavioral Questions, e.g.:
  - give me an example of a boss that you liked, and what you did to get along well with him/her?
  - describe a time when you had conflict with a co-worker, and how you resolved it?
  - give me an example of a co-worker that you didn't like, and how you worked with them on a task?



# Small Group Exercise





# More Keys a Great Interview Process

- Interview at least 3 people for every position – consider even more for important positions (i.e., resist the temptation to hire the first person you meet)
- Have at least 3 people interview each candidate (more opinions are better)
- Give every candidate some exposure to other team members to get additional feedback on how they'll get along with the team
- Don't rush the process – leads to poor hires and problems later



# Additional Tips for the Interview Process

- Give every candidate a realistic idea of what it will be like to work for your organization – it can help reduce turnover later
- Look for red flags
  - non verbal's (discomfort, poor eye contact, etc.)
  - insecurity, lack of confidence
  - other characteristics from your “to avoid” list
- Do thorough reference checks (ask about skills, how they get along with others, personality, desirable characteristics, etc.)



# About EAS

The Employee Advisory Service is a State sponsored program designed to help employees and their dependents with personal, family or work related issues that may adversely impact their work performance. EAS helps to restore the health and productivity of employees and the workplace as a whole. Problems are addressed in the quickest, least restrictive and most convenient manner while maximizing confidentiality and quality.

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