



# Hiring the Right Person

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Bernie Erven  
Professor Emeritus  
Ohio State University and  
Erven HR Services



# Introduction

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- Focus is on filling key positions
  - Filling key positions different from seasonal hiring
  - Applies to both family and non-family employees
  - Managers have personal acquaintance with most employees
  - Managers are generalists
- Ideas rather than rules or recipes – modify to fit your situation



# Success in hiring

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1. No simple answer or recipe
2. Luck is not the answer
3. Planning and careful follow through on the basics lead to success



# Outline

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1. Developing a helpful foundation
2. Building a pool of applicants
3. Selecting applicants to be interviewed
4. Interviewing and testing
5. Following up after the interviews
6. Hiring



# Part 1 – Developing a helpful foundation

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- **Job analysis** - Duties, tasks or activities of the job
- **Job design** – Structure and enrich jobs
- **Job qualifications** – Knowledge, skills, abilities and physical demands that need to be satisfied for success in the position
- **Job description** – Based on job analysis, design and qualifications

**Goal: Decide how you want the position to help the business and what it will take to succeed in the position**



# Part 2 – Building a pool of applicants

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1. No easy answers or shortcuts
2. No one method is best for every employer in every situation
3. Experiment to find out what works best for you
4. Be creative
5. Most powerful tool for attracting applicants is your reputation in the community as a good place to work



# Some methods

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- Welcome walk ins
- Welcome what for you are nontraditional employees
- Offer student internship programs
- Use temp agency
- Advertise



# Another method -- Offer incentives to current employees

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For example:

- \$200 for being first to recommend a person who is hired
- \$200 more if the person stays at least six months
- \$100 more if the person stays a full year





# Advertising

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- Use creative help wanted ads
- Place posters and flyers in the “right” places
- Use the Internet
- Attend college career fairs
- Seek suggestions from your family, friends, employees, neighbors, suppliers and customers



# Creative help wanted ads

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1. Striking statement to attract attention
2. Attractive yet accurate job title
3. Praise for employees and business
4. Major responsibilities
5. Qualifications and experience required
6. Assurance that wages and benefits are competitive
7. Information on how to apply



## Part 3 – Selecting applicants to be interviewed

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1. Review written application material (application form, resume, cover letter, letter of interest) to determine which applicants best fit desired qualifications
2. Consider doing mini-telephone interviews to help determine whom to invite for interview



## Part 4 – Interviewing

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- Interviewing is by far the most common selection method
- Other selection tools and tests can be used to complement interviews
- Applicants may have much more experience than interviewer – *"I will say and be whatever it takes to get the job."*



# Three steps for interviewing success

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1. Preparation
2. Conducting the interview
3. Follow up after the interview



# Preparation requires answers to these questions:

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1. Who will be on the interview team?
2. Where to conduct the interviews?
3. Questions to ask?
4. How to use the interview time?
5. How to summarize & report evaluations?



# Who will be on the interview team?

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## Suggestions:

1. More than one person
2. Immediate supervisor for the position
3. Women if they will supervise
4. A co-worker
5. Avoid many interviewers in one room
6. Train everyone who will be involved



# Where to conduct the interview?

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- Comfortable, private and non intimidating place
- Clock in background
- Co-worker can conduct tour of farm





# Questions

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- Have more questions ready that you will use
- Ask questions that encourage applicants to use their own words
- Cover a variety of topics
- Focus on what an applicant has done in previous jobs (behavioral interviewing) not what he/she says would do if hired



# Questions to ask?

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- Structured interviews are much better than unstructured, informal interviews
- Ask same basic questions of all applicants
- What is legal?
  - *Questions directly related to the job and the ability of any person to do the job*



# Best types of questions

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- 1. *Past behavior*** → "How did you resolve conflicts between co-workers when you were leading a crew?"  
(Past behavior & performance are the best predictors of future behavior & performance)
- 2. *Job knowledge*** → "What are three ways to back up critical data on a computer? Which one is easiest? Most secure?"
- 3. *What if*** → "What would you do if we asked you to do something you don't know how to do?"



# Types of questions to avoid

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1. Traditional with easily practiced answers
  - “What are your goals and aspirations?”
  - “Why do you want this job?”
2. Opinion
  - “What do you think about . . . ?”
  - “What are your strengths?”
3. Yes/No
  - “Do you understand the importance of being on time?”
  - “Are you a hard worker?”



# Sample questions

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1. Describe an equipment-related problem you have solved in the last year. How did you go about solving it?
2. What has been your most important accomplishment in your current job?
3. Describe the person who is your all-time favorite co-worker.
4. What has been your most important accomplishment outside of work?



# Some unusual questions

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1. What is the most difficult challenge you have ever faced? How did you handle it?
2. Describe the person you would most like to have as your supervisor.
3. What is your best friend from high school doing now?
4. What is the one question you are most afraid I will ask you?
5. Why should I hire you?



# How to use the interview time?

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- Have a plan
- Go into the interview feeling organized and confident
- Give applicants all the time promised them – Don't cut interviews short!



# Sample schedule for 30 minute interview

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1. Relax applicant (2-3 minutes)
2. Accurately explain the job (3-5)
3. Check any problems in the application form (4-7)
4. Ask set of structured questions (10-15)
5. Encourage questions from applicant (2-5)





# Sample schedule for 30 minute interview (Continued)

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6. Summarize business' mission, goals and values (2-4)
7. Summarize opportunity of the position (2-4)
8. Encourage more questions from applicant (2-10)
9. Close (2-4)



# How to summarize & report evaluations?

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- Jot reminders of key points during the interview
- Write extensively immediately after the interview



# Interviewing guidelines

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1. Pre-test your questions
2. Maintain control of the interview
3. Put the applicant at ease
4. Stick to your plan
5. Listen
6. Take few notes during the interview



# More interviewing guidelines

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7. Allow interruptions only for emergencies
8. Be mindful of your own personal biases
9. Fulfill your commitments to each interviewee
10. Be patient and encouraging
11. Complete all interviews before sharing evaluations with other interviewers



# More interviewing guidelines

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12. Be cautious about making commitments to strong applicants during the interview
13. Avoid interesting side issues
14. Avoid quick judgments during an interview
15. Make a positive impression on every applicant
16. Explain the next steps in your hiring process

# Part 5 – Following up after the interview



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1. Ask all interviewers for their evaluations
2. Check references and collect additional information as needed
3. Determine which applicants are acceptable
4. Rank applicants and then offer job to highest ranked



# Checking references

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- Be aware of legal advice not to respond
- Accept oral references without asking for written references
- Ask same questions of all references
- Pay attention to tone of responses
- Pay attention to what is not said
- Use form to record responses



# Potential selection bias

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- ***Halo error*** → Permitting one or two personal characteristics to favor an applicant, e.g. **Brother works on a fruit farm**
- ***Interviewer bias*** → Preconceived notions causing discrimination against best-qualified applicants, e.g., **Brother was a poor employee**
- ***Limited time*** → Choice based on a few minutes of conversation





## Part 6 – Hiring

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1. Make an oral offer to your first choice before the date given each applicant at the end of the interview
2. Follow up with written offer
3. Show enthusiasm
4. Notify all others who were interviewed that the position has been filled



# Written offer

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- Put job offer and employment agreement in writing with simple, clear language
- Include at least:
  - Name and address of employee
  - Job title and summary of duties
  - Starting date, times and other employment terms
  - Compensation and benefits
  - Work schedule
  - Supervisor



# Take home message

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- Success in hiring requires planning, training and disciplined follow through
- The alternative is lost applicants, costly turnover and labor shortages



# Is it worth it?

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“This is all nice but . . . ”



# Contact information

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Dr. Bernie Erven

[erven.1@osu.edu](mailto:erven.1@osu.edu)

614-888-9953