

## ***Are You Ready to Start Hiring?***

**How to Bring on the Right People and Make Sure They Succeed.**



## **The Presenters**

**Moderator**



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## Executive Perspectives



**Mark Dennis**  
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**WellStar Health System**



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*Manager, Client Services*  
**Caliper**

## Discussion Points



- How hiring trends have shifted from the Fall of 2008
- How companies have analyzed and changed their hiring and onboarding processes
- How managers are approaching hiring differently now

## Getting Back in the Hiring Game



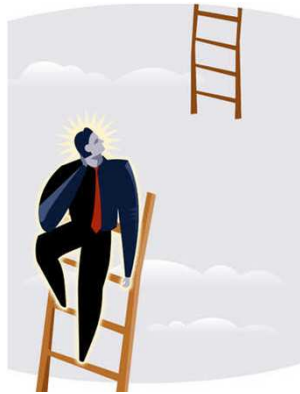
- Companies are changing their attitudes about hiring.
- Ultimately, everyone is looking to hire better and smarter.

## Hiring Trends

- 2010 brought a hiring turnaround for most companies.
- Some industries are bouncing back more aggressively than others.
- Companies are now looking to take advantage of the hiring opportunities available.



## Where does your company stand?



Cautious?



Aggressive?

## Getting through the flood of resumes



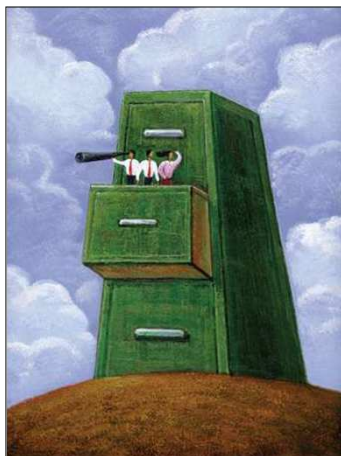
- There is now so much talent available for companies to look at.
- Resumes can be misleading, so companies rely on third parties to help them hire.
- Experience doesn't always count.
- An abundance of available talent can be a double-edged sword.

## Signs of Growth

- Industries such as Financial Services and Healthcare show stable growth.
- Growth is not limited to hiring – employee development is more important than ever.
- Industries that rely on economic growth remain cautiously optimistic.
- Companies are now evaluating their hiring and onboarding processes carefully.



## Hiring Strategies



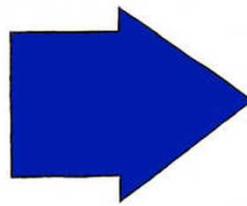
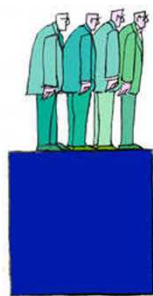
- Hiring is becoming a very deliberate and open-minded process.
- New talent and opportunities are now becoming considerations.
- Companies can not afford to make a bad hiring decision at this time.
- Having an in-depth onboarding process in place ensures the success of a new hire.
- More resources are involved in the hiring process.

## Veolia Environmental Services

- World's largest waste services company.
- Recycling business with over 100,000 employees in 42 countries.
- As with many other companies, business was affected during late 2008.



## How to adapt in difficult times



- ✦ Back to basics
- ✦ Get focused
- ✦ Build added value for clients

## Valuable Lessons

- Tough situations can make strengths and limitations more apparent.
- Success can sometimes be assumed in good times.
- Taking a step back to analyze “where do we go from here” can help you buckle down and push through.
- A difficult situation never lasts.

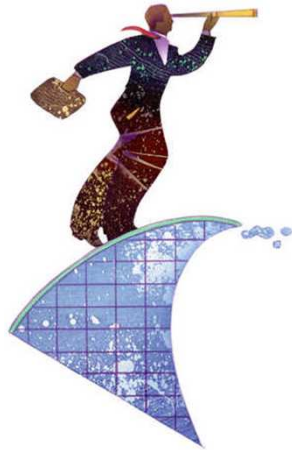


## Hire Smarter



- A structured hiring process can ensure that you bring the right people on board.
- Hiring today means hiring differently.
- Taking more time to look at applicants and utilizing third-party resources can ensure the right fit.
- The wrong hire is costly both in terms of time and money.

## What are you looking for?



Do you want people like your top performers?

What core competencies are important?

How important is experience?

How are you assessing candidates?

## Looking Beyond Experience

- All the training in the world won't work if the individual is not motivated.
- Matching natural tendencies to the requirements of a job make for a successful job match.
- By relying only on experience, individuals may just be recycling bad experience at your company.
- Not all skills and experience translate.





## Hiring Top Performers



### Popular Misconception



*"A top performer at my competitor's company will be a top performer at my company."*

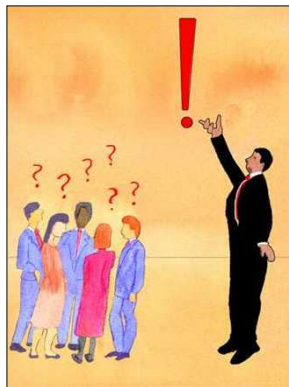
- Your best hires could come from different industries.
- Giving new employees everything they need to succeed creates mutual benefits.
- New employee resources include:
  - coaching sessions
  - manager-employee discussions
  - field training
  - formal classroom training



## Effective Onboarding



- Hiring the right person isn't where the process ends – it's where it just begins.
- Developing a structured onboarding process can ensure a new employee's success.
- Using their personality assessment alongside their new team and manager's can help streamline work styles.
- Having discussions up front can get new employees up to speed faster.
- By creating an action plan, with the help of a third-party coach, both the new employee and manager can work effectively.



**A bad hire can set your company back in resources, time and money.**

As the economy improves, are you clear about what your company needs now?



## Collaborating with Third Parties

- Partnering with assessment firms and HR companies can bring further expertise to the hiring process.
- Third-party companies can ensure that you find the right people for the right job.
- HR partnerships can allow your managers and leaders to focus on what they're best at.



## Onboarding



- A structured onboarding plan shows a commitment to employee development.
- Working with a consultant to develop a structured onboarding program can ensure the new employee's success.
- Discussions between the new employee and the manager can ensure that they both work effectively together.

## The Consultant

**Helps analyze employee strengths.**

**Discusses areas of development.**

**Works with the new employee and their manager.**

**Helps develop an action plan.**





**Including a consultant in your onboarding process provides insights to both the manager and the new employee that may have otherwise taken months to uncover.**

## The Hiring Conversation



- Companies are cautiously optimistic about the economy.
- Hiring is very deliberate.
- Many organizations know what they need in terms of talent.
- Hiring mistakes have to be avoided.

## WellStar Health System

- System of nine hospitals based in Atlanta, GA.
- Over 11,000 employees.
- System has a comprehensive hiring and onboarding program.



During the downturn in the economy, many people turned to healthcare for stability.

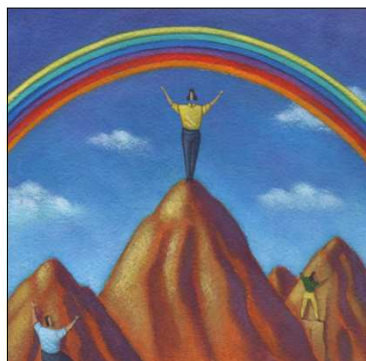


## Finding the Right Fit



- A job match is more than just credentials.
- Personality, motivation and aspirations all come into play.
- Using assessment tools can help uncover other hiring avenues.

## Find people...



...who view their roles as more than just a job.

## Growing Today

- As needs increase, growth occurs.
- To grow effectively, companies must have the right people on board.
- Having a structured interview process can ensure a perfect fit.
- Onboarding is just as important – the first 30 days on the job are the most crucial.



## The First 30 Days



- The first 30 days are the most important.
- This onboarding period can determine whether or not an employee has what it takes.
- Conversations with the new team and the new manager right away can help the new employee get up to speed more quickly.



## Manager – New Employee Relationship

- Up-front management communication can determine the success of a new employee.
- Managers are there to support and guide new employees.
- The main reason people leave companies is because they did not connect with the manager.
- Check-ins help the employee feel engaged and valued by their manager.



## Management Coaching



- Coaching isn't just for a new employee – management coaching can help managers effectively work with their teams.
- Managers will better understand their strengths and limitations as well as how their team complements those.
- Communication is broadened and employees feel more engaged when their manager is collaborative.

## Employee Engagement

- Employees want to know that they can grow with their company.
- Growth doesn't have to be a promotion to management.
- Engaged employees are productive and loyal employees.



## Have a positive attitude!





**The abundance of available talent allows companies to be very meticulous about who they hire.**

## Hiring Differently



- Analyzing available talent is more important than ever before.
- Not all prior skills are transferable.
- The interview process can be misleading.
- Using personality assessments and insights from consultants can help break through the clutter.



*Skills can be taught.*

*Drive and motivation can not be taught.*

*The right drive and motivation  
is essential for success.*

## Understanding Work Styles

- Assessing the manager as well as the new employee allows a consultant to analyze work styles.
- Similarities and differences can be discussed up front.
- The consultant can see where both can work well together and where adjustments might have to be made.
- Action plans can be put in place to ensure success.

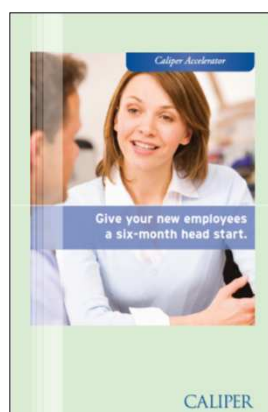


**How can differing work styles work together effectively?**

## It's all about communication!



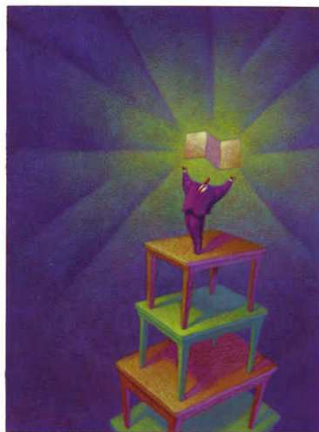
## Caliper Accelerator



- Onboarding program that provides up-front coaching to the new employee.
- Manager and employee work styles are discussed.
- Consultant guides manager and new employee in effective work techniques.
- Suggestions are provided on how to enhance the relationship.
- Action plans are put into place.

## Self-Awareness

- Some individuals are very aware of their styles and personality – others may not be.
- Understanding how you come across to others will help enhance work relationships.
- Understanding your strengths and limitations can help create a more productive environment.
- Helping managers and employees understand how to work best with their teams is valuable.



**Being self-aware should give you an opportunity to grow –  
not an opportunity to make excuses.**

## Assessing Your Limitations



- Being self-aware can help you understand your limitations and effectively delegate.
- A coach can give you tools and techniques to help offset limitations.
- Effective coaching is only achieved if the individual is open to it.

## Open Conversations

- Everyone has gone through the same economic hardship.
- Talking openly with your third-party partners and your employees can make for a more trusting relationship.
- As growth occurs, more opportunities for partnerships will present themselves.





## Current Talent



- Investing in current employees is just as important as hiring the right person.
- Developing current employees helps them play to their strengths and feel valued.
- Employee development brings a significant return for your company.

## A Learning Experience

- Difficult times help us realize what we're good at and what we need work on.
- Building relationships is important when times are tough.
- Using difficult situations as a learning experience can help you move forward effectively.





1. Smart hiring
2. Hiring based on motivation and personality
3. Structured onboarding
4. New employee coaching
5. Integration of new employees into the company

**Thank you for  
joining us!**

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develop your next top performer, visit**

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