

EFFECTIVE HIRING & ONBOARDING

"Hiring people is an art, not a science, and resumes can't tell you whether someone will fit into a company's culture."

--Howard Schulz

What is Effective Hiring & Onboarding?

For a leader to succeed, they have to be able to hire the right people for their team. In fact, nothing is more important.

WHY?

The time leaders devote to hiring can seem minimal compared to the hours spent correcting hiring mistakes and their impacts.

The result of this is huge inefficiencies, unhappy people and results below what is possible for leaders to achieve, not to mention very expensive and disruptive processes for the organization when the wrong people are hired.

Your hiring process is making a first impression. Make it a GREAT one!

"When you hire tough you can manage easy."

--The Employee Experience

The WHY behind high standards for Effective Hiring and Onboarding Practices.

Having an open position in your department is stressful.

An effective hiring process is a compilation of tools that increase your chances markedly to hiring the *right person* for your open position.

Effective Hiring and Onboarding allows you to **Culture-add** and **Value-add** (versus “**Culture-fit**”) to your team, not set your team back several steps due to a poor hire.

Tactics for Hiring

Have a Selection Mindset before you Interview your 1st Candidate.

1. Hire better than you already have.
2. What does your team need right now?

Individual Learning Exercise

Write down three great things about your very best employee that you wish every employee had.

Write down one attribute/behavior that would be “value-add” or “culture-add” to your existing team.

Choose your “culture add” interview questions based on these attributes and behaviors.

Behavioral-Based Interviewing Techniques and Predictive Questions

Behavioral interview questions aim to predict a candidate's future performance by exploring examples of their past behavior.

They can revolve around interpersonal matters, leadership attributes or how a person acts under pressure.

Therefore, behavioral-based interview questions get at the candidate's behavior and actions in similar situations versus how they feel about something or what they think they would do.

Behavioral interview questions and answers unveil the details of a candidate's universal core skills and personal qualities that matter in every position, such as problem-solving and resilience.

You and your team of peer interviewers can ask sets of questions based on the current needs of your department.

For example - Do you have a problem with attendance? Maybe ask a question based on reliability and integrity.

TIP:

Begin the interview process when asking predictive questions to let the applicant know that these questions may take longer to answer, and you will allow them that time to "do their best to think of the best answer."

Sample Predictive Questions

1. What led you to join _____ (the last organization that you worked for)?
2. What led to your decision to leave your current job?
3. What were you hired to do in your previous job, and were you successful?
4. What was your biggest accomplishment in your previous job?
5. What did you enjoy the most (in your previous role?) What did you least enjoy (in your previous role)?
6. What three skills are you working on to improve right now?
7. Who was your very favorite Boss and Why?
8. What question do you wish I had asked you?

Sample Behavioral Interviewing Questions

The following questions are some that may align with certain personality traits or behavioral traits that you are seeking to fill on your team. Think Culture-Add!

1. When working with patients or family members, tell us how you create an environment that helps them feel informed and cared for? Provide a specific example of when you have done this.
2. Tell us about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.
3. Tell us about a specific situation when you did not have the knowledge or skill to complete a task or assignment. What did you do? What was the outcome?
4. Describe a time when you exceeded a patient's expectations. What did you specifically do to achieve that outcome?
5. Describe how you contributed to the success of a team of which you were a member.
6. Describe a tough problem at work that involved conflict between individuals or departments. What was your role in the situation? What was the outcome?

Our very favorite and tried and true tactic for an interview:

Take a Walk

Engaging Peers in the Interviewing Process

Employees selecting employees is empowering and inspires accountability.

Employees who are trained to interview and hire their co-workers:

- are invested in them,
- model excellent behavior for them,
- train them, and
- most importantly - they want them to be successful!

Peer interview panels can happen in a couple of different ways:

1. Employees from your team can assist you in the interview panel and ask the questions you have determined are best for each position you have open.
2. A team of employees (or a single employee) can assist you by having the applicant go through a separate interview process. These employees should receive training in listening for cues in behavioral-based interviewing, but can ask additional team-based questions such as these:

Sample Predictive Questions for Peer-to-Peer Interviews

1. What would your last team say is your best quality? What about your worst?
2. Tell us about a time you worked with a coworker who was disengaged, and you managed to motivate them. Tell us how you would motivate them.
3. Tell us a time you had to navigate disagreements with team members. What was the outcome?
4. Tell us about a time a coworker asked for your help while you were busy, how did you respond?
5. Do you prefer working independently or collaboratively?
6. Tell us about a time you failed at something. How did you resolve that failure?
7. How do you ensure good communication with your coworkers?
8. Why do you want to work here?

Follow up and Follow Through on Peer-Panel Interview Advice/Input

Train Your Employees on Behavioral Based Interviewing Techniques

Employees participating in interview panels should be trained to ask follow-up (probing) questions if all areas of the response are not thoroughly provided to the question.

Behavior-based interview questions should be responded to with the following information (EAR):

Event – describe the event/situation that occurred

Action – describe what actions they took

Result – explains what results they got from their actions

Learning Exercise

Work in pairs to practice behavior-based interviewing.

One participant selects a question to ask the other.

Ensure that the responder fully answers the question using the EAR guideline:

Event – describe the event/situation that occurred

Action – describe what actions they took

Result – explains what results they got from their actions

Additional Hiring Considerations

1. Checking References
2. Pre-testing Candidates for skill and culture-add

An additional Tactic that works:

*Use a “**Word of Mouth**” campaign to spread the word about what a GREAT place to work your organization is. Employees themselves can create this campaign. Make your employees walking billboards for their employer. Encourage them to invite their high-performing friends and family to work with you.*

“People are not your most important asset. The right people are.”

--Jim Collins

What is Onboarding?

The Onboarding Process- It's so much more than an orientation checklist!

An onboarding process is a systematic and comprehensive approach to integrating a new employee with a company and its culture, as well as getting the new employee the tools and information needed to become a productive member of the team.

Employees are hired and onboarded effectively a year after their hire date - when **they** have determined your organization is the right place for them.

Why Onboard?

A study from the Wynhurst Group found that newly hired employees are 58 percent more likely to still be at the company three years later if they had completed a structured onboarding process.

Employees' onboarding experiences are reliable indicators of their long-term relationship with a company. Unfortunately, a recent Gallup study found that only **12% of employees** strongly agreed that their organization did a great job of onboarding new hires.

Experts at SHRM (Society of Human Resource Managers) state that onboarding is now considered to be more crucial than the actual hiring process.

How to Meet Five Key Objectives of Effective Onboarding

1. Engaging the new employee in the vision and strategies of the organization.
2. Connecting to the culture of the organization.
3. Facilitating the establishment of interpersonal relationships and information networks.

We cannot stress the importance of this objective enough.

Consider this from GALLUP: *“Those who [have a best friend at work] are **seven times as likely** to be engaged in their jobs, are better at engaging customers, produce higher quality work, have higher well-being, and are less likely to get injured on the job.”*

When you are creating a work environment where friendships thrive, you are also creating a work environment where belonging happens, and a culture that is psychologically safe.

With belonging comes inclusion.

“Fitting in is about assessing a situation and becoming who you need to be to be accepted. Belonging, on the other hand, doesn't require us to change who we are; it requires us to be who we are.”

--Brené Brown

From "The Atlas of the Heart" by Brene' Brown.

"If people don't know who we are, or what we need or think- there can never be true belonging. "

Your new employees (and all employees) will leave and seek to belong elsewhere.

Researchers define belonging as **"the fit between oneself and a setting"**. Words to describe this fit as acceptance, inclusion, respect, and an ability to **contribute** to the setting.

4. Increasing clarity, competence, and confidence.
5. Teaching the necessary regulatory, legal, accreditation, and policy requirements.

Elevate Your Onboarding with a Best Practice

Rounding During the First 90 Days.

- Round with your new employees (external hires and internal transfers) at **30** days, **60** days and again at **90** days.
- These sessions are like the Employee Rounding learned in the Strengthening Relationships module but with **specific** questions **tailored** to new employees.
- Leaders usually document these discussions similarly to whatever the organization's practice is for documenting rounding.
- The leader can **use** the information gathered to harvest recognition (thank you notes) opportunities for co-workers who have been **helpful** to a new employee and to improve the **selection** and **onboarding** process.

- These roundings do not take the place of frequent meetings to “**check in**” with new employees to see how they are doing on a weekly (or more often) basis. **Ask** your preceptors and trainers how the new employee is doing as well.
- Also consider meeting with new **physicians** in the first 30-90 days as they usually have great ideas about previous organizations and/or frustrations they have not expressed to anyone.

SAMPLE NEW EMPLOYEE ROUNDING QUESTIONS

At 30 and 60 Days, ask:

- How do we compare with what we said?
- What is going well? Who has been helpful in the orientation period?
- Is there anything your previous employer did that worked really well we could adopt?
- Is there anything here that would make you leave us?
- As your supervisor, how can I help you?

At 90 Days, ask:

- How do we compare with what we said?
- What is working well? Have any specific individuals been helpful to you?
- Based on your prior work, what ideas for improvement do you have?
- Is there any reason you feel this is not the right place for you?
- Do you know of anyone who would be a good fit for our organization?
- As your supervisor, how can I help you?

Call to Action

Given the expense of the hiring process, the cost of a bad hire, and the expense and disruption of turnover, hiring right and onboarding successfully are a must.

The expectation is that if you “hire tough” you can “manage easy.”

#Just Start! Even if your scope or work only includes one department, and your HR department is not yet on board with these practices- you can do many of them yourself.

Take-Away Best Practices

Take the time to assess your current hiring and onboarding practices. See if there are opportunities to take these processes to greater levels and produce excellent results for your organization.

- Round with your newest employees. Ask them about their application, interviewing, and onboarding experience.
- Evaluate trends in recent years related to employee satisfaction or engagement data and comments for employees in their first year of employment.
- Evaluate baseline data: Turnover of employees in first ninety days; Turnover of employees in first year; Number of probationary period extensions (successful/unsuccessful); Time to fill positions; Vacancy Rate
- Seek an understanding of the current hiring processes (e.g., pre-employment testing, reference checking, hiring criteria, and job qualifications, interview process and questions, background checks, etc.)
- Seek an understanding of current onboarding processes (e.g., department-specific orientation, organization-wide orientation, day one and getting to know your activities, preceptor training and assignment, welcoming activities, probationary period, new employee evaluation process, etc.)

Reflection/Notes: