





# PICTURE YOUR EMPLOYEES

**BEST**



**WORST**



# Talk about your biggest Headache



# Talk about your Champion



What if you had more Champions?

# WHAT'S YOUR HIRING STRATEGY?







# BEYOND A ROLL OF THE DICE

Increase Your Odds of Hiring the Right Person



A cartoon wizard with a red robe and a blue pointed hat with yellow stars is pointing his right hand towards a bright, starry sky. The sky is dark blue with many small white stars and a large, bright, glowing cluster of stars on the right side. The wizard is standing on a dark, rounded object.

There is no more magic in  
hiring than there is in  
balancing the books at the end  
of the month!

# HIRING STRATEGY

---

Company Vision  
Performance Objectives  
Job Fit Profile  
Cultural Fit



## Performance Profile - Business Development

**Performance Objective 1:** Increase sales by \$1,000,000 the first year; \$2,000,000 the second year; and \$4,000,000 the third year by adding clients to XYZ Company.

**Sub-objective:** Within three months, prospect and cold call new clients to realize 8 new Product 1 clients (\$1,500 or more annual revenue) by 2-10-15.

**Sub-objective:** Within six months, prospect and cold call new clients to realize 20 total (8+12) new (\$1,500 or more annual revenue) by 5-10-15.

**Sub-objective:** Within twelve months, prospect and cold call new clients to realize 35 total (8+12+15) new (\$1,500 or more annual revenue) by 11-9-15.

**Performance Objective 2:** Create a sales/business development framework to enable achievement of individual sales goals and to contribute to organizational sales success.

**Sub-objective:** Following two weeks of service, exhibit proficiency to initiate sales process by building relationships; qualifying potential; scheduling appointments.

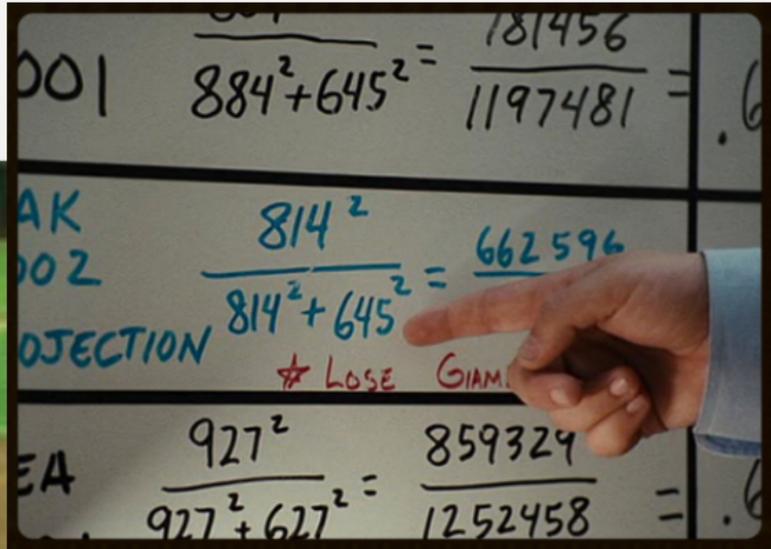
**Sub-objective:** Following one month of service, exhibit understanding of services, solutions, programs, and sales opportunities.

# HIRING STRATEGY

---

Company Vision  
Performance Objectives  
Job Fit Profile  
Cultural Fit





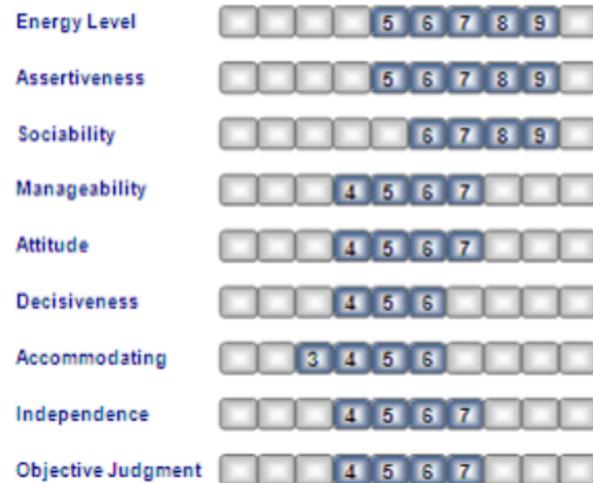
**MON**  
 { LESSONS

### Summary Graph

The shaded boxes represent the Sales Rep Mechanical Equipment Performance Model.



Thinking Style



Behavioral Traits

The matching process for Interests is concerned with the top three interests of a Performance Model and how closely a candidate's top three interests match. The three top interests for this model are indicated and ranked from top to bottom below.

-  Creative
-  Financial/Administrative
-  Mechanical

Interests



# HIRING STRATEGY

---

Company Vision  
Performance Objectives  
Job Fit Profile  
Cultural Fit



*Begin* with the  
*end* in mind





SOURCE  
CANDIDATES



SCREEN OUT

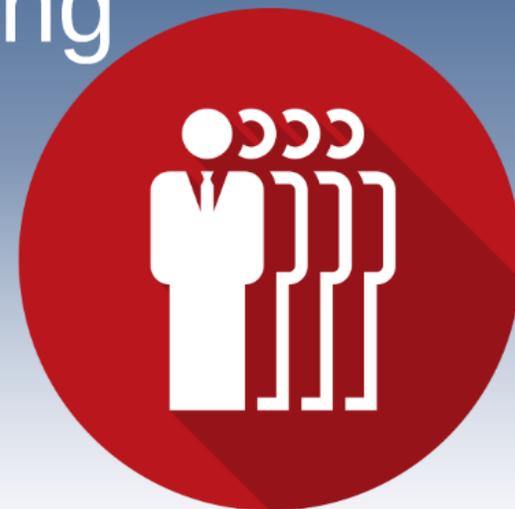
# SCREEN OUT

---

Review Resume/Application  
Qualification Screening

Pre-Hire Survey

Background Screening  
- Phase 1





Can this applicant be trusted?

Is this applicant drug free?

Is this applicant dependable?

Will this applicant be a long-term, hard-working employee?

- Ms. Lopez is currently employed.
- Ms. Lopez is available to begin employment today.
- Ms. Lopez is available to work full-time.
- Her most recent monthly salary was \$1,000 - \$2,500.
- She supervised others at work more than one time.

**Integrity**



Ms. Lopez expresses strong respect for the property of others and recognizes that no rationalization makes a good excuse for theft.

**Substance Abuse**



Ms. Lopez is highly intolerant of substance abuse in the workplace. With few, if any, exceptions, she acknowledges the importance of sobriety for safety and efficiency reasons.

**Reliability**



While Ms. Lopez is generally trusting of others, accepting their intentions at face value, dubious claims and assertions may raise doubts for her.

**Work Ethic**



In general, Ms. Lopez endorses quality performance and a faithful adherence to typical office procedures. However, she may consider insignificant breaches of protocol to be a minor concern.

Distortion for this assessment is within the acceptable range.

- Mr. Trejo is currently employed.
- Mr. Trejo is available to begin employment today.
- Mr. Trejo is available to work full-time.
- His most recent monthly salary was \$1,000 - \$2,500.
- He supervised others at work more than one time.

**Integrity**



Matt appears to relate to the idea that property is only safe when companies take extra efforts to secure it. He may agree that property is open for the taking if not adequately protected.

**Substance Abuse**



He states often that self-control is necessary concerning drugs in the workplace, but his attitude is also somewhat tolerant at other times.

**Reliability**



Matt often takes a rather defensive stance concerning the intentions of others.

**Work Ethic**



Mr. Trejo appears to agree with the opinion that strict guidelines for performance hamper a worker's freedom. For example, he may feel that taking long lunches is no major concern.

Distortion for this assessment is within the acceptable range.

- Ms. Lopez is available to begin employment today.
- Ms. Lopez is available to work full-time.
- Her most recent monthly salary was \$1,000 - \$2,500.
- She supervised others at work more than one time.

## Integrity



Ms. Lopez expresses strong respect for the property of others and recognizes that no rationalization makes a good excuse for theft.

## Substance Abuse



Ms. Lopez is highly intolerant of substance abuse in the workplace. With few, if any, exceptions, she acknowledges the importance of sobriety for safety and efficiency reasons.

## Reliability



Mr. Trejo is available to begin employment today.

Mr. Trejo is available to work full-time.

His most recent monthly salary was \$1,000 - \$2,500.

He supervised others at work more than one time.

## Integrity



Matt appears to relate to the idea that property is only safe when companies take extra efforts to secure it. He may agree that property is open for the taking if not adequately protected.

## Substance Abuse



He states often that self-control is necessary concerning drugs in the workplace, but his attitude is also somewhat tolerant at other times.

## Reliability



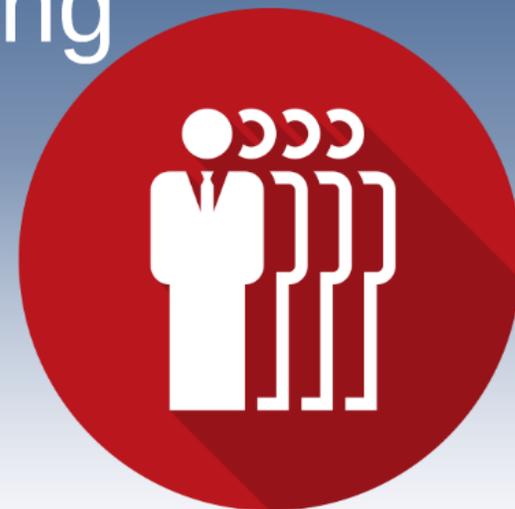
# SCREEN OUT

---

Review Resume/Application  
Qualification Screening

Pre-Hire Survey

Background Screening  
- Phase 1



# SCREEN IN

---

Phone Screen  
Reference Check



Phone Interview  
 Candidate Name:  
 Date:

<b>INITIAL PHONE SCREEN QUESTIONS:</b>	
Does this sound like a company/position that interests you? Why?	
How do you feel about working in a _____ environment?	
Are you open to relocation?	
<b>PHONE INTERVIEW QUESTIONS</b>	
What prompted you to apply for this position?	
If you were to be offered the position when would you be available to start?	
Are you interviewing for other positions right now or considering other offers?	
What salary range are you looking for?	
Have you ever been fired from a position, resigned to avoid being fired, or have you ever been asked to resign from a position?	
Are you eligible to work in the US without employment sponsorship?	
Tell me what you liked most about your most recent position?	
Tell me what you liked least about your most recent position?	

EEOC Compliant Questions



National Screening Bureau  
 Wichita, Kansas | 316-263-4400  
 info@natsb.com  
 natsb.com | highroads.com

# EVALUATE

---

Psychometric Testing  
Assess Fit to Job, Boss  
Team and Company

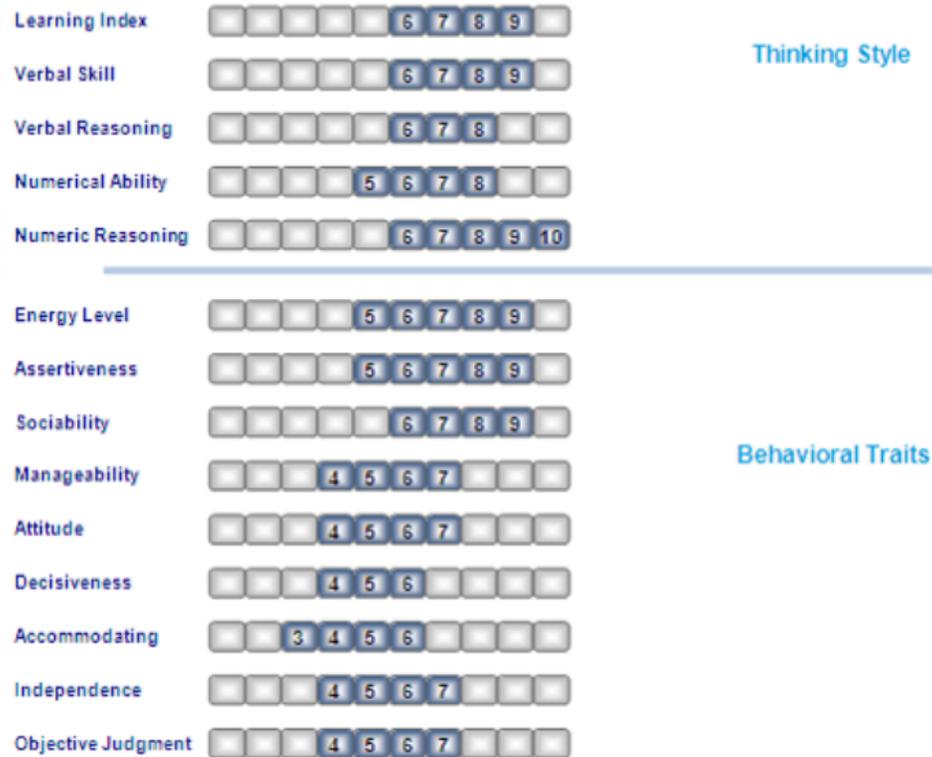
Interviews

Skills Test



## Summary Graph

The shaded boxes represent the Sales Rep Mechanical Equipment Performance Model.



The matching process for Interests is concerned with the top three interests of a Performance Model and how closely a candidate's top three interests match. The three top interests for this model are indicated and ranked from top to bottom below.

-  Creative
-  Financial/Administrative
-  Mechanical

## Interests

# What We Measure

## Thinking Style

1	2	3	4	5	6	7	8	9	10	Learning Index
1	2	3	4	5	6	7	8	9	10	Verbal Skill
1	2	3	4	5	6	7	8	9	10	Verbal Reasoning
1	2	3	4	5	6	7	8	9	10	Numerical Ability
1	2	3	4	5	6	7	8	9	10	Numeric Reasoning

## Behavioral Traits

1	2	3	4	5	6	7	8	9	10	Energy Level
1	2	3	4	5	6	7	8	9	10	Assertiveness
1	2	3	4	5	6	7	8	9	10	Sociability
1	2	3	4	5	6	7	8	9	10	Manageability
1	2	3	4	5	6	7	8	9	10	Attitude
1	2	3	4	5	6	7	8	9	10	Decisiveness
1	2	3	4	5	6	7	8	9	10	Accommodating
1	2	3	4	5	6	7	8	9	10	Independence
1	2	3	4	5	6	7	8	9	10	Objective Judgment

## Occupational Interests

1	2	3	4	5	6	7	8	9	10	Enterprising
1	2	3	4	5	6	7	8	9	10	Financial/Admin
1	2	3	4	5	6	7	8	9	10	People Service
1	2	3	4	5	6	7	8	9	10	Technical
1	2	3	4	5	6	7	8	9	10	Mechanical
1	2	3	4	5	6	7	8	9	10	Creative

## Approach to Learning

- Speed of a training program
- Communication Style & Preference
- How analytical are they?

## Performance

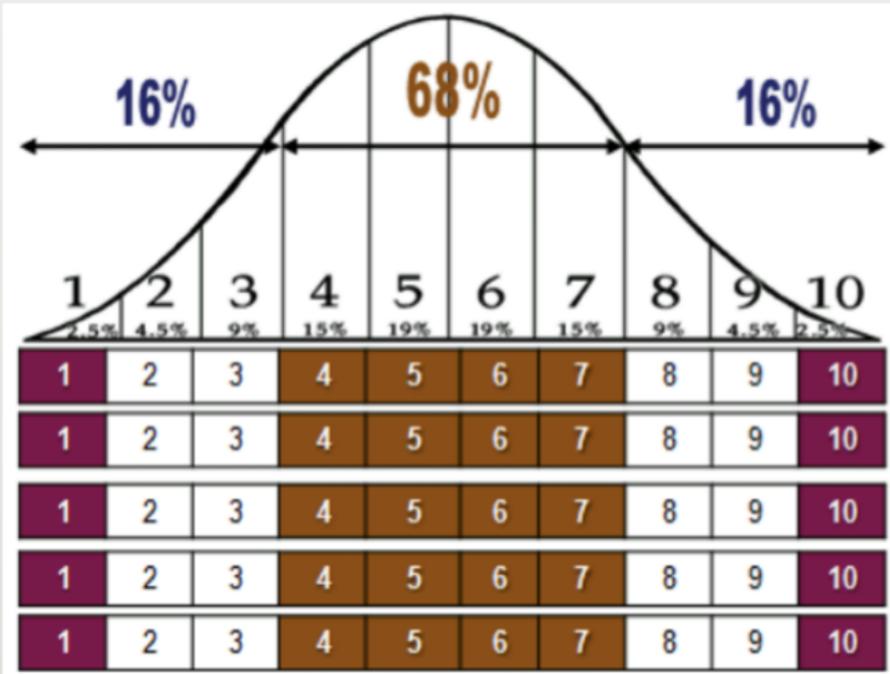
- How will they fit into the position?
- How will they make decisions?
- Will they be self-directed?
- Where might they struggle?

## Motivation

- Will they stay engaged long term?

# Normative Tools

Compared to the Working Population



- 1 & 10 – 2.5%
- 2 & 9 – 4.5%
- 3 & 8 – 9%
- Unique Characteristics Not Shared by Many People
- Can Stand Out
  - Positively
  - Negatively

# Thinking and Learning, NOT IQ

The Learning Index – Learning, Reasoning,  
Communication & Problem Solving Ability



Thinking  
Style and  
Speed.

Not  
“I.Q.”

NOT  
TIMED

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

### Overall Job Match – 95%



Thinking Style  
95% Match



Behavioral Traits  
95% Match

Distortion for this assessment is  
within the acceptable range.

#### Top Interests for Allison Anderson

- Creative
- Mechanical

#### Top Interests for this Performance Model

- Creative
- Financial/Administrative
- Mechanical

Interests  
94% Match

### Overall Job Match – 59%



Thinking Style  
37% Match



Behavioral Traits  
81% Match

Distortion for this assessment is within the acceptable range.

#### Top Interests for Jake Jackson

- Technical
- Enterprising
- Financial/Administrative

#### Top Interests for this Performance Model

- Creative
- Financial/Administrative
- Mechanical

Interests  
61% Match

# Case Study

Customer Service Department

10 People Driving \$3 Million in Sales



Average Rep drives \$300,000/year

Best Reps drive 32% more = \$396,000



Least productive Reps drive 32% less = \$204,000

Productivity Disparity of **\$192,000**

Replace the 3 least productive with average match = Gain of \$288,000

Replace the 3 least productive with Best match = Gain of \$576,000

# Case Study

Customer Service Department

10 People Driving \$3 Million in Sales



Average Rep drives \$300,000/year

Best Reps drive 32% more = \$396,000



Least productive Reps drive 32% less = \$204,000

Productivity Disparity of **\$192,000**

Replace the 3 least productive with average match = Gain of \$288,000

Replace the 3 least productive with Best match = Gain of \$576,000



Do you think this  
could have an  
impact on your  
company?

# Business leaders are frustrated about hiring and retention!

## Best in Business leaders frustrated about hiring, worker retention

Oct 2, 2014, 2:52pm CDT

✉️ 🐦 in f S+ ⭐ Save Article 📄 Order Reprints 🖨️ Print

**Bill Roy**  
Editor-  
Wichita Business Journal  
Email | Twitter | Google+ | LinkedIn

A week ago UMB Senior Vice President Eric Koley shared with Best in Business company leaders the latest survey from the National Federation of Independent Business.



Enlarge Photo

Bill Roy / WSJ

Best in Business company and sponsor leaders heard a presentation from Eric Koley, UMB SVP, managing director, fixed income, and discussed challenges for their organizations.

That last one struck a nerve.

All four of the Best in Business winning company representatives, and some of the sponsors, said they are concerned about hiring good workers and retaining them.

Training new hires is a high priority for The Wichita Luxury Collection, according to Controller Ron Wills.

"They'll last a few weeks, maybe a couple months and they're gone," Wills said. "They'll say what they need to do to get the job but then they're gone."

Lonnie Vaughan, president of Yingling Aviation, says it's expensive to train someone just to see them leave. He says Yingling tells new hires they'll be trained, but if they leave they'll have to pay some of the cost of the training.

"We're tying that back to folks, and saying 'I'm going to send you there, but here, you've to be with us for X amount of time or you're going to be paying us a sliding scale ...'" Vaughan said.

Ted Barney of Hyspeco says they have sales positions open, but they can't even get people to go to Kansas City to work.

"It's just horrible," he said, "whether you're wanting laborers or you're wanting professional sales people ..."

Michael Monteferrante, CEO of Envision, says in the organization's Mississippi operation he's seeing [turnover as high as 50 percent](#).

"It's a tough racket," Monteferrante said. "[People aren't dependable](#). We're on the temp agency's back about bringing in quality people."

**American Express—Savings**  
High Yield Savings Account With No Fees And Competitive Rates.  
American Express

[Open an IRA in 15 minutes or less](#)  
Rollover your 401k or open and fund your IRA and get up to \$600 cash. Get started today.  
TD Ameritrade

[Get listed here](#)

# Best in Business leaders frustrated about hiring, worker retention

Oct 2, 2014, 2:52pm CDT



**Bill Roy**

Editor-  
*Wichita Business Journal*

[Email](#) | [Twitter](#) | [Google+](#) | [LinkedIn](#)

A week ago UMB Senior Vice President Eric Kelley shared with Best in Business company leaders the latest survey from the National Federation of Independent Business.

It says the top concerns of U.S. small business owners are taxes, red tape, poor sales and quality of labor.

That last one struck a nerve.



[+ Enlarge Photo](#)

*Bill Roy / WBJ*

Best in Business company and sponsor leaders heard a presentation from Eric Kelley, UMB SVP, managing director, fixed income, and discussed challenges for their organizations.

Related Slide Shows

months and they're gone," Wills said.

"They'll say what they need to do to get the job but then they're gone."

Lonnie Vaughan, president of Yingling Aviation, says it's expensive to train someone just to see them leave. He says Yingling tells new hires they'll be trained, but if they leave they'll have to pay some of the cost of the training.

"We're tying that back to folks, and saying 'I'm going to send you there, but here, you've to be with us for X amount of time or you're going to be paying us a sliding scale ...'" Vaughan said.

Ted Barney of Hyspeco says they have sales positions open, but they can't even get people to go to Kansas City to work.

"It's just horrible," he said, "whether your wanting laborers or you're wanting professional sales people ..."

Michael Monteferrante, CEO of Envision, says in the organization's Mississippi operation he's seeing turnover as high as 50 percent.

"It's a tough racket," Monteferrante said. "People aren't dependable. We're on the temp agency's back about bringing in quality people."

# EVALUATE

---

Psychometric Testing  
Assess Fit to Job, Boss  
Team and Company

Interviews

Skills Test



# WHAT'S YOUR FAVORITE INTERVIEW QUESTION?



# Interview Reports

Report designed for  
**Sally Sample**

**ProfileXT<sup>®</sup>**  
Interview Guide – Challenge Areas

Performance Model: Widget Encoder  
Performance Model Date: 2/4/19  
Assessment Title: 32519 - Printed 5/26/20



Profile Office Park • 500 Lake Shore Dr • West, TX 76710 • (714) 958-1111  
Copyright © 2017 Profile International, Inc.

### Verbal Skill

A measure of verbal skill through vocabulary.

1 2 **3** 4 5 6 7 8 9 10

### Behavioral Considerations

On the Verbal Skill scale Ms. Sample is below the designated Performance Model for this position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

### Interview Questions

- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.  
[Interviewer's Notes](#)
- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?  
[Interviewer's Notes](#)
- Some people read well but don't always remember what they have read. Do you ever experience that type of situation? How do you deal with it?  
[Interviewer's Notes](#)

# VERIFY

---

Reference Check  
Background Check

- Phase 2

Drug Test

Physical Screen

E-Verify



**Professional Reference Check**

**Interviewer:**

<b>Candidate Name:</b>	<b>Date:</b>
<b>Reference Name:</b>	<b>Contact Info:</b>
<b>Reference Title:</b>	<b>Reference Company:</b>

What is your relationship to the candidate?	
How long did you work with the candidate?	
What were the main job duties or responsibilities of the candidate's position with your company?	
Did the candidate supervise others? <i>If yes: If I spoke to those employees, how do you think they would describe his/her management style?</i>	
We want to do everything we can to make our working relationship smooth and positive. What suggestions do you have that would help us manage and relate to him effectively?	
What was the biggest project you are aware of that the candidate worked on for your organization? What was his/her responsibility on this project? Was the project successfully completed?	
How do you think co-workers would describe the candidate?	
How did the candidate deal with conflict?	
Was the candidate in a lot of high pressure or stressful work situations? If so how did he/she handle these?	
What are this candidate's strengths?	
What are the areas this candidate can continue to improve in?	
Were you aware of any disciplinary issues with this candidate? If so, please share with me about them.	
What was the reason this candidate left your company?	
Is the candidate eligible for rehire?	

# VERIFY

---

Reference Check  
Background Check

- Phase 2

Drug Test

Physical Screen

E-Verify



# Why Screen

## Risk Mitigation



Negligent Hiring  
Negligent Retention

According to the  
*Workplace Violence Institute,*  
**negligent hiring** costs  
U.S. businesses more than  
**\$18 billion** annually.

# What makes an employer a potential negligent- hiring lawsuit target?

- The person injuring or harming another person must be employed by the firm.
- The employee was guilty of causing harm doing damage to, or injuring the complaining party.
- • The employer had knowledge or should have had knowledge of the propensity of the employee to do harm.
- • The employer was negligent in hiring the employee by not exercising appropriate background checking activities that might have revealed the employee's propensity for harming coworkers or customers.

# Why Screen

## Risk Mitigation and Less Drama

- "Did your employee maybe, accidentally, pick up my mom's ring when they were here?" - **previous case of theft of >\$25000**
- "I am so sorry; we had no idea he was going to go off. We are so sorry for your loss." - **previous abuse charges**
- "Why did Federal Marshals just come into our office and arrest Mary?" - **open warrant for drug trafficking**

A BAD HIRE CAN  
HAVE GRAVE  
CONSEQUENCES  
FOR EVEN THE  
MOST HEALTHY  
COMPANIES.

# The Objective



***"Trust but  
verify."***

Ronald Wilson Reagan  
40th President of the United States

Name, Addresses, Previous Employment, Education,  
License, Certifications, MVR



**I AM THE BATMAN**

# The Objective

Discover things

applicants will not

normally freely tell you.



- Criminal activity

- Domestic violence

- Violent threats on social media

- Drug usage

- Work comp history

- Credit issues

- Bad driver

# VERIFY

---

Reference Check  
Background Check  
- Phase 2  
Drug Test  
Physical Screen  
E-Verify



**HIGHWAY**

**420**

MARIJUANA



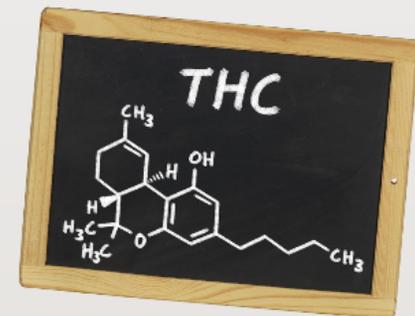
## CHANGES TO MARIJUANA

1980 - 2000: 3% THC

EARLY 2000'S: 12.5% THC

TODAY: 25% THC

Edibles at 50% THC





Users are 5x's more likely to file a worker's comp claim

More than 70 percent of substance abusers are employed

Substance abusers are about three and a half times more likely to be involved in accidents on the job and five times more likely to hurt themselves at work

Substance abusers are 10 times more likely to miss work and are 33 percent less productive even when they are at work



# VERIFY

---

Reference Check  
Background Check

- Phase 2

Drug Test

Physical Screen

E-Verify



## Physical Screening

Does the applicant really have the strength and fitness to do the job?

Concerned about a new employee bringing an old injury to their position at your company?



Benefits employers see when using testing:

\$8-12 in direct medical cost savings to employer on every dollar spent.

Decrease in workers compensation premiums 10% – 30%.

Decrease in workers compensations injury rates 30%.

# SUCCESSFUL HIRE

---

Onboard for  
Performance Excellence  
Training



## Performance Profile - Business Development

**Objective 1:** Increase sales by \$1,000,000 the first year; \$2,000,000 the second year; \$4,000,000 the third year by adding clients to XYZ Company.

Within three months, prospect and cold call new clients to realize 8 sales (\$1,500 or more annual revenue) by 2-10-15.

Within six months, prospect and cold call new clients to realize 20 sales (\$1,500 or more annual revenue) by 5-10-15.

Within twelve months, prospect and cold call new clients to realize 35 sales (\$1,500 or more annual revenue) by 11-9-15.

**Objective 2:** Create a sales/business development framework to enable individual sales goals and to contribute to organizational sales

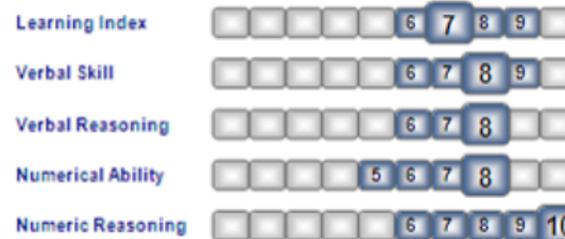
Following two weeks of service, exhibit proficiency to initiate sales relationships; qualifying potential; scheduling appointments. Following one month of service, exhibit understanding of services, products, and sales opportunities.

.....

### Profiles Sales Assessment Summary Graph

Allison Anderson  
Sales Rep Mechanical Equipment

#### Overall Job Match – 95%



Thinking Style  
95% Match



Behavioral Traits  
95% Match

Distortion for this assessment is within the acceptable range.

#### Top Interests for Allison Anderson



#### Top Interests for this Performance Model

Creative Interests  
94% Match  
Financial/Administrative  
Mechanical

= Match

# SUCCESSION PLANNING

---

Succession Strategy  
Psychometric Testing  
Identify High-Potentials  
Leadership Development





Profiles Sales Assessment  
Summary Graph

Jake Jackson  
Sales Rep Mechanical Equipment

**Overall Job Match – 59%**



Thinking Style  
37% Match



Behavioral Traits  
81% Match

Distortion for this assessment is within the acceptable range.

A cartoon wizard with a blue pointed hat and a red robe is shown from the waist up, pointing his right hand towards a bright, starry night sky. The sky is filled with numerous small, glowing stars, with a larger, more prominent cluster of stars on the right side. The wizard is standing on a dark, rounded pedestal.

There is no more magic in  
hiring than there is in  
balancing the books at the end  
of the month!



# RIGHT FIT HIRING SELECTION SYSTEM



SOURCE  
CANDIDATES

## HIRING STRATEGY

Company Vision  
Performance Objectives  
Job Fit Profile  
Cultural Fit

## SCREEN OUT

Review Resume/  
Application  
Qualification Screening  
Step One Survey  
Background Screening  
Phase 1

## SCREEN IN

Phone Screen

## EVALUATE

Interviews  
Psychometric Testing  
Assess Fit to Job, Boss  
Team and Company  
Skills Test

## VERIFY

Reference Checks  
Background Checks  
Drug Test  
Physical Screen  
E-verify

## SUCCESSFUL HIRE

Onboard for  
Performance Excellence  
Training

## SUCCESSION PLANNING

Succession Strategy  
Psychometric Testing  
Identify High-Potentials  
Leadership Development





**HIRING STRATEGY**

Company Vision  
Performance Objectives  
Job Fit Profile  
Cultural Fit



**SOURCE CANDIDATES**



**SCREEN OUT**

Review Resume/Application  
Qualification Screening

Pre-Hire Survey

Background Screening - Phase 1



**SCREEN IN**

Phone Screen  
Reference Check



**EVALUATE**

Psychometric Testing  
Assess Fit to Job, Role  
Needs and Company

INTERVIEWS

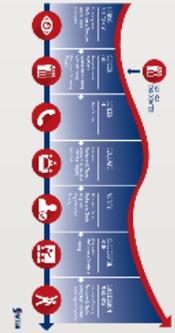
DEEP TEST

**VERIFY**

Reference Check  
Background Check  
Final Interview

**ONBOARDING**

Final Interview



**RIGHT FIT HIRING  
SELECTION SYSTEM**



**NATSB.COM**