

## HOW TO: IDENTIFY, ATTRACT & RETAIN TALENT IN THE CENTRAL STATION ENVIRONMENT



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## To Find Talent on a Consistent Basis You Must Know...

- The strengths and weakness's of your organization and/or department
- What you do well?
- What you don't do well?
- A written position description that includes the daily, weekly, monthly activity or activities that you expect from this "position".



## Understanding the Position

- In order to get this information you should analyze and understand what the position demands.
- You should also understand what the person or candidate wants in this position: ie, what makes them happy, content, successful & motivated.
- To get this you should ask and answer:
  - Three reasons people quit this position
  - Three reasons we fire or let people go from this position.



## Exit Interviews

- DO YOU DO EXIT INTERVIEWS?
- IF NO , WHY NOT?
- IF YES, WHAT DO YOU FIND OUT?
- WHO DOES THE EXIT INTERVIEW?



## Position Description Components

- Name of company
- Address, where this position is located
- Link to your web site:www.
- A detailed description of the daily, weekly and monthly activities required in this position.
- Two or three reasons why current employees like and are satisfied in this position. ie; location, hours, benefits.
- A few comments about the type of people who do "well" in this position.
- Pay range
- How to apply
- Complete the following information, attache a resume and e-mail to: a persons name and title with ref to position.....Someone will contact you with in 24 hours
- If no one contacts you with 24 hours please call the president of the company



## Position Description Components (Cont.)

- Hiring criteria
  - Questions and or issues that relate directly to this position that you would like answered. (See why people quit/why we fire people)
- Contact information
  - Name, address, telephone (home, cell), email
  - Best way to contact
- Current employment information
  - Name of current employer
  - Address of current employer
  - Title of your position
  - Description of duties
  - Compensation
  - What do you like about what you do?
  - What would you change?
  - Why would consider leaving?
- Questions that address the fire—quit issues
- How did you hear about this opportunity?



## Refining the Position Description

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- Now go back and rewrite the position description.
- Now that you know the type of person/candidate that you are looking for you can develop a marketing strategy.
- Targeted advertising
- Internet
- What other companies have employees with these type of skills and characteristics
- Employee referrals
  - Do you have an employee referral program?
  - How many people have been hired through it?



## The Process:

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- Once a candidate is targeted or identified. The position description & hiring criteria is sent or received by the candidate
- The candidate package is returned and received by the hiring manager
- This information is screened/reviewed and a decision is made to: phone screen—in person interview or a "no" interest letter is sent within 24 hours, 48 hours at the outside.
- This lead/potential candidate should be treated with the same sense of urgency and care as a sales lead, a service call or a customer call in
- The person is interviewed—a decision is made as how this person compared to the quit/fire issues, the hiring criteria, other company issues or requirements
- No one can be hired without going through this process
- If this process is done on a continuous bases after approx ninety days---the process will do the hiring.....



## How to Measure

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- What is your budgeted headcount?
- What % of the time are you at 100% of head count?
- Average # of days it takes to fill a position?
- How many resumes to you have to review to make one interview?
- How many interviews to make a hire?
- How may people/candidates do you make an offer to that say "no"?
- What is your % of turnover in the:
  - First thirty days? Why?
  - The first sixty days? Why?
  - The first ninety days? Why?
- What do you estimate your cost per/hire is?
- What do you estimate your cost to keep one position filled 100% of the time?

