

# How to Select Great Employees!

Don't  
Hire...

Select



presented by

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Ruby Newell-Legner founded 7 Star Service (previously known as RubySpeaks, Inc.) in 1994 with a singular mission: To provide the hands-on training employees need to create a more customer-focused work environment that turns every customer into a fan.

Over the last two decades, she has:

- presented more than 2300 training programs in eleven countries
- expanded her reach to 22 countries through her online learning programs presented via webinars
- offered plug and play staff development through her Customer Service DVD training system
- provided sustainable learning programs through her online resource center

Ruby helps businesses build strong teams between front line staff and management, and make exceptional customer service a way of life. Ruby works with you to build better relationships:

- from front-line employees to customers
- between co-workers and their peers
- from managers to the employees they supervise

With 25 years' experience as a front-line service provider and public facility manager; Ruby has an uncommon level of experience that gives immediate credibility with program attendees and allows her to offer suggestions and recommendations based on actual hands-on experience working with sports and entertainment facilities. Her areas of expertise include:

- Leadership/Management/Supervision
- Customer Loyalty and Retention
- Onboarding new employees
- Internal and external customer service

Ruby's knowledge of business best practices in customer service is one reason why Ruby has trained management and frontline staff for more than 1000 businesses in the world. Her clients include:

- General Electric, Johnson & Johnson and Apple
- 350 municipal agencies and parks & recreation departments
- 34 New Recreation Facilities preparing to open
- 28 Professional Sports Teams and more than 60 sports and entertainment venues
- 26 Leisure Facilities in the United Arab Emirates
- 19 Theme Parks in North America
- 10 Franchises ranging from Education Services to Amish Furniture Dealers
- Multiple Convention Centers and Conference facilities
- Facilities hosting Super Bowl XLI, the 2006 & 2013 Grey Cup, the US Open (tennis) and the 2010 Olympics
- The Burj Al Arab, frequently referred to as the only 7 Star hotel in the world

Ruby is a Certified Speaking Professional, a designation bestowed by the National Speakers Association (NSA) to less than 700 speakers in the world. After serving 3 years as a member of the National Board of Directors for NSA, she was elected Vice President and will serve as President of the National Speakers Association 2015-16.

Her new book, **The Fan Experience: Creating a Culture to Turn Every Customer into a Fan** will be published spring 2016

## **6 Questions to Ask Yourself when Preparing to Hire a New Employee**

What is the purpose of the job?

What are the essential job responsibilities involved?

What skills does someone need to carry out those essential job responsibilities?

How much education and experience is needed?

What are the physical and mental requirements to do the job?

What kind of culture does the organization have?

**Dr. Rhoberta Shaler says,**

*“We are so much more than our experience and expertise!”*

## **Advanced Questions to Ask before Starting the Recruiting Process**

What drives success for this job?

Are there specific ways the job must be done?

What will make someone fail?

What makes the difference between acceptable and outstanding performance in this job?

What instincts are needed to do this job well?

How flexible is the role?

Who will the person work with?

## **Questions to Ask Yourself about the Specific Candidate**

Will their personality be a good addition to the team or department?

Do they share the same values as our organization?

## Recruitment Ideas

## Reading between the Lines - The Resume

- Know what you are looking for
- Always require completion of a standard company

\_\_\_\_\_

include \_\_\_\_\_

request specific \_\_\_\_\_ of employment

### 6 Ways to Set the Environment for an Interview

1. Accommodate as \_\_\_\_\_
2. Create a \_\_\_\_\_ atmosphere.
3. Ensure \_\_\_\_\_.
4. Make \_\_\_\_\_.
5. Explain the \_\_\_\_\_ of the interview.
6. Avoid \_\_\_\_\_.

**Look for the best candidate not necessarily the most qualified!**

## 8 Most Common Mistakes Interviewers Make

1. Hiring in their \_\_\_\_\_.
2. \_\_\_\_\_ too much.
3. \_\_\_\_\_ too quickly.
4. Not listening \_\_\_\_\_.
5. Not creating an atmosphere that is conducive to seeing the person as she or he really is.
6. Failing to convert information obtained into predictions about on the job \_\_\_\_\_.
7. Not reading all the paperwork on the applicant before the interview starts.
8. Spending \_\_\_\_\_ determining a job's purpose and essential responsibilities.

# Questioning Techniques

**Open Questions** invite the applicant to express their opinions and feelings. These questions encourage the candidate to continue talking.

- If you were to make a suggestion to management in your last job, what would it have been?
- Describe your working relationship with your last supervisor.
- Describe how you are qualified for this job.
- What would your last supervisor tell me about you?
- If you had a warning label, what would it say? Why?

**Reflective Questions** usually are not developed before the interview. They are developed in the interview in order to clarify an answer or obtain additional information.

- Give me more examples of personal achievements.
- Can you further explain why you consider these behaviors as personal strengths?
- Please, continue.
- Can you give me more detail about that?

**Direct Questions** are answered with short informative responses, i.e., yes or no. These responses will be factual, not opinions or feelings of the applicant.

- Can you work the schedule outlined for this position?
- If offered the position with our agency, when could you start?
- Would you be willing to work overtime with no notice?

**Problem-solving and/or situational questions** use typical work-related examples and ask the applicants how they would respond.

- Receptionist Applicant: Mary, there are three telephone lines that you have placed on hold. You are talking with someone on another line. There are two people standing at your desk waiting to see someone. What would you do in this situation?



# What are the best questions you have used in interviews?

## Resources:

*Knock 'em Dead 2009: The Ultimate Job Search Guide (Knock 'em Dead)* by Martin John Yate

*96 Great Interview Questions to Ask Before You Hire* by Paul Falcone, American Management Association

*Getting Them to Give a Damn : How to Get Your Front Line to Care about Your Bottom Line* by Eric Chester

More Than 50 Great Interview Questions to Ask a Whys Applicant by Eric Chester at [www.GenerationWhy.com](http://www.GenerationWhy.com)

**Can you identify 16 Discriminatory Interview Questions from the ones listed below?**  
**Circle L for Legal and D for Discriminatory**

- L D Do you have any responsibilities that conflict with the job attendance or travel requirements?
- L D Are you married?
- L D What is your spouse's name?
- L D What is your maiden name?
- L D What are your childcare arrangements?
- L D What is your religion?
- L D What are your religious holidays?
- L D What is your address?
- L D Do you own or rent your home?
- L D Who resides with you?
- L D Are you male or female?
- L D If hired, can you offer proof that you are at least 18 years of age?
- L D How old are you?
- L D What is your birth date?
- L D Have you ever been convicted of a crime?
- L D Have you ever been arrested?
- L D Can you show proof of your eligibility to work in the U.S.?
- L D Are you a U.S. citizen?
- L D Are you fluent in any languages other than English?
- L D Where were you born?
- L D Are you able to perform the essential functions of this job with or without reasonable accommodation?
- L D Are you disabled?
- L D What is the nature or severity of your disability?

# Closing the Interview

Give the applicant an opportunity to ask you any

further \_\_\_\_\_ about your organization or the job.

Find out what level of \_\_\_\_\_ the applicant has in the job you have discussed.

Make the applicant aware of the next steps:

Will the applicant be asked to attend other interviews? If so, with whom and when?

Who will next contact the applicant and in what time-frame?

Thank the applicant for his or her time.

Let the applicant know who to contact with questions and how to follow up the interview process.

## 10 Rules for Selection

1. Share the \_\_\_\_\_ at the beginning of the interview.
2. \_\_\_\_\_ your portfolio.
3. Concentrate on \_\_\_\_\_.
4. Avoid \_\_\_\_\_ hiring.
5. Buy only what you can \_\_\_\_\_.
6. Make your own \_\_\_\_\_.
7. Promote \_\_\_\_\_.
8. Have a \_\_\_\_\_ and follow it.
9. Know what you want \_\_\_\_\_ your review the applicants.
10. Don't \_\_\_\_\_ somebody else's system.

## Checking References

visit [www.RubySpeaks.com](http://www.RubySpeaks.com)

Choose "Products" from menu then select "Free Articles" for a sample reference checking worksheet

- \_\_\_\_\_ without doing it!
- \_\_\_\_\_ applicant you plan to check references
- ask references for \_\_\_\_\_ of other people to contact
- call most former employers
- any \_\_\_\_\_ should be a red flag



**Discussion Topic for after the webinar -**

**List the steps you plan to implement into your next hiring process.**

# Telephone Reference Check Guide

Applicant \_\_\_\_\_ Date of Reference Check \_\_\_\_\_

Candidate for \_\_\_\_\_ Checked by \_\_\_\_\_

Reference Contacted:

Agency Name \_\_\_\_\_ Phone \_\_\_\_\_

Person Talked to \_\_\_\_\_ Title \_\_\_\_\_

Introduce yourself by Name, Title and Company

(name of applicant) has applied for employment with us and has told us that he/she previously worked for your company. I would like to verify some information he/she has given us.

Do you have time to answer a few questions? (If not, get a definite time to recall.)

1. Was he/she employed by your company? Yes \_\_\_\_ No \_\_\_\_

2. He/she states that he/she worked for your company from \_\_\_\_\_ to \_\_\_\_\_

Is that correct? Yes \_\_\_\_ No \_\_\_\_ If not, show correct dates: from \_\_\_\_\_ to \_\_\_\_\_

3. What was his job when he/she began to work for you? \_\_\_\_\_

4. What was his job when he/she left your company? \_\_\_\_\_

5. He/she states he/she was earning \$ \_\_\_\_\_ per \_\_\_\_\_.

Is that correct? Yes \_\_\_\_ No \_\_\_\_ If not, show actual rate \$ \_\_\_\_\_ per \_\_\_\_\_

6. What did you think of the quality of his/her work? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

7. Was he/she regular and punctual in attendance? Yes \_\_\_\_ No \_\_\_\_

8. How did he/she get along with others? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9. Why did he/she leave your company? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

10. Would you reemploy him/her? Yes \_\_\_\_ No \_\_\_\_ If not, why not? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Employment Rejection Responses

## For Response from Advertised Opening:

1. Thank you for giving us the opportunity to review your qualifications for our recent \_\_\_\_\_ job opening.

We had the opportunity to consider many applicants and I want to inform you that we have chosen another candidate whose qualifications more closely fit our needs at this time.

Thanks again for your interest in \_\_\_\_\_.

2. Thanks you for your interest in the recently advertised position at \_\_\_\_\_.

After a careful review of the information provided by all applicants, we want to inform you that you were not among those selected for an interview. If another opening commensurate with your qualifications becomes available within the next 30 days, we will be in touch with you again to determine your interest and availability.

We appreciate your consideration of our organization and wish you continued success in your career development.

3. Thank you for the opportunity you have given us to consider you for employment with \_\_\_\_\_.

We have not yet made a selection for the position for which you applied. However, because we have several applicants whose backgrounds relate more closely to our present requirements, we wish to inform you that we are not considering you further for this position. We appreciate your interest in \_\_\_\_\_.

## For Rejection After Interview:

1. Thank you for your interest and the time you spent with us recently in regard to employment with \_\_\_\_\_.

At this time we have selected another candidate to fill the position. We wish to inform you of this as soon as possible so that you may pursue other opportunities.

We will keep your application in our active review file for one month, and should another position become available in that time for which we would like to consider you, we will contact you.

2. Thank you for the time you spent in sharing more information about your background and how it would apply to our job opening for \_\_\_\_\_.

All the information you provided us on your experiences and abilities has been carefully reviewed against the requirements for this position. After careful consideration, we have chosen someone else we felt was better suited for our position.

The interest you have shown in us is most appreciated. We wish you success in your continued job search.

## Telephone Rejection:

"Our organization's policy does not permit me to explain why you were not chosen for this position. All I can tell you is that we chose someone we felt was better suited for this position. We appreciate your interest in employment with \_\_\_\_\_."