

The best employees don't just walk in and ask for a job — usually because they're already working. If you want the best, you have to know what you need, where to look, and how to recruit them.

Attracting and retaining the best hourly workers requires understanding the demographics of today's hourly workforce. If you are just targeting young people, you are overlooking responsible adults who are seeking hourly work. If you are just recruiting for full-time positions, you are overlooking a large population of workers who prefer part-time employment. If the statistics below surprise you, you don't know today's hourly labor pool.

- 39 percent of hourly employees are under 25 years old.
- 33 percent are 25–44 years old, and a full 28 percent are 45 or older.
- More than 80 percent work within a 5-mile radius of their homes.
- Over half (56 percent) consider their jobs a full-time career.
- The vast majority (74 percent) prefer to work 30 or fewer hours a week.
- Most apply for three jobs at once, making employer responsiveness critical in recruiting. The most important factors to these job seekers are: (1) Being hired quickly (37 percent); (2) pay (33 percent); and (3) being close to home (17 percent).

The goal of a selection process is to put the right person in the right job.

Some would be to hire everyone, give them a “tryout,” and keep only the successful ones. While straightforward, this isn't practical.

In order to the right person in the right job, we have a couple basic steps to follow.

First, we must understand the elements of the job and the individual differences that increase the likelihood of success on that job. As such, we need to spend time analyzing or “dissecting” jobs into their fundamental components (e.g., tasks and competencies).

After we understand the nature of the job, we identify the knowledge, skills, abilities, and other characteristics (KSAOs) that differentiate between levels of performance on the job.

Once we understand the KSAOs required, we need to identify tools (e.g., tests, interviews, applications, etc.) that can measure these KSAOs in our candidates.

Finally, we need to determine if the assessments we think will be able to differentiate performance on the job are actually related to the job and are doing what we want them to do.

The following suggestions comprise a step-by-step system for hiring the best employees to revitalize any hourly employee recruiting program, reduce turnover, and improve profits.

Create a solid job description

Recruiting hourly employees is easier and more efficient when you have a job description that specifies the key attributes the ideal jobholder will possess.

Looking for an employee without knowing exactly what you need is like going grocery shopping without a list: You spend more time and money than you should, you don't get everything that you need (while simultaneously splurging on things that you don't really need), and you usually have to go back and do it again.

The job description helps you avoid getting more or less than you need and wasting time and money on unqualified applicants. It is also a useful legal document. A written job description that lists the mental and

physical capacities required, and why the job exists, is the best defense against claims of discrimination under the Americans with Disabilities Act.

Create a job analysis

If the job description is a grocery list, a job analysis is the recipe. Designed for real (rather than governmental) use, this document directly reflects the job today and its potential for the future.

An effective job analysis starts with the reasons the job exists (why it's essential to the company) and the objectives of the job. It then lists the responsibilities of the job holder. When writing the job analysis, don't assume that the job must be done exactly as it has been done in the past. Get input and opinions from employees, supervisors, customers, and others who interface with the position.

To brainstorm this list, consider:

- What the job holder must do well in order to earn a raise
- Why you would reprimand or fire a person in this job
- What the last job holder did well
- What the last job holder did poorly
- What you'd like to see done differently
- What has kept job holders from being successful in the past

Make the analysis specific to the site and to the shift being worked, because different conditions require different qualities and abilities. Distill the essential job functions and critical requirements and the detailed profile of the qualities and abilities best suited for the job, using the CAPS approach described below.

Once created, revisit the job analysis every time you hire for that position. Review it to ensure it's current and reflects any technological, environmental, structural, or managerial changes that have occurred or are anticipated.

To write the job analysis, think of a job's requirements as falling into four primary categories, easily remembered as CAPS:

- **Capacities:** The mental and physical abilities required to do the job.
- **Attitudes:** Dispositions such as dependability, initiative, and customer service orientation needed for success Personality: Temperament and traits such as competitiveness, assertiveness, and sociability.
- **Skills:** The expertise required to do the job.

Hiring Assessments – Why use them?

- **Improve** engagement, productivity, loyalty, sales, and profit
- **Reduce costs** (errors, theft, safety issues, employee problems)
- **Differentiate** through consistent delivery of brand intent
- **Save time** (less time with bad candidates, more with good)
- **Be fair, consistent, and rational in hiring** (reduce lawsuits, increase diversity)
- **Reduce turnover**
- **Avoid hiring your competitors rejects**

STEP ONE SURVEY II® is used primarily as a screening tool early in the candidate selection process. It is a brief pre-employment assessment that measures an individual's basic work-related values. Work-related values that we closely examine in our **STEP ONE SURVEY II®** include: employee background, employment history, integrity, personal reliability, and work ethic. This pre-employment assessment is used primarily as a screening tool early in the candidate selection process.

Purpose

This assessment helps organizations reduce hiring risk in a quick and cost-effective manner by evaluating various work-related values including, but not limited to, personal integrity, reliability, and work ethic.

Measures

- Personal integrity
- Propensity for substance abuse
- Reliability
- Work ethic
- Attitudes toward theft
- Employee background
- Employee history

Technical Specs

- **Time to Take:**
15-20 minutes
- **Administration:**
Online or pencil/paper
- **Results Turnaround:**
Immediate

Why assess employees with SOSII?

It's a startling fact – employee theft and fraud averages \$9.00 a day per employee! That's about \$2,000 per employee subtracted from your bottom line every year. While all employees have opportunities to steal, an employer's risk increases as people advance to upper levels of responsibility. High ranking executives have been known to embezzle tens of thousands – even millions of dollars. Could there be a better reason to hire people worthy of your trust?

SOSII helps organizations reduce hiring risk in a quick and cost effective manner. It is a scientifically designed assessment tool that helps answer these questions:

- "Can this applicant be trusted?" •
- "Is this applicant drug free?" •
- "Is this applicant dependable?" •
- "Will this applicant be a long-term, hard-working • employee?"

In many organizations, it is the first screen that all applicants must pass before proceeding in the hiring process.

Answers to SOS II questions can reveal how a prospective candidate looks at such behaviors as unauthorized use of the Internet; using company email for personal communications; disclosing private computer data; theft of office supplies and other company property; clocking in or out for other employees; discussing confidential information and/or trade secrets to outsiders; shoplifting or inventory shrinkage; carelessness on the job; unexcused absences; tardiness; drug use; mediocre performance; fraud; and job-hopping.

Conversely, it encourages “an honest day’s work for a full day’s pay” by modeling, through its questions, the positive employee behaviors of promptness, confidentiality, employee loyalty and increased productivity.

Reports from the assessment go to the hiring manager, who sees a score based on the applicant’s responses to the four questions about integrity, substance abuse, reliability and work ethic. The report provides the managers with suggested interview questions to clarify areas of concern.

SOS II takes an applicant about 20 minutes to complete. He can finish it online or by using pencil and paper. Managers are able to see the scored results immediately, which means the SOS II can be easily incorporated into the hiring process.