Selecting & Hiring Engaged Employees





Creating a B.E.S.T. Profile

Yesterday (static) Today and in the Future (dynamic) Identify behaviors Experience and traits of high performance **Academics** Skills Success Skills characteristics B.E.S.T. Job Description **Profile** Competencies Industry Performance Education objectives Responsibilities

Skills/Tenure or Accomplishments

Skills/Tenure		Accomplishments
Have 10 years experience		Increased client x account by 15% in one year
Have good planning skills		Submitted strategic plan in 90 days and hired 3 people
Good problem solver	2	Worked with dept. x to eliminate processing bottleneck





First, Know Your Needs Using the B.E.S.T. Concept

Component	Behavior	Education	Skills	Traits
Meaning	How one acts or reacts to specific circumstances	The knowledge one carries with him/her	The ability to put knowledge into action	Characteristics that define someone's personal nature
Demonstrated by	Performance, actions, and conduct	Diplomas and certificates	Activities and assignments	Presentation and actions
Examples	Expressing oneself clearlyMeeting deadlines	 Master of Science in Hydrology HazMat Certificate 	 Technical writing Accurately interprets lab results Proficient in Excel/Access 	AccountabilityIntegrityEnthusiasmOptimismCollaborative



Developing a B.E.S.T. Profile

- If you want to select superior people, first define superior performance:
- Define the job in general terms
- Define success characteristics (behaviors and traits) as well ask skills and education/experience
- Create 6-8 prioritized performance objectives to clarify expectations

	B.E.S.T. Requisition/Posi		Req. #:	
Requisitioner	Date Requested		Desired Start I	Date
	Complete the Appropriate in	formation about the F	Position	
Replacement for:		Full-Time (36 = 40	(hours)	
New Position:		Part-Time (number of hours)		
Budgeted (salary):		On-Call (number of	_	
		Temporary (lengt)	h of service)	
	Position D	esoription		
Title:	Grade:	Reports		
Location of Position:	Service Line:	Click arrow to open menu	Dept. #:	Section #:
Describe at least 6 perfor	mance objectives expected (long and shor	t term):		
1	, , , , , , , , , , , , , , , , , , , ,			
2				
3	<u> </u>			
4				
5				
Competencies required for Behaviors	Behaviors, Education, Skills, or this position (see page 3 for examples):	Traffs (B.E.S.T.) Requ	ilrements	
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Exercise: Behaviors and Traits

List the traits that you would like to see in an employee, then list the behavior you think demonstrates each trait.

Traits:

Characteristics that define a person's nature; this might include integrity, honesty, accountability, etc.

Behaviors:

Describes how a person acts or reacts. Behaviors are often dictated by traits.



Exercise: Behaviors and Traits

Report back:

- Traits
- Corresponding behavior(s)

Why is this exercise important? How can it help you in the recruiting and hiring process?

Were there differences of opinion of:

- Definitions of traits
- Behaviors that demonstrate a particular trait

What discussions did you have around this topic?









Exercise: B.E.S.T Profile

- 1. Break into groups of two or three
- 2. Select a position for which you are hiring (or could be hiring in the future)
- 3. Use the B.E.S.T. Profile to prepare to staff for this position.
 - List 6 8 performance objectives
 - Make a list of behaviors, traits, education, and skills that you will be looking for
- 4. Be prepared to discuss your B.E.S.T. Profile







Eight Steps to B.E.S.T. Interviewing

Link with B.E.S.T. Profile (New Hire Requisition) Develop questions and evaluation criteria Conduct phone interview Prepare for the face-to-face interview Hold face-to-face interview Select the "best fit" candidate Conduct reference checks Extend offer

