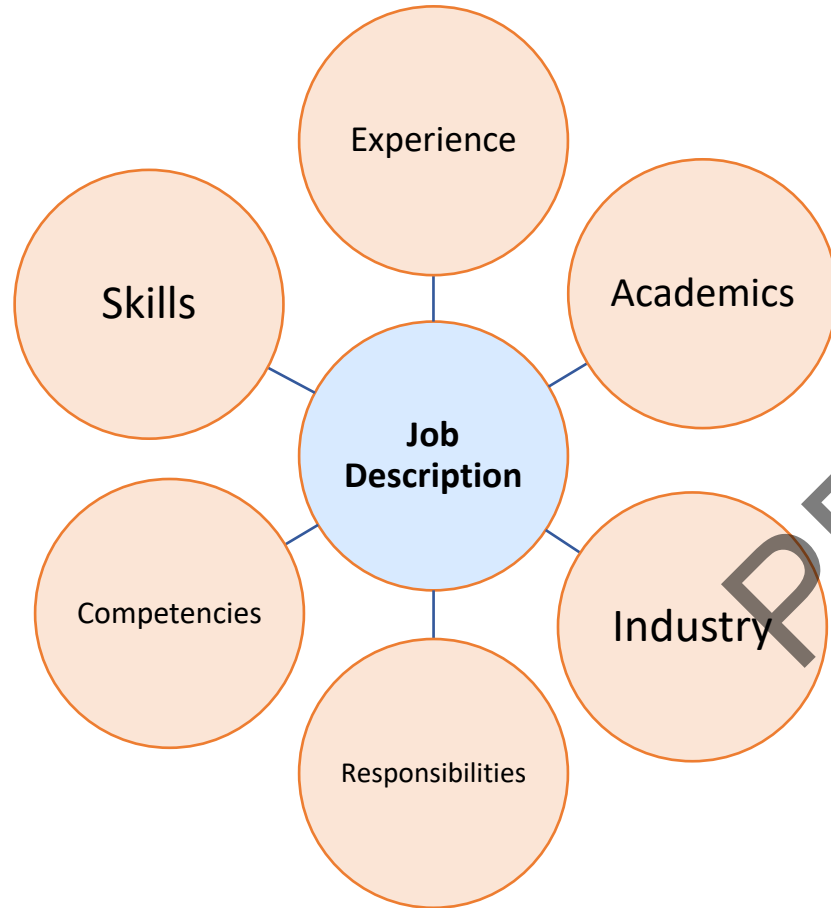

Selecting & Hiring Engaged Employees

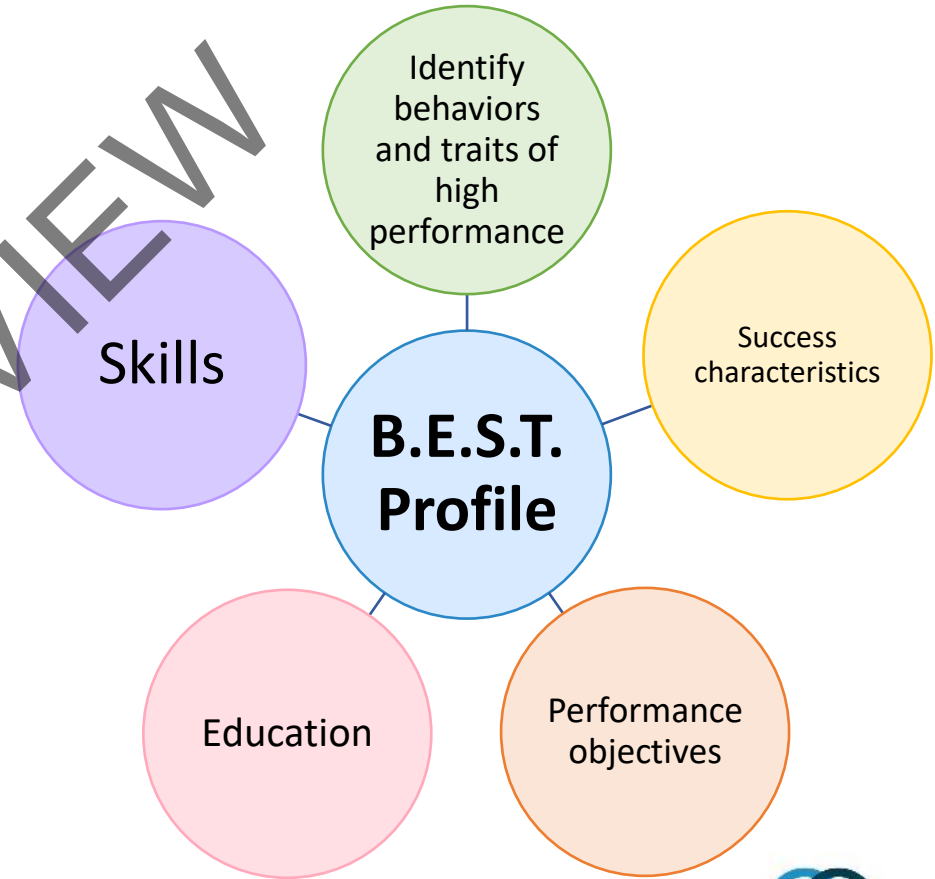


Creating a B.E.S.T. Profile

Yesterday (static)



Today and in the Future (dynamic)



PREVIEW



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	Worked with dept. x to eliminate processing bottleneck



See additional examples in your workbook

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	<ul style="list-style-type: none"> Expressing oneself clearly Meeting deadlines 	<ul style="list-style-type: none"> Master of Science in Hydrology HazMat Certificate 	<ul style="list-style-type: none"> Technical writing Accurately interprets lab results Proficient in Excel/Access 	<ul style="list-style-type: none"> Accountability Integrity Enthusiasm Optimism Collaborative



Developing a B.E.S.T. Profile

1

If you want to select superior people, first define superior performance:

2

Define the job in general terms

3

Define success characteristics (behaviors and traits) as well as skills and education/experience

4

Create 6-8 prioritized performance objectives to clarify expectations

B.E.S.T. Profile
Requisition/Position Description

Req. #: _____
Date Posted: _____
Requisitioner: _____ Date Requested: _____ Desired Start Date: _____

Complete the Appropriate Information about the Position

Replacement for: _____ Full-Time (36 – 40 hours) _____
New Position: _____ Part-Time (number of hours) _____
Budgeted (salary): _____ On-Call (number of hours) _____
Temporary (length of service) _____

Position Description

Title: _____ Grade: _____ Reports To: _____
Location of Position: _____ Service Line: _____ Dept. #: _____ Section #: _____
(Location to open file)

Describe at least 6 performance objectives expected (long and short term):

1 _____
2 _____
3 _____
4 _____
5 _____
6 _____

Behaviors, Education, Skills, Traits (B.E.S.T.) Requirements

Competencies required for this position (see page 3 for examples):

Behaviors and Traits Required: _____
Degree or education level: _____ Focus of study or discipline: _____ Professional Certifications or Registrations: _____
Yrs. Experience in similar position: _____ Years Total Experience: _____

Skills Needed (including language skills): _____

Prospects

Any internal candidates? Name(s): _____ External candidates? Name(s): _____

Candidate Sourcing Options

For advertising purposes, describe what the employee will be doing in the position, primary responsibilities, selling points, etc.:

All positions will be posted on [list sites]. Please list other potential sourcing opportunities (e.g. AWMA website, Monster.com, specific organization/association websites, journal ads, newspaper ads, etc.)

Approvals

Requisitioner: _____ HR Manager: _____
Supervisor: _____ VP or CSCM: _____



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.

PREVIEW



Exercise: Behaviors and Traits

Report back:

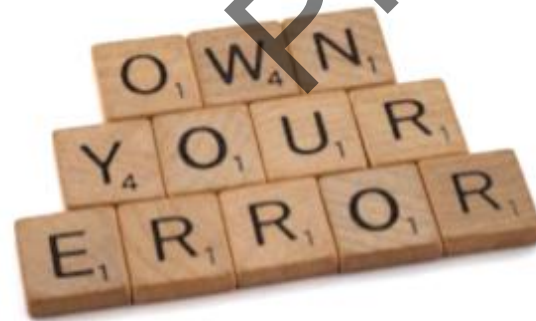
- Traits
- Corresponding behavior(s)

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

