

Management - HIRING EMPLOYEES

True or false - your role as someone's manager starts their first day of work? FALSE

It actually begins the minute you post a position for hire. The part that says reports to, identifies you as their supervisor, and the person who's responsible for their performance management process. The job description outlines important aspects of their duties and responsibilities, and usually includes other key elements of the performance process such as expected qualifications and compensation. It's likely that you'll ultimately participate in interviewing the top candidates, assessing their skills and abilities which will lead to a hiring decision, and a formal offer of employment. Hiring and onboarding your employees is the beginning of your professional relationship, and you want to start off strong.

First, make sure you use best practices in hiring. Ultimately you want to hire the right person for the job. Someone who has the skills to be successful and will grow from the opportunity. The hiring process should be designed to help you assess key aspects of each candidate's competence, as well as how they'll contribute to the daily work environment of your team.

Second, follow established procedures and practices. If you have an HR department they'll likely guide and oversee some aspects of the hiring process, so be sure you attend any training available to you. Employee laws have gotten very complex over the years and your colleagues in HR work hard to help you and other managers be successful, but you have to listen to their guidance. One inappropriate question during an interview, "are you married"? not only opens your organization up to a lawsuit, but it can often cost you a good candidate who might question your competency since you didn't know better.

Third, have a hiring process in place. Hiring is a two-way street. You're evaluating the candidate, but the candidate is also seeing if they want to

work for your organization and specifically you. Take this process seriously, I know that you might be busy but don't make the mistakes that many managers do which is to treat interviews as an interruption in their day. Schedule time to review applications, create thoughtful questions and assess the candidates. Make sure you come to the meeting with an attitude of respect and openness. After all, first impressions matter on both sides of the desk. The hiring process takes time and energy, but consider it an investment in building a great team. The more care and thought you put into the hiring process the more it will pay off down the road in productive employees and collaborative teams.