

Aggreko Inc. Hiring Process

For all Sales Representatives

The following pages provide a central source of policies, procedures and suggestions regarding the hiring of employees.

Listed below are the six phases of the hiring process.

- Planning the Search** - deciding on qualifications and the job classification, completing a pre-hire checklist and deciding where to look for candidates.
- Candidate Screening** - deciding who to interview, and then testing for basic skills and competencies (sales.org assessment-see Hire Power handout).
- Interviewing** - using effective, legal questions. (Hire Power structured interview).
- Preparing the Offer** - checking references, running the MVR and background checks, and getting a drug screen.
- New Hire Paperwork** - processing all the forms to start the payroll process.
- Orientation and Training** - getting the new hire started with effective training.

Planning the Search

Hiring the best person for the job starts with a clear definition of job duties, qualifications, and working conditions. Call Human Resources to complete the Pre-hire checklist below.

1. **Obtain a copy of the job description.** If it is a new job, request a similar job description for editing. HR will gain approval for the new job classification, if needed.
2. **Get the hiring range** and other information needed to complete the RTH-Request to Hire.
3. **Complete the RTH** and fax to HR. HR sends the new hire package to you.
4. **Discuss recruiting sources.** Consider schools, Internet, military, agencies, etc. Determine most cost-effective method. HR places newspaper ads. The ad agency posts the openings at the local job service offices.
5. **Post the job opening.** While you may not know of anyone internal who is qualified, it is a good personnel practice to make all employees aware of staffing changes before they occur. Additionally, this may generate a personal referral.
6. **Decide on hiring criteria,** and then customize an interview guide to fit. Consider the following:

	<u>Must have</u>	<u>Preferred</u>
<input type="checkbox"/> Can they do the job?	1-3 years outside sales High school diploma Good test score-2	B2B sales; rental some college; business/acctg. Excellent test score 3-5
<input type="checkbox"/> Will they do the job?	Stable work record Excited about prospect Self motivated	Stays 3 years or more Fits perfectly into career moves High energy
<input type="checkbox"/> Do they fit in?	Positive, out-going Customer oriented Good social skills	Opportunistic Driven; history of success Co-workers see fitting in

Record keeping

The federal government has various requirements for record keeping. One is that we can rebuild the candidate pool from which a new hire is selected. Any candidate that is interviewed for a specific job opening needs to be recorded on the enclosed Job Applicant Log. Once the job is filled, the Applicant Log and resumes/applications of those interviewed are all placed in the same file. These files are retained two years from the date the job was filled.

All other applications (not interviewed) should be held at least six months. These can be sorted into “maybes” or “nos” for ease of use with future openings.

Candidate Screening

Screening Resumes & Applications

The objective of this phase of the hiring process is to minimize interview time, but not miss any potentially excellent matches for the job opening. If the number of applicants is high, many managers like to sort the applications into “yes”, “maybe” and “no” files. With the idea to go to the “maybe” file later. The sort is based on the set of qualifications you determined in the Planning phase. For example, the qualifications for Depot Administrative Support Assistant might be as shown below:

<u>Must Have</u>	<u>Preferred</u>
* Friendly and customer oriented	* Experience handling customers
* Experience in bookkeeping	* College-level accounting courses
* Lives within 20 miles	* Participates in community activities
* Appropriate \$ expectations	* Ability to work any hours

While the above is not a complete list, all but the first in the “musts” column can be found in the application. Therefore, applications not meeting the criteria in the “musts” column go to the “no” file. It will take a personal interview and reference checks to determine whether the candidate is friendly and customer-oriented.

“red flag” items that can be found in the application are listed below:

- Reasons for leaving
- Lack of Salary or career progression
- Employment interest – type of job
- Convicted of a felony - might disqualify them later depending on the offense and the job requirements
- Under age 18 - most jobs require age 21
- Legally eligible for U.S. employment
- Number of traffic convictions or suspensions
- Frequent job hopping - stays less than 1 year in each job
- Incomplete information in education, job dates, reason for leaving, salary, etc.
- Did not sign the application
- Hours availability- willing to be on call; work lots of OT

Interviewing

Goals

- Establish open communication
- Obtain unbiased information
- Provide realistic job preview
- Treat all candidates fairly and consistently

Interviewing Guide

Once you have determined the hiring criteria, then formulate your questions for your Interview guide. For example, in a salesperson you want someone who is opportunistic. One question might be, “tell me of a time you saw an opportunity to make extra money/profit that no one else saw”. Your questions can be added to the “Big Six” in the Hire Power handout.

Use the same questions, or very similar ones for every interview. This gives you a more consistent basis for evaluating candidates. Rate each candidate on the criteria during or immediately following the interview. Benefits of using interview guides include:

- Candidates perceive the structured approach is typical of your competence
- Candidates see it as promoting fairness
- Keeps the interview on track
- Helps allocate time to all topics

Legal and Illegal questions are also included at the end of this guide.

Behavioral Interviews

The best predictor of future job behavior is past job behavior. A behavioral interview uses questions that require specific examples about past job-related behavior and outcomes.

Open-end questions - these do not give the candidate a clue of the right answer.

- Tell me about a time when you...
- Give me an example when ...
- How did you handle rejection in ...
- Describe how you dealt with ...

Avoid Leading Questions – these do not give honest responses.

- Did you perform well in your last job?
- Were you able to get along with co-workers?

Self-assessment Questions – these usually have 2 points of reference, such as, self and boss. Gives some insight to preferences, personality or attitude.

- Tell me how you would describe yourself, then what would your boss say.
- What kind of direction do you prefer, specific or general?

Behavioral Interview Outline

- **Build Rapport** – start with a conversation on sports, weather or local events. Candidates who are at ease will provide more information.
- **Outline the Interview** – tell them:
 1. You want to know more about them and their experiences
 2. That you will give them time to ask questions at the end of the interview about the job, the company and our benefits.
 3. Ask them to start by describing their job history from the time of High School and work forward. Say you are interested in what they did and why they made the decision to move to the next job.
- **Ask Open-ended Questions** – avoid yes/no questions. Try to make the interview feel like a conversation.
- **Use silence** – wait for answers. Silence of 10 seconds allows people time to respond, it also places pressure to fill in the void. The candidate should be talking 60+ percent of the time.
- **Maintain Control of the Interview** – re-direct with more specific questions about the topic. Assertively use transition phrases, like “Let’s move to the next position” or “I’m interested in hearing more about....”.
- **Close the Interview** – give an expectation of where you are in the process or when they may hear back from you.

Creating a Conversation

Restate, rephrase and reflect – the interviewer gives feedback and approval by demonstrating understanding.

Interviewer Were there any times when you had conflict with co-workers?

Applicant: I can’t really think of any because I believe in building consensus. I’m a team player.

Interviewer: So, you never disagreed with the ideas of co-workers?

Applicant: I would not say that. There were times when I had different thoughts about which approach was best.

Non-Verbal Cues

Head nods, raising eyebrows and smiles demonstrate interest in the conversation. Frowns or closed posture may show boredom. Be aware of these cues.

Six Things Not to Do in an Interview

1. **Don't Talk too Much** – Ask open-ended and follow-up questions. Listen.
2. **Don't Tell them too Much too Early** – get their background first. Avoid letting them customize their answers to what you want to hear.
3. **Don't Create Stress** – smile, nod and be pleasant while they are talking. Show attentiveness to what they are saying. Put calls on hold and eliminate interruptions.
4. **Don't Do It All Yourself** – get at least one other interview done by others to minimize your bias. Schedule a follow-up interview if needed to resolve any contradictions.
5. **Don't Be too Quick to Judge** – Hold off final conclusions to the end of the interview.
6. **Don't Depend on Memory** – take notes. Spend a few minutes after the interview to write down more detailed conclusions or questions. Rate each candidate by the criteria in the interview guide.

Evaluating the Candidate

Can they do the Job? Rate the candidate's qualifications, skills, behaviors and attitudes against the criteria on the Interview Guide. Be hypercritical. Base your evaluation on facts and observations. Can they do 80+% of the job now or will they need significant training? How much time do you have to train? Are there any significant limitations?

Will they do the Job? Do they want this job for the right reasons? Job Security, growth, pride or challenge? Do they have a record of stability, maturity, work ethic and dependability? Does this job show a step up in money or career? If a lateral, do you see the same upside as the applicant? Did their other jobs end for reasons beyond their control?

Do they fit in? Does this person fit our standards of professionalism? Will you be proud to introduce them to your peers? What did other employees say after their time together?

Preparing the Offer & New Hire Paperwork

Complete the bottom part of the Request to Hire or email the information to HR. This will be our trigger to prepare the job offer letter and start the background checks. Job offers are made contingent upon good results from references, MVR, background checks and drug screen. It is suggested that you follow the below steps to minimize time between selection and job offer.

Immediately following a good interview....

1. Get candidate to complete the application (references, consent forms, etc.), if they did not do this prior to the interview. Everyone interviewed should complete an application.
2. Give a copy of the recruiting brochure and benefits summary.
3. Give candidate a copy of the realistic job preview and spend time clearly reviewing job expectations.
4. Ask other employees to spend time with them. Get your employees opinions about whether they think the candidate will fit in. This step adds to the realistic preview of the job and gets buy-in from co-workers.

New Hire Paperwork

HR sends this packet of information to the hiring manager after the Request to Hire is received.

Orientation and Training

Included in the New Hire Paperwork is an orientation checklist and workbook. Below are some things to consider getting your new employee started on the right foot the first day.

- Introductions to other employees
- Tour of the facility
- Videos-stagger over several days
- Make sure all new hire paperwork is complete and to HR
- Overview of your technical training plan for him/her

Legal and Illegal Questions

Subject	Don't Ask	You Can Ask
Age	What is your age? What is your date of birth?	If hired, can you prove you are over 21 years old?
Birthplace	Where were you born? Where were your parents born?	Will you be able to show proof of employment eligibility?
Residence	Do you rent or own? Who lives with you?	How long do you think the commute is from home to here?
Race/Color	What is your race? What color are your eyes, hair, or skin?	None appropriate
Religion	What is your religion? What church do you go to? What religious holidays do you observe?	Are there any days or other schedule limitations that might effect your work availability?
Sex	Are you male or female?	None appropriate.
Photographs	Submit a photo with your application form.	A photo may be required to prove employment eligibility.
Education	List the dates your attended school.	List all schools you have attended.
Citizenship	Of what country are you a citizen? Are all your family members citizens?	Will you be able to show proof of employment eligibility?
National Origin	What is your ancestry or nationality? What is your native language? How about your parents and spouse?	What languages do you speak fluently? (provided it is a job requirement.)
Height and Weight	What is your height and weight?	None appropriate.
Arrests & Convictions	Have you ever been arrested? Charged with any crime?	Have you ever been convicted of any crime?
On-the-job Injury	Have you ever filed for worker's compensation? Received a settlement? Filed a lawsuit?	Have you ever been involved in or witnessed an accident? What happened?
Physical Ability	Do you have any mental or physical problems?	Can you perform the essential functions of the job with or without reasonable accommodation? (call HR)