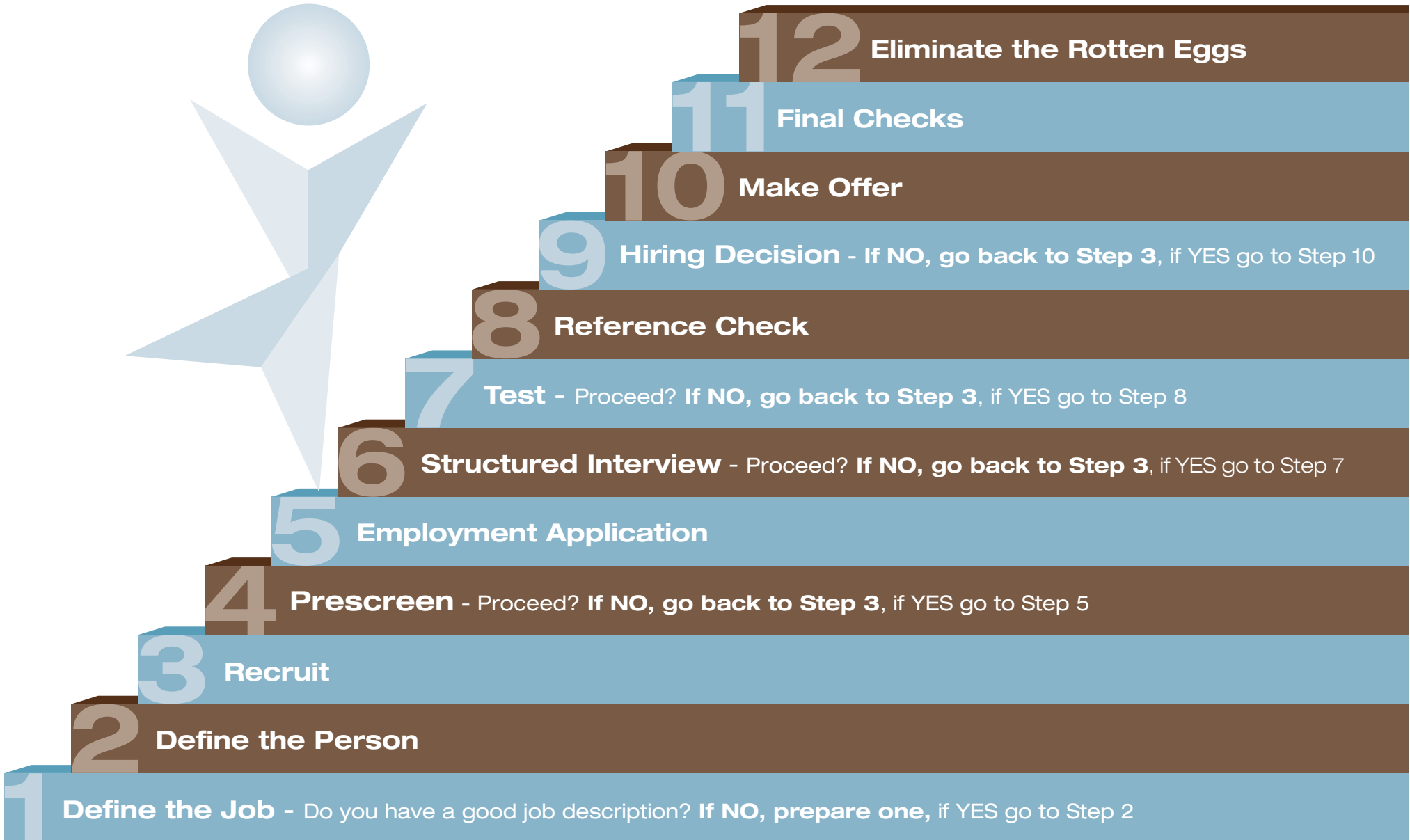


A Dozen Steps to Grade AA Talent Management



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After years of research and experience, TG & Associates has created a process that clearly defines and explains the steps to Grade AA Talent Management — every time.

STEP 1: DEFINE THE JOB. The nature of the position to be filled is defined and the expectations are determined. The existing job description is evaluated against the job function to see if it is accurate. If it is not, then make the necessary changes. If a job description does not exist, you must prepare one so that all applicants and the staffing manager can agree on the responsibilities and duties of the job.

STEP 2: DEFINE THE PERSON. Use the Human Job Analysis (HJA) to translate the specific behavioral expectations required for the position, your business strategy and your organizational culture.

STEP 3: RECRUIT. It is critical to get your staffing needs out to the right audience. The recruiting campaign must be designed and executed to attract the individuals most likely to meet the stated requirements.

STEP 4: PRESCREEN. There are several opportunities to quickly weed out the applicants who are clearly not viable candidates. Verification of minimum requirements and checking for red flags is essential at this step.

STEP 5: EMPLOYMENT APPLICATION. This legal document gives you the information you need to understand the applicant's background and skill experience. Use of an approved state and federal compliant application form is critical. The application should include a release to conduct reference checks.

STEP 6: STRUCTURED INTERVIEW. Prepare for this event. Know the right questions to ask and do not hesitate to use a script to keep on track. Record the responses for use in the decision process.

STEP 7: TEST. Tests are recommended to measure math aptitude, comprehension, and on-the-job skills. Additional assessments to determine such things as personality fit, emotional intelligence, sales abilities or other characteristics are given at this juncture of the process.

STEP 8: REFERENCE CHECK. You cannot just assume all the information in the resume, application and interviews are accurate. Reference checks will enable you to verify the data and gain additional insight into previous employment behaviors of the applicants.

STEP 9: HIRING DECISION. Objectively evaluate all of the qualified applicants against the hiring criteria. Create a matrix to rank-order each candidate to select the best.

STEP 10: MAKE OFFER. You may make a verbal offer, but immediately follow up with a full written offer including all details of the offer and any added requirements such as I-9 verification, drug and medical tests.

STEP 11: FINAL CHECKS. A background investigation is prudent and necessary for liability protection. It is an essential step in the final selection of the best employees. If your policies require it, also have medical and drug testing performed by competent agencies.

STEP 12: ELIMINATE THE ROTTEN EGGS. The first eleven steps of this book dealt with the problem of helping owners and managers add that new staff and ensure that each new hire possessed the skills, aptitudes, intelligence and personality to occupy those critical seats on the bus. Now in Step 12, we complete the full dozen steps by ensuring the rotten eggs are eliminated from the ride. It is absolutely essential that the unwelcome and unproductive employee is dealt with.



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