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Finding, Hiring, and Retaining Excellent Employees

Facts:

1. Demographics indicate that from now until the year 2015, pools of employees between the ages of 35 and 45 years of age, will increasingly shrink. In fact, the numbers will grow smaller and smaller as we approach the year 2015. Individuals between the ages of 35 and 45 usually occupy middle management and management positions. All industries will be competing for a smaller pool of people.
2. People do not generally encourage their children to enter the Child Care field.
3. Everyone goes through a repetitive wave of job satisfaction to dissatisfaction.
4. People who are headed toward job dissatisfaction or those who are experiencing job dissatisfaction are prime candidates for recruitment.

Hiring:

Job Satisfaction - Prior to scouting for candidates, describe the technical and social skills the ideal candidate would possess. Be open and creative during this process. Visualize the ideal candidate.

Recruitment - Keep an unofficial file of persons who you would like to invite to apply for the position. Also, keep your eyes and ears open for other agencies that are merging, being bought out or are experiencing some controversy or dilemma. Also, be sure to utilize all standard methods of finding new people.

Communication Skills - Sharpen your own communication skills. Be sure to pick up on both verbal and non-verbal responses. Be an attentive and active listener.

Screening - Utilize a short screening process. Review resumes and disregard those that do not meet your visualization of the candidate. Use a short interview to screen out the next level.

Testing - Develop hypothetical situations and ask candidates to respond verbally or in writing.

Reference Check - Use the reference people provided by the candidate as a conduit to other people who might be more inclined to tell you what you really want to know about the person you are considering.

Comprehensive Interview - Spend ample time with the final candidates. Try to wear them down. People put on their best faces when being interviewed. Most people cannot withstand a long period of time wearing their best face. This will give you an excellent look at how they really are. Check their stamina.

Ask candidates to visualize their future - Make the candidate describe for you how they see themselves growing within the position and ultimately, within your organization.

Make your decision upon the standard of hiring "Excellent Employees."