

IAAPA Attractions **EXPO**

Hire Fast Hire Right

Tuesday, November 14, 2006
10:00 AM to 11:15 AM
Room # B405



Hire FAST
Hire Right!



IAAPA

Atlanta 2006

Presented by:

Scott A. Brown

www.GreatServiceLives.com

Hire Fast – Hire Right

Today's Presenter:

SCOTT BROWN

Scott Brown is an author, speaker and FEC veteran. He has been associated with the FEC industry for nearly 20 years. Scott has delivered presentations on customer service and management around the country and has been published in business magazines and trade journals. His writings eventually turned into a book, "***Who Cares? Creating A Culture of Service In Your Business.***" The book is based on the *Six Essentials of Service* that form the foundation of all business' ability to provide amazing, consistent service.

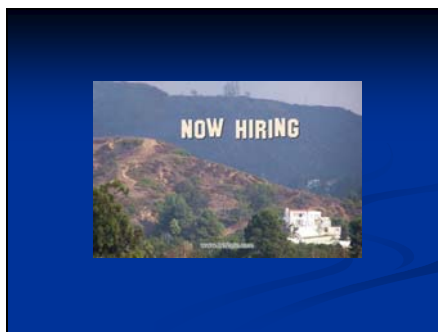
Scott founded **Great Service Lives**, a company whose goal is to help businesses and individuals alike reach their true service potential.

Scott grew up near Cleveland, Ohio and is a graduate of the College of Journalism at the University of Florida. He currently lives in Ohio with his wife, Susan and two daughters – Savannah and Delaney.

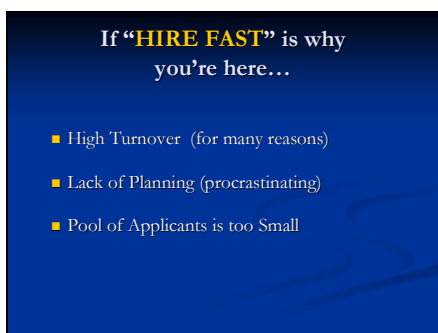
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(Note: Not all slides in the presentation are included in the handouts.)







Hire Fast – Hire Right

HIRE FAST People -
This is what you might be expecting

- **Post Jobs on the Internet**
- **Network**
 - Principals / School Counselors
- **Job Fairs**
 - College & High Schools

What You Might Be Expecting

- **Post Jobs on the Internet**
- **Network**
 - Principals / School Counselors
- **Job Fairs**
 - College & High Schools
- **Referrals**
 - Recruit friends & FAMILY of employees

More Ways To Hire Fast

- Create a brochure about your business & employee benefits
- Keep professional “Now Hiring” signs posted
- Put info about hiring on the back of your business card
- Be a PIRATE!

OR

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Keep Your Current Employees Longer

Wisdom for the Ages

“An ounce of prevention is worth a pound of cure.”

“A bird in the hand is worth two in the bush.”

“A penny saved is a penny earned.”

It's Cheaper to Keep 'em

Direct Costs:

- Advertising
- Training
- Uniform/Supplies
- Management's Time

Indirect Costs:

- Increased Paperwork
- Decreased Productivity
- Lack of Continuity

Managing For Customer Service

The Six Essentials of Service

Vision

HIRING

Training

Communication

Celebration

Revision

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The 1-Minute VISION
*Who Are You?
What do you sell?*



Only FUN!

You must determine what “FUN” looks like.

- Looking for...
 “good people” “nice people”
 ...Just isn’t enough

**Look for Specific Characteristics –
Not Generalizations**

Characteristics of “FUN”

- Great Attitude / Personality
- Outgoing
- Strong Communication Skills
- Attention to Detail

**Shameless
Plug**

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Baseline Characteristics
These are the “non-negotiables”

- Honesty
- Commitment
- Responsibility

What are the characteristics of **TOP** Performing Employees?

What are the characteristics of your WORST?

APPLICATION

Does Your Application Help You Find the **“RIGHT”** people... or just people?

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Does Your **APPLICATION** Help You Find the “**RIGHT**” people... or just people?

This is typically your first “employer” contact with the potential employee.

Start establishing value for the position immediately.

- See Appendix A

Does Your **INTERVIEW** help you find the “**RIGHT**” people?

Do all of the questions you ask have a specific purpose?

Do you complete a written summary after every interview?

Do you offer people a job right there on the spot?

Interviewing

- Avoid over relying on “gut feelings”
- Don’t “wing it”
- Listen more than you talk
- Ask the “right” questions

Remember the Characteristics that you’re looking for?

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Behavioral Interviewing

- Relatively new style of interviewing.
- Based on previous experiences as an indicator of future performance.

■ See Appendix B

Post Interview Evaluation

- Organize your thinking
- Observe your hiring tendencies

■ See Appendix C

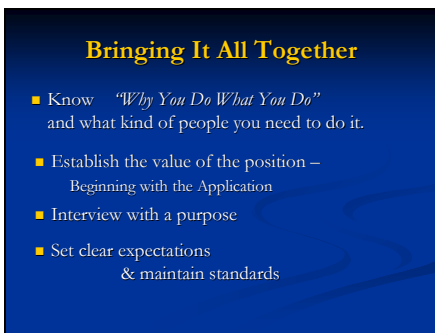
The Six Essentials of Service

Vision
Hiring
Training
Communication
Celebration
Revision

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Hire Fast – Hire Right

Benefits?

- Increased "job satisfaction" for employees, managers & even owners!
- Reduce Turnover
- Increase Productivity
- Improve Customer Service
- Improve Morale
- Reduce Call-Offs & No-Shows
- Save Time & Money

EVERYBODY WINS!



It is always more important to
"Hire Right" than to "Hire Fast."



www.GreatServiceLives.com

Acres of Fun

Team Member Application

We are glad that you are considering Acres of Fun for employment. It really is a great place to work. We've been entertaining our guests for many years and we couldn't do it without our Team Members. We hope that you can be one of them.

We take great pride in our park from the quality of the attractions to the cleanliness of the restrooms. But just as importantly, we take pride in the outstanding people that represent us everyday—our employees.

There is no more important attraction than you, our employee. We rely on you to provide an amazing experience for our guests time after time. Because of this, it's important for you to understand that this is a people business. If you don't love working with people and in a team environment, unfortunately Acres of Fun is not the place for you. Additionally, since we are seeking individuals of the highest standards drug testing may be a condition of your employment.

We are looking for individuals with a strong work ethic, a great attitude and a desire to succeed. If that sounds like you, please sign below and complete this application.

Again, thank you for considering Acres of Fun and best wishes .

I have read the above information and would like to be considered for a position at Acres of Fun

Please Note: Applications incompletely or incorrectly filled out may not be considered.

SIGNED: _____ DATE: _____

Last Name: _____ First Name: _____ Middle Int.: _____

Street Address: _____ City: _____ Zip: _____

Home Phone (_____) _____ - _____ Cell Phone (_____) _____ - _____

Email _____

Social Security # _____ - _____ - _____ Are you at least 16 yrs of age? Y N

Emergency Contact: _____ Relationship: _____ Phone: _____

School Year Commitments

Activity / Commitment / Sport	Days/Dates	Time	Comments
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Summer Commitments

Activity / Commitment / Sport	Days/Dates	Time	Comments
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Communication

Tell me about a time when you had to present complex information.

How do you ensure that someone understands what you are saying?

Give me a specific example of a time when a co-worker criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with others?

Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you.

Tell of a time when your active listening skills really paid off for you-maybe a time when other people missed the key idea being expressed.

Tell me about a time in which you had to use your written communication skills in order to get across an important point.

Give me an example of a time when you communicated with Senior Level Executives.

Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their needs and values.

Tell me about the most difficult or frustrating individual that you've ever had to work with, and how you managed to work with them.

Interpersonal Skills

Tell me about the most difficult or frustrating individual that you've ever had to work with, and you managed to work with them.

If you find you have a co-worker that you don't get along with too well – how will you deal with it?

Motivation

Give an example of a time when you went above and beyond the call of duty.

How would you define "success" for someone in your chosen career?

Tell me about an important goal that you set in the past. Were you successful? Why?

What kind of supervisor do you work best for? Provide examples.

Attitude / Personality

Describe your ideal job.

What type of management style do you thrive under?

When you are not studying or working, what types of activities do you enjoy?

How would your friends (former manager / co-workers) describe you?

What motivates your best work?

What percentage of customers that you have to deal with per day would you say are “difficult?”

What personality traits make up a good customer service rep? Which of those are your strongest points? Which are the weakest?

Teamwork

Describe the types of teams you've been involved with. What were your roles?

Describe a team experience you found rewarding.

Describe a team experience you found disappointing. What would you have done to prevent this?

Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?

What did you do in your last job/school project to contribute toward a teamwork environment?

Describe a time when you put your needs aside to help a co-worker / fellow student understand a task. How did you assist them? What was the end result?

Stress / Pressure

How will I know when you're having a bad day?

Describe a time where you were faced with problems or stresses that tested your coping skills.

Give me an example of a high-pressure situation you have faced this past year and how you resolved it.

Tell of some situations in which you have had to adjust quickly to changes over which you had no control. What was the impact of the change on you?

How do you keep yourself from being “burned out” when dealing with customers for so (many years / hours a day)?

Planning / Organization

What do you do when your time schedule or project plan is upset by unforeseen circumstances? Give an example.

Describe a situation when you had many projects due at the same time. What steps did you take to get them all done?

Ability to learn

What tricks or techniques have you learned to make school or a job easier, or to make yourself more effective? How did you learn that?

APPENDIX C

POST INTERVIEW RATING GUIDE

Name of Applicant:

Rate the applicant in each of the traits listed below to determine suitability for the position. Then add up the total score and divide by 6 to determine overall suitability.

APPEARANCE: Does he/she give a satisfactory appearance as a representative of the company?

1	2	3	4	5	6
Unsatisfactory	Below Average	Average	Above Average	Outstanding	

COMMUNICATION SKILLS: Consider the applicant's choice of words and use of slang. Make note of eye contact and body language.

1	2	3	4	5	6
Unsatisfactory	Below Average	Average	Above Average	Outstanding	

SELF-CONFIDENCE: Consider the applicant's self-confidence.. Is he/she nervous? Is he/she poised and relaxed? *Observe: embarrassment, tension, poise, hesitation, confidence, timidity, over-confidence.*

1	2	3	4	5	6
Unsatisfactory	Below Average	Average	Above Average	Outstanding	

ABILITY TO GET ALONG WITH PEOPLE: Consider the applicant's attitude toward the interviewer. Does he/she appear to be friendly, polite, and likable? Does he/she command respect? Is the applicant overly sensitive to criticism? Is there antagonism, indifference, or an uncooperative attitude?

1	2	3	4	5	6
Unsatisfactory	Below Average	Average	Above Average	Outstanding	

PHYSICAL CAPACITY: Consider the essential job functions and the applicant's physical ability to perform the duties of the position with or without accommodation. If the position requires heavy lifting or bending, does the applicant possess the physical strength to do so?

1	2	3	4	5	6
Unsatisfactory	Below Average	Average	Above Average	Outstanding	

RESPONSE TO QUESTIONS: Consider the applicant's answers to your questions. How would you rate the applicants answers.

1	2	3	4	5	6
Unsatisfactory	Below Average	Average	Above Average	Outstanding	

TOTAL SCORE

DIVIDED BY 6 =

Any additional notes/observations:

Interviewer's Signature

Date

Team Member Evaluation For: _____

Evaluated By: _____ Date: ____/____/____

This is your opportunity as a Manager to improve the quality and performance of your team. Your feedback will allow us to make improvements in training and hiring and changes in personnel when needed. Please complete this evaluation carefully and thoughtfully.

In addition to circling your response to the questions, please use the blank spaces below to list specific examples of attitude, performance, etc. The more specific your examples are, the more helpful they'll be. Your input is very important and we ask that you complete this evaluation to the best of your ability. Thank you.

Please evaluate the following questions based on a 1 to 6 scale.

General Working Attitude

	strongly disagree		somewhat agree		strongly agree!	
• Usually happy to be here	1	2	3	4	5	6
• Pleasant to work with	1	2	3	4	5	6
• Interacts well with others	1	2	3	4	5	6
• Smiles often	1	2	3	4	5	6
• Has a positive attitude	1	2	3	4	5	6
• Willing to learn new tasks	1	2	3	4	5	6

List in detail, specific examples of this team member's *General Working Attitude*:

Job Performance

	strongly disagree		somewhat agree		strongly agree!	
• Completes assigned tasks well	1	2	3	4	5	6
• Ability to remain occupied when slow	1	2	3	4	5	6
• Ability to "step up" performance when park is busy	1	2	3	4	5	6
• Receives instructions pleasantly	1	2	3	4	5	6
• Arrives ready to work	1	2	3	4	5	6
• Arrives in proper uniform & well groomed	1	2	3	4	5	6
• Is very effective at their job	1	2	3	4	5	6
• I would describe this person as a hard worker	1	2	3	4	5	6
• (Ice Cream Only) Always weighs treats	1	2	3	4	5	6
• (Ice Cream Only) Always makes treats look attractive	1	2	3	4	5	6

List in detail, specific examples of this team member's *Job Performance*:

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Guest Relations

	strongly disagree		somewhat agree		strongly agree!	
• Makes eye contact and smiles at Guests	1	2	3	4	5	6
• Seeks opportunities to give good service	1	2	3	4	5	6
• Will go out of their way for Guests	1	2	3	4	5	6
• Wants to make sure the Guests have a great day	1	2	3	4	5	6
• Makes people feel special	1	2	3	4	5	6

List in detail, specific examples of this team member’s *Guest Relations* skills:

OVERALL, on a scale of 1 to 6 (1 being very poor, 6 being fantastic!)

I would give this team member a rating of:

1 2 3 4 5 6

If you have any additional comments you may list them here:

Your name will remain confidential, although some of your responses may be shared with team member or placed in their file.

THIS EVALUATION USED WITH PERMISSION FROM SWINGS-N-THINGS FAMILY FUN PARK

Following are blunders from real résumés

- "My intensity and focus are at inordinately high levels, and my ability to complete projects on time is unspeakable."
- "Education: Curses in liberal arts, curses in computer science, curses in accounting."
- "Instrumental in ruining entire operation for a Midwest chain store."
- "Personal: Married, 1992 Chevrolet."
- "I have an excellent track record, although I am not a horse."
- "I am a rabid typist."
- "Created a new market for pigs by processing, advertising and selling a gourmet pig mail order service on the side."
- "Exposure to German for two years, but many words are not appropriate for business."
- "Proven ability to track down and correct errors."
- "Personal interests: Donating blood. 15 gallons so far."
- "I have become completely paranoid, trusting completely nothing and absolutely no one."
- "References: None, I've left a path of destruction behind me."
- "Strengths: Ability to meet deadlines while maintaining composer."
- "Don't take the comments of my former employer too seriously; they were unappreciative beggars and slave drivers."
- "My goal is to be a meteorologist. But since I possess no training in meteorology, I suppose I should try stock brokerage."
- "I procrastinate - especially when the task is unpleasant."
- "I am loyal to my employer at all costs ... Please feel free to respond to my resume on my office voicemail."
- "Qualifications: No education or experience."
- "Disposed of \$2.5 billion in assets."
- "Accomplishments: Oversight of entire department."
- "Extensive background in accounting. I can also stand on my head!"
- Cover letter: "Thank you for your consideration. Hope to hear from you shortly!"
- "I have lurnt Word Perfect 6.0 computer and spreasheet programs."
- "Received a plague for Salesperson of the Year."
- "Reason for leaving last job: maturity leave."
- "Wholly responsible for two (2) failed financial institutions."
- "Failed bar exam with relatively high grades."
- "It's best for employers that I not work with people."
- "Marital status: Single. Unmarried. Unengaged. Uninvolved. No commitments."
- "As indicted, I have over five years of analyzing investments."
- "Note: Please don't misconstrue my 14 jobs as 'job-hopping'. I have never quit a job."
- "Marital status: Often. Children: Various."
- "Reason for leaving last job: They insisted that all employees get to work by 8:45 am every morning. I couldn't work under those conditions."
- "The company made me a scapegoat, just like my three previous employers."
- "Finished eighth in my class of ten."