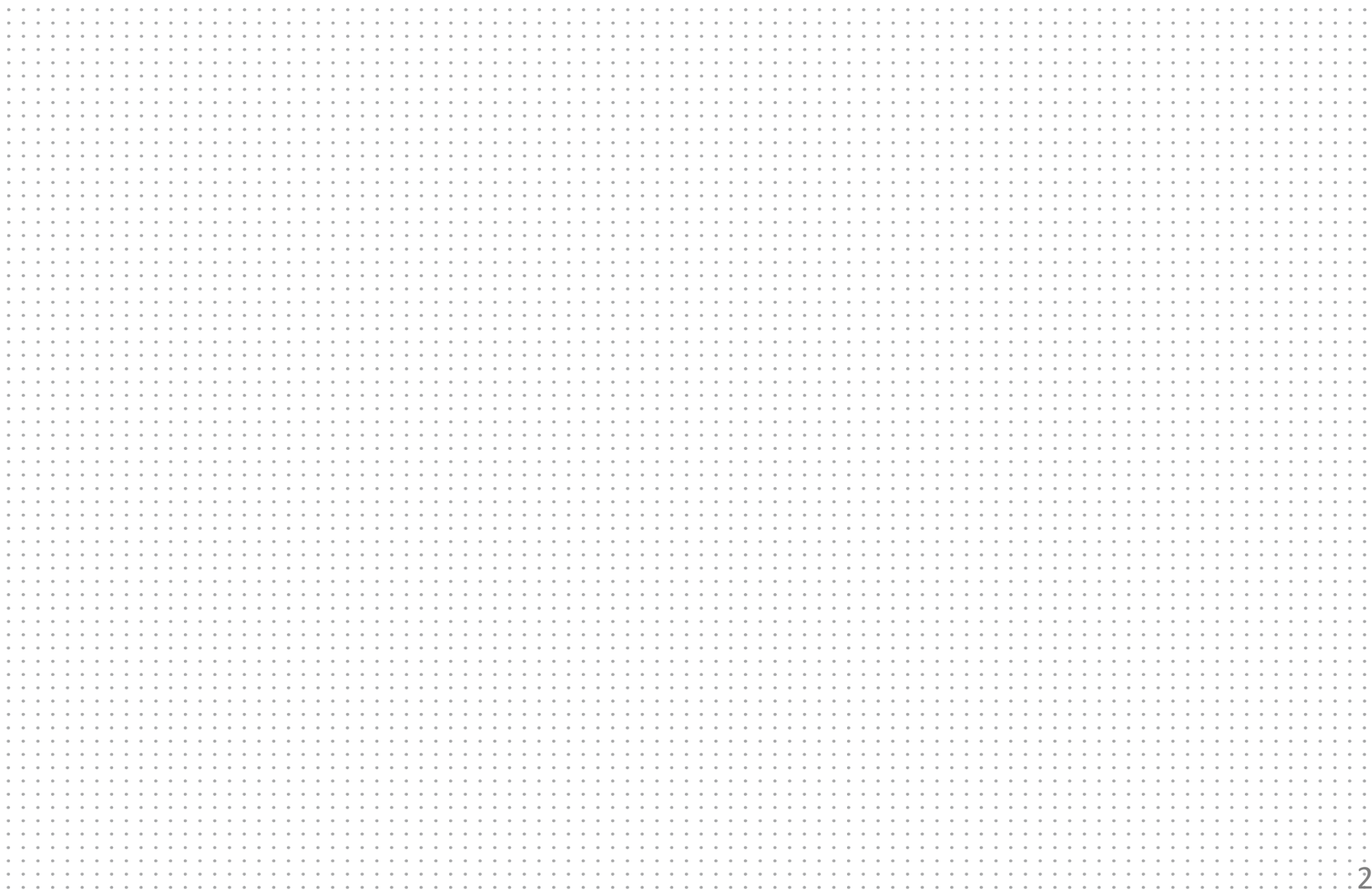


# **The Hiring Masters: Building A Great Team**

*With Tony Fraser-Jones  
Carey Penn & Jason Brown*



## 11-Step Hiring Process™

01

### Build A Job Description

Create a job description that clearly outlines the responsibilities and key performance indicators (KPIs) of the role, as well as the required knowledge, skills and abilities.

02

### Market The Position

Proactively market the position. Create a powerful job ad that details the reasons why a potential applicant might be leaving their current job and spell out the benefits of working for you. Market the ad widely using online directories (Trade Me, Gumtree, Seek, etc.), social media (Facebook, LinkedIn), referral schemes that include a referral fee, newspapers, your customer database, recruitment agencies, van signage, suppliers and your contractors.

03

### Application

Ask applicants to include a CV and cover letter and get them to apply online. This will test their ability to follow instructions and adapt to technology.

04

### Shortlist Applicants

Review CV's against the Job Description and sort into 'Yes', 'No' and 'Maybe'.

05

### Telephone Interview

Call the yes's and maybe's with a script of questions to determine the skills, experience and attitude of each applicant.

06

### Face To Face Interview

Use a script that includes questions that focus on critical behaviours and practice the interview beforehand. Applicants must complete an Application Form that will ask about their qualifications, experience, medical fitness for work, criminal history and confirm they give permission to contact previous employers.

07

### Pre-Employment Checks

Drug test, police check, drivers check, credit check, visa, etc.

08

### Psychometric Testing

Have the applicant complete a DISC profile or similar psychometric test to identify strengths and weaknesses in their behaviours.

09

### Reference Check

Call at least 2 references and use a script to evaluate the quality of the reference and the quality of the applicant.

10

### On-The-Job Interview

Where possible, complete an on-the-job interview to test the applicant's practical skills.

11

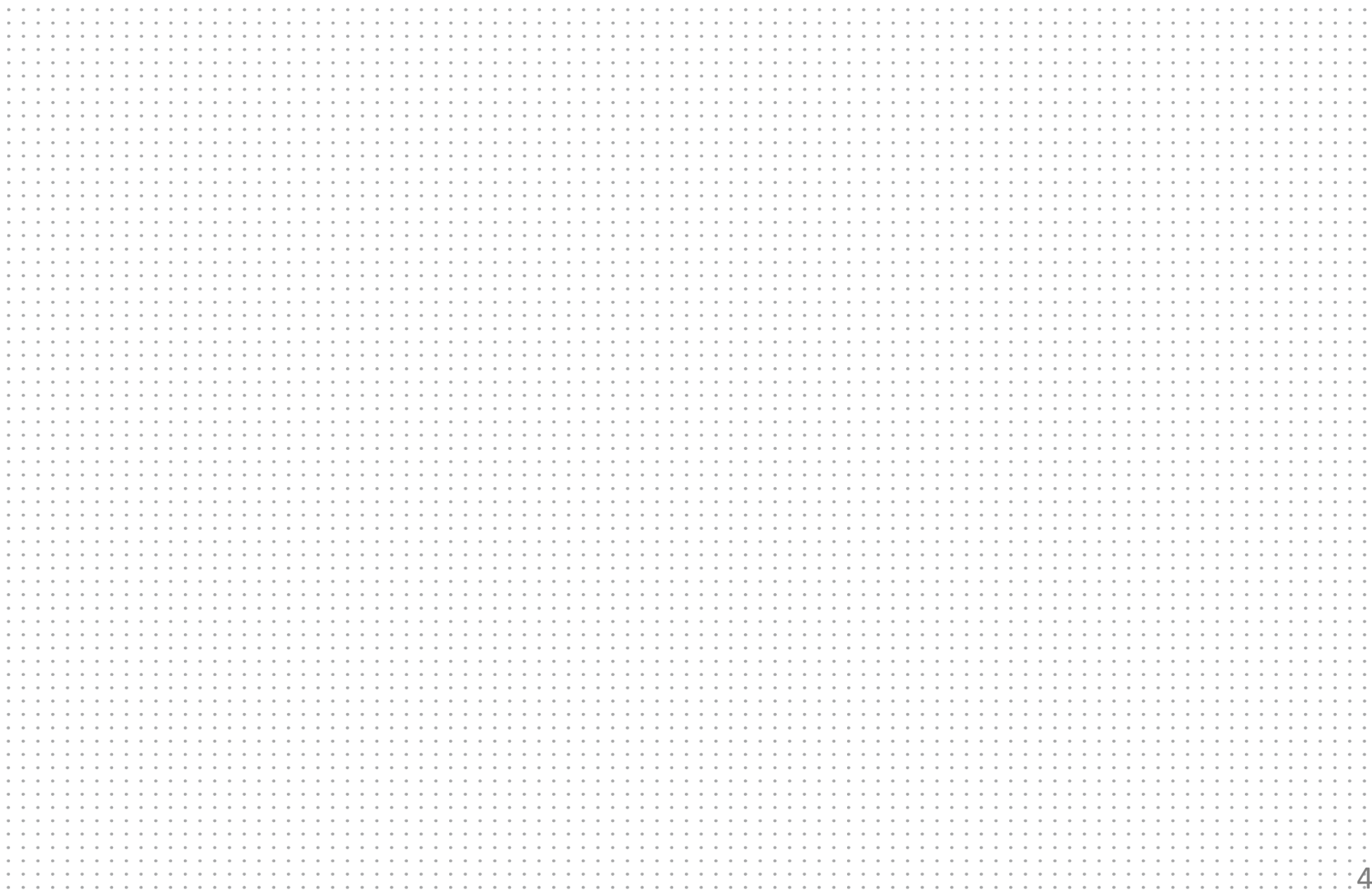
### Make Job Offer

Have your contract and start date prepared beforehand so you can make the offer quickly and avoid losing the best applicant.

### Position Yourself As An Employer Of Choice

The market for talent is fierce. Stand out from the crowd by demonstrating that you are an employer of choice. Follow a professional hiring process, sell the opportunity and make sure your vans, your website and your uniforms are ultra-professional. The best candidates will be selective about who they work with.





# Example Job Ads

Would it change your work life if you could work for a (trade) company that paid top dollar, gave you the opportunity to progress, valued your input, provided training, showed genuine appreciation and was just good fun?

For most the answer is a big FAT YES...but finding a (trade) company that gets how to treat people right is seems harder than it should be...so what gives?

BEFORE I TELL YOU ABOUT THE JOB and the type of person we're looking for I want to tell you my story - as I've been where you are now.

I used to work for my old boss to my own high standards, but often went home at the end of the day feeling unappreciated. I got little thanks for what I did, or feedback on how well I did it. There was little or no communication. We barely met together as a team to see how we could improve as a company. I felt that the boss was too busy to listen to my ideas and after a while I stopped speaking up. There didn't seem to be much opportunity for growth or to move up. And there wasn't much in the way of training or money spent on improving our knowledge about new products or systems. We all just slogged away, doing the same work day in and day out.

I thought changing jobs and earning a bit more money could help. The extra money was nice to start with, but I wanted more than just a pay cheque.

If this sounds at all familiar you'll be happy to know it doesn't have to be that way.

Here's why...

We've been in business for 15 years and to be honest, in those first few years we were just another company that tried to hire people for an extra dollar rather than really looking into making our business a great place to work. We realised we needed to look inside the company for change – to become the best (Trade) and to create the kind of workplace we could be proud of...and that people genuinely enjoyed working at.

So, we did it better.

## NOTES



# Example Job Ads

We have grown skilled and motivated team of (Trade) who are in it for the long term. With everything we do we focus on our core values, company culture, communication and we invest in training to continually upskill our staff. We challenge our team to be better than the rest, to provide the best service to our clients. We meet regularly to discuss jobs and workloads, how we can improve the business and our team's working experience.

The biggest change has been that we know sharing our success and thanking people for their hard work is vital to have a great team.

We know it can be daunting to move on. Perhaps you are comfortable but how long are you happy to carry on feeling unfulfilled?

Maybe you're moving and want a fresh start?

Or maybe you are thinking 'what if it doesn't work out? We hear you.

But if, like me you have a sense that you're worth more, and you believe in doing things better, then now might be the right time to make a change.

With so many satisfied clients our business is growing and we need a (insert role) who is an A player with proven experience at managing sites (insert skills required).

We stand behind being the best place to work and I've included the benefits we offer for the right person:

- Earn \$31 -\$40 per hour – we pay top rates (depending on what you bring to the table).
- A \$2,000 sign-on bonus – to reward you because you'll be a top class tradesmen and we know there are costs with shifting jobs or towns (one thing to note...if just want to make a quick buck then we're not the place for you)
- You get a company vehicle and the latest iPhone 8 (insert type of phone)
- Get up to a \$1,000 tool allowance
- Overalls, wet weather gear and boots provided –we've just got flash new uniforms too!

## NOTES

# Example Job Ads

- A paid day off for your birthday.
- Beers, barbeques and an active social club.
- Medical Insurance
- Exposure to a wide variety of interesting and challenging work, which will develop your skills and experience. You certainly won't be stuck doing the same thing day after day

We're careful about who we hire. We have to be to maintain our team culture.

Here's what we'd like to see from you.

- Gas fitting experience would be an advantage but not essential.
- Be a New Zealand Qualified and Registered Plumber.
- Hold a current Practising License.
- Have a clean full Driver's license.
- Be able to work un-supervised, run your own jobs and train apprentices.
- Honest and trustworthy.
- Experience with both residential construction and maintenance work would help.
- Take pride in your work and go the extra mile to make sure the job is top notch.
- Great people skills both with fellow workmates and customers.

If you're curious or interested, send us a copy of your CV and a brief cover letter telling us why you're the right person for the job.

Please attach a photo so we can put a face to the name.

Applications close on ... (give a 2 week deadline)

Or perhaps now is not the right time. But you know someone else who might be the perfect fit who you can connect us with. We will pay you \$1,000 if you refer us the person who we employ.

I look forward to talking with you.

(YOUR NAME)

P.S. Check out our website: [www.yourwebaddress.com.au](http://www.yourwebaddress.com.au) and Facebook page to see how we roll.

## NOTES

# Telephone Interview Script



## Phone Interview Template

Name of Applicant: \_\_\_\_\_

Phone Number: \_\_\_\_\_

### Hi [name],

(*assess their energy and attitude on the phone*) Rating: \_\_\_\_/5

- Hi, it's John Smith from XYZ Tradie. I'm calling about the Tradie position that you applied for.
- How are you today?
- Do you have a few minutes to chat? Fantastic...
- I have a couple of questions for you today

### 5 Keys Traits for Successful Tradesmen (screening interview)

#### Motivation for Applying?

"Tell me what made you apply for this particular position?"

*Have they been applying willy-nilly? Are they desperate? What is the reason for change?*

Rating: \_\_\_\_/5

#### Job Experience

"I see you have had several interesting positions (or you've been at your current job for a while). What type of work have you done?" *e.g. maintenance, construction, commercial work etc. If you are looking for specific experience or skills ask what experience they have in that area. e.g. "what experience do you have in large commercial construction projects?"*

*Remember you are looking to qualify out the time wasters.*

Rating: \_\_\_\_/5

#### Personality

"So what do you like to do for fun?"

*Are they "boring" or involved in other things that indicates achievement and motivation. (Do they have other interests? Fitness? Family?)*

Rating: \_\_\_\_/5

**Eagerness to learn, enthusiasm, motivation to get better, strength of ego and self-belief** – Why do you want this job? *Look at actions, not words.*

"We have got 3 other guys with similar qualifications and experience applying for this job – why should we hire you over everybody else?"

Rating: \_\_\_\_/5

#### Covering the Basics

"This recruitment process is about find the right person for the role and we're looking to give the successful for applicant more responsibility in the future.

- What is your situation in terms of availability and start dates?
- Are you a licensed / certifying plumber / gas fitter / drain layer / electrician?
- What are your salary expectations?
- Do you drive; have a car and a full license?"

"Great thanks for your time today. After doing these telephone interviews, we will run interviews and job test with the successful applicants. We'll advise you about that in the next couple of days."

"Do you have any questions?"

"Great to chat, and I look forward to talking with you again soon."



# Face-To-Face Interview Questions

## Face to Face Interview Template

PROFITABLE  
TRADIE.

Name of Applicant: \_\_\_\_\_

Date of Interview: \_\_\_\_\_

This interview should take between 45 and 60 minutes depending on the applicant. You may choose not to use all the questions.

1. **Welcome the applicant by introducing yourself and engaging in small talk for a couple of minutes (e.g. the weather, rugby, family, news events etc). Remember that you'll expect them to do similar with your clients when meeting for the first time.**  
*Intent: Evaluate ability to put people at ease quickly.*

2. **Tell me a bit about yourself.** *Intent: Evaluate ability to communicate clearly, humour, interesting person, can they hold a conversation? Stability of Background?*

3. **What made you apply for the position?** *Intent: Evaluate whether the person is desperate for a job because they are not particularly employable or whether they see the role as a real opportunity and have a genuine reason for moving jobs.*

4. **Tell me about a time you knew you were right...but you still had to follow directions or guidelines.** Follow up questions would be...**How would you do things differently next time?** *Intent: Evaluate ability to follow instructions and processes...and possibly to lead.*

- **Red flag:** Found a way to circumvent guidelines "...because I know I was right", or followed the rules but allowed their performance to suffer. (Believe it or not, if you ask enough questions, some people will tell you they were angry or felt stifled and didn't work hard as a result, especially when they think you empathise with their "plight").
- **Good:** Did what needed to be done, especially on a time-critical project, then found an appropriate time and place to raise issues and work to improve the status quo.
- **Great:** Not only did what needed to be done, but stayed motivated and helped motivate others as well. With the team, an employee who is able to say, "hey, I'm not sure this makes sense either, but for now let's just do our best and get it done..." is priceless. In a Foreman/Ops Manager setting, good leaders are able to debate and argue behind closed doors and then fully support a decision in public even if they privately disagree with that decision.

5. **Tell me about a situation when you've faced a disappointment or challenge and how you dealt with it? It could be a work situation or a more personal situation.** Follow up questions would be... **What did you do? How did you turn things around? What did you learn? What would you do differently next time?** *Intent: Evaluate ability to be persistent and to keep going when frustrated or disappointed or challenged.*

- **Red flag:** Didn't learn anything and gave up. E.g.: I had to quit work; I couldn't handle it anymore.
- **Good:** Did what needed to be done, kept plodding on despite the challenge.
- **Great:** Not only did what needed to be done, but explained what they learnt about themselves and how they would do things differently next time.

# Reference Checking Template

**PROFITABLE  
TRADIE.**

## Reference Checking Template

Name of Applicant: \_\_\_\_\_

Name of Reference: \_\_\_\_\_

Phone Number: \_\_\_\_\_

| Introduction   |                                    |     |
|--|------------------------------------|-----|
| My name is <your name> from <business name> and I'm calling to conduct a reference check for <name of applicant> who we are interviewing for a job. <name of applicant> has given me your details as a reference. Are you prepared to provide a reference? | <b>Yes</b><br><b>No</b>            |     |
| The reference check will take approximately 5 minutes to complete. Is this a good time for you? If not, when is a good time to talk?   | <b>Call back</b><br><b>Proceed</b> |     |
| <i>Briefly explain the responsibilities of the job and the factors you will be assessing through the reference check. E.g. We are looking for new plumber / gas fitter and I want to check on their work history and their general attitude to work".</i>  |                                    |     |
| General Questions  |                                    |     |
| What is the nature of your relationship with the applicant? (e.g. Boss, Co-Worker etc.)  |                                    |     |
| In what role was the applicant employed by your business? (e.g. Plumber, Foreman, Gas Fitter, Drain Layer, Electrician etc.)   |                                    |     |
| What were the dates of their employment? (verify against the CV to make sure the details are true)   | From:                              | To: |
| What type of work did <name of applicant> do when working with you? What level of responsibility did they have? (Evaluate job experience and whether they were trusted with responsibility such as running jobs etc.)                                      |                                    |     |
| What was <name of applicant> reason for leaving (Looking for new job)?   |                                    |     |

| General Performance Questions  |  |
|--|--|
| How would you describe the applicant's overall work performance?   |  |
| What would you say are the applicant's strengths?  |  |
| What would you say are the applicant's development areas (e.g. weaknesses)?  |  |
| Have you had any concerns with their performance?<br>If yes, please explain what the issues were.  |  |
| How would you assess the applicants:<br><ul style="list-style-type: none"> <li>- reliability</li> <li>- punctuality</li> <li>- attendance</li> <li>- professionalism</li> <li>- &lt;insert other factors where relevant&gt;</li> </ul>                             |  |
| Job-Specific Questions   |  |
| <i>In this section, you should prepare your list of questions based on the skills or attributes required for the role, for example:</i><br><br>What experience do they have with solar water systems? How good are their problem solving skills?                   |  |
| In Closing   |  |
| On a scale of 1 to 10 where 1 is never and 10 is no question how likely would you be to re-employ <name of applicant>?<br><br>(A 9 or 10 are what you are looking for. 7 or 8 means they were ok but not great. 6 or less means they are rubbish. Don't go there!) |  |
| Great, thanks for your time today. I appreciate your comments.   |  |

