

SMART HIRING:

Incorporating Objective Data into Your Hiring Process



Introduction

*What is
Smart
Hiring?*

*Candidate
Scorecards*

*The
Pre-hire
Process*

Wrap Up



Ashley
Ward


Who We Are

About Us

Agenda

W TALENT SOLUTIONS

 Founded in 2017

 **Services:** Executive Recruiting & Talent Strategy

 **Philanthropy:** Donated \$50,000 & 225 Hours in 2022

 **Offices:** GR & Detroit

 GR, Detroit, Chicago, Denver, Phoenix, Tampa, New York

WTS
Team



What To Expect Today



All the Bells & Whistles

- No pro-tip left behind!
- Cutting-edge assessment tools
- Slaying interviews like a boss



Objective Hiring

- Bye-bye biases, hello fairness
- Using multiple sources of evidence to inform hiring decisions



Applying the Concepts

- Implementing a scorecard model to assess candidates objectively
- Hiring with laser focus and precision

SMART HIRING:

Incorporating Objective Data into Your Hiring Process



What is Smart Hiring?





"An efficient hiring process that accomplishes the organization's goals—ensuring you get the right candidate, in the right seat, at the right time—***the first time!***"

*Evidence-based
Selection*

*Why It's
Important*

*Mindset of
Objective vs.
Subjective*

Evidence-Based Selection:

-  Standardized Process
-  Ensures Fairness
-  360-View of the Candidate
-  Hiring Using Data

Why Bother?



- Take the 'gut' out of your pre-hire process
- Start evaluating recruiting performance
- Easier job descriptions
- Easier and more efficient internal process
- Advancing DEI initiatives
- Legal Compliance
- EASIER OFFERS!
- EASIER DECLINES!



Hiring: Objective vs. Subjective

Objective Hiring

Evidence-based

Hiring the qualified candidate

Benchmarking role qualifications

Declining candidates based on data

Subjective Hiring

Gut-based

Hiring the candidate you like

Changing the criteria to fit a candidate

Automated candidate declines

SMART HIRING:

Incorporating Objective Data into Your Hiring Process



Candidate Scorecards



Get a 360 degree
view of the
candidate before
they even walk
through the door

***The
Scorecard
Model***

Head



Heart



Briefcase



Head



Education & Certifications



Skills Based Assessments



Cognitive Assessments



High Potential Leadership
Assessments

Heart



Behavioral Assessments



Culture Fit / Add



Morals & Values



Emotional Intelligence
Assessments

Briefcase



What's on the Resume







Work Experience



Skills

(Typically all you see
on a job description.)

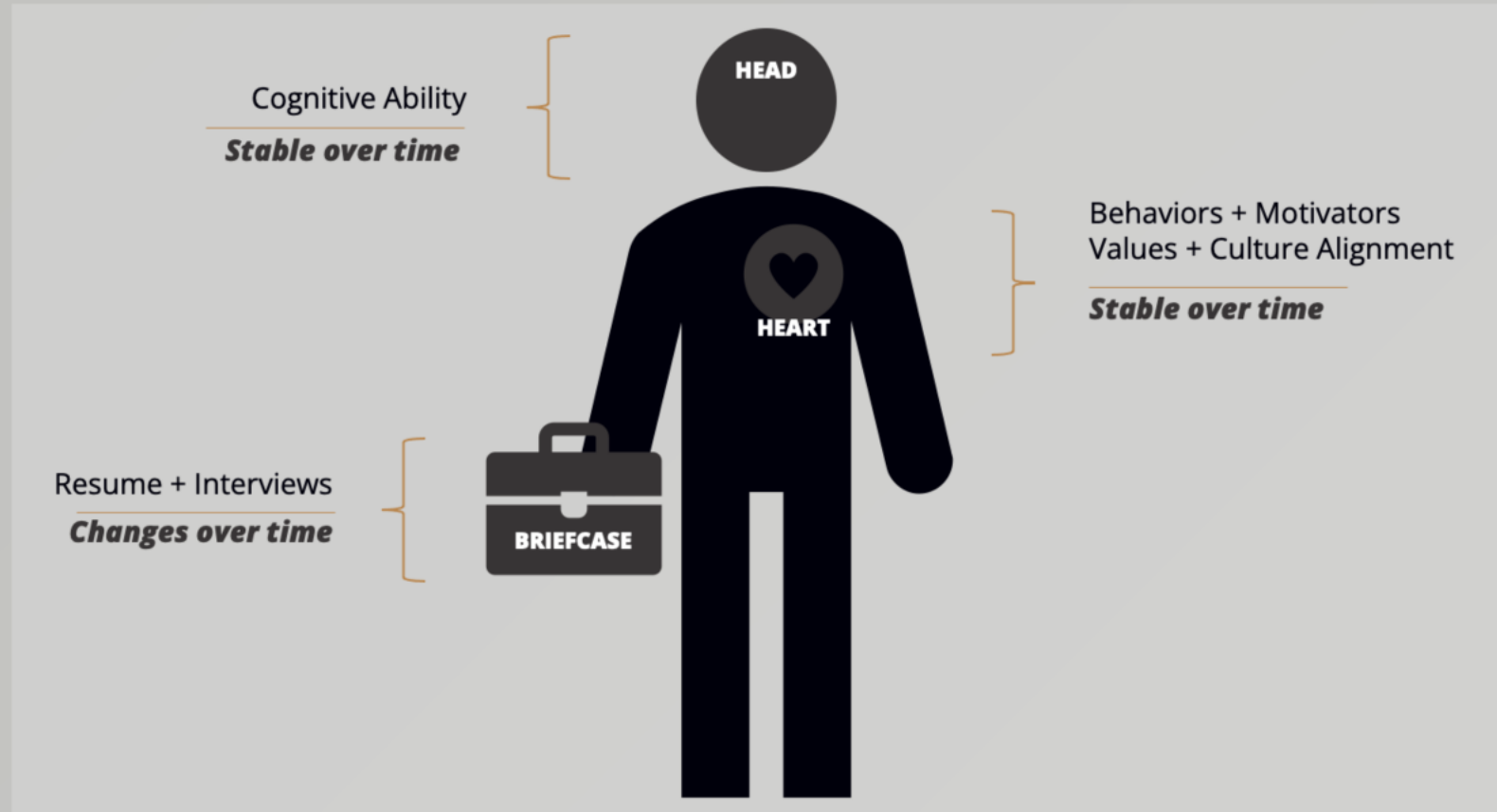
The Benefits of Candidate Scorecarding:

-  Standardized
-  Evidence Based
-  EEOC Compliant
-  Removes Bias

Scorecard

Assess the Whole Person

Get a **360-degree view** of candidate before they even walk through the door.





Scorecard Criteria

1

Scorecard criteria must be able to come from a measurement or direct observation.

2

Scorecard criteria must be items that do not have a gray area and cannot be argued.

3

Tools used to measure the criteria from the scorecard must be validated, tested, and reliable.

4

For EEOC compliance, scorecard criteria must be assessed at the same time along the pre-hire process for every candidate.

The Scorecard



HEAD



CRITERIA		WEIGHT	VALUE	SCORE
01	Education & Certifications	10	x / 10	x
02	Skilled Based Assessments	10	x / 10	x
03	Cognitive Assessments	10	x / 10	x
04	Behavioral Assessments	10	x / 10	x
05	Culture Fit / Culture Add	10	x / 10	x
HEART				
06	Morals & Values	10	x / 10	x
07	Emotional Intelligence Assessments	10	x / 10	x
08		10	x / 10	x
09		10	x / 10	x
10		10	x / 10	x
BRIEFCASE				
11	Work Experience	10	x / 10	x
12	Specific Skills	10	x / 10	x
13		10	x / 10	x
14		10	x / 10	x
15		10	x / 10	x
16		10	x / 10	x
17		10	x / 10	x
Total				x

HEART



BRIEFCASE



SMART HIRING:

Incorporating Objective Data into Your Hiring Process



Introduction

*What is
Smart
Hiring?*

*Candidate
Scorecards*

*The
Pre-hire
Process*

Wrap Up

***A turnkey hiring process
that works for you.***



Transform your hiring process with a pre-hire process that eliminates guesswork, provides insightful data to inform decision makers, and screens for the ideal fit!

***Getting
Started***

***Scorecard
Creation***

***Ready to
Hire!***

Getting Started

Crafting a pre-hire process that works every time.



Defining the Process

Interview the Hiring Team

Assessment Tool Benchmarks

Job Description

Defining the Process

Steps to defining a streamlined pre-hire process.

Develop a structured interview sequence.



Select assessment tools according to roles and culture.



Establish clear expectations and timelines.



Continuously evaluate and optimize your pre-hire process.



Interview the Hiring Team

- Standardized 'intake form' or interview questionnaire
- Meet with multiple stakeholders
- Develop a comprehensive list of responsibilities, initiatives, and behaviors



Assessment Tool Benchmarking

1

Select tools that are valid, reliable, and fair.

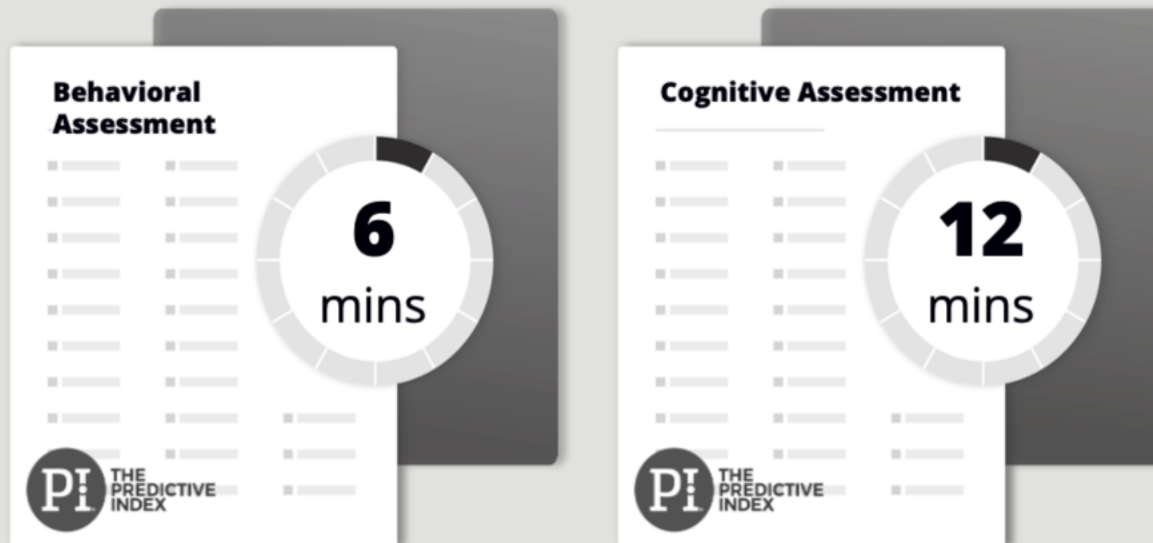
2

Consider the length of time for assessment completion.

3

Work with stakeholders to gain alignment on the benchmarks for the role and reconcile any differences.

Predictive Index Job Benchmarking Process



TWO ASSESSMENTS:
UNLIMITED INSIGHTS

Measure Behavior:

- The Predictive Index Behavioral Assessment (BA) measures the top 4 drives that are directly correlated to success in the workplace, including dominance, extraversion, patience, formality, and objectivity.

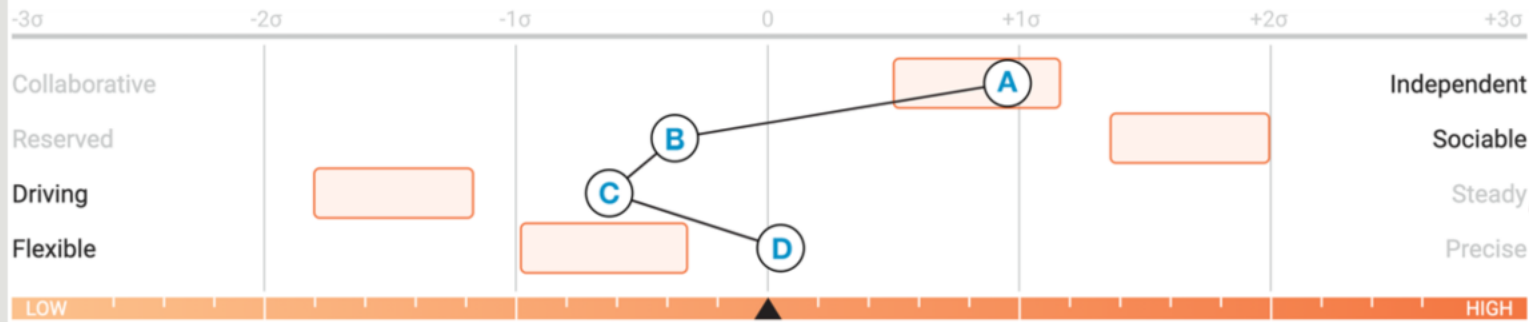
Measure Cognitive Ability:

- The Predictive Index Cognitive Assessment (CA) measures the #1 predictor of success in the workplace, cognitive aptitude, which reveals how quickly a candidate can catch up to speed in the workplace.

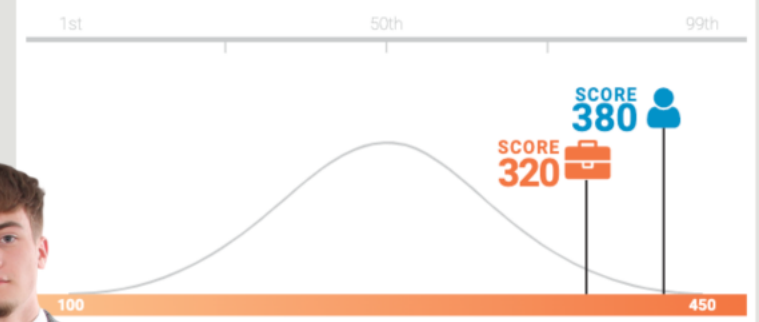
The Predictive Index Job Targets

The Targets

Behavioral Target



Cognitive Target



The Candidate





Job Description Finalization

1

Use the information you accumulated from interviewing the hiring team.

2

Use AI for inspiration. Tools like ChatGPT can create job descriptions by the click of a button.

3

Make them your own. What is unique to your company and this role?

4

Remember: A job description is your sales tool! Use it to sell the job to the person who will read it and think, 'That sounds like me!'



Sales Director

Job Summary

We are seeking an experienced Sales Director to lead our sales team and drive revenue growth for our company. The Sales Director will be responsible for developing and implementing sales strategies, managing sales operations, and building strong relationships with clients and partners.

Responsibilities

- Develop and implement sales strategies that align with company goals and objectives.
- Manage and lead the sales team, providing guidance, coaching, and support to ensure performance targets are met.
- Build and maintain strong relationships with key clients and partners to drive sales growth and customer satisfaction.
- Analyze sales data and market trends to identify opportunities for growth and adjust sales strategies accordingly.
- Develop and manage sales budgets, forecasts, and reports to track performance against targets.
- Collaborate with other departments, including marketing, product development, and finance, to ensure a coordinated approach to sales and customer support.
- Stay up to date on industry trends, competition, and new products or services to maintain a competitive edge.

Required Skills and Abilities

- Proven track record of achieving sales targets and driving revenue growth.
- Strong leadership, communication, and interpersonal skills
- Excellent analytical and problem-solving abilities
- Ability to work effectively in a fast-paced, dynamic environment.

Education and Experience Requirements

- Bachelor's degree in business administration, Marketing, or related field
- 7+ years of sales experience, with at least 3 years in a sales leadership role
- Experience with CRM and sales automation tools

Physical Requirements

- Prolonged periods of sitting at a desk and working on a computer.
- Must be able to lift 15 pounds at times.
- Must be able to access and navigate each department at the organization's facilities.

Scorecard Creation

Measure What Matters

The cost of a poor hire
can be more than just
financial - it can impact
team morale and
company culture.



***Step-by-Step
Guide***



Start with the Job Description

1

Every essential duty has a corresponding skill or experience requirement or physical requirement.

2

All required skills + behaviors go on your scorecard!

3

All experience and education requirements go on your scorecard.

4

Physical Requirements? We do not put these on the candidate scorecard.

Sales Director

Job Summary

We are seeking an experienced Sales Director to lead our sales team and drive revenue growth for our company. The Sales Director will be responsible for developing and implementing sales strategies, managing sales operations, and building strong relationships with clients and partners.

Responsibilities

- Develop and implement sales strategies that align with company goals and objectives.
- Manage and lead the sales team, providing guidance, coaching, and support to ensure performance targets are met.
- Build and maintain strong relationships with key clients and partners to drive sales growth and customer satisfaction.
- Analyze sales data and market trends to identify opportunities for growth and adjust sales strategies accordingly.
- Develop and manage sales budgets, forecasts, and reports to track performance against targets.
- Collaborate with other departments, including marketing, product development, and finance, to ensure a coordinated approach to sales and customer support.
- Stay up to date on industry trends, competition, and new products or services to maintain a competitive edge.

Required Skills and Abilities

- Proven track record of achieving sales targets and driving revenue growth.
- Strong leadership, communication, and interpersonal skills
- Excellent analytical and problem-solving abilities
- Ability to work effectively in a fast-paced, dynamic environment.

Education and Experience Requirements

- Bachelor's degree in business administration, Marketing, or related field
- 7+ years of sales experience, with at least 3 years in a sales leadership role
- Experience with CRM and sales automation tools

Physical Requirements

- Prolonged periods of sitting at a desk and working on a computer.
- Must be able to lift 15 pounds at times.
- Must be able to access and navigate each department at the organization's facilities.



The Head



- Education & Certifications
- Skills Based Assessments
- Cognitive Assessments
- High Potential Leadership Assessments

CRITERIA		WEIGHT	VALUE	SCORE
01	Bachelor's Degree in Business or Marketing	10	x / 10	x
02	Predictive Index Cognitive Assessment	10	x / 10	x
03	High Potential Leadership Assessment	10	x / 10	x

Sales Director

Job Summary

We are seeking an experienced Sales Director to lead our sales team and drive revenue growth for our company. The Sales Director will be responsible for developing and implementing sales strategies, managing sales operations, and building strong relationships with clients and partners.

Responsibilities

- Develop and implement sales strategies that align with company goals and objectives.
- Manage and lead the sales team, providing guidance, coaching, and support to ensure performance targets are met.
- Build and maintain strong relationships with key clients and partners to drive sales growth and customer satisfaction.
- Analyze sales data and market trends to identify opportunities for growth and adjust sales strategies accordingly.
- Develop and manage sales budgets, forecasts, and reports to track performance against targets.
- Collaborate with other departments, including marketing, product development, and finance, to ensure a coordinated approach to sales and customer support.
- Stay up to date on industry trends, competition, and new products or services to maintain a competitive edge.

Required Skills and Abilities

- Proven track record of achieving sales targets and driving revenue growth.
- Strong leadership, communication, and interpersonal skills
- Excellent analytical and problem-solving abilities
- Ability to work effectively in a fast-paced, dynamic environment.

Education and Experience Requirements

- Bachelor's degree in business administration, Marketing, or related field
- 7+ years of sales experience, with at least 3 years in a sales leadership role
- Experience with CRM and sales automation tools

Physical Requirements

- Prolonged periods of sitting at a desk and working on a computer.
- Must be able to lift 15 pounds at times.
- Must be able to access and navigate each department at the organization's facilities.



The Heart



- Behavioral Assessments
- Culture Fit / Culture Add
- Morals & Values
- Emotional Intelligence Assessments

	CRITERIA	WEIGHT	VALUE	SCORE
01	Predictive Index Behavioral Assessment	10	x / 10	x
02	Emotional Intelligence Assessment	10	x / 10	x
03	Ability to work in a fast-pace, dynamic environment	10	x / 10	x
04	Structured Interview Guide	10	x / 10	x
05				
06				
07				

Sales Director

Job Summary

We are seeking an experienced Sales Director to lead our sales team and drive revenue growth for our company. The Sales Director will be responsible for developing and implementing sales strategies, managing sales operations, and building strong relationships with clients and partners.

Responsibilities

- Develop and implement sales strategies that align with company goals and objectives.
- Manage and lead the sales team, providing guidance, coaching, and support to ensure performance targets are met.
- Build and maintain strong relationships with key clients and partners to drive sales growth and customer satisfaction.
- Analyze sales data and market trends to identify opportunities for growth and adjust sales strategies accordingly.
- Develop and manage sales budgets, forecasts, and reports to track performance against targets.
- Collaborate with other departments, including marketing, product development, and finance, to ensure a coordinated approach to sales and customer support.
- Stay up to date on industry trends, competition, and new products or services to maintain a competitive edge.

Required Skills and Abilities

- Proven track record of achieving sales targets and driving revenue growth.
- Strong leadership, communication, and interpersonal skills
- Excellent analytical and problem-solving abilities
- Ability to work effectively in a fast-paced, dynamic environment.

Education and Experience Requirements

- Bachelor's degree in business administration, Marketing, or related field
- 7+ years of sales experience, with at least 3 years in a sales leadership role
- Experience with CRM and sales automation tools

Physical Requirements

- Prolonged periods of sitting at a desk and working on a computer.
- Must be able to lift 15 pounds at times.
- Must be able to access and navigate each department at the organization's facilities.



The Briefcase



- Work Experience
- Skillset

CRITERIA		WEIGHT	VALUE	SCORE
01	Proven track record achieving targets	10	x / 10	x
02	Strong leadership, communication, + interpersonal skills	10	x / 10	x
03	Excellent analytical + problem-solving abilities	10	x / 10	x
04	7+ Years Sales Experience	10	x / 10	x
05	3+ Years Leadership Experience	10	x / 10	x
06	Experience w/ CRM & Sales Tools	10	x / 10	x
07		10	x / 10	x

Sales Director

Job Summary

We are seeking an experienced Sales Director to lead our sales team and drive revenue growth for our company. The Sales Director will be responsible for developing and implementing sales strategies, managing sales operations, and building strong relationships with clients and partners.

Responsibilities

- Develop and implement sales strategies that align with company goals and objectives.
- Manage and lead the sales team, providing guidance, coaching, and support to ensure performance targets are met.
- Build and maintain strong relationships with key clients and partners to drive sales growth and customer satisfaction.
- Analyze sales data and market trends to identify opportunities for growth and adjust sales strategies accordingly.
- Develop and manage sales budgets, forecasts, and reports to track performance against targets.
- Collaborate with other departments, including marketing, product development, and finance, to ensure a coordinated approach to sales and customer support.
- Stay up to date on industry trends, competition, and new products or services to maintain a competitive edge.

Required Skills and Abilities

- • Proven track record of achieving sales targets and driving revenue growth.
- • Strong leadership, communication, and interpersonal skills
- • Excellent analytical and problem-solving abilities
- Ability to work effectively in a fast-paced, dynamic environment.

Education and Experience Requirements

- Bachelor's degree in business administration, Marketing, or related field
- 7+ years of sales experience, with at least 3 years in a sales leadership role ←
- Experience with CRM and sales automation tools ←

Physical Requirements

- Prolonged periods of sitting at a desk and working on a computer.
- Must be able to lift 15 pounds at times.
- Must be able to access and navigate each department at the organization's facilities.

The Scorecard



CRITERIA		WEIGHT	VALUE	SCORE
01	Bachelor's Degree in Business or Marketing	10	x / 10	x
02	Predictive Index Cognitive Assessment	10	x / 10	x
03	High Potential Leadership Assessment	10	x / 10	x
04	Predictive Index Behavioral Assessment	10	x / 10	x
05	Emotional Intelligence Assessment	10	x / 10	x
06	Ability to work in a fast-pace, dynamic environment	10	x / 10	x
07	Structured Interview Guide	10	x / 10	x
08	Proven track record achieving targets	10	x / 10	x
09	Strong leadership, communication, + interpersonal skills	10	x / 10	x
10	Excellent analytical + problem-solving abilities	10	x / 10	x
11	7+ Years Sales Experience	10	x / 10	x
12	3+ Years Leadership Experience	10	x / 10	x
13	Experience w/ CRM & Sales Tools	10	x / 10	x
Total				x



CRITERIA		WEIGHT	VALUE	SCORE
01	Bachelor's Degree in Business or Marketing	10	10 / 10	100
02	Predictive Index Cognitive Assessment	10	10 / 10	100
03	High Potential Leadership Assessment	10	5 / 10	50
04	Predictive Index Behavioral Assessment	10	6 / 10	60
05	Emotional Intelligence Assessment	5	6 / 10	30
06	Ability to work in a fast-pace, dynamic enviornment	5	10 / 10	50
07	Structured Interview Guide	10	10 / 10	100
08	Proven track record achieving targets	10	7 / 10	70
09	Strong leadership, communication, + interpersonal skills	10	8 / 10	80
10	Excellent analytical + problem-solving abilities	5	10 / 10	50
11	7+ Years Sales Experience	5	5 / 10	25
12	3+ Years Leadership Experience	5	7 / 10	35
13	Experience w/ CRM & Sales Tools	5	7 / 10	35
Total				785

The Rubric

Candidate Rubric	Match Score
Unqualified	0-500
Marginal	501-700
Solid Candidate	701-900
Rockstar	901-1000



Congrats! You are a Hiring Genius

Seem intimidating?

We are here for you!

- Partners on your bench
- Certified in PI & a dozen assessment tools
- Implementation experts of evidence-based selection



SMART HIRING:

Incorporating Objective Data into Your Hiring Process



Introduction

*What is
Smart
Hiring?*

*Candidate
Scorecards*

*The
Pre-hire
Process*

Wrap Up

Closing Remarks



***Try
Predictive
Index***

***HRCI/
SHRM
Credit***

Q&A

Try the Behavior Assessment!



This program is pre-approved for
ONE HRCI Credit and
ONE SHRM PDC.



HR Certification Institute's® (www.HRCI.org) official seal confirms that Terryberry meets the criteria for pre-approved recertification credit(s) for any of HRCI's eight credentials, including SPHR® and PHR®.

This program has been approved for 1 (HR (General)) recertification credit hour toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through the HR Certification Institute.

661789



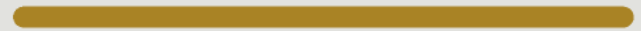
Terryberry is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.

24-CPWKD





THANK YOU!



QUESTIONS?



SMART HIRING:

Incorporating Objective Data into Your Hiring Process



Introduction

*What is
Smart
Hiring?*

*Candidate
Scorecards*

*The
Pre-hire
Process*

Wrap Up