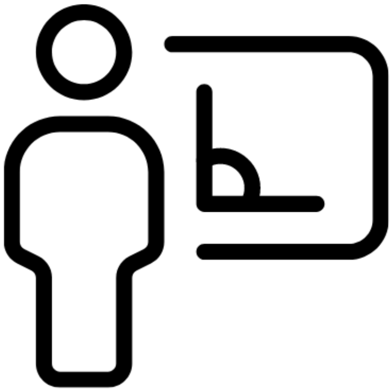
Instructors Guide

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



If a job is worth doing, it is worth doing well.

Proverb

Module Two: Defining and Knowing the Position

Before you can hire a new employee, you have to know what you are hiring them for. You must first know what the position calls for and what type of person the job will need. During interviews, you will need to be able to define and describe the position to the potential employee so that they are not surprised or left in the dark. Being prepared yourself can help prepare the employee else.

Know the Position

When preparing to hire a new employee, your first step should be to know what position you intend to hire them for. After all, you can't buy new tires if you don't know the model of the car, or what size you'll need! One way is to learn what type of person worked in the position prior to it becoming available and research their performance. They can be the key to determining what kind of person you will need to find next. If the position is newly created, speak with department managers and draw from them the type of person needed. This research will offer a better idea of what the job entails and what skill sets will be needed, which can help you form a more accurate job description to share with potential candidates.

Points to determine:

- What does this position require?
- What kind of skills will be needed?
- How did the previous employee handle the position?
- Is this a new position?

Estimated Time	**10 minutes**
Topic Objective	Knowing what is required in an open position
Topic Summary	**Know the Position** Review ways to research and learn what is required of a new position before finding a new hire for it.
Materials Required	**Worksheet 1-Knowing My Position**
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to know the position you are hiring for?

Needs Analysis

Hiring a new employee can be a great asset to the company – if they are needed. When you have a new position to fill, it is a good opportunity to review your company's organizational needs and determine whether there are any gaps or 'overfilled' areas. Determine if you will need one person to fill the job, or maybe you will need multiple people to fill the roles. Are other areas affected by the change? If so, how?

When looking at the position, and its surroundings, what kind of needs does this job fulfill for the organization? What key responsibilities need to be included when creating the job description for this position? You want a candidate that will help the organization succeed and thrive. Determine if your current staff is meeting these needs and responsibilities, and if not, how can those gaps be filled? The position may be able to be filled by altering a role already established within the company, if not, you'll need to proceed with creating a job description to post for outside job seekers.

Estimated Time	**10 minutes**
Topic Objective	Determining the needs of an open position

Topic Summary	**Needs Analysis** Review what needs are required of the position you are hiring for.
Materials Required	**Worksheet 2-My Needs Analysis**
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to know the needs required in an open position?

Job Analysis

A job analysis is a process used by managers and recruiters to collect information about the job, including the required duties, skills, and responsibilities. Many of these details are key aspects of a job description. Start with the job title, since this is the 'headliner' for the job; it can give the applicant an idea of what it may or may not include. Titles such as "Customer Service Representative" or "Business Accountant" hint as to what the job entails, while still leaving room for additional job titles or duties.

The important thing to remember is that a job analysis focuses on the job itself. The job analysis is intended to help the hiring personnel determine a position's 'readiness' to be filled, and what exactly is needed to accomplish that.

Common tasks of a job analysis:

- Reviewing necessary job responsibility
- Determining the required duties and tasks of the position
- Researching similar job postings in and outside the company
- Deciding how to market the position effectively

Estimated Time	**10 minutes**

Topic Objective	Knowing what the job means and requires
Topic Summary	**Job Analysis** Review the responsibilities of the open position and how it affects the company.
Materials Required	**Worksheet 3-My Job Analysis**
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to complete a job analysis before hiring a new employee?

Task Analysis

After the job analysis is complete, many tasks and duties are defined and can further be analyzed for the perfect employee candidate. A task analysis is similar to a job analysis, but this process breaks down how a task is completed and what materials are necessary to do it. This can include basic task activities, such as processes and materials, and expand all the way to determining task length, difficulty, energy or other unique characteristics of the position. Once the task analysis is gathered, the information can be helpful during the development of personnel criteria and employee training.

Most of the time, the best way to complete a task analysis is to work with the employee in that position and their surrounding peers to observe their actions and what procedures they follow. These people are your best source of information on what is, or isn't, performed on the job. However, if this person is not available, or the position has been created recently, then research with outside companies or agencies with similar positions will be a better resource.

Estimated Time	**10 minutes**
Topic Objective	Knowing what tasks are required and defined.

Topic Summary	**Task Analysis** Review the different tasks required in a position and how they are performed through the job.
Materials Required	**Worksheet 4-My Task Analysis**
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is the task analysis important when reviewing open positions?

Practical Illustration

Brenda was preparing to hire a new accountant for the company's business office. However, this position was under the business finance department, rather than the customer service finance department, so Brenda was unfamiliar with the job duties that it entailed. She asked the department manager to explain the job to her. She took notes on the required duties and procedures, and what would be expected of the new employee. With that information, Brenda was able to verify that one person needed to be hired for the position, and that they could not split the responsibilities between current employees. When Brenda finished speaking with the manager, she had enough information to form a detailed job description that she could share with potential candidates.

Module Two: Review Questions

1.) A new person cannot be hired for a position unless what?

   a) They pay an application fee
   b) The hiring manager knows the position
   c) The hiring manager conducts three interviews
   d) They have over fifteen references

   Before a hiring manager can find someone to hire for an open position, they have to know the position they are hiring for, including job responsibilities, duties and skills needed.

2.) Which of the following is a statement used to learn more about a position?

   a) "What time will they go to lunch?"
   b) "How much vacation will they have?"
   c) "What kind of skills will be needed?"
   d) "What size desk will they need?"

   When attempting to learn more about a position, one must ask questions regarding what kind of skills are needed or what kind of tasks will need to be performed in order to determine what kind of person will be needed to fill the position.

3.) What is the purpose of performing a needs analysis?

   a) Determine what a job position consists of
   b) Determine the amount of pay per employee
   c) Determine future employee needs
   d) Determine what kind of person to hire

   A needs analysis looks into the company and determines if a position will need to be moved/altered/changed based on its growth and skill sets.

4.) A needs analysis can help detect what?

   a) An under-filled position
   b) A lack of office supplies
   c) An analysis of office furniture
   d) An over-qualified employee

   A needs analysis is a tool used to look at a department or position and determine if the needs of the position are being met. Sometimes the manager finds the job is overfilled, and other times it can be under-filled.

5.) What is the purpose of a job analysis?

a) Analyzing company spending
b) Conducting a panel interview
c) Determining the proper dress code
d) Collecting demographics about a position

A job analysis is a process that collects different aspects about a particular job, such as the skills needs, the duration or difficulty level. To perform this analysis, information about the job must be collected and examined.

6.) Which of the following is one process of a job analysis?

a) Researching similar jobs
b) Creating new job descriptions
c) Determining what kind of supplies to buy
d) Finding out what the competition is paying their employees

Although a job can be analyzed from the inside and researched individually, it is also a good idea to research similar jobs inside or outside the company to compare how the position is handled and managed.

7.) What is one step of a task analysis?

a) Determining the most accurate salary range
b) Determining individual task difficulty
c) Determining the number of employees needed in a job
d) Determining if the position will have growth

A task analysis reviews the individual tasks of a job, including the duration of tasks, the difficulty level and what skills are needed to complete them.

8.) Task analysis can help create what for the company?

a) Employee retreats
b) Job descriptions
c) Training programs
d) Interview protocols

Tasks analyses are used to determine how to compete individual tasks and how employees can complete them. Performing task analyses are a great tool for creating training programs that instruct employees how to perform the task and job.

9.) When hiring for a new position, who can offer input into the hiring strategies?

a) Sales clerk
b) Managers
c) Customer service
d) Telephone clerk

If the position is newly created, speak with department managers and draw from them the type of person needed.

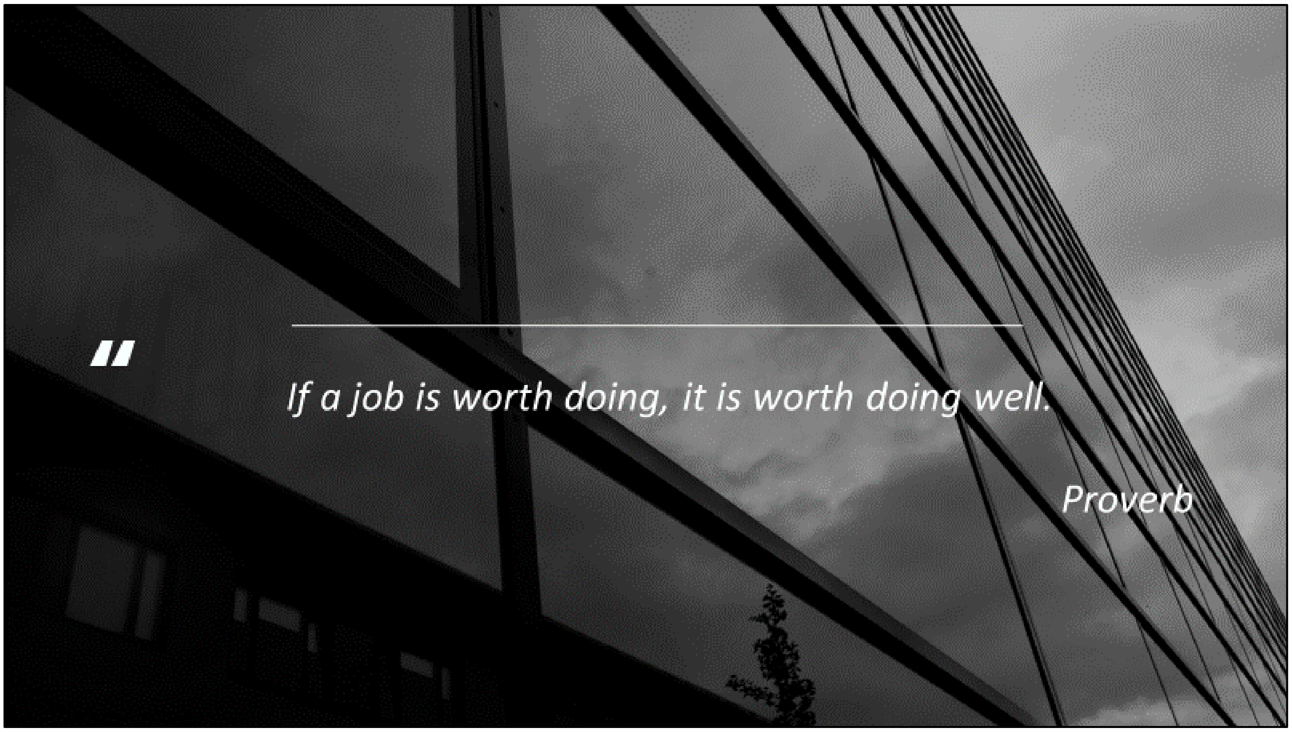
10.) The best way to complete a task analysis is to ___________.

a) Ask the manager
b) Work with the employee
c) Observe others in that role
d) B and C

The best way to complete a task analysis is to work with the employee in that position and their surrounding peers to observe their actions and what procedures they follow.

PowerPoint Slides

Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.



MODULE TWO

Defining and Knowing the Position

During interviews, you will need to be able to define and describe the position to the potential employee so that they are not surprised or left in the dark.

Know the Position

- What does this position require?
- What kind of skills will be needed?
- How did the previous employee handle the position?

Needs Analysis

Hiring a new employee can be a great asset to the company – if they are needed.

Job Analysis

Reviewing necessary job responsibility

Determining the required duties and tasks of the position

Deciding how to market the position effectively

Task Analysis

After the job analysis is complete, many tasks and duties are defined and can further be analyzed for the perfect employee candidate.

Practical Illustration

- Know the Position
- Needs Analysis
- Job Analysis
- Task Analysis

Module Two: Review Questions

1. A new person cannot be hired for a position unless what?

A. They pay an application fee

B. The hiring manager knows the position

C. The hiring manager conducts three interviews

D. They have over fifteen references

Quick Reference Sheets

Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

Hiring Strategies
Quick Reference Sheet

30-60-90 Day Reviews

When an employee is hired, a probationary period is often assigned to see how they perform in the first few months on the job. This is the time to assess an employee on the job and how they do on their own. Standard probation periods include 30 days, 60 days, and 90 days. At these check points, it is important to sit down with the employee, provide feedback, review with them what they are doing right or wrong and where you can offer some tips for improvement. Before each period begins, ensure that the employee knows what is expected of them, such as performance markers and completed training. Help them make goals for each review and determine how they can work toward them, and achieve them.

Tips for review markers:

- 30 days – review introductory information and gauge how they are adjusting.
- 60 days – go over what was reviewed in the last meeting, review current progress, and set goals for the next meeting.
- 90 days – Review the past 90 days and how the employee is working with the rest of the team, determine if they have met their goals – why or why not? Make goals for the future and determine if further scheduled reviews will be needed.

Put Lots of Weight on Cover Letters

Although the cover letter is often forgotten, it is an important introduction for any person applying for a job. As a hiring manager, you know it can be annoying to receive countless resumes without a cover or adequate contact information. Companies are putting more stress on a good cover letter. A cover letter is a chance for potential employees to freely write a summary about themselves, including a brief summary of skills and previous jobs.

It allows them to use their own 'voice' and show their personality outside of the bullet lists on the resume. If a candidate neglects the cover letter, by forgetting to include information, or making grammar and spelling mistakes, it should send a red flag right away. Was the person in a hurry? Did they not put the effort into writing a good cover letter? Do they know *how* to write one?

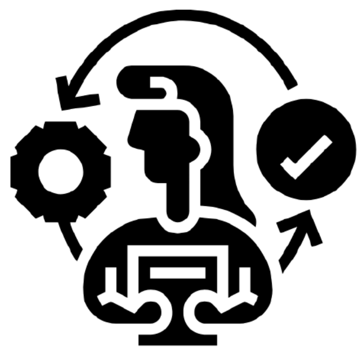
Remember: No cover letter = No interview

Be Prepared

Productivity can be affected when a position is open, leaving more work for other employees to take on along with their regular duties. While we can't always predict when a spot will open, we can prepare ourselves for when it does happen. If you try to fill the spot in a hurry, you may not find the best person for the job and will more than likely have to repeat the process if the employee doesn't work out. While every company should develop a standard hiring strategy, an emergency hiring strategy is also recommended. An emergency hiring plan consists of steps and processes to follow when a position needs to be filled in a hurry, but can still assure that the right person is hired. Partner with other managers and gather information about their positions and what kind of person they would consider to fill those positions. Work together to build a process that can help streamline the hiring process and find qualified candidates - even in a pinch.

Tips for developing emergency hiring strategy:

- Know the aspects of the job before looking for candidates
- Team with managers to examine potential new hires
- Build strategies for using current employees temporarily (cross training, job sharing, etc.)
- Consider partnering with staffing or recruitment agencies



Handouts

Each course is provided with a wide range of worksheets. Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.

Sample Worksheet 1

Knowing My Position

Using your job as an example, use the worksheet below to outline the different aspects of your job and job responsibilities. If you had to create an ad for your position, what would it sound like? What would it include?

Part One:

____
____

Part Two:

____
____

Part Three:

____
____

Part Four:

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Additional notes:

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Sample Worksheet 2

My Needs Analysis

Referring to Worksheet 1, use the worksheet below to perform a needs analysis based on your position in the company. Determine if this position can shift over time or if your department will expand.

Needs Analysis:

____

____

____

____

Additional notes:

____

____

____

____

Sample Worksheet 3

My Job Analysis

Referring to Worksheets 1 and 2, use the space below to outline the different aspects of your job, including daily tasks and responsibilities.

Tasks:

- ____
- ____
- ____

Duties:

- ____
- ____
- ____

Additional notes:

____

____

____

Sample Worksheet 4

Four: My Task Analysis

Using the previous worksheets, complete a task analysis based on your current position. Outline the skills, characteristics and attributes needed to complete these tasks on a daily basis.

<u>#1:</u>

____

<u>#2:</u>

____

<u>#3:</u>

____

<u>#4:</u>

____

Additional notes:

____

____

____

____

Icebreaker: Interview

PURPOSE

To help participants get to know each other

MATERIALS REQUIRED

Paper and pens for note taking by participants

PREPARATION

None

ACTIVITY

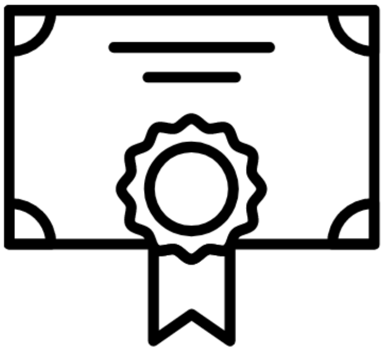
Tell participants they will be interviewing a fellow course participant as a way to help the group get to know each other.

Divide the large group into pairs.

Allow five minutes for each person to interview their partner. Ask each individual to be prepared to share two or three facts or events to help us learn more about the partner. When the group reconvenes, each person introduces their interviewee to the rest of the group.

Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

Has mastered the course

Hiring Strategies

Awarded this ________ day of _______e_____, 20___

Presenter Name and Title

____