HIRING: A PRACTICAL GUIDE FOR HIRING THE *RIGHT* PEOPLE

SYLLABUS

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Written & Delivered By:

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Overview

The proposition is undeniable: you cannot build a great organization without great people. How many organizations are as rigorous about hiring or as comfortable evaluating job candidates as they are deciding on an investment proposal? The all-too-common reality in that far too many companies do not invest in ensuring a well-designed and implemented hiring process.

The purpose of this module is to teach people who are involved in the recruiting and selection process for their organization the knowledge and skills necessary to hire the right people for their organization. The module includes access to over a hundred competency-based interview questions.

Learners

This module is designed specifically for Human Resource (HR) professionals, small business owners, higher education learners, and anyone in an organization involved in the hiring process.

Authors

The authors for this module include Dr. Olin Oedekoven and Deborah Robbins. Olin has a post-doctoral certification in human resource management. Deborah is a certificated HR professional. Peregrine Leadership Institute, a division of Peregrine Global Services, has been conducting leadership development and human resource management consulting for over 15 years.

Professional Development Credits

Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP® or SHRM-SCP®.

Learner Hours: 12-15   **SHRM PDC:**   10

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

Learning Outcomes

The learning outcomes for the module are as follows:

1. Develop a recruiting strategy.

2. Understand the legal environment associated with the hiring process.

3. Evaluate different tools used for candidate assessment.

4. Prepare for a candidate interview.

5. Incorporate the organization's mission, vision, and values into the selection process.

6. Conduct a candidate interview.

7. Ask the right questions of a candidate.

8. Make a hiring selection decision.

Curriculum

Section	Topics
Introduction	• Introduction video • Brief biography of the authors • The hiring environment • Why is hiring the right people so difficult? • Understanding the costs associated with employee selection • A Hiring Moment (A Personal Experience Story)
Section 1: Developing a Recruiting Strategy	• Section Introduction • Establishing the organization's recruiting objectives • What you have to offer as an employer • The recruiting plan template • Evaluating the recruiting climate and response • Identify appropriate candidate sources • Evaluate and monitor the results • A Hiring Moment (A Personal Experience Story) • Summary

	• Workplace application questions and activities
Section 2: The Legal Environment of Hiring	• Section Introduction • An overview of the legal environment • Pre-employment interview guidance • Questions to avoid and appropriate questions • A Hiring Moment (A Personal Experience Story) • Summary • Workplace application questions and activities
Section 3: Candidate Assessments	• Section Introduction • Pre-employment assessment overview • Establishing an effective assessment plan • An overview of pre-employment assessments • Personality assessment • The Myers-Briggs Type Indicator® • A Hiring Moment (A Personal Experience Story) • Summary • Workplace application questions and activities
Section 4: Before the Interview	• Section Introduction • Meeting equal opportunity expectations • Applicant screening • Steps in application and resume review • Checklist for reviewing applications and resumes • Due diligence activities • A Hiring Moment (A Personal Experience Story) • Summary • Workplace application questions and activities
Section 5: Incorporating Your Mission, Vision, and Values into the Selection Process	• Section Introduction • The organization's mission, vision, and values • Incorporating mission, vision, and values into recruiting practices • Interviewing based on mission, vision, and values • Post-interview actions based on the mission, vision, and values • A Hiring Moment (A Personal Experience Story) • Summary

	• Workplace application questions and activities
Section 6: Conducting the Interview	• Section Introduction • Planning the interview • Interview types • Interviewing fundamentals • A Hiring Moment (A Personal Experience Story) • Summary • Workplace application questions and activities
Section 7: Interview Questions to Ask	• Section Introduction • Process for selecting questions • Decide the most important competencies • Deciding which competencies to address during interviews • Selecting questions • A Hiring Moment (A Personal Experience Story) • Summary • Workplace application questions and activities
Section 8: Making Hiring Decisions	• Section Introduction • Analyzing the outcomes of the interview • Making the final decisions • Making a job offer • Once the offer is accepted • A Hiring Moment (A Personal Experience Story) • Summary • Workplace application questions and activities
Summary & Assessment	• Summary video • Next steps • Evaluating and updating the process • A Hiring Moment (A Personal Experience Story) • Workplace application questions and activities • Assessment – 20 multiple choice questions based on the learning outcomes from the Module
Module Downloads	1. Job Analysis Form 2. A Job Description Form 3. Position Vacancy Announcement

	4. Application for Employment
	5. Interview Evaluation Form
	6. Consent to Procure a Consumer Credit Report
	7. Reference Check Form
	8. Core Competencies
	9. Leadership Competencies
	10. Functional Competencies
	11. Core Competency Interview Questions
	12. Leadership Competency-related Interview Questions
	13. Functional Competency-related Interview Questions
	14. Rejection Letter Examples
	15. Glossary of Key Terms and Concepts
	16. Hiring Book

Delivery

The module could be delivered using Peregrine's Learning Management System (LMS) known as CMAD (Content Management & Delivery).

Resources

Oedekoven, O. O., D. K, Robbins, B. Bishop, R. Mansheim, and M. Thomas. (2017). *Hiring: A Practical Guide for Hiring the Right People.* Gillette, Wyoming: Peregrine Pathways.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours for the module are as follows:

1. Introduction – 1 hour
2. Section 1 – 1.5 hours
3. Section 2 – 1.5 hours
4. Section 3 – 1.5 hours
5. Section 4 – 1.5 hours

6. Section 5 – 1.5 hours
7. Section 6 – 1.5 hours
8. Section 7 – 1.5 hours
9. Section 8 – 1.5 hours
10. Module Summary, Assessment, and Downloads – 2 hours

Total Module Hours: 15 hours