



HIRING INTELLIGENCE

Course Outline: Selection Strategies, Inc. "Hiring Intelligence™"

Revision Date. January 9th, 1999.

Course Objective. This two-day skills training course provides our students with the tools and concepts to create a world-class sales recruiting practice in their organizations. The students will leave the course with the ability to create competitive superiority in their sales forces through state-of-the-art, competency-based selection techniques and a complete, value-based hiring process in which to practice them.

Who Should Attend. This course will produce positive results for:

- agency recruiters who wish to increase their ratio of success with IT sales, pre-sales and post-sales organizations.
- In-house corporate recruiters with a mission to support their company's sales organization.
- Human resource professionals who supervise or support sales recruiters.
- Sales hiring managers who are uncomfortable with their success in recruiting and retaining high-quality sales professionals.

Training Subobjectives. All students will learn and/or be able to reproduce the following skills and behaviors.

Day One (Evaluating Sales Talent)

- Identify the shortcomings inherent in typical recruiting practices, especially in the area of IT sales recruiting.
- Understand the key role of the Cost-per-Hire/Value-per-Hire issue in the focus and expectations of a recruiting process.
- Explain the Hiring Intelligence Cycle in detail, and employ it in their organizations.
- Explain the management advantages of Hiring Intelligence.
- Compare and contrast the A-C-E methodology with other major selection and assessment tools and practices.
- Identify the four "desirable" A-C-E profiles, and the appropriate uses of each.
- Identify the four categories of behavioral traits used in the A-C-E methodology, and the traits specific to each category.
- Beginning with a job requisition, create a position profile using the A-C-E methodology.
- Understand and manage a position benchmarking project.
- Assess their organization's corporate culture and adjust candidate sourcing and qualification priorities accordingly.
- Using a Job Requisition, Job Profile and the Manager's Interviewing Toolkit, use theme-based interviews to qualify and evaluate sales candidates.
- Using a Job Requisition, Job Profile and the Manager's Interviewing Toolkit, construct appropriate behavior-event interview scripts.
- Conduct highly specific interviews, analyze their results, draw correct conclusions about sales candidates and develop in-depth candidate trait profiles.

(More...)

Day Two (Managing the Recruiting Process)

- Explain and Implement the Ten Principles of World-Class Sales Recruiting.
- Analyze current recruiting/headcount requirements, and use the Automated Planning Tool to create an appropriate recruiting organization.
- Understand and evaluate the variety of sourcing assets available to an organization.
- Create a sourcing plan appropriate to a specific recruiting engagement.
- Plan and execute an effective interviewing cycle.
- Use the Candidate Processing System to track the status of candidates during a recruiting engagement.
- Use the Candidate Processing System to assess and manage sourcing assets and agencies.
- Compare Hiring Intelligence to other competency-based selection and evaluation techniques, and be able to synthesize these tools.
- Understand the management issues and persuasive techniques available to create buy-in for Hiring Intelligence in their organizations. Create a persuasive value proposition.

(More...)

Course Schedule:

Day One: Evaluating Sales Talent

- 0815-0845: Registration, distribution of materials.
- 0846-0900: Introductions, recap student expectations from pre-course surveys.
- 0901-0910: Case Study Injection 1 (Company Background & Job Requisition).
- 0911-0920: Course Introduction & SSI Company Story.
- 0921-1000: Review the current hiring environment and analyze common recruiting practices.
- 1000-1015: **Morning Break.**
- 1016-1030: Introduce the Hiring Intelligence system.
- 1031-1130: Review the profiling process and the A-C-E Methodology.
- 1130-1245: **Lunch Break.**
- 1246-1345: Introduce the behavioral categories and traits.
- 1346-1400: Case Study Injection 2 (Profile Development for Job Req).
- 1401-1415: Compare selection models.
- 1416-1445: Review archetypal sales & sales support profiles.
- 1445-1505: Case Study Injection 3 (Review and Evaluate Interview Q & A)
- 1506-1520: **Afternoon Break**
- 1521-1550: Review interviewing fundamentals.
- 1551-1630: Introduce the Manager's Interviewing Toolkit.
- 1631-1700: Case Study Injection 4 (Build Interview Script IAW Job Profile)
- 1700-Close: Discuss read-ahead materials for Day Two; answer questions.

Day Two: Managing the Recruiting Process

- 0830-0850: Registration, distribution of materials.
- 0851-0910: Day One recap, review Day Two objectives.
- 0910-0925: Case Study Injection 5 (Company Background & Job Requisitions).
- 0926-1015: Designing the recruiting practice (Large & Small Scale Practice Models).
- 1016-1045: Planning the recruiting engagement.
- 1046-1100: **Morning Break**
- 1101-1145: Introduction to the Automated Planning Tool.
- 1146-1200: Case Study Injection 6 (Recruiting Plan/Forecasting Exercise).
- 1146-1300: **Lunch Break**
- 1301-1400: Developing the Sourcing Plan.
- 1401-1415: Case Study Injection 7 (Sourcing Plan Exercise).
- 1416-1430: Case Study Injection 8 (Candidate Pipeline List).
- 1431-1500: Introducing the Candidate Processing System.
- 1501-1515: **Afternoon Break**
- 1516-1600: Vendor assessment & management.

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- 1600-1630: Case Study Injection 9 (Life-Cycle Exercise).
- 1631-1700: Closing: negotiating tactics & techniques.
- 1701-Close: Answer questions & closing remarks.