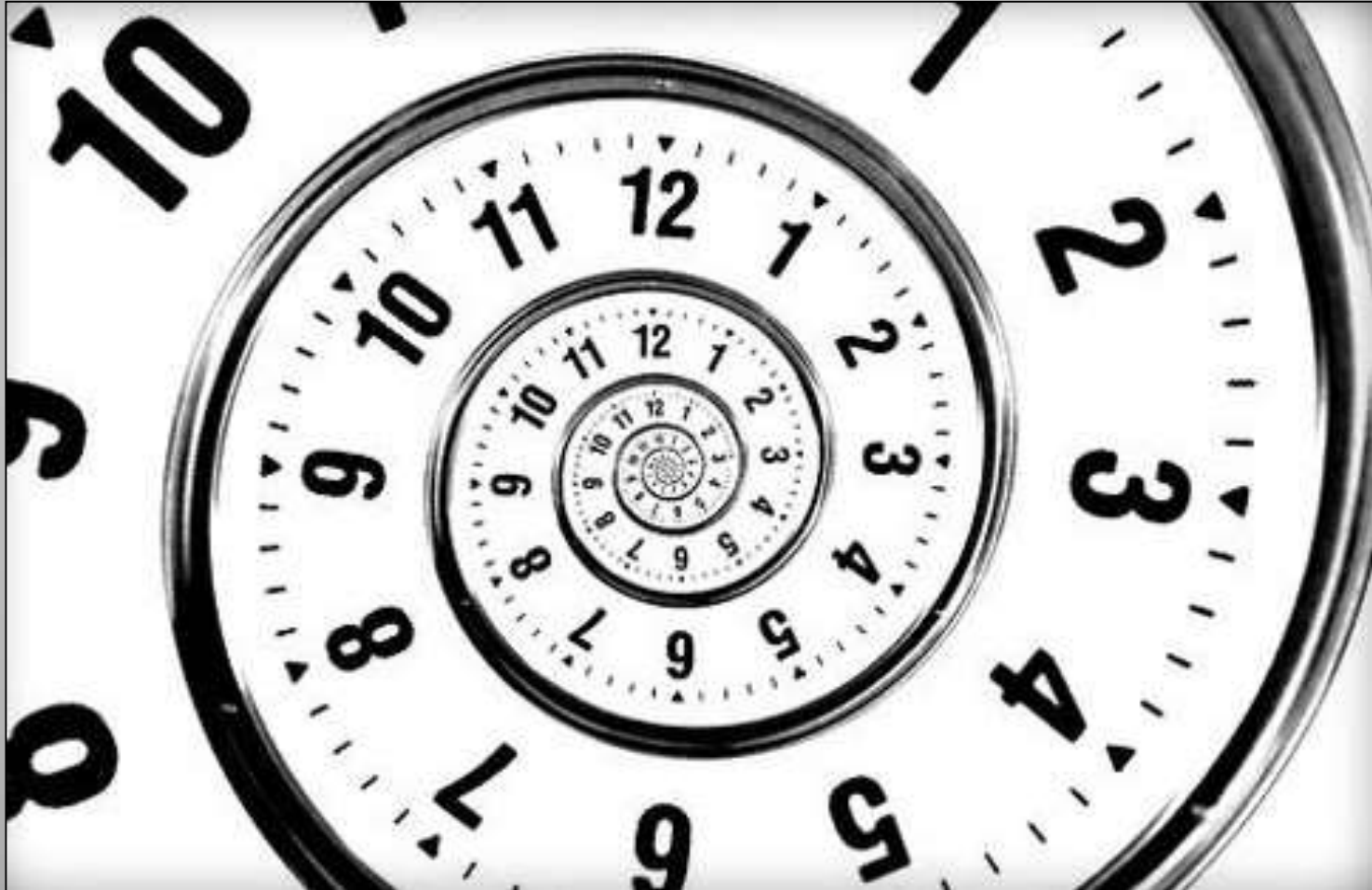


HIRE SMART – THE FIRST TIME



Why should you devote so much time to Hiring?



The Importance of Hiring Smart

- Cost to hire
- Cost to replace
- Culture and Mission
- Product
- Member/Customer Experience

What does it cost to hire someone new?



How much time is spent in the hiring process?



What does it cost to replace someone who was hired and didn't work out?

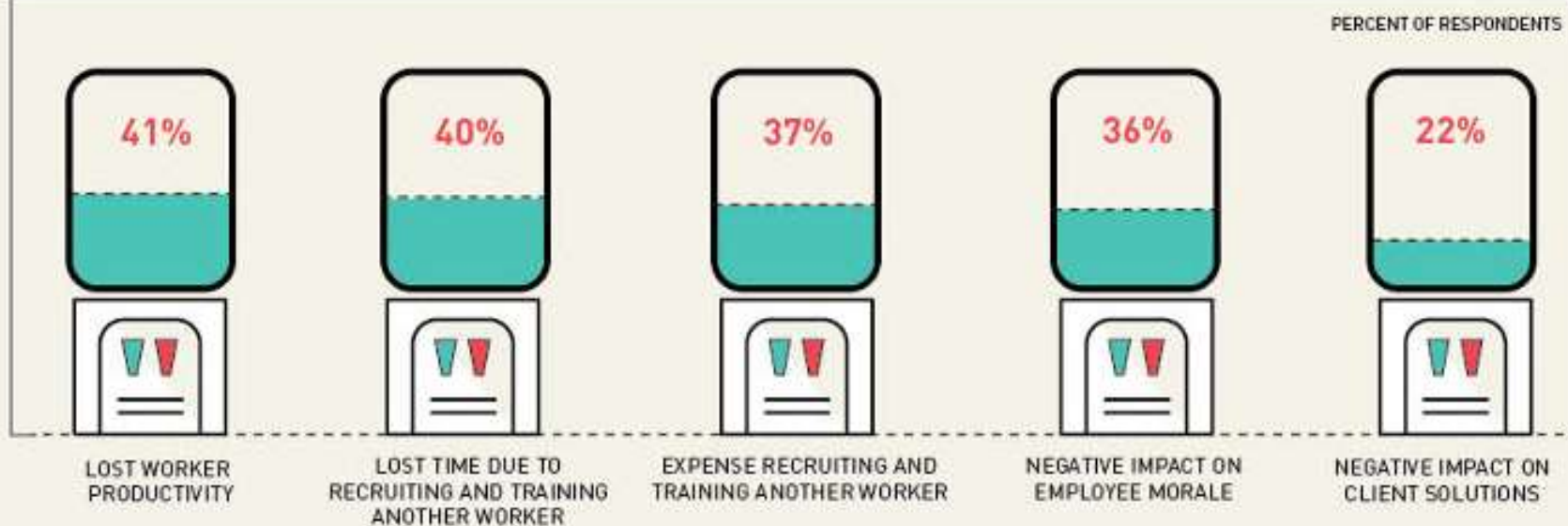


80%

of employee turnover is the
result of “bad hiring decisions.”

—Harvard Business Review

BUT THE COSTS GO BEYOND JUST CASH. THE FOLLOWING ARE THE DIRECT AND INDIRECT WAYS COMPANIES SAY THEY'VE PAID FOR HIRING THE WRONG EMPLOYEE.



What happens to your current staff when you hire the wrong person?

- It costs more to complete the desired task
- The team is poisoned
- Culture is threatened
- Frustration
- Product suffers

What happens to the person you hire when they are wrong hire?

Poor Performance

Time off

Medical Leave

Workers Comp Claims

Who else is impacted at your facility when you hire someone?



Why do you think most are uncomfortable in the hiring process?



The First Step in the Hiring Process



**What you should do before seeking a
new employee?**



Develop accurate role profiles and job description based upon the culture of your facility, management team, Members and Guests.



Determine who should be involved in the hiring process?

Who at your facility participates in the hiring process now?

Do you allow team members to be part of the interview process?

**Do you have compensation rates for all levels within
your department?**

**What resources do you use to develop
compensation rates?**

**Do you know what other courses are paying in
the area?**

Are you competitive with your compensation?

How do you advertise positions?

How do you attract or recruit new team members?



Do you know what you are looking for?



Do you incentivize your current team members to recruit?

Do you provide your team members with recruitment cards to give to prospective employee's?

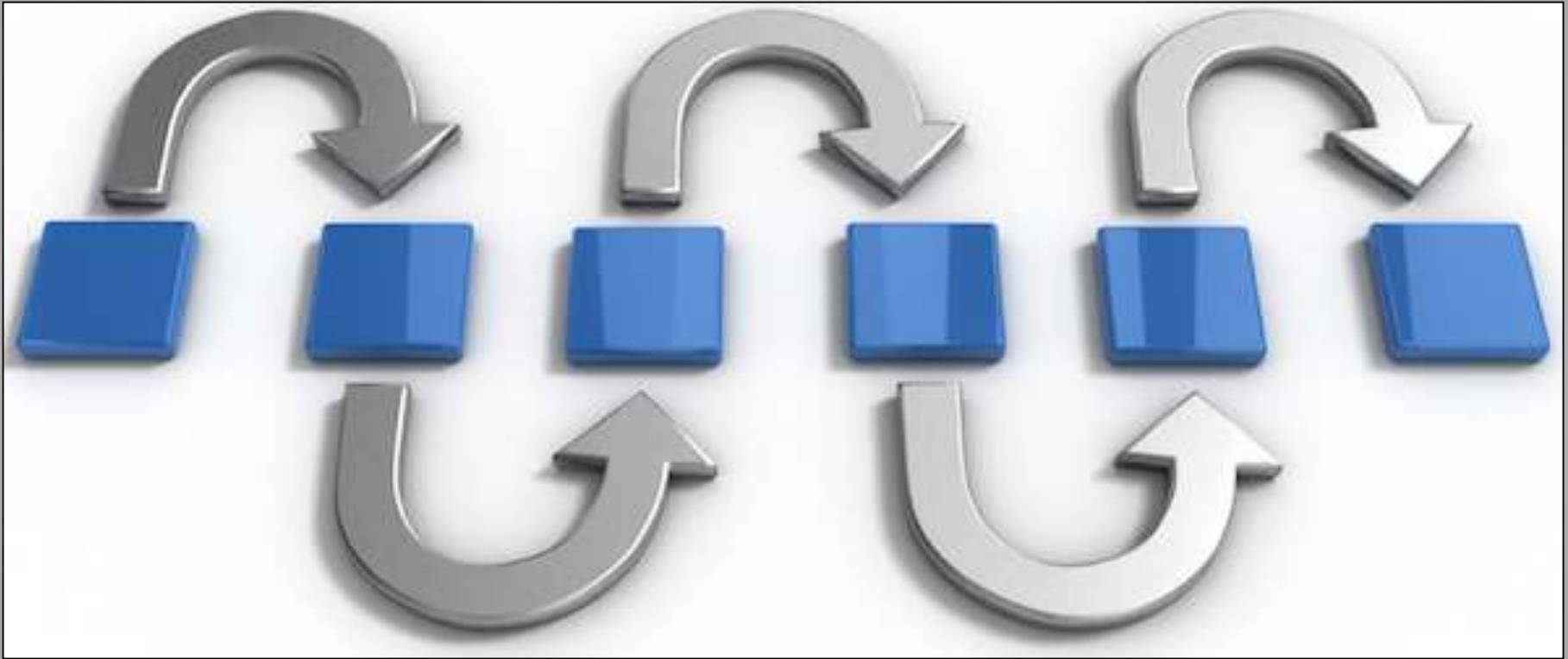
When you have someone fill out an application with no golf course experience, do you consider them?



Do you mention career development, mentoring, continuing education value and opportunities? Certificates for Equipment Technicians, etc.



The Interview Process



What do you put emphasis on?

Experience

Education

Attitude

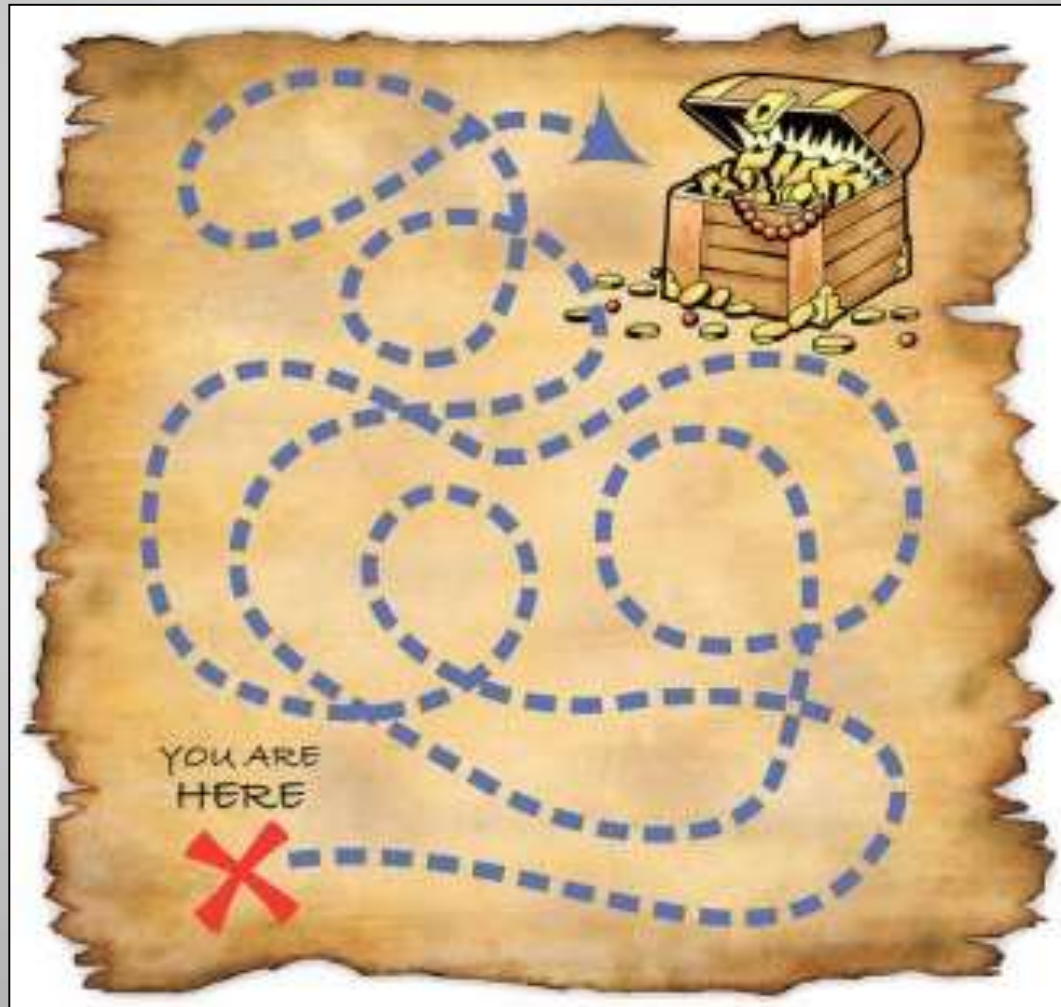
Aptitude

Integrity

Intelligence

Energy

How do you find what you are looking for in a potential employee?



What questions do you ask
candidates?
Are they experienced based or
behavioral based?



"You need to have a collaborative hiring process." --- **Steve Jobs**





Does the
interview
include a course
tour?

Does it include
a tour of the
entire Club's
facilities?

**Do you utilize any formal testing
procedures?**

Assistant Superintendent

Assistant in Training

Equipment Manager/Technician

Seasonal Intern

Full Time/part time

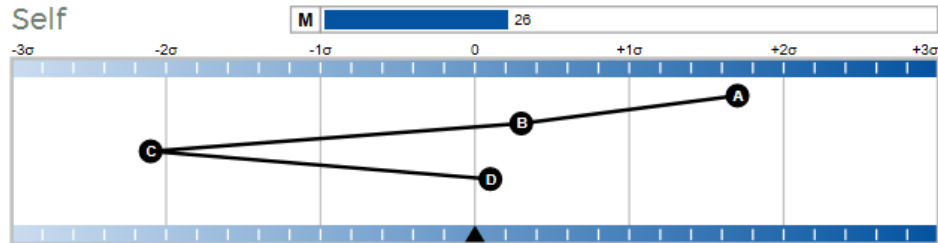
ASSESSMENTS

Behavioral Assessment: 9/14/2015

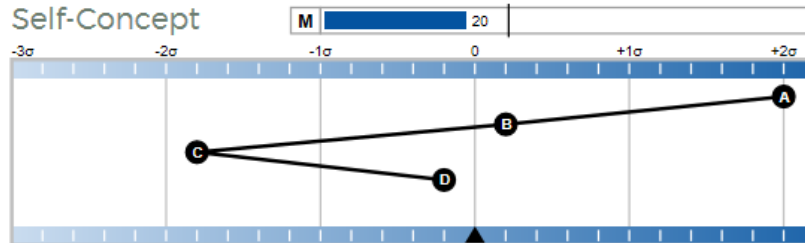
RESULTS

[Self Only](#) | [Full Results](#)

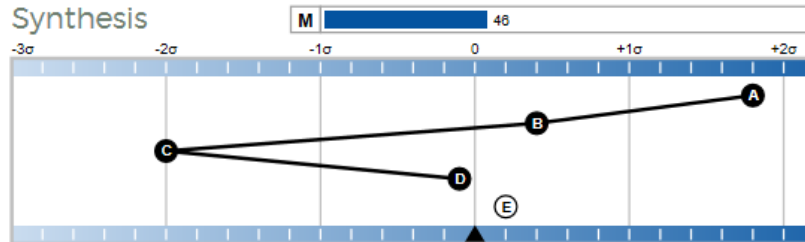
Self



Self-Concept

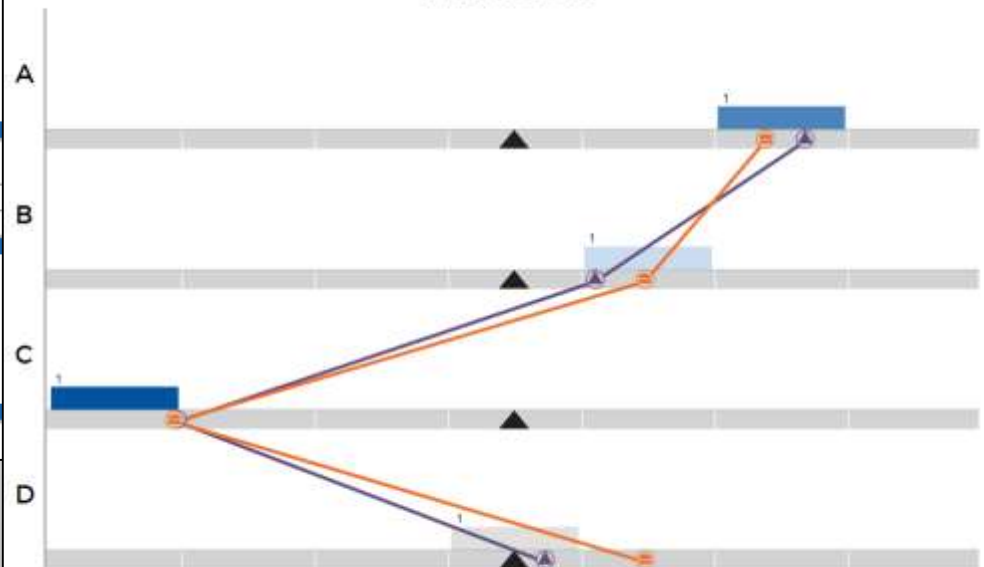


Synthesis



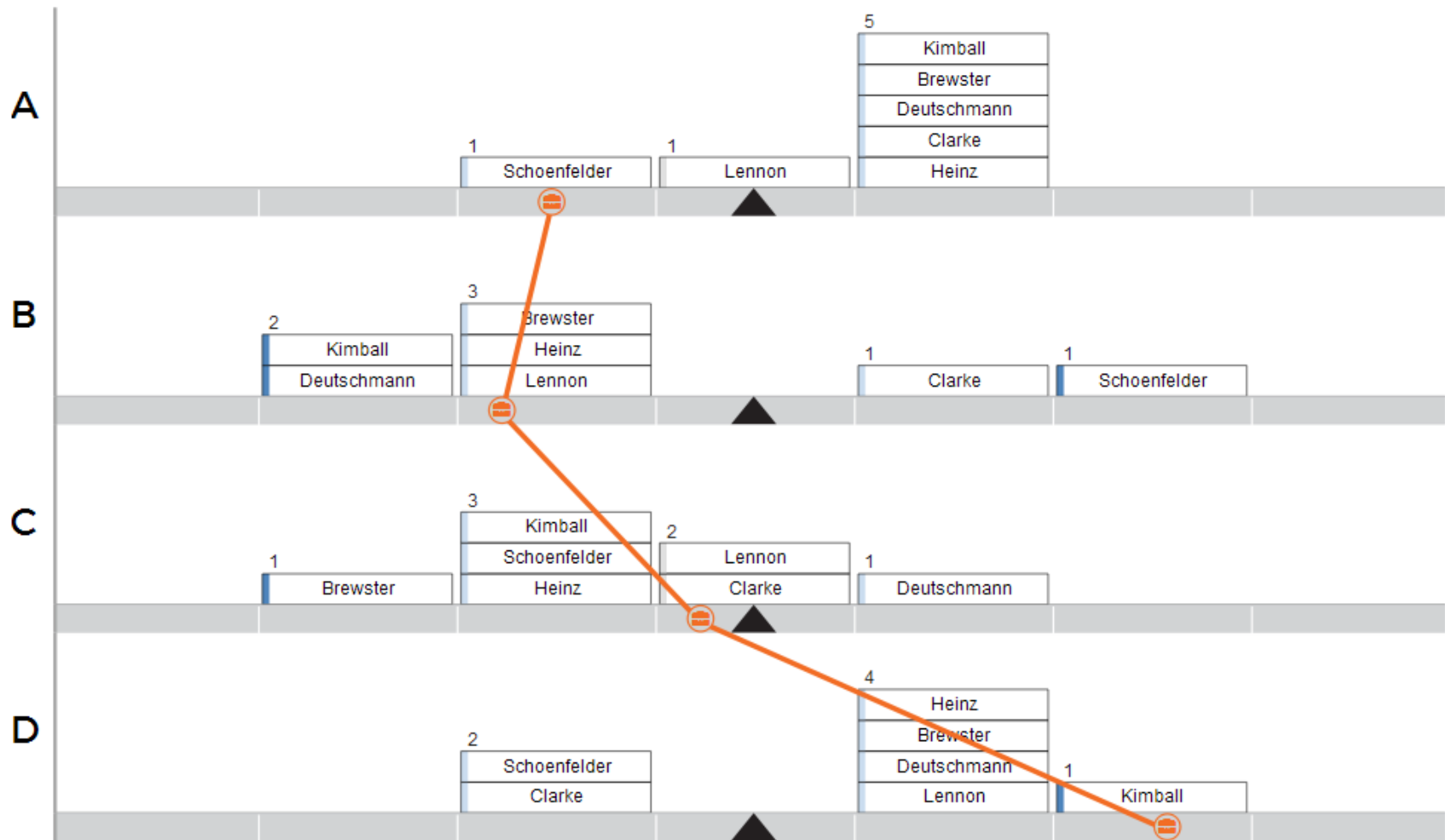
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ALL FACTORS



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ALL FACTORS



Hire for strengths and skills, not the place where they previously worked.



"Somebody once said that in looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if you don't have the first, the other two will kill you. You think about it; it's true. If you hire somebody without [integrity], you really want them to be dumb and lazy."

- Warren Buffet

What kind of interview questions do you ask?

- Tell me about a time when you were asked to do something you didn't think was right?
- Talk to me about a time when you were faced with an angry member. How did you handle it?
- What do you dislike most about your current job?
- How do you handle employees that are late to work?

Post Interview



Do you check references?
If so, how and why?
Do you interview the references?



REFERENCES

☒ **YES**

☐ **NO**

A green pencil is positioned diagonally on the right side of the graphic.

On-boarding



What do you do the first day with a
new employee?

WHAT TO EXPECT
ON YOUR
FIRST DAY

Do you have a 90-day probationary period?



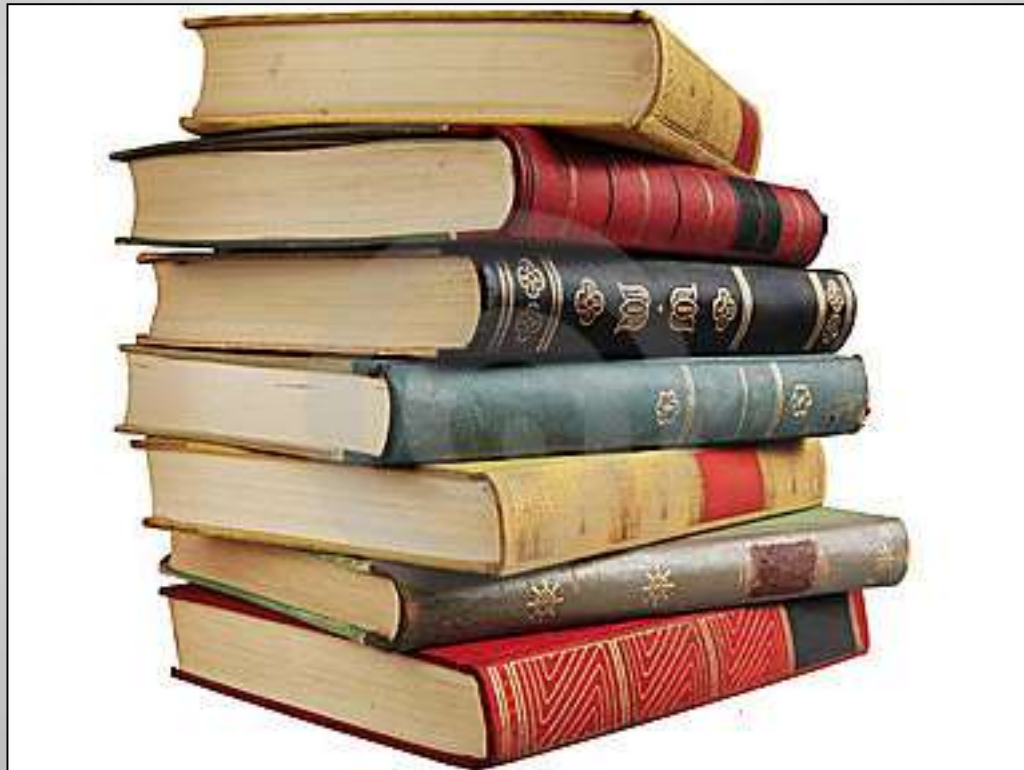
PASS ☒

FAIL ☐

Discussion time on how to identify a doer vs. a teller



Readers? Approach to continually learning, well-rounded.



Do new employees learn the history of the club, course and facility?



Do you have new employees spend time with each department head?



Don't hire someone who is just like you. Hire individuals who compliment your strengths or compliment your weaknesses to create a balanced, dynamic team.



Retention



How do you get back last year's seasonal workers?



Change the Way you Hire Start Today



What we covered...

- Accurate role profiles and job descriptions...What are you looking for?
- Identify key skills...How do you incorporate into an interview?
- Implement a team approach to hiring...Who is involved in your current hiring process?
- Evaluate for skill and fit within the Club/facility...What metrics do you use?

Books Job Descriptions Interview Questions

Patrick Finlen, CGCS

General Manager

The Olympic Club

pfinlen@olyclub.com

John Cunningham, CGCS

Assistant General Manager/Director of Agronomy

Bellerive Country Club

jpcunningham@bellerive.net

@jcunninghamcgcs