



**USAID**  
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# RECRUITMENT AND SELECTION MANUAL

Final Report

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# **SUPPORTING THE A & E BUSINESS COUNCIL IN DEVELOPING HR FRAME WORK**

FINAL REPORT

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## **EXECUTIVE SUMMARY**

### **RECRUITMENT AND SELECTION**

Overwhelmingly, staff recruitment and selection is one of the biggest challenges that architecture, engineering, consulting engineering, and environmental consulting firms continue to struggle with.

Firms often fail to identify the right candidates to fill crucial spots—whether according to professional accomplishments or cultural fit. Hiring the best candidate requires establishing a system of recognizing what the firm wants and needs in a role where the candidate will be a success and ultimately the firm as well.

This manual is a framework to the best practices successful firms are using to attract and select qualified professionals. It details the process of finding, screening, and hiring the best people in a systematic format.

- The HR audit conducted on the A&E firms concluded the following areas as areas for needed improvement within the staff recruitment and selection process. Considering competencies in the selection and interviewing process
- Using multiple tools in the screening process
- Compensating employees for nominating good candidates
- Conducting exit interviews as means to improve policies
- Measuring and tracking employee turnover

The above areas were addressed in this manual.

# **CHAPTER ONE**

## **THE HIRING PROCESS**

### **1. THE HIRING PROCESS**

One of the early steps to creating an environment conducive to hiring and keeping the right people is to define the hiring process. Each firm will have slight variations on how it recruits new staff, but the basic steps to include are:

- Identifying hiring needs within departments, at branches, or across the firm
- Finding the right candidates from the right sources
- Screening candidates effectively
- Interviewing candidates to ensure cultural fit within the firm
- Extending an appropriate offer
- Orienting the new hire to life within the firm

These will be discussed at length in the following chapter.

### **2. BUDGETARY CONSIDERATIONS**

#### **2.1 Setting Budgets**

To implement changes to the way any firm hires candidates, senior management has to believe in and support the changes—both officially and monetarily. To that end, it is essential to consider what these changes will cost the firm. It is likewise important to consider this an investment that will pay dividends in recruiting the best talent that will benefit the firm, rather than wasted overhead. Although there is no single correct way to establish a budget, using a template from marketing is a good place to start.

- Consider all the costs the firm should track—such as building a database, promotional materials, interviewing costs, out-of-town candidate interview expenses (travel), college programs, relocation of candidates, referral bonuses, and direct labor of the HR staff.
- Any competency training of the HR staff should also be considered—such as interviewing techniques if desired.
- Overtime, adjust these figures and compare year to year. Some years will require more recruiting activity as work and project activity increases.

### **3. DATABASE FOR RECRUITMENT**

#### **3.1 An Ongoing Process**

Even if workload is waning, the firm should be recruiting to get a backlog of talent lined up for the positions it has historically had the hardest time filling. There should never be a time

the firm is not accepting applications. Recruiting should be an ongoing process and essential points to remember in this area of the firm are:

### **3.1 Maintain a Database**

- Assemble and maintain a database of any candidate that has made contact with or applied to the firm. This includes anyone who has sent an unsolicited resume, people who have previously interviewed with the firm, and those referred to the firm by current or former staff or industry contacts.
- Classify people according to the discipline and their credentials or experience, not according to which employment ad they responded to.
- Stay in touch with people the firm would eventually like to hire. Just like a good client, good candidates need to be courted.
- Make the database available to all managers that will need to search for and hire a candidate for their group. It is possible they might find a candidate that has already solicited the firm for employment.

### **3.2 Create and Circulate the Positions**

- Keep a current and accessible list of all vacant positions and make sure everyone in the firm receives a copy or knows where to access it. This helps with employee referrals.
- Engage directors, managers, and supervisors to collaborate with HR to keep this list not only updated but proactive—that is—searching for the candidate well in advance of the actual need. Most managers underestimate the hiring time, process, and enlist the help of HR when it's too late. Checking in with managers to confirm needs and hiring priorities is important.

General comments on this part:

1. There is no need to separate this chapter from the following chapters. Please integrate the information here in the remaining chapters as indicated above in the comments.

Chapter 2 will be chapter 1 in this case and the title can be changed to hiring process which is the step by step flow of information.

## **CHAPTER 2**

### **HIRING THE RIGHT CANDIDATE**

The recruiting process can be a very expensive effort if not done effectively. The end goal of implementing these stages is to hire the right candidate for the firm—thereby reducing the overall costs involved when the wrong candidate is hired.

#### **1. IDENTIFYING HIRING NEEDS**

Because so many firms wait until they have work to start the recruiting process, many look at each request or need as a top priority. With an ongoing recruiting process, the firm will not get into the situation where it chooses anyone for the sake of hiring.

A fundamental question to ask before embarking on this endeavor is, “Does the need to hire this individual really exist?” There are many situations that people think warrant hiring more staff—missed deadlines, more work given to sub-consultants, or project managers being overloaded. Before automatically seeking additional staff, first think about several aspects of your hiring needs.

##### **1.1 Review Utilization Rates**

Check how close actual utilization rates are to goals. There may be a misappropriation of resources to a certain team or individual. If utilization rates are skyrocketing, it may be a good indicator that either workload needs to be shifted or additional staff should be added.

##### **1.2 Beware of “Crises”**

Many times labor shortages resolve themselves. They can be temporary results of several projects hitting at one time that can be corrected with additional planning and resource sharing.

##### **1.3 Overtime**

One solution to a staffing shortage includes asking existing staff to put in extra hours. Most professionals expect this from time to time as a nuance of the industry. This should not be a constant request or way of life at the firm but it is an alternative solution to hiring.

##### **1.4 Other Solutions**

Employing more interns, outsourcing, and hiring temporary employees are also methods in reducing the need for immediate staff additions. Turning down undesirable projects that lock up resources is another method.

##### **1.5 Hiring Authorization**

Once it has been determined that hiring a new employee is warranted, it is necessary to get the authorization from the appropriate financial decision maker for final approval.



## **2. IDENTIFYING THE RIGHT CANDIDATES**

### **2.1 What to Look for in Great Candidates**

Looking for the right candidate includes first establishing what position needs to be filled. The more clearly defined the position is, the easier it will be to find someone and the smoother the transition will be of bringing that person on board. Some turnover in firms can be attributed to misaligning candidates to descriptions they think accurately reflect the position but do not. Follow these steps to create an effective position description and thereafter identify the right candidate:

#### **2.1 Define the Right Role**

Just like defining the candidate the firm wants, it is essential to define the role that new employee will be filling. Additional questions HR and the manager must answer together include:

- What does this position entail? What is done on a daily basis?
- Is this new hire expected to be a rainmaker, a project manager, a project designer, or something else?
- How do we define “rainmaker”, “seller”, “project manager”, “and project designer”? Are these definitions clear internally or do they differ from manager to manager?
- What are the performance expectations for the position? (In addition, will the candidate with the identified qualifications and competencies above be able to meet these expectations?)
- What is the yardstick by which this candidate will be measured on a regular basis?

#### **2.2 Define the Ideal Candidate**

There are wide ranges of positions in the firm that can potentially be filled. While there is not a one-size-fits-all description for any position in the industry, answering the questions that follow will hone in on the type of person the firm needs to find.

- Who exactly is the firm looking for?
- What kinds of qualifications must they possess to be successful at this firm? In this position?
- What sorts of skills should the potential candidate have to effectively execute the work we do?
- What sorts of characteristics or personality traits would work best in this role?
- What considerations did we fail to make in the past that we should now be making?
- What successes do the candidate possess that we can leverage further?
- What competencies are our clients now demanding for their projects?
- What competencies, experiences, and certifications are considered ‘must haves’ in the industry at large?

The answers to these questions will help HR and the manager develop an accurate position description to which candidates can apply. In addition, it ensures that HR and the hiring manager will be more discerning in the type of candidate they are seeking—which is the point of this exercise.

Be aware that candidates with ample experience, many certifications, and extensive education will be harder to find and more expensive. The firm may find many less

experienced but still suitable candidates that with some additional training will make great employees. However, internal barriers that will derail this process and potentially increase turnover later include:

- Training and development is not adequately established within the firm—stunting the growth of this employee to the level required for the role.
- Progress reports and performance reviews are not conducted for effective use to steer a less experienced candidate toward the model the firm desires.
- Unrealistic expectations are placed on the new hire even though it is clear he or she does not initially match the competency list established.

## **2.3 Define the Firm's Culture**

An important but often overlooked aspect of selecting a candidate is the assessment of how they will fit into the culture of the firm. Candidates need to know what the firm is like, what the position entails, what hours they will be expected to work, and what the office atmosphere is like before they can decide if they want to join.

- Culture is set from the top. So consider how the CEO and other high-ranking managers behave. Do they come in early and stay late?
- What other aspects of the firm may or may not suit certain sets of candidates? Is it a family oriented firm or a high-performance, aggressive organization? Is the cultural nurturing or is it extremely entrepreneurial? A firm-wide survey could be used to gauge how current employees define the firm's culture. This does not make one culture better than the other does—the point is to bring in people that would best succeed and thrive in that atmosphere.

## **2.4 Remaining Flexible**

It is important to stay flexible since the ideal candidate is very difficult to find. However, resist the temptation to tailor the position to suit the candidate and settle for less. Some tweaking may be necessary but do not be too quick to revise what the firm really needs.

- Most position descriptions include an experience requirement. This should be viewed as a guideline rather than a hard and fast rule. A candidate may have 12 years of experience—but consider that the last 7 were spent performing the same duties and not advancing to higher-level activities. Look for advancements and increases in responsibilities. Number of years does not tell the whole story or quality of that experience.
- Do not seek out more experience than the position really requires. This candidate will quickly outgrow the role or become bored and inefficient.

## **2.5 Consider Internal Candidates First**

Internal candidates are often overlooked but can be a great resource in many cases. A good candidate is not always one that is in an adjacent position. Sometimes they can be found elsewhere in the firm and looking for a new opportunity. This is why it is important to post all open positions internally so current employees can decide if they want to apply.

## **2.6 Recruit a Step Below**

Looking outside the firm will not always yield the perfect candidate. When that happens, consider someone who is just a step below the position so they can grow into it and excel. Recruiting a step below automatically provides the new employee with professional development options. For existing employees, it creates an example for other employees and enforces the training culture.

### 3. SCREENING CANDIDATES EFFECTIVELY

#### 3.1 Measuring for Fit

Not every candidate is going to be a good fit for the firm. The more effectively the firm is able to filter through the resumes, the less tedious and expensive the interview process will be. This screening stage is typically undertaken first by the point person in HR and further screened by the manager requesting the hire.

#### 3.1 Professional Fit

The first activity is to compare each resume to the needs established in the Identification step. Choose those that match most closely to those characteristics, competencies, and qualifications the firm requires. Cut out those that do not show the information previously established.

There are red flags that should disqualify an application or at least be worthy of additional caution by the hiring manager before they are passed to the interview stage. These include: (this is good but we need to clarify it within a clear process)

- Gaps in employment
- Too many jobs in a short time
- Conflicting dates
- No mention of an actual degree earned
- Confusing presentation of information

These and other criteria should be used in the screening stage and tailored to the firm's technical persuasion and expectations of employees. It can be a short list of general requirements or a more detailed list. The point is to make the criteria completely suited to the firm.

#### 3.2 Holistic Fit

Most A/E firms do a good job of defining the quantifiable hiring needs they have in terms of education, registrations, and experience. They have a much harder time defining the qualitative hiring needs such as personality traits, communication skills, and career ambitions. These are just as important since they determine cultural fit with the firm and can be the make or break on the success of that candidate in the future.

Reviewing additional aspects of a candidate's history or personality can increase the chances of selecting the right person for the long haul.

- **Communication Skills.** As consultants, the staff must be able to communicate effectively with others on the team. Watch for language use in cover letters and for flow of logic and responses in telephone conversations.
- **Appearance.** Though it is not always correct to approach this subject—and in some cases may be illegal—good grooming, hygiene, posture, and professional dress are all superficial cues that make a good presentation and ultimately the difference between impressing a client and not.
- **Failures.** Failures or less than stellar performance can be difficult to screen since every candidate is attempting to present him or herself in the best light. Some failures require a second look—such as a candidate who failed the P.E. exam on multiple occasions. Other failures, however, can be very valuable learning experiences that can be leveraged in the firm or taught to other teams.

- **Work Ethic.** While it is good for employees to have a healthy sense of work-life balance, they also must understand the value of hard work and put in the hours required at various points in time. Asking candidates about their typical workweek and how they fill other unbuildable time will help inform the screener what the candidate's work ethic may be like.

### 3.3 Tools for Screening

Screening candidates will not filter out all the unqualified candidates and will not always reveal poor cultural fit, but it will eliminate those without the basic requirements.

Every candidate—whether recommended from an internal source or not—must go through the screening process to ensure consistency. The screening process continues with:

- Comparing candidate resume with list of identified requirements
- Verification of completed educational credentials
- Professional registration and certification information
- Professional affiliations and memberships
- Other significant professional achievements

Once the comparison has been made against the list generated internally, there are further mechanisms for screening. These include:

- **Internet Screening.** Using search engines like Google will reveal former projects, industry involvement, and perhaps even articles or presentations made in the past. The information found here can point out potential issues or selling points.
- **Telephone Screening.** This is typically used as a first step in interviewing a serious candidate. Verbal communication skills are critical in any project or firm management role. A short conversation can quickly reveal if someone has superior, average, or poor communication skills. Listen for articulation, overuse of phrases or slang. Do they answer the question directly or do they go off on a tangent? Do they interrupt?
- **Reference Checks.** Once a candidate has reached the stage where they are considered a serious and viable fit for the firm, it is appropriate to ask him or her for references. Usually hiring managers have time to contact and interview only one or two sources. While the goal is to get supplemental information on the candidate, one must also be respectful of the person's time. It is also worth remembering that reference checks are selected by the candidate and will usually always give a positive review. While insight here should not be dismissed for this reason, the viewpoint given by the reference should always be used as a supplement to the process.

Pointed questions recommended for this interview include:

- Why did the candidate leave the firm?
- What was the candidate's biggest accomplishment while at the firm?
- What was noted as needing the most improvement?
- Can you speak to his or her strong or weak points?
- Would you hire this candidate again if you had the opportunity?

## **4. INTERVIEWING CANDIDATES**

### **4.1 The Art of Interviewing (this is ok but it could be much much better)**

Most firms do not put enough thought into how managers and HR handle interviews. In person interviews are just as much a screening tool as those mentioned above—but they are more involved and become gradually more expensive to conduct. Providing some form of training for everyone involved in interviewing is a good idea. If training is not possible, provide all hiring personnel with a checklist of guidelines like the ones listed below:

#### **4.1 Keep the Focus on the Candidate**

Resist talking about what the firm does. Let the candidate talk about him or herself. This conversation will reveal how she organizes her thoughts. Pay attention to how she prioritizes what she says and what she emphasizes; one can find clues as to what she values and whether she would fit in with the culture at the firm.

#### **4.2 Don't Move Too Fast**

When meeting and talking to a candidate, it is tempting to immediately decide he or she is a perfect fit. Acting too quickly will most likely overwhelm the candidate and may actually scare the candidate away. It is crucial to organize the interview and take enough time to allow the candidate to visit the office, establish rapport, meet potential co-workers and supervisors, and gather enough information to evaluate the career move.

#### **4.3 Identify What You Want to Learn**

The screening process grants an incomplete picture of a candidate. Before going into the interview, list what gaps of information must be filled or clarified. Develop questions around these gaps and then further develop questions that will point to matches in competencies and culture.

#### **4.4 Find the Match in Professional Development**

Ask the interviewee to assess his or her strengths and weaknesses and to describe specific accomplishments. Ask about awards or recognition received. A good candidate will have a strong sense of herself and what she is capable of, so if the answer sounds like one she has not pondered before, think twice. The firm needs employees who think about their performance and how to improve it.

#### **4.5 Find the Match in Competencies**

At this point, much of the information on the resume should detail the potential match in competencies or not. However, because some use of nomenclature or word choice may not make the exact match clear, it is essential to tailor questions to get validation. Ask the candidate to discuss experience and specific projects.

#### **4.6 Good Candidates Ask Good Questions**

It is a good sign when candidates ask the interviewer candid and probing questions. If the candidate is not asking the right questions, he or she is not making the proper determination if the firm is the right place.

## **5. ORIENTING THE NEW HIRE**

New employee orientation is discussed in the manual Training and Development.

## CHAPTER 3

### BEST PRACTICES

Other recommended best practices include the following:

#### **1. EMPLOYEE REFERRAL WHEN ESTABLISHING A REFERRAL SYSTEM, IT IS ESSENTIAL TO HAVE THE FOLLOWING STEPS IN PLACE:**

##### **1.1 Process and Information**

In addition to passing along the necessary pieces of information throughout the firm, management has to embrace the idea of rewarding employees who participate in successful placements. Initiating the search by those within the firm starts with these guidelines:

- All positions must be brought to the attention of current employees. This can be done with a weekly or monthly email announcement of open positions and the contact information of the person in HR heading the effort.
- The firm's website and intranet must also be regularly updated with these positions and correctly reflect all vacancies.
- Keep employees informed of the status of their referral by sending an email or note to an employee if a referral is being interviewed. This validates that the internal process works—and is not a gimmick by management.
- Simply and standardize the process through which current employees may make a referral. Decide whether the potential candidate should go through the current employee or submit directly to HR with a mention of the current employee's name. Either is fine depending on the culture of your firm. Making this decision keeps the process uniform. Once this has been determined, inform all staff of the procedure. Making it as simple as possible encourages more engagement in the effort.
- In addition to the process, it is important to clarify the amount of the bonus and the payment plan if a successful hire is made. This prevents any confusion later.
- Announce when a new hire is a result of a recommendation made by a current employee. This validates that the system is working and persuades others to make similar, successful referrals.

##### **1.2 Referral Bonus**

Referral compensation is generally awarded to employees who recommend a candidate who is later hired to work at the firm. These awards can vary depending on the firm's financial situation, the quality and level of the new hire and the specific need at the firm the new hire will fill. Variations on the reward and system may include the following:

- The full amount is paid at the time of the new employee's hire.
- Payments are set to certain milestones in the new employee's tenure. For example, an initial payment is made on the first day with subsequent payments every 90 days, six months, or the anniversary date of that hire.
- Typically the larger the bonus to be paid, the higher the number of payments made thereafter. Some referral bonuses can be significant cash outlays for the firm, and so are handled with several payments rather than fewer larger ones.
- All employees that have successfully referred a candidate (and hired) are entered into a drawing for an additional prize such as additional vacation days.

- Some firms may cap the number of referrals employees can make in a year or the annual award amounts they can receive. This prevents current employees' attention drifting from their actual jobs and not becoming full time recruiters for the firm simply to make some extra salary.
- Referral bonuses are most often available only to non-management level staff. It is generally accepted that a responsibility of management is to find good candidates for the firm regardless of incentive.

## 1.1 Bonus Amount

Although the amount of the bonus can vary greatly, the end goal for all of them is to reduce the cost of recruiting new people and finding the talent needed to propel the firm forward. The median size of the referral compensation payout has ranged from \$750 and \$1,000 per hire. Other bonus amounts may vary by position and are offered as a guideline only:

- Administrative employees on any level: \$500
- Entry level technical employees: \$500
- Project Managers: \$1,500
- Senior Project Managers: \$2,500
- Upper-management positions: \$4,000

## 2. EXIT INTERVIEWS

### 2.1 Conducting Exit Interviews

Exit interviews are interviews conducted with departing employees, just before they leave. From the employer's perspective, the primary aim of the exit interview is to learn reasons for the person's departure, on the basis that criticism is a helpful driver for organizational improvement. Although at first glance, they appear to offer an opportunity of learning and improving, they seldom actually do benefit the firm. There are several key considerations to understand and accept about an exiting situation. They include:

- Participation in exit interviews by the employee leaving is *voluntary*. Do not compel departing employees to attend exit interviews. Offer a questionnaire form alternative, which again must be voluntary.
- It is difficult to gain actual, credible information from this interview for reasons that will follow.
- The questions that are asked in an exit interview should have been asked *six months prior* to the employee leaving.
- If the firm is entertaining the idea of implementing exit interviews, it should be preceded by a firm-wide survey that asks similar but more in-depth questions. The exit interviews can then gauge if initiatives from that survey were adopted by management or not.
- Employees depart a firm for several reasons—not all of which are linked to any deficiency in the firm. If an employee is terminated, it does not make sense to conduct an exit interview, since this conversation is better conducted between the employee and his or her manager.



## **2.1 The Employee Perspective**

The exit interview offers the departing employee no benefit—other than venting his or her frustrations for a final audience (typically HR).

Meanwhile, the other factor for employees to consider is how negative comments or criticism may or may not affect a future reference from the firm. Most recruiters and career coaches advise employees against engaging in an exit interview. If a small amount of pressure is applied, exiting employees are advised to temper the commentary and say only nice things, which in the end do not help the firm.

## **2.2 The Employer Perspective**

Leaving a firm is stressful even when under the best circumstances. Even when the departure is voluntary, it may yield inaccurate information or feedback that is not useful for the rest of the firm.

A relationship between employer and employee requires frequent, candid exchanges about all the topics normally covered in an exit interview. Regularly discussing these issues can help keep the best employees. More often than not, management reacts defensively to information gathered in these reviews and so changes are seldom made.

## **2.3 Interview Questions**

In the event HR wants to conduct exit interviews and pledges to use the information constructively, the following are suggested questions to ask. Again, an exit situation is not the first time an employee should be asked these questions. The exit interview should not take longer than thirty minutes so not all of these can be asked during that time. It is up to HR or the supervisor to decide which will yield the best information for later use.

- What is your primary reason for leaving?
- Did anything trigger your decision to leave?
- What was most satisfying about your job?
- What was least satisfying about your job?
- What would you change about your job?
- Did your job duties turn out to be as you expected?
- Did you receive enough training to do your job effectively?
- Did you receive adequate support to do your job?
- Did you receive sufficient feedback about your performance between merit reviews?
- Were you satisfied with this company's merit review process?
- Did this company help you to fulfill your career goals?
- What would you improve to make our workplace better?
- Were you happy with your pay, benefits and other incentives?
- What was the quality of the supervision you received?
- What could your immediate supervisor do to improve his or her management style?



- Based on your experience with us, what do you think it takes to succeed at this company?
- Did any company policies or procedures (or any other obstacles) make your job more difficult?
- Would you consider working again for this company in the future?

### **3. TRACKING TURNOVER**

Tracking turnover rate indicates what percentage of the staff is leaving but it does not indicate what level or competency those employees were or why they left. Looking for trends within those numbers will not only tell how many people are leaving, but more importantly, who is leaving, and why. These are the general rules to follow when tracking turnover rate in your firm:

#### **3.1 Understanding the Numbers**

Even the Best Firms to Work For report to have turnover rates between 11% and 13%. At typical firms, employees leave because they feel they are not adequately compensated or the firm is not providing long-term career opportunities. Understand the real reasons employees are leaving the firm.

Voluntary turnover is calculated by:  $\text{Employees leaving voluntarily} / \text{Total employees}$  and represents the number of employees that have left the firm of their own accord.

Involuntary turnover is calculated by:  $\text{Employees leaving involuntarily} / \text{Total employees}$  and represents the number of employees that have been dismissed by the firm for disciplinary, financial, or organizational restructuring.

Most firms try to make the distinction between employees leaving voluntarily versus involuntarily.

#### **3.2 Break Down the Information**

You will not get all the answers simply by comparing your firm's turnover rate to the industry average. It helps to break down the turnover numbers by discipline, branch office, geographic region, and department. It may also be worth tracking by hiring source or hiring manager.

#### **3.3 Make the Numbers Mean Something**

Use this information to your advantage. Once the turnover rate has been calculated and compared to data from previous years and perhaps an industry average, send a report to management detailing the findings. This will give weight to what improvements need to be made across the firm or within certain areas.

#### **3.4 Understand the Benefits of Turnover**

A certain amount of turnover has its benefits. One benefit is that a company may be forced to recruit new staff members who are more in line with the company's culture and strategic vision. Another is gaining the valuable suggestions made by employees during the exit interviews. Companies that perform in-depth exit interviews learn a lot of useful information that may prevent similar situations in the future. Another potential upside is increased morale of the remaining staff when under-performers leave.

### **3.5 Low Turnover Can Also be Problematic**

While many firms view turnover as a negative and try to keep their overall employee turnover rates low, the alternative may also indicate a problem. If your firm has low or no turnover, the reason may be due to a complacent staffing group or failure to confront under-performers. No firm has 100% perfect, top performing employees. When looking at your firm's low turnover rate, make sure you absorb the full meaning of the numbers.

#### **General areas for improvement: we need to add the following to the manual in the appropriate place**

1. Some focus needed on gender considerations in the hiring process
2. Internet recruitment as one recruiting tool or source
3. How to make the best use of probation period for the firm and the candidate as part of the process
4. Add reference checking in the appropriate place in the document.
5. How do we handle unsuccessful candidates
6. Background on the competency based hiring. May be the best place for this is the background on the HR planning or identification of HR needs which comes first in the hiring process.
7. Again, A&E specific information. Any difference from other sectors in this regard?

So, according to the comments shown inside the manual, there will be 2 chapters only. One for the process with the flow/steps and the other on the guidelines, or best practices.

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