



1. SPECIFY & VALIDATE

- ✓ Identify and Validate 7-9 non-trainable competencies that apply to most jobs at your MSP (ex: Initiative).
- ✓ Identify and Validate job-specific (trainable) competencies (ex: technical skills) at your MSP.
- ✓ Identify culture-fit characteristics for your MSP.
- ✓ Define each competency by listing specific job behaviors of 'top performers' at your MSP and how they differ from 'average' and 'below standards' employees.

Tip: Your hiring formula needs more specificity and validation if...

- X Hiring Managers don't fully agree on the non-trainable competencies.
- X The hiring process is not designed to fully assess ALL competencies.



2. STREAMLINE

- ✓ Differentiate your MSP's recruiting messages from competitors by focusing more on why the job contributes to your MSP's success.
- ✓ Conduct only one structured interview with each candidate (avoid group interviews).
- ✓ Review all current hiring components and retain only those that fully measure critical job competencies.

Tip: Your hiring formula needs more streamlining if...

- X Too many candidates pass initial screens.
- X Managers spend too much time dealing with 'poor-fit' candidates.



3. PROCESS

- ✓ Develop step-by-step administration guides with detailed instructions for each hiring process component (don't worry about being too detailed).
- ✓ AFTER the administration guides are followed, Hiring Managers should use their judgment to make final hiring decisions (bad hiring decisions often come from making hiring decisions BEFORE step-by-step processes are complete).

Tip: Your hiring formula needs more process if...

- X Managers do more than 20% of the talking during interviews.
- X Managers often improvise instead of following the guides.



4. QUALITY CONTROL

- ✓ Train managers on all hiring components; emphasize why following the process is important for your MSP's success.
- ✓ Over time, managers typically become lenient and more likely to hire sub-standard candidates; so monitor results and retrain managers when needed.

Tip: Your hiring formula needs more quality control if...

- X Managers tend to 'sell' candidates on the job instead of listening to them.
- X Managers make too many 'middle-of-road' ratings (like this example):



MANAGER PROMOTIONS

- ✓ Manager promotions should follow the same formula described above.
- ✓ Caution: The most common manager promotion mistake is to automatically promote the best performing or highest seniority employee (that approach doesn't work because Manager and Employee job competencies are very different).

Rating A	1	2	3	4	5
Rating B	1	2	3	4	5
Rating C	1	2	3	4	5
Rating D	1	2	3	4	5
Rating E	1	2	3	4	5
Rating F	1	2	3	4	5