



Attracting Top Talent for Leaders

Module 2: **Getting the Right People in the Pipeline**

Introduction

2

Talent Makes the Team

Getting the Right People in the Pipeline

Preparing for the Interview

Conducting the Interview

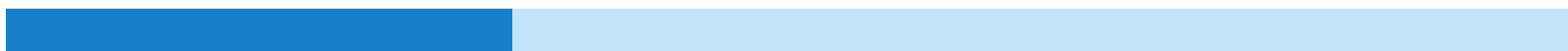
Integrating and Calibrating



- First three steps in the Hiring Process
- Tools we use to create a consistent hiring experience
- The Supervisor's Role
- Who benefits?



This is the second of five modules in the eLearning series, ***Attracting Top Talent.*** **Click** to explore the contents of the other modules.



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Change brings transformation

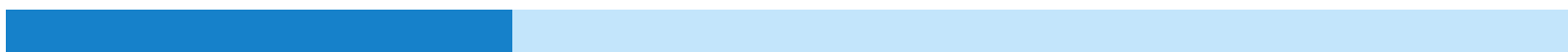
Our organization has undergone a lot of change over the past few years!

Remember, we are on a journey of transformation, and...

YOU are a key agent in this change!

In this module, we'll continue to explore how to select and hire the best talent for your team.

Let's go!



The New Process – Steps 1-3

The first three steps in the process lay the foundation for success across the entire process.

Other leaders in the business and external partners help us with the necessary planning and screening steps to get our process off on the right foot.

Our vendor partner – **FutureStep** – is a key player in this part of the process.

Let's take a closer look at what happens here...

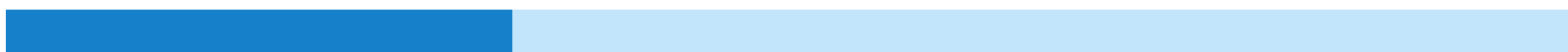
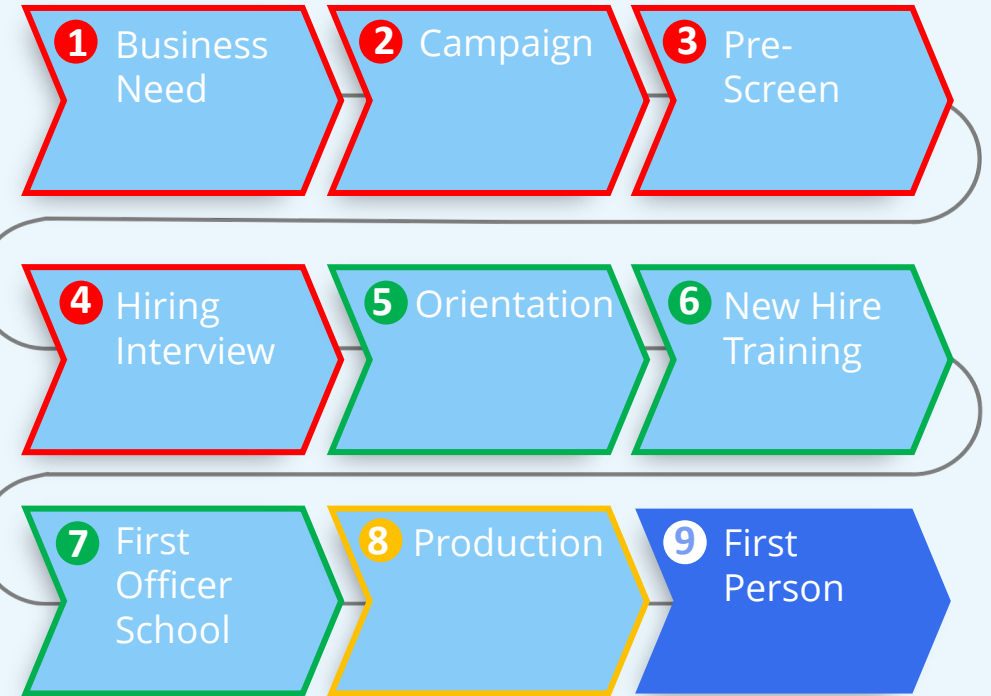
2017 People Plan

Three strategic processes make up the Cox People Plan.

Hiring and Selection, which is about getting the right people in the door, is where YOU play the biggest role.

Next is **New Hiring and Nesting**, which is about onboarding and training agents in preparation to do the job.

Finally, the **ACE Leadership Process** develops leaders' ability to effectively cultivate and grow talent once they're on the job.



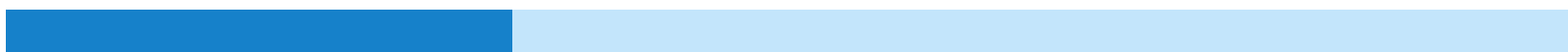
Campaign for Talent

- 1 Business Need
- 2 Campaign
- 3 Pre-Screen



After we have determined the hiring plan, we hand off to **FutureStep**.

FutureStep is responsible for running local advertising and recruiting campaigns for potential talent to fill the pipeline with possible candidates for consideration.



Why a candidate pre-screening process?

A blue globe showing the Americas, with a white circle containing the number 1 at the bottom.

**Aligned with
mission to goals**

1

A blue globe showing the Americas, with a white circle containing the number 2 at the bottom.

**Based on
standardized
competencies**

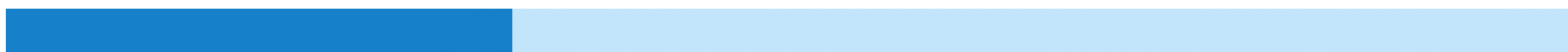
2

A blue globe showing the Americas, with a white circle containing the number 3 at the bottom.

**Ensures
quality control**

3

Scroll over each of the globes to see what makes the process awesome!



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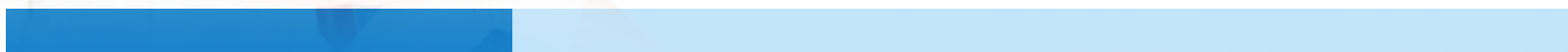
Next >

Aligned with mission to goals



1

Our mission is to operate with a winning culture all the time. This is demonstrated through three guiding principles, or our “3Es”: **Engaged associates, extraordinary customer experience, and excellent results.**



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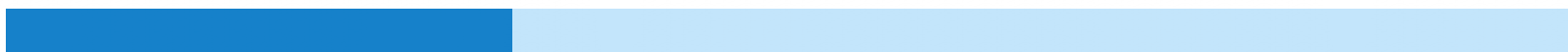
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Based on standardized competencies



2

Standard competencies were developed from supervisor focus groups and considering the skills, expertise, and behaviors that supervisors know are most valuable to the success of their teams.



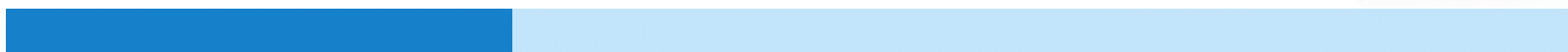
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Ensures quality control

3

Our goal is to bring the highest quality candidates to our supervisors for interviewing – enabling hires to be made in one or two interviews (not four or five). This means the supervisor's time is spent choosing the best of the best, rather than weeding out unqualified applicants.



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Competencies and Behaviors

We have identified four key competencies that are required for Retention and Sales Agents, and candidates are pre-screened with these in mind.

These competencies align to the skills Cox Supervisors have reported are key to the success of their teams.

Scroll over each competency at right, to see what behaviors are associated with these desirable skills.



- Individual demonstrates a knowledge and/or understanding of a basic sales process.
- Individual demonstrates ability to discover/understand situation/needs.



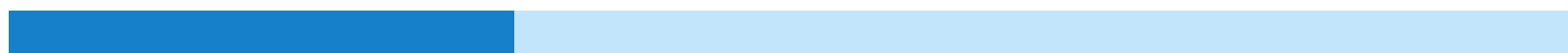
- Is able to build rapport.
- Individual has a compelling sales pitch.
- Seeks to understand change (with leadership and/or peers).
- Approaches change with a positive mind set.
- Adjusts behavior.



- Seeks to understand customers.
- Recognizes customer service issues.
- Implements customer-focused practices.
- Manages customer experience.



- Individual demonstrates ability to interact verbally while completing activities.
- Does two or more things at one time.
- Shifts between two or more activities rapidly.
- Simultaneously monitors two or more sources of information.



Super Hero Selection – Online Assessment

The online assessment is provided to all candidates prior to a Recruiter phone screen. This assessment evaluates **strengths** relative to the **competencies and behaviors** that are necessary for success in the Sales and Retention roles.

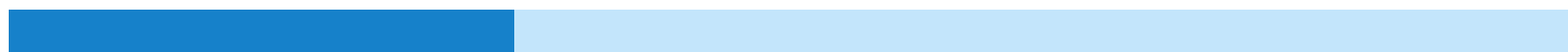
- The Assessment is taken from a home computer and takes approximately 45 minutes to 1 hour to complete.
- The Assessment involves a call center simulation along with on the job scenario questions.

[Click here to see some job scenario questions.](#)

Retention Question: Tell me about a time when you helped an angry customer solve a problem? *(Looking for ability to relate; Looking for empathy; Looking for listening skills; Looking for ability to negotiate/persuade)*

DONE

Once the candidate is determined to be eligible, he or she is moved to the next step and scheduled for an in-person interview with COE leaders. A phone interview may be scheduled in lieu of an in-person interview if the candidate is out of state.



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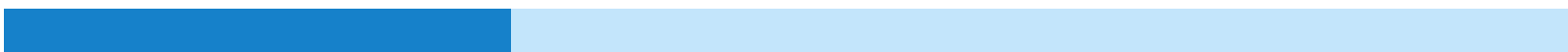
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Phone Screen Interview

Recruiters use a standard set of tools and resources during the candidate phone screen, to make sure each candidate has the same opportunity and information in the hiring process.

- *Introduction*
- *Candidate Profile Questions*
- *Position Specific Questions Setting Expectations*
- *Position Specific Fact Sheet & Selling Perks*
- *Videos*

Hover over each item on the billboard to learn more about each of our phone screen tools.



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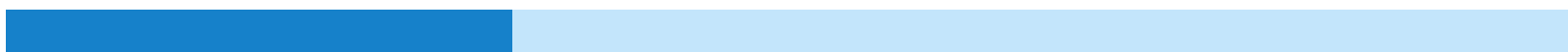
Phone Screen Interview

Recruiters use a standard set of tools and resources during the candidate phone screen, to make sure each candidate has the same opportunity and information in the hiring process.

Introduction

Flyers located in each location that are provided to candidates at the end of the phone screening process in the interview confirmation email. **Click [HERE](#)** to view these flyers.

Hover over each item on the billboard to learn more about each of our phone screen tools.



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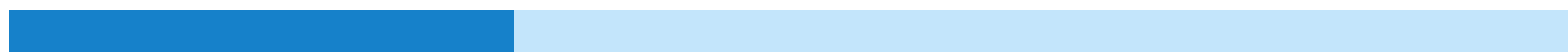
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Ensuring you get the best possible candidates to interview involves giving our new hire candidates a clear and accurate picture of the job and helping them understand how to give their best possible answers to the interview questions you'll ask.

To accomplish this, we've created a series of videos that all candidates watch as part of the prescreen process.



Click to view the videos used during the pre-screen to prepare candidates for the in-person interview.



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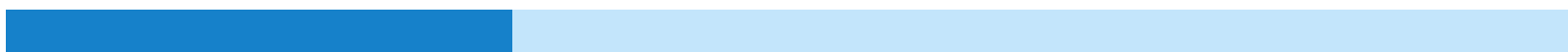
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What matters to you?

In Module 1, you identified three benefits of the process that you value most.

- Think back to your responses and consider:
- Why are each of these benefits important?
- How do they help you? Our customers? Our agents?

- Candidates have a positive experience with Cox even if they are not hired.
- New hires come out of the hiring process feeling valued, enthusiastic, and committed to success.
- Good hires are coachable.
- It's easier to motivate the team when everyone is a contributor.
- Teams are better able to meet their performance goals when all team members are a good fit for Cox and for the job.
- Cox is better able to achieve the business results that define our success year after year.
- Leaders can spend more time developing their teams.



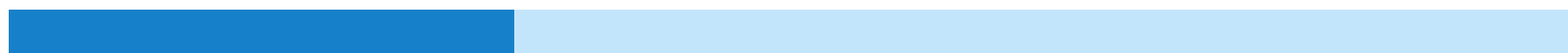
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Not only has the process been improved, but we've also created new, standardized tools to help improve the hiring and selection experience for our potential agents.

Let's take a look at those.

KAPOW!
Hero tools!



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What makes the hiring experience great?

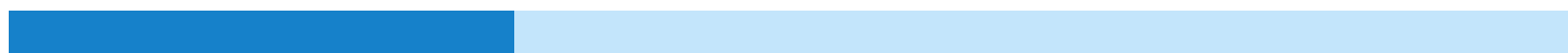
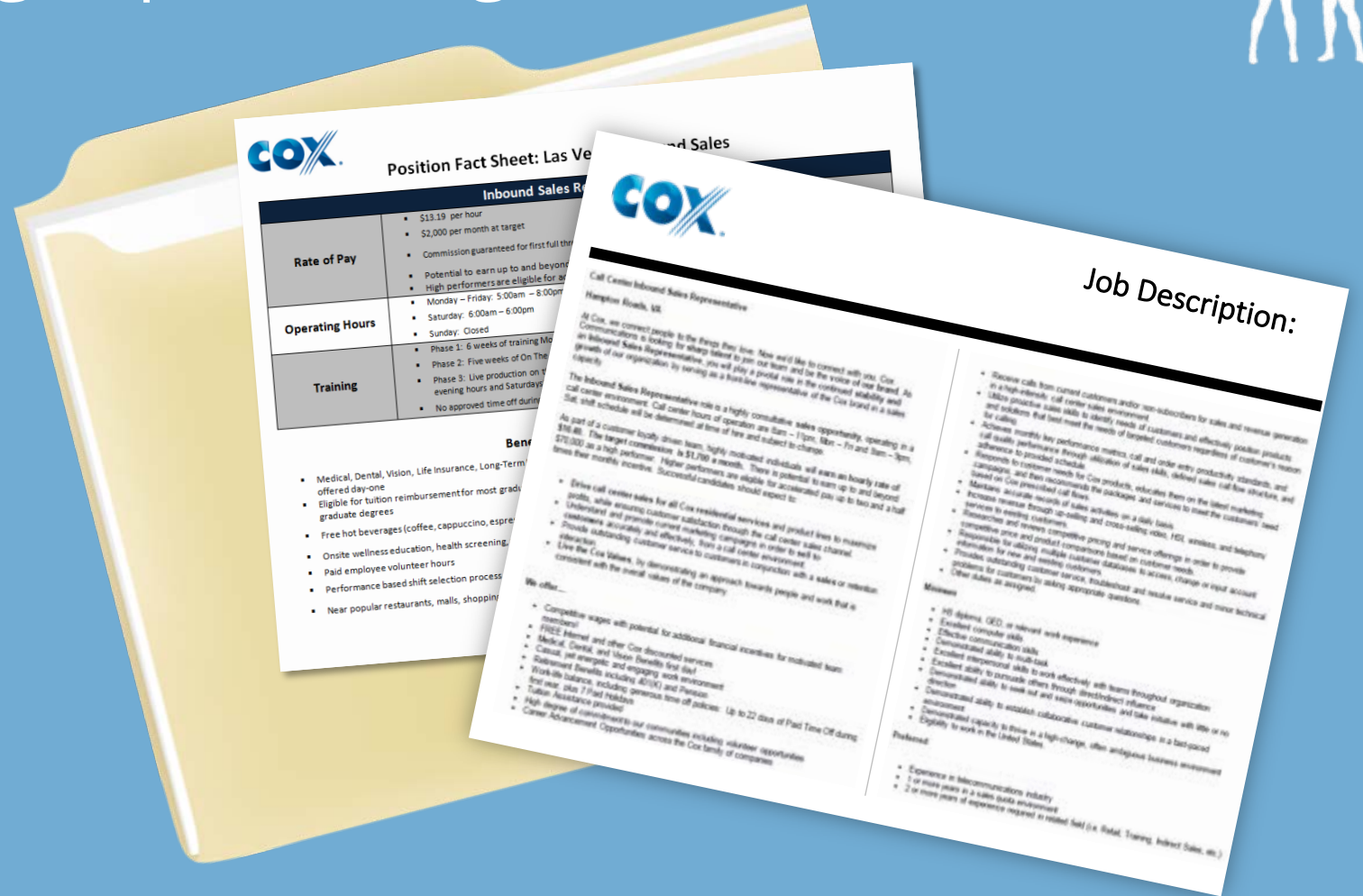
Consistency improves effectiveness.

We know how a solid process is important to getting the right people hired.

So, we've developed some standard tools to support the overall process and to improve hiring and selection across the country, including:

- Position Fact Sheets
- Standardized Job Descriptions

Let's look at a few examples.



Who benefits from the process and how?

Let's recap.

Think about who benefits from the process we've created for hiring success. Everyone!

Develop Plan

Campaign

Candidate Pre-Screen

Fact Sheets

Job Description Tools



Develop Plan

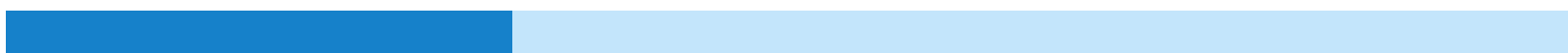
Job Description Tools

Fact Sheets

Candidate Pre-Screen

Campaign

Click and drag each process step or tool into the team photo to see how each one benefits our team.



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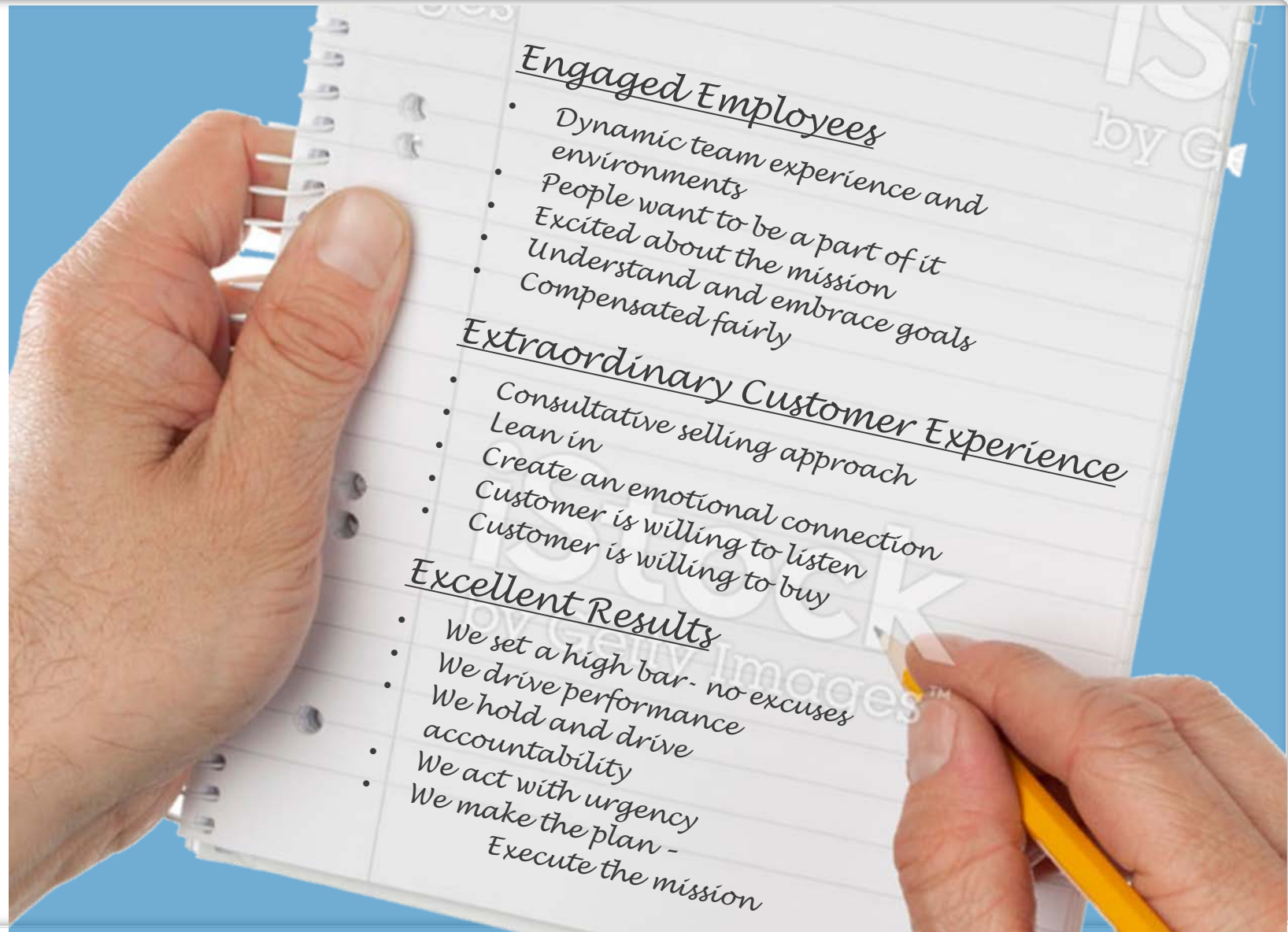
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We've got the super sauce!

We cannot underestimate the power of our mission to inspire a winning culture all the time.

Now, with our hiring and selection process standardized and aligned to our mission, we have what it takes to hire a hero every time.

As you engage in the hiring and selection process, remember our 3Es and let them inspire the hiring hero in you!



Engaged Employees

- Dynamic team experience and environments
- People want to be a part of it
- Excited about the mission
- Understand and embrace goals
- Compensated fairly

Extraordinary Customer Experience

- Consultative selling approach
- Lean in
- Create an emotional connection
- Customer is willing to listen
- Customer is willing to buy

Excellent Results

- We set a high bar - no excuses
- We drive performance
- We hold and drive accountability
- We act with urgency
- We make the plan - Execute the mission



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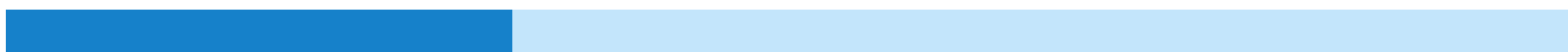
Preparing for the Interview

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You have completed Module 2. Next up: Preparing for the Hiring Interview.



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