

# How to Build a Frontline That Will Build Your Bottom Line

Presented by



President & Certified Speaking Professional

**MEL KLEIMAN**

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## Words of the Wise

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“If you don’t have a good attitude, we don’t want you, no matter how skilled you are.  
We can change skill levels through training. We can’t change attitude.”  
—Herb Kelleher, Founder, Southwest Airlines

**“If you hire the wrong people, all the fancy management techniques in the world won’t bail you out.” –Red Auerbach**

*“The system always gives you 100% of what the system is designed to give you.”  
—W. Edwards Deming*

“94% of failures are caused by systems, not people. - W. Edwards Deming

**“Employers get the employees they deserve.”**

*“If you beat your competition to the best employees,  
those best employees will help you beat your competition.” –Sam Walton*

**“It’s hard to soar with the eagles when you work with turkeys.”**

*“Eagles don’t flock. You find them one at a time.”*

“If you hire a turkey, train a turkey and motivate a turkey,  
all you’ve got is a trained, motivated turkey.”

**“The people you hire today determine the company you become tomorrow.”**

*“The best time to plant a tree is 20 years ago. The next best time to plant a tree is today.”*

**“It is not enough to be busy; so are the ants.  
The question is: What are we busy about?”**

*“The best executive is the one who has sense enough to pick good people to do what he wants done  
and the self-restraint to keep from meddling with them while they do it.”*

“If you hire the best people and leave them alone,  
you don’t need to hire very many.”

**“The most important decision you make each day is who you allow in the door  
to take care of your customers.” –Sam Walton**

*“The man who does not make any mistakes  
usually does not make anything.”*

**“Your people make the difference. The only thing your competitors  
can’t copy is your culture and your people.”**

*“It’s not what you know. It’s what you do with what you know.”*

“There is no future in any job. The future lies in the person who holds the job.”



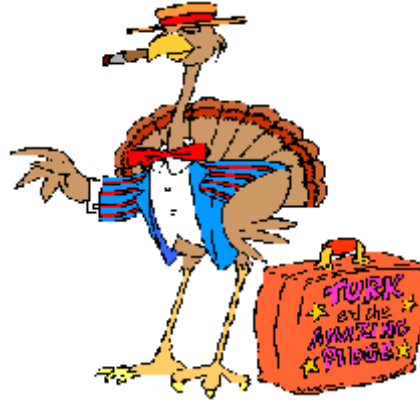






# A Word About Turkeys

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## You Can't Get There from Here, Unless You Know Where Here Is

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1. On a scale of 1 – 10 (where 10 is highest/best), how do you rate your company on:

Recruiting? \_\_\_\_\_ Selection? \_\_\_\_\_ Retention? \_\_\_\_\_

2. How do you rate your location, stores, or site on:

Recruiting? \_\_\_\_\_ Selection? \_\_\_\_\_ Retention? \_\_\_\_\_

3. How do you rate yourself on:

Recruiting? \_\_\_\_\_ Selection? \_\_\_\_\_ Retention? \_\_\_\_\_

4. What makes you these numbers?

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5. What do you need to do to raise the bar?

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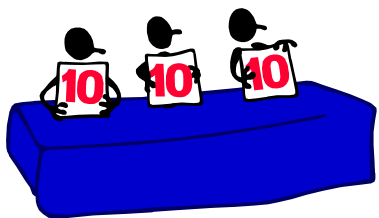
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## 10 Reasons...

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*If you don't have a list,  
where will the applicant get the list?*

What are the Top 10 Reasons your customer do business with you?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_



What are the Top 10 Reasons people should want to work for you?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_







## What Does Success Look Like?

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## A Selection System Will:

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*“The system always gives you 100% of what the system is designed to give you.”*  
 -Dr. W. Edwards Deming

1. Identify the best potential employees.
2. Tell you why an applicant will be a good employee.
3. Eliminate unqualified applicants quickly.
4. Make the job hard to get.
5. Test for what you need.
6. Provide more and better information.
7. Save time money, and aggravation.
8. Reduce legal exposure.
9. Verify that what you see is what you get.
10. Increase retention and productivity.

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## **Automation, Automation, Automation**

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1. 24-hour Job Hotline
2. Your Website
3. The Internet/Job Boards
4. Interactive Voice Response
5. Kiosks

Ask yourself:

When do we accept applications?

When do we conduct interviews?

Is it easy for people who are already working to apply?

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## **If They Don't Wanna Work for You, Nobody's Gonna Stop 'Em**

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*"Help Wanted" is not a good reason for anyone to apply.*

In order to attract the quantity and quality of people you need:

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## Employee Selection

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It doesn't matter how good the applicant is...

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## Selection System Tools

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*If you want a winning team,  
you need these tools on your side.*

- Telephone Pre-screen
- Testing
- Employment Application
- Reference Verification Form
- Release Forms
- Structured Interview Question Set
- Interview Rating Form



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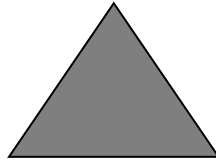
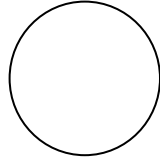
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## Everything Is a Test



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## Positioning

Tell the applicant what is going to happen and what you want them to do:

- Tell the applicant briefly about the company and the job
- Position the applicant to tell you the truth
- Gather information
- Answer the applicant's questions



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## Employee Retention

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*The easiest way to increase retention is to hire crummy people – they never leave.*

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## The 7 R's and 1 C of Retention

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- 1. Rules
- 2. Respect
- 3. Relationships
- 4. Responsibility
- 5. Rewards
- 6. Recognition
- 7. Revelry
- 1. Communications

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## Key Motivators

*Manage them the way they want to be managed.*

Rank the following from 1 (most important) to 4 (least important) as your personal motivators:

- # \_\_\_\_\_ Money
- # \_\_\_\_\_ Recognition
- # \_\_\_\_\_ Interesting work
- # \_\_\_\_\_ Work/Life Balance

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## Why Customers Quit

- 1% Die
- 3% Move away
- 5% Develop other preferences
- 9% Competitive reasons
- 14% Dissatisfied with product
- 68% BECAUSE OF AN EMPLOYEE'S ATTITUDE OF INDIFFERENCE TOWARD THE CUSTOMER!**



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# Tools You Can Use



# EMPLOYMENT APPLICATION

**Work History:** (Please list your last four employers. Begin with the most recent.)

1. Company ----- Phone No. with Area Code ( )  
 Address ----- City/State/Zip -----  
 Dates of Employment: From ----- To ----- Salary: Beginning ----- Ending -----  
 Job Title ----- Supervisor's Name & Title -----  
 Describe duties briefly: -----  
 Specific reason for leaving: -----

2. Company ----- Phone No. with Area Code ( )  
 Address ----- City/State/Zip -----  
 Dates of Employment: From ----- To ----- Salary: Beginning ----- Ending -----  
 Job Title ----- Supervisor's Name & Title -----  
 Describe duties briefly: -----  
 Specific reason for leaving: -----

3. Company ----- Phone No. with Area Code ( )  
 Address ----- City/State/Zip -----  
 Dates of Employment: From ----- To ----- Salary: Beginning ----- Ending -----  
 Job Title ----- Supervisor's Name & Title -----  
 Describe duties briefly: -----  
 Specific reason for leaving: -----

4. Company ----- Phone No. with Area Code ( )  
 Address ----- City/State/Zip -----  
 Dates of Employment: From ----- To ----- Salary: Beginning ----- Ending -----  
 Job Title ----- Supervisor's Name & Title -----  
 Describe duties briefly: -----  
 Specific reason for leaving: -----

**SAMPLE**

May we contact all of the employers listed above?  Yes  No If not, tell us which one(s) you do not wish us to contact and why.

How many jobs have you had in the last five years not listed above?  
Why are you seeking a new position at this time?  
List any business-related outside interests and organizations you're active in:  
Please read the following carefully, then sign and date the application.

*I authorize this company to make an investigation of all information contained in this employment application and I release from liability all companies and corporations supplying such information. I understand any false answers, statements, or implications made by me on this application or other required documents shall be considered sufficient cause for denial of employment or discharge. I specifically authorize and direct my current and former employers to supply employment-related information to this company and do hereby release my current and former employers from liability for providing information to this company. Upon termination of my employment for whatever reason, I release this company from all liability for supplying any information concerning my employment to any potential employer. I authorize this company, if applicable, to request a copy of my credit report, motor vehicle driving record, and my employment, in the event I receive medical treatment for any condition, including a physical, psychological, emotional, or psychiatric condition that is job-related, I hereby authorize the limited release and exchange of such medical information relating to my condition between the treatment provider and a company-designated physician. I further understand this is an application for employment and no employment contract is being offered. I understand that if I am employed, such employment is for an indefinite period of time and the company may change wages, benefits, and conditions at any time. My employment is at will. No individual with the company is authorized to change the employment-at-will status except an officer of the company, who may do so only in writing. I have read and agree to the above.*

Applicant's Signature \_\_\_\_\_ Date \_\_\_\_\_



# REFERENCE VERIFICATION FORM

Please Print

Applicant's First Name \_\_\_\_\_ Middle \_\_\_\_\_ Last \_\_\_\_\_

I give \_\_, the "Company", permission to obtain the employment references necessary to make a hiring decision and hold persons giving references free from any and all liability resulting from this process. I waive any provision impeding the release of this information and agree to provide any information necessary for the release of this information beyond that provided on the employment application and reference verification form.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Company Information**

Company	Address	Phone	From Mo. & Yr.	To Mo. & Yr.
Job Title	Reason for Leaving		Supervisor's Name and Title	
Describe duties briefly:			Starting Salary	Ending Salary

**Job Information**

Did you work overtime?  Yes  No How often? \_\_\_\_\_

Were you ever counseled about attendance or tardiness?  Yes  No, how often? \_\_\_\_\_

Did you have a performance review?  Yes  No If yes, when was your last performance review? \_\_\_\_\_

What comments did your supervisor make about your performance? \_\_\_\_\_

**Reference Information**

When we speak to your former supervisor, we will ask her to rate your performance with regard to the following categories.

Please rate yourself in the following categories as you would rate your supervisor. Will rate \_\_\_\_\_

**TEAMWORK:** The degree to which you are willing to harmoniously work with others; the extent to which you conform to the policies of management.

Unsatisfactory    Below Average    Average    Above Average    Outstanding

**DEPENDABILITY:** The degree to which you can be relied upon to be available for work and do it properly; the degree to which you are reliable and trustworthy in the extent to which you are able to work scheduled days and times, as well as your willingness to work additional hours if necessary.

Unsatisfactory    Below Average    Average    Above Average    Outstanding

**INITIATIVE:** The degree to which you act independently in new situations; the extent to which you see what needs to be done and do it without being told; the degree to which you do your best to be an outstanding employee.

Unsatisfactory    Below Average    Average    Above Average    Outstanding

**QUALITY:** The degree to which your work is free from errors and mistakes; the extent to which your work is accurate; the quality of your work in general.

Unsatisfactory    Below Average    Average    Above Average    Outstanding

**CUSTOMER SERVICE:** The degree to which you relate to the customer's needs and/or concerns.

Unsatisfactory    Below Average    Average    Above Average    Outstanding

**OVERALL PERFORMANCE:** The degree to which your previous employer was satisfied with your efforts and achievements, as well as your eligibility for rehire.

Unsatisfactory    Below Average    Average    Above Average    Outstanding



# AUTHORIZATION FOR RELEASE OF INFORMATION

I request and authorize \_\_\_\_\_, herein referred to as said Company, to provide (upon the request of any prospective future employer that may be considering me for employment) any information concerning my employment with said Company, and any comment, evaluation, or assessment of my performance or behavior as an employee of said Company, which, in the Company’s judgment and discretion, it determines is appropriate in the areas I have initialed below:

- |                              |                                    |
|------------------------------|------------------------------------|
| _____ Honesty                | _____ Quality of Work              |
| _____ Dates of Employment    | _____ Relationship with Co-workers |
| _____ Compensation           | _____ Job Knowledge                |
| _____ Eligibility for Rehire | _____ Cooperativeness              |
| _____ Initiative             | _____ Courtesy Toward Customers    |
| _____ Dependability          | _____ Attendance & Punctuality     |
| _____ Productivity           | _____ Overall Performance          |

In exchange for agreeing to make such an employment reference available, I hereby agree to release said Company and its officers, directors, supervisors, agents, and employees from any and all causes of action, known or unknown, arising out of, or in any way connected to, the issuance of an employment reference or release of information or disclosure to prospective employers concerning my employment; including, but not limited to: claims of defamation, libel, slander, negligence, infliction of emotional distress, interference with contract or profession, and any federal, state, or local law or ordinance.

I understand the company is not requiring or suggesting that I sign this request. This release is a voluntary choice by me, made without coercion or duress by any person. I understand that I have the right to consult with an attorney or any individual I choose before signing this document and I acknowledge by signing this release for employment reference information that I have had a full and adequate opportunity to obtain such advice or assistance.

\_\_\_\_\_  
NAME (Print)

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
WITNESS

## CONTINUE THE LEARNING

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Visit [www.Humetrics.com](http://www.Humetrics.com) today to



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**Access Free Employment Forms & Tools & Articles**

## About Certified Speaking Professional Mel Kleiman

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- More than 25 years of experience (consulting, research, training, writing)
- Clients include Pizza Hut, The Dwyer Group, Cracker Barrel, Harley-Davidson, and ExxonMobil (as well as countless trade and professional associations and franchise groups)
- Author of five books including the best-selling Hire Tough, Manage Easy.
- Awarded the prestigious Certified Speaking Professional (CSP) designation in 1999 and member of the Society for Human Resource Management

## About Humetrics ([www.humetrics.com](http://www.humetrics.com))

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- Founded by Kleiman in 1976, Humetrics helps organizations attract, select, and retain quality employees by offering expert consulting services as well as presentations and training programs, tools and processes that reduce turnover and increase profits. For over thirty years, the company has been a leading expert in recruiting, selecting and retaining frontline workers and the people who manage them. In addition to conducting in-depth, leading edge research, Humetrics prides itself on simplifying complex processes and delivering practical solutions that include customized employee selection systems and training programs.



# Participant Evaluation Form

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Your Name: \_\_\_\_\_

Company Name: \_\_\_\_\_

## YOUR FEEDBACK FROM THIS SESSION:

What is the first action you will implement from this seminar?

\_\_\_\_\_  
\_\_\_\_\_

What did you like best about this training? \_\_\_\_\_

\_\_\_\_\_

What is one idea you will take back to your peers and/or employees?

\_\_\_\_\_

I do want regular email support in applying this training in the form of short, monthly Hiring Hints emails and blog posts.

My email address: \_\_\_\_\_  
(Your email address will never be shared.)

Thanks. No email now, but maybe later.

I already receive your emails.

This is exactly the kind of training I am looking for to improve our hiring process to reduce employee turnover and increase revenues and profits!

I belong to a trade or professional association that would benefit from one of your programs at our next meeting. Please contact me so we can discuss this.

Phone Number: \_\_\_\_\_

This is my  Cell Phone  Office Phone TIME ZONE:  Eastern  Central  Mountain  Pacific

*"The only thing worse than  
training your employees and losing them is  
not training your employees and keeping them."*

*Zig Ziglar*