



# HIRING & ONBOARDING

## LESSON TOPICS

### 1. Job Analysis

A job analysis defines the knowledge, skills, and abilities that are needed for each position in your organization.

**Recruit:** The process of generating a pool of qualified applicants for the organization.

**Selection:** The process of choosing individuals with the correct qualifications, identified by the job analysis, that are needed to fill the jobs needed in your organization.

**Person-Job Fit:** Looking for those individuals with those specific qualifications that are going to fit what the job needs. The job may need a specific certification or experience in that position. Entry level positions will require less knowledge, skills, and abilities in that position than a senior position.

**Person-Organization Fit:** This is how the person is going to fit within your organizational culture. An important consideration would be if the person shares the same values as the company.

### 2. Equal Employment Opportunity Laws

The Equal Employment Opportunity Commission has a set of guidelines available on their website, to guide employers in the best practices, that allow them to avoid violating EEO regulations and laws. The employer must reduce underrepresentation of protected class members during the recruiting process.

**Recruiting Pool Should Look Like Your Community:** Consider the population from which you are recruiting, is it just your local

community or is it for a remote position which would be from across the whole country. You will want to make sure that your recruiting pool and the applicants you select to review, reflect the wider community demographics. All applicants need to be treated the same during the interview process.

**Unconscious Biases:** You should not be asking any personal questions, and need to keep all interview questions job related.

### 3. Critical Information for the Hiring Process

What are the predictors for your selection criteria. Predictor examples include the experience, past performance, physical skills, education, interests, and salary requirements. These will predict the characteristics that the individual should have to perform well in the position that they are being selected for. What increases the person's ability and motivation to do the job.

Performance can be measured by quantity of work, quality of work, compatibility with other, and their presence at work. All of the predictor criteria that is used has to have some sort of reliability that it actually does predict what is thought to be predicted. Hiring and recruitment companies do have materials that are reliable and can measure these things in a purchased package.



SMALL BUSINESS  
KNOWLEDGE AND  
TRAINING PORTAL

TSBDC.org

AMERICA'S  
**SBDC**  
TENNESSEE

# HIRING & ONBOARDING

## LESSON TOPICS

### 4. Onboarding

Onboarding is the human resource term referring to the process of introducing new employees both through an orientation program and through organizational socialization. Orientation is normally a one day process of introducing the job responsibilities, HR information, and the company itself. However, onboarding is the process of continuing the organizational socialization which is important in informing new employees of their new position and job requirements. Starting a new job can be stressful which is why orientation and organizational socialization are so important. New employees must establish relationships and learn new behaviors, facts, procedures, expectations, and values pretty quickly in order to be successful at their new jobs. More stressors for a new employee include surprises, not anticipating the emotional impact of the job, and underestimating the difficulty of adjusting to a new work schedule. Reducing this stress through a socialization process is important and should last several months.