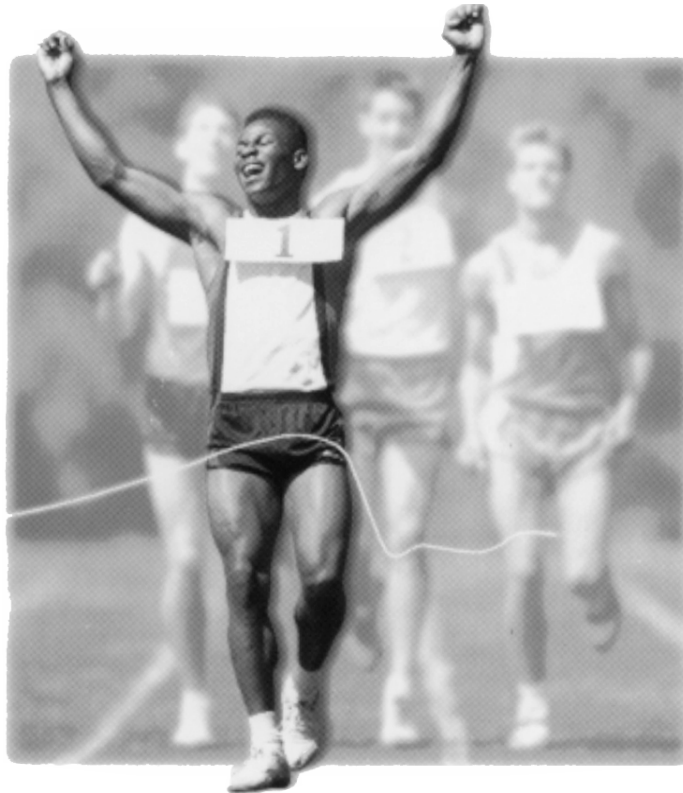


# ***EMPLOYEE SELECTION AND DEVELOPMENT, INC.***

***Hire A Winner The First Time***



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Director**

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[www.managertesting.com](http://www.managertesting.com) ; [www.saleskillstesting.com](http://www.saleskillstesting.com) ;  
[www.salesforcetesting.com](http://www.salesforcetesting.com)

# *Four Keys To Hiring Right The First Time*

**Albert H. Zinkand, MIM**

The following is an article published in numerous business publications and newspapers.



“I just don’t understand. I used my best interviewing techniques and questions. I checked his references and they were great. My instincts said, “He’s a runner.” I poured my heart and soul into training him and now, six months later, he’s failing miserably. I’m going to have to let him go.” Sound familiar? It has happened to all of us.

One of the most difficult tasks a manager or entrepreneur faces today is finding the right person for the job. Most follow a suggested interview guide and trust their instincts. They hire the individual and hope that with proper training and motivation, the individual will succeed. The difficulty with this approach is that it is human nature to hire people we like and that have similar personalities to our own.

If you are an accountant and are hiring accountants, then you probably have a 50% chance of hiring the right person for the job. But, if you are an entrepreneur or manager, and you are hiring for a position you have little experience in, chances are you will fail and the position will become a revolving door. With the average hiring mistake costing a company \$17,000 - \$20,000, competitive pressures make hiring right the first time a necessity.

There is a better way. At Employee Selection & Development, Inc., we have many years of experience turning companies around. We have learned that the key to productivity and profits is having the right people in the right jobs. We call people with the skills, motivation and work ethic to do the job *Power Runners*. Put the *Power Runner* in the job and you will have a top producer. Someone you wish you could clone. Put many *Power Runners* in the job and you will have a fast growing and exciting company that is “fun” to work for; a company that your competitors wish they could clone.

## **THE FOUR KEYS**

### **☑ JOB COMPATIBILITY**

The first question to answer is “*Is the individual’s personality compatible with what you are asking them to do?*” Many corporations today have career broadening assignments for their employees. The notion is based on the idea that the broader the experience, the better the employee. Unfortunately, many employees are miserable in career broadening assignments because their personalities are not compatible with what they are being asked to do. Their per-

formance lags. They become frustrated and what was once a *rising star* becomes a *management problem with an attitude*. Usually, the employee leaves before the harried manager can determine the root of the problem. Doesn't it make sense to determine a person's compatibility with a new job BEFORE they are hired or promoted?

How is this done? I recommend the use of our ENet Hire or Personality Profile assessment. First, test your most successful people in the position. The results will uncover their dominant job related traits. Our program will then model the results through a process called "Benchmarking" or "Base lining". This process creates a hiring or promotion personality trait standard by which you can compare your applicants or employees to the most successful people already in the job. If you do not have enough employees to benchmark, then you can use our industrial database of baselines. We have profiled over 88 positions from receptionist to CEO.

### **☑ SKILLS, KNOWLEDGE, EXPERIENCE**

The second question to answer is "*Does the individual have the skill set to do the job?*" This can be determined through good interviewing questions, checking references, and giving the applicant a skills test that is relevant to the position. Recent research has shown that many de-



greed applicants lack the basic skills to do the job. I sincerely recommend the use of a Basic Skills Aptitude test. My company uses tests that were developed by a Doctor of Education to specifically measure the applicant's computer knowledge, math, spelling, vocabulary and grammar aptitude. Bottom line, what good does it do to hire someone who can't open Windows, add and subtract, or compose a business letter? Make sure they have these basic skills before you hire.

If you want to know if an applicant knows how to sell, I sincerely recommend the use of our Sales Strategy Index. It puts the applicant in typical sales situations and then measures their responses against a known group of top producers.

### **☑ WORK ETHIC**

The third question we must answer is "*Will the individual work?*" For salaried positions, I recommend you rely upon the in-depth interview questions provided by the software and the questions below. The Interview Questions Report provides in-depth interview questions for the applicant's scores that *may* be a problem on the job. Also, below are additional interview questions to help you determine the applicant's work ethic. Feel free to modify the questions to suit your needs.

#### **Mission/Sense of Purpose**

Who is the most successful person you know in our industry?

What is your goal in life?

Tell me about your 5-year goal? Your 10-year goal?

For the first year or two, is there any reason why you wouldn't be willing to commit to working 9 am to 9 pm, three to five days a week?

### **Tenacity/Perseverance**

Tell me about something you have accomplished that required great perseverance?

Tell me about the jobs you have had that required self-discipline and perseverance?

Tell me about something that made you decide to give up and why?

### **Time Management**

Do you use a Day Timer? May I see it? (Look to see if it is filled out.)

How do you prioritize your “To Do” list?

Have you taken any seminars on time management? Which ones?

### **Character and Credit History**

When we conduct our character and credit checks, will we find anything questionable?

Check driving, credit, criminal, and employment history.

Check personal references.

For hourly positions, the questions we must answer are different. We want to know, “Will the applicant show up for work? Will the applicant steal from the company? Will the applicant take drugs on the job? Can the applicant accept supervision? What is the applicant’s attitude toward customer service and long term employment?” To measure these, I recommend a Work Ethic and Core Values tool that was originally developed for Sam Walton and his companies or ENet Hire. Both are now in use at over 3,000 companies worldwide. Each test has proven very effective at screening out people with absenteeism, tardiness, drug, theft, supervision, safety, job hopping and customer service problems.



If you would like to learn more about how to interview, please visit [www.employeeselect.com](http://www.employeeselect.com) and click on [Interviewing Tips](#) in the upper left hand corner of the home page.

### **☑ RETENTION**

The final question we must answer is “If I hire this applicant, who inside of my organization is best to manage the new hire and jump start his/her productivity?” How many times have you hired the “right” applicant, seen them perform excellently during the “honeymoon”, then watched their productivity slowly fall into non-existence? Our company has been doing retention research and exit interviews for over 7 years. We have found that personality conflicts now account for 50% of the employee turnover. In a recent research project, we discovered that often a new hire had all the “right” ingredients for success. The new hire was then assigned to a manager or trainer with whom they were incompatible. The result was after 120-180 days, the new hire became de-motivated, disheartened and left.

How can this be prevented? By making sure that the new hire and initial manager are compatible. You can do this by a simple comparison of their ENet Hire or Personality Profile results. If the manager and the new hire are opposites in more than 3 of the 20 job related traits, you may want to assign the new hire to another manager or not make the hire. While opposites may at-

tract socially, they usually fight at work. If the differences are not as extreme, then have an initial conference and show the new hire and manager how they are alike and how their differences can benefit each other. Often, just showing two people how they can attack a problem from their different perspectives is enough to promote teamwork and jump start productivity.

## CONCLUSION



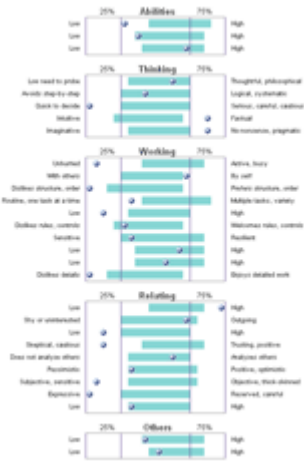
With hiring mistakes costing the average company \$17,000-\$20,000, competitive pressures necessitate “hiring right and promoting right” the first time. In order to do this, you must have a complete picture of an applicant’s or employee’s strengths and weaknesses and how they will fit into your organization. This picture must include an assessment of their skills, their personality, their work ethic and consideration of compatibility with the immediate supervisor.

To see why over 900 companies worldwide are using Employee Selection and Development, Inc.’s services to help them hire right the first time and reduce employee turnover, you are invited to visit our website at <http://www.EmployeeSelect.com>. There you will find complete information on the proven assessments we offer. Or, if you would like to discuss your hiring problems and testing needs in more detail, please call us at 800-947-5678 or email [president@employeeselect.com](mailto:president@employeeselect.com).



provides interview / reference questions, and management suggestions to “jump start” the new hire. [The SalesMax Development](#) report provides a developmental action plan to improve sales productivity and turn around marginal producers. Salesmax is administered online and reports are ready within 2 minutes.

**ASSESS For Managers** – This internationally recognized assessment program is the most highly validated pre-employment and post employment management selection and development tool available today. It measures how managers and management candidates think, work, relate and influence others. Over 50,000 successful managers have been tested with this proven tool and hiring managers have the opportunity to compare their management candidates' scores to successful managers in 72 different management templates. Most recently, industrial psychologists have been able to correlate this assessment's scales to 5 levels of management competencies. Now employers have the capability to pre-screen management candidates based on management competencies and help existing managers develop to their full potential. Both Selection and Development Reports are available for all test takers. The assessment is Internet based and is available in English, Spanish, Portuguese, German, Hungarian, Korean and Dutch. It takes approximately 45 minutes to complete. Results are posted to your testing website within 2 minutes.



[Click Here for ASSESS Brochure and Sample Report](#)

**Personality Profile** - gives you a complete picture of the applicant's or employee's strengths and weaknesses. The **Personality Profile** assesses the applicant's personality type and 20 job related traits. The 10 to 15 page report explains the individual's strengths and weaknesses; and provides in depth interview questions to allow you to explore potential problem areas. The Confidence Rating (1-5 stars) indicates how much confidence you should have in the results and whether or not the applicant is trying to sway the assessment. The Baseline feature allows you to measure the applicant's strengths and weaknesses against your best employees in the position or department. Or if you do not have enough employees to develop a baseline, you can utilize our industrial database of 88 different baselines. Test forms offered in English, Spanish, and French.



**Aptitude Tests** – Designed by a Doctor of Education, these tests measure an applicant's aptitude in such basic skills as [Computer Knowledge](#), [Math](#), [Spelling](#), and [Vocabulary](#), and [Grammar](#). Research has shown that many degreed applicants have not yet mastered the basic skills. By using these tools, clients have found that they can easily identify those applicants who possess the basic skills necessary to be productive and thereby reduce training costs. For those companies wanting one test to measure an applicant's Math, Spelling, Vocabulary and Grammar aptitude, there is the Basic Aptitude Test.

**Sales Skills Assessment** – Does your applicant know how to sell? This assessment provides the answer. The [Sales Strategy Index](#) assessment is unique in that it places the applicant in 54 typical sales situations in which the applicant must choose the right strategy to obtain the sale. The results are then tabulated and compared to the results of 2,000 known top producers. If the applicant's scores are less than the top producers, these are areas where additional training is needed. If the applicant's scores are equal to or exceed the top producers, no additional training is needed and valuable management time is saved. Bottom line, you will know where training is needed and how strong the sales person is in prospecting, creating a first impression, qualifying, presenting, overcoming objections, closing, and commitment to sales. Test forms available in English and Spanish.



**Integrity and Work Attitudes Survey** – The Survey measures an applicant's work ethic and attitudes toward supervision, theft, drugs, customer service, communication, competitiveness and sales. This survey also includes a Validity Index to alert you to those applicants attempting to sway the results. In depth interview questions are provided in each report to help managers zero in on unacceptable attitudes and behaviors. Test forms available in English and Spanish.

**Position Specific Testing - SELECT** - is a family of pre-employment tests designed to predict success in specific entry level jobs. Each test has been specifically developed and validated for a specific job type (e.g. Customer Service, Retail Sales Associates, etc) or a group of jobs in a specific industry (e.g. Call Centers, Health Care, etc.). Each assessment measures important work related skill, personality, and integrity characteristics predictive of success. What positions and industries are the SELECT assessments for? Click on the industry or position below for additional information and summary report.

- [Call Centers](#)
- [Production & Distribution](#)
- [Retail Sales & Store Management](#)
- [Customer Service](#)
- [Hospitality](#)
- [Health Care](#)
- [Leasing Agents](#)
- [Receptionist](#)
- [Administrative Support](#)

## Pricing

**Scoring Center Services by Internet or Fax** - Our in-house scoring center will score a questionnaire received via fax or through [www.testingonline.net](http://www.testingonline.net) and return the report within 3 business hours of receipt (excluding weekends and holidays). Cost is \$250.00 for 5 reports. A package of 10 reports is \$400 and 25 reports is \$800 You can combine any of our assessments to build a package that fits your needs. Telephone job fit consultation is available for an additional \$75.

High volume discounts are available. Extra fees may apply outside the continental U.S. Assessments available through this service are:

- ENet Hire
- Personality Profile
- Sales Aptitude
- Computer Knowledge
- Basic Aptitude or Math
- Integrity and Work Ethic

**Select Assessments Via Internet** - Pricing is based on volume and test selected. Call 800-947-5678 for pricing.

### Customer Service

Trained analysts are always available for both our Scoring Center and ENet Hire clients to support and help you receive the maximum benefit from your assessment results. We are particularly interested in helping you implement the program, establish your baselines and provide interpretation and developmental insights. Our firm is committed to helping you maximize your productivity and profits through better employee selection, retention, and development.

Our business hours are 9:00 AM to 5:30 PM Monday through Friday, Eastern Time.



### Summary

The Employee Selection and Development Employment Testing System is designed for large and small companies. It helps ensure you have the right people in the right job giving 100%. With the hiring mistakes costing an average of \$17,000 - \$20,000, "hiring right the first time" is a competitive necessity.

Learn whom you are hiring and what they can do for your company, BEFORE you make the investment. If you would like further information, call us at 800-947-5678 or 941-739-0400.

# CLIENT TESTIMONIALS ON THE VALUE OF USING OUR ASSESSMENTS



*"I took your personality profile and at first disagreed with comment that I was very aggressive, intolerant and could be pushy and over-bearing. So at my next staff meeting I circulated my profile to my Vice Presidents asking them what they thought. To a man and woman, they all feel silent. No one wanted to tell the emperor he had no clothes.*

*Still not wanting to believe it, I gave the profile to my wife. Her only comment was, "I've been telling you this for 10 years. Now do you believe it?"*

*Since then I have had a personality profile done on everyone in my company. The revelations have been amazingly. I found I had great people in the wrong jobs. So I decided to see what would happen if I put them in positions that let them use with their strengths. That was two years ago; now my profits are up 41% and my company's marketshare has gained 27% in a down market.*

*Why didn't I do this 10 years ago when my wife first told me! Thank you for showing me my lack of clothes".*

*Bob Gilbert  
CEO  
Digital First, Inc.*

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*"The Personality Profile, Sales Skills Analysis, and Work Ethic testing systems have worked well for us. We are pleased with the improvement in our hires and contribute a large portion of the success to the testing process.*

*We have enjoyed working with you and your staff and look forward to continuing our relationship.*

*Sincerely,*

*Dora G. Strickland, PHR  
Vice President Human Resources  
Diamond Hill Plywood Company*

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*"This letter will serve as my recommendation and support of Employee Selection and*



*Development, Inc., it's assessments and the ongoing support of its president, Bert Zinkand.*

*This system of assessments is the most cost effective and accurate program I have seen. The assessments are easy to administer during the initial interview (15 – 20 minutes on average). The results give you an incredible amount of information and a clear cut picture of your prospective candidate. Utilizing a baseline, established through testing your own top producers, you can actually determine what characteristics are needed to succeed in your organization and way of doing business.*

*If you are looking for a tool to aid and streamline your selection process, this is it.”*

*Roy Buchta  
Executive Vice President  
Interim Heath Care*

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*“We are very pleased with Employee Selection and Development as a resource tool to find the right person for a position. We have gone at times, 3 - 6 months without having to conduct a new employee orientation. We currently have approx 140 employees. The turnover is way under industry standards for a financial institution. When we meet for Human Resource roundtables, my peers at other financial organizations around San Antonio are very jealous of our success.*

*We use the personality profile/teller promoter for tellers and member service representatives. We have used several of the Select tools and the Assess for managers program for management positions.”*

*Wanda J. Haby  
Director of Human Resources Development  
San Antonio City Employees FCU*

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*“Just wanted to drop you a short note to let you know how pleased our company has been with the pre-employment test results that we have received from you. We have used other pre-employment tests in the past but yours are far superior. The tests are quick, convenient and simple for candidates to take. For the employer, the data is easy to interpret and use. They have provided us with very valuable information on each candidate, details and data that you can't really ascertain from just the interview process alone. Testing is a great way to pre-screen applicants as well as to provide good information from which to build a productive interview and your tests do just that!*

*process. We look forward to continuing our relationship with Employee Selection and Development, Inc. in the future.*

*Thanks so much!"*

Kelly Davis  
Operations Manager  
Tradeline, Inc.



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*"Two years ago we started using your testing system to help us cull through a large number of applicants for four sales positions. We hired the four most promising candidates based on their personality traits, sales skills test scores, compatibility with our sales manager and background checks. I am happy to report they are still with us and have become our top producers. Their added sales volume helped us to open two new warehouses. Also, we have no turnover in our sales department.*

*I recommend your system to any business that wants to improve the quality of their workforce and bottom line."*

Keith Mathews  
Vice President  
Kelron Logistics

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*"I'm writing to let you know how pleased we are with your Work Ethic and Integrity assessment. Before using your assessment, our plant turnover rate was 60%. Last May, we hired 10 employees using your tool. Now, nine months later, all are still with us and only one is having minor difficulty. Best of all, we haven't had to hire for the position since. Thank you for reducing our turnover! I have passed on you information to my fellow Armstrong Plant HR Managers."*

Deb Hill  
Armstrong World Industries, Inc  
Plant Human Resources Manager

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*"I thought you would like to know that Pro-Motions got selected into Richmond, Virginia's rising 25 which is a list of the fastest growing 25 companies in the area for the year. It's because of all these great employees your tests have helped me select. If ever you need a testimonial, I'm your guy."*

Steve Wolff  
President  
Pro-Motions, Inc.

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## **PARTIAL CLIENT LIST**

### **EMPLOYEE SELECTION & DEVELOPMENT, INC.**

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Employee Selection and Development, Inc. has over 900 clients worldwide. Below are a few:

A.H. Bennett Company	Carolina Piedmont
A.G. Edwards	Cascade Group
ATD American	Central 1 Federal Credit Union
Action Management	Central Cooling & Heating
Ad Pages	Central Florida State Bank
Adam's Financial Insurance	Century Pools
Advance Mold Remediation	Charles J. Sellers Insurance
Albertson Law Group	Charo Corporation
Alexandria Business Machines	Charter Communications
All-Pak Inc.	Checkpoint Systems
All State Insurance	Chemgen Corporation
Alpha Financial	Cherry Creek Athletic Club
Alpha Graphics	Citizens 1st National Bank
Al's Formal Wear	Clark Broadcasting Corp.
American Agencies	Clay County Utility Co.
American Commercial	Colley Ford
American Gardenscapes	Commercial Jacksonville
American Poly-Foam Company	Community Bank of Chaska
Anchor Savings Bank	Cook Brothers Installation
Armstrong World Industries	Cornerstone Business Solutions
Ash Brokerage	Curley Insurance Group
Associated Packaging	Darwin Partners
Astro Pak	Dattoli Cancer Center
Atlas Insurance	Davis Kidd Booksellers
Atlee Community Church	Dawson Center
Attentive Healthcare	Daxcon Engineering
B&H Securities	Delta Materials Handling
Beacon Distributing	Denwill Enterprises
Benefit Services Group	DeYoung Properties
Biegler & Associates	Diamond Hill Plywood
Big Country Supply	Digitex Corporation
Bishop Business Equipment	Don Richard Associates
Blackadar Insurance	Dunhill Professional Search
Blythwood Group	Dupaco Credit Union
Boring Business Systems	EIC Associates
Brick Bodies	Eason, Graham, & Sandner
Briggs and Briggs	Edgemere-Greystone Communities
Building Controls & Service	Educators Financial Services
CPA Associates	Electronics World
CSC Insurance	Elmos North America
Carl Kreuger Construction	Evergreen Systems

Exude Benefits  
FAB Kitchens  
Fisher Pen Corporation  
Flagship Automation  
Florida Bldg. Material Assn.  
Florida Studio Theater  
Fredericks Benefits  
Full Bloom Baking Company  
Gas Fired Products  
Gold's Gym  
Goody's Candy  
Group Benefits Inc.  
Guardian Protection Services  
HBW Group  
HF Lenz Company  
H.J. Heinz  
Hallsville Ind. School District  
Healthy Inspirations  
Hire Standard  
Holden Capron & Carr Attorneys  
Home Health Care Management  
Honey Farms  
Human Capacity APS  
Human Support Services  
Hydraulic Parts Source  
Ideal Image  
Illinois Harley Davidson  
Impact Specialties  
Imperial Textile  
Indiana Lumbermen's Insurance  
Innovative Digital Technologies  
Insight Media  
Interdesign  
Interim Health Care  
Investment Centers of America  
InVitro Technologies  
IRIS Technologies  
Ironco  
ISPACE  
J.R. Clancy  
Jetabout North America  
Johnson Machinery  
K.C. Company  
Kelron Logistics  
Keystone Property Management  
Kimal Lumber  
Korum Automotive Group

LGS Technologies  
LR Environmental  
Lamps Plus  
Landec Ag  
LexJet Direct  
Linstar Datacard  
Lucien Wright Insurance  
Madden Corporate Services  
Magnum Publications  
Marine Concepts  
Marketing Specifics  
Martineau Recruiting  
McAlister-Gray  
Med-Edge Healthcare  
MediaPro Inc.  
Memory 10  
Mercedes Medical  
Merit Lending  
Mid-Am Building Supply  
Millennium Systems  
Minarets Medical Group  
MJ's Labor Contracting  
Morris Animal Inn  
Mullet's Aluminum  
My Online Neighborhood  
Myer Hotels  
NSA Distribution  
Nationwide Learning  
Newark Comm. Health Center  
Nesconset Nursing Center  
Nextel Partners  
Nfrastructure Technologies  
Noah's Place Animal Hospital  
North American Automotive Group  
Northwest Georgia Bank  
Numerica Corporation  
OrePac Building Products  
Omni Products  
Outdoor Motorsports  
PCI Industries  
PDS Pahraceutical  
P&H Construction  
Pacific Steel & Recycling  
Paramo Group  
Patriot Fire Protection  
Pay Edge  
Pediatric Home Service

Penn Detroit Diesel/Allison  
Penn Power Systems  
Perfect Circle Credit Union  
Performance Communications  
Pharmagenx  
Premac  
Prime Machine  
Pringle Development  
ProCom  
Pro-Motions Inc.  
Professional Receivable Control  
Prosper Financial  
Psychology Assoc. of Grand Rapids  
Pure Air Control  
Quail Electronics  
Qual-Tech Engineers  
QuestCorp. Publishing  
RGA Consulting  
Rackham Insurance  
Ravnik Agency  
Raycom Media  
Regional Capital Group  
Remington Associates  
Rental Works  
Richard Weylman Group  
Robert James Sales  
Rocco Building Supplies  
SFBI Recruiters  
SOF Surfaces  
Safe Haven Shelters  
Samtec  
Samuel Adams Brewery Co.  
San Antonio City Employee CU  
Schaefer Systems  
Sebastion Cnty. Dist. Court  
Secura Insurance  
Select Quote  
Sheet Metal Components  
Sig Com  
Signature Bank  
Silicon Systems  
Sonitrol Corporation  
Southern Management  
Specialized Business Systems  
Specialty Engraving  
Spector & Ehrenworth, PC

St. Genevieve Cnty. Mem. Hospital  
St. Josephs Hospital Phoenix  
Staff One  
Stafford Communications  
Stanton Insurance  
Stark's, Inc.  
Strategic Business Partners  
Strion Air  
Strong Project Systems, Inc.  
Substance Abuse Council  
Super Coups  
Synergy Displays  
TNT International  
TW Medical  
Team 5 Properties  
Tech Data  
Technical Air Systems  
Technology Publishing  
TenA Companies  
The Material Works  
The Party Staff  
The Williams Company  
Tower Extrusions  
Toyota of North Hollywood  
Tradeline Inc.  
Truck Parts & Equipment  
Tullahoma Utilities Board  
Turner Buick  
Unique Selling Systems  
United Way  
Universal Rx  
Uptime  
Urban Services Group  
Venterra Realty Mgmt.  
Virtual Hold Technology  
Vita Plus Corp.  
W.H. Leary  
Waddell and Reed  
Warm Family Dentistry  
West VA Dept of Corrections  
West VA Regional Jails  
William Lyon Property Mgmt.  
Williamsburg Christian Academy  
WordCom  
Zimmerman Marine, Inc.