



### THE NUMBERS GAME

Your employees are your only true competitive advantage in your marketplace. It all starts with getting tremendous application flow. If you don't have it the rest of the process is irrelevant. You need numbers so you can weed out the non-performers and find the candidates that will take your business to the next level.

- **Channels** - Know your ideal candidate demographics, where do they 'hang out'?
- **Target** - Gear ads toward those appropriate channels, both digital and boots on the ground
- **Online** - You **MUST** have an online presence, select appropriate avenues per your above research (Indeed, Facebook, ZipRecruiter, Craigslist, etc...)
- **Ad Writing** - You **MUST** be the best ad writer to drive traffic to your ads, know your key words and stay on top of them as they are always changing (just like marketing Adwords to your clients!)
- **Research** - Spend regular time on the phone with representatives from the online avenues you are using, this will greatly help you craft your ads and hone in your online recruiting

## KNOCK OUTS

This is the step where you weed applicants out before you even know they exist. These are yes / no questions that if not answered correctly rule them out right away. If you get this right and are thorough and consistent this step can save you a TON of time in chasing bad applicants around.

- **System** - Build a process where applicants do not have a way around this step before you hear from them, whether they find you online or some other place, you need to weed them out early
- **Online** - Ensure the avenue you are using to recruit has this capability, if not make sure that when they apply the next step for them is to go to another site or online avenue that has knock out questions.
- **In Person** - If you are recruiting on-site somewhere, rather than have them complete a paper application have them submit info online to capture it in this system

### **Here are some example knock out questions:**

- Drivers' License
- Clean Driving Record
- Clean Background
- Car Insurance
- Smart Phone
- Lifting Requirements
- Afraid of Heights
- On Feet All Day
- Sensitive to Chemicals
- Available Hours
- Available on Weekends
- Ok with Clients' Pets
- Working Solo (or Team)
- Face to Face With Customer
- Working Outside in Conditions
- Working Inside in Conditions
- Working With Hands
- Drug Free
- Direct Deposit
- Minimum Years Experience



### VETTING

Once you know an applicant exists and they have gotten through the yes / no knockout questions, it is time to vet them out and ensure they are worth your time to interview.

- **Job Fit Assessment** - Questionnaire that assesses whether the candidate has the right mind set to take on the tasks required by your role
- **Attitude Assessment** - Questionnaire that assesses whether they candidate has the right mind set to fit into your team/culture.

**Automate** - You need to do this in a way that requires very little time from you. (Ask about our snag platform, consider using Adobe Sign or DocuSign to send out and track)

**Job Fit Assessment Questions** For each question the following are the available answers (it is very helpful to automate this process with scoring software, this can be overwhelming to sort through yourself but is very helpful in assessing candidate quality)

- Not True At All
- Slightly True
- Somewhat True
- Fairly True
- Very True

- Too much planning on the job can get in the way of enjoying things
- Helping others who need help on the job is important, regardless of the cost to me
- I am not a very adventurous person on the job.
- At work, I am quite reserved.
- I rarely get upset when I'm working.
- I perform best on the job when working on a team.
- I have never told a lie on purpose at work.
- There are times on the job when I've been a bit lazy.
- At work, I readily forgive others.
- I prefer familiarity and routine at work to novelty and variety.
- At work others sometimes see me as quiet.
- I can be easily made uncomfortable at work.
- My ideal job would involve a lot of teamwork.
- I obey the law more often if there's a chance that I might get caught.
- I always make a detailed plan before I begin any job.
- Trusting others on the job can be dangerous.
- I like being spontaneous on the job.
- I find it exciting to be around people who are impulsive.
- Others at work see me as assertive.
- There are few things at work that upset me.
- I prefer to work by myself rather than in a team.
- Sometimes I bend a rule if I can get my work done more easily.
- I work harder than anybody else doing my job.
- Given half a chance, other people at work will take advantage of you.
- I don't like to draw attention to myself.
- Variety is the spice of life.
- At work, I never run out of enthusiasm.
- It's easy to take it personally when things go wrong at work.
- Working in teams brings out the best in people.
- Sometimes at work, I put my feelings ahead of those of other people.
- There are times on the job when it's been a little hard to get organized.
- Sometimes on the job I find it hard to be sympathetic with others.
- I prefer novelty and new experiences on the job.
- Sometimes it's hard to relate to highly confident coworkers.
- I am always concerned about my job.
- I believe I do my best work as part of a team rather than working alone.
- I never break any rules at my job.
- I always do much more than others expect me to do on the job.
- I often seek out adventure or excitement.
- I tend to be skeptical in dealing with others at work.
- Trying new things on the job is one way of staying sharp.
- On the job, there are times when I lack self-confidence.
- It's easy to get discouraged on the job when things don't work out.
- Some of my proudest moments have been as a member of a team.
- I have never tried to get back at someone who has hurt me on the job.

**Attitude Assessment Questions** For each question the following are the available answers (it is very helpful to automate this process with scoring software, this can be overwhelming to sort through yourself but is very helpful in assessing candidate quality).

- Not True At All
- Slightly True
- Somewhat True
- Fairly True
- Very True

- I am usually satisfied with work that is "good enough."
- Most people exaggerate a little on employment applications.
- All people tell "white lies."
- I have never hit anybody in anger.
- I set milestones to measure my work.
- I am not bothered by messy people at work.
- I sometimes drive faster than the speed limit.
- I never avoid people, even if I don't like them.
- I tell people off when I'm angry with them.
- I have made fun of a co-worker.
- Other people at work know that my work usually has few, if any, errors.
- Given the opportunity, most people would give an unauthorized discount to a friend or family member.
- I do not always like being told what to do.
- I think that people place too much importance on their jobs.
- Everyone knowingly overdraws his or her bank account.
- Sometimes you have to exaggerate a little to protect yourself.
- I never break any rules at my job.
- Sometimes I get quite irritated.
- At work, others think I am a perfectionist.
- Most people will exaggerate their previous work experience in order to get a good job.
- I have made a promise that I could not keep.
- I don't gossip about other people.
- I often find it difficult to get down to work.
- People often find it hard to get much satisfaction from their job.
- I have to admit there are people that I would enjoy hitting.
- Very few people who find a wallet containing money would return it to its owner.
- I never act quickly without thinking.



### HOOP JUMPING

Your ideal candidate is only a couple of steps away. To make sure they are the right person, you need to confirm that they can follow instructions and jump through the hoops you ask them to. This will ensure that if/when you hire them you know they will jump through the required hoops for you and your clients.

- Assessments** - These are the first hoops, did they complete them and meet your standards?
- Specific Instructions** - Give them detailed instructions about who to reach out to for an interview and what to say
- Communication Flip** - Email them instructions to text you for interview, or text them instructions to email you, this ensures they are accountable
- Contact** - They **MUST** contact you, the minute you start chasing them around to try to set up the interview or track them down you already know they are not a good candidate
- Challenge** - Make them ask for office location, or who they are meeting with, you need to know that they can problem solve on the fly - they will need to when they are at a client's location!



### STRATEGIC INTERVIEWING

This is the last step. If they made it this far they should pretty much be ready to hire, you are just looking for massive red flags and ensuring you can trust them to interact with your clients. Mostly, you are using this opportunity to teach them about your business, culture, and clients through your questions. Build rapport with them and see if you like the, because you will need to; they might be around for a while!

- Open Ended** - you've already asked all the closed end questions; ask open ended questions and score them
- Hypotheticals** - ask scenario based questions to see how they think on the spot
- Surprise!** - Ask them questions that they won't expect to catch them off guard, explain to them that clients will catch them off guard every day and they will need to be able to think on their feet
  - Rate your luck on scale of 1-10
  - Tell me a Joke
- Pain Points** - Figure out what your biggest pain points are and focus questions on those areas



## **BLUE SKIES INTERVIEW QUESTIONS (Geared towards a cleaning position - all of these may not apply to all positions you hire for.)**

### **Attendance**

What would your former employers say about your attendance?

- 1 2 3 Circle one: 3= No doubt great attendance answer – strong  
2= “I think”, “I only missed x days” – uncertain, some excuses  
1= Hesitation, “pretty good” –avoiding answer

Tell me 2 or 3 things that might happen that would prevent you from making it to work on time... pause... What is your plan “B” so you don’t miss work?

- 1 2 3 Circle one: 3= Sites SPECIFIC example and gives honest strong answer  
2= “I think” or yes, but cites no examples  
1= Hesitation, or has excuses not solutions

If you owned a cleaning company, how many times a month (~20 working days) would you allow someone to call off work when they were scheduled to work?

- 1 2 3 Circle one: 3= Quick answer- no more than 1, medical, kids  
2= Hesitation, 1+,, not sure, depends, etc  
1= Hesitation, excuses with no specifics

### **Career Mindedness**

If you owned a cleaning company, you would want loyal employees working for you. Tell me how you will be a loyal employee, why, and what does that mean to you?

- 1 2 3 Circle one: 3= Plow horse- direct about “whatever it takes” “get it done”  
2= Pauses, talks money/self, not team, not customer, not company  
1= Hesitation, unsure how to answer, doesn’t answer question directly

We have many people that really enjoy their hands on work and aren’t looking to take on more management or leadership roles on our career ladder, which is fine, and we respect that. The last thing we want is a GREAT technician moving up and no longer enjoying their job. Where do you stand on this?

- 1 2 3 Circle one: 3= Wants to move up, seems excited about moving up  
2= Not sure, seems to love cleaning more, ask questions  
1= tells you not interested moving up, has no interests, etc



Not all of our employees are looking to make a career in what we do. A lot of people come to work for us with the intention of staying here for a few months to make money, and then go to school, look for a job more aligned with their long term goals, or maybe start their own business. Our goal is to help our teammates fulfill their purpose and get them to where they are trying to go. Hence, where is it you are trying to get to and how long will we be a part of your journey?

- 1 2 3 Circle one: 3= answers more about Blue Skies then "I", not specific  
2= Gets specific, talks about what they want, OUTSIDE of Blue Skies  
1= Hesitation, "really want to be a" very specific, won't stick around long

What are the top 3 reasons you would decide to leave a company?

- 1 2 3 Circle one: 3= Culture not good, people related issues - answers some positive  
2= Money, attendance, "not fair" - plays victim, but offers some solutions  
1= Plays victim, offers zero positive - zero solution minded

## Career Mindedness

We start our days at \_\_\_\_\_. We plan on getting done at \_\_\_\_\_. There can be a 1-2 times a month where you may not get back to the office until 6 or 6:30. It could be your running behind, bad weather, short staffed etc. Is this a problem for you?

- 1 2 3 Circle one: 3= No, do what we have to do... plow horse, no excuses no complaints  
2= Pause, or starts saying why it "could" be a problem but says, "it's ok"  
1= Basically you can tell or they come out and say, "yes" it's a problem

What would upset you the most out of these 3 things and why?

- Driving an extra 20 miles a day because someone keeps calling off work
- Not getting promoted
- Having your equipment break during a job

- 1 2 3 Circle one: 3= Equipment breaking  
2= Not getting promotion  
1= Driving extra

Which one of these things do you think will be your biggest challenge working here?

- Being late in the morning because of things you need to handle before work
- Cleaning your own way, and not the way you are trained here
- Not making enough money

- 1 2 3 Circle one: 3= Cleaning your own way  
2= Not making enough money  
1= Being late



What would be more upsetting to you?

- Starting with a short day, but finding out later in the day another job got added on your route
- Customer blames you for breaking something you didn't break
- Someone else being late all the time and nothing is said about it

1 2 3 Circle one:      3= Customer Breakage  
   2= Someone else being late  
   1= Schedule changes, work late

How would you rate your luck on a scale from 1 to 10. 1 being worst and 10 being the best? *(you are looking for people to answer in a way that demonstrates they won't blame bad situations on external circumstances, but will instead take ownership and solve the problem without blaming anything)*

1 2 3 Circle one:      1= 1 to 4  
   2= 5 to 8  
   3= 9 or 10 (or if they say they don't believe in luck)

And finally ... Tell me a Joke *(no scoring, open ended, just looking to see how well they think on their feet and end the interview on a fun note....also to see if they say something awful or disqualifying.)*

Attendance Score: \_\_\_\_\_  
Career Minded Score: \_\_\_\_\_  
Trends Score: \_\_\_\_\_  
**TOTAL SCORE** \_\_\_\_\_

< 20 = Discontinue  
21-25 = Proceed with Caution  
25-30 = Good, compare diligently with other candidates  
30+ = HIRE!!



### CREATE A BENCH

**DO NOT STOP!** This process is truly your only competitive advantage to beating you competition. You can have the best marketing plan, best operating processes, and best sales and customer service team, but if you don't have the best technicians representing your business right in front of your clients then none of that matters!

- Continuous Recruiting** - Even during slow seasons you should still be running ads and trying to find your next all-star employee
- The Bench** - Recruit and interview even when you don't have an opening, put them first on your bench to call when you do have an opening
- Target** - Based on the size of your business, hold yourself and your team accountable to having a certain number of people on the bench at all times (ex, 20% of employee base - if you have 10 full time employees you should always have 2 on the bench that are fully vetted and interviewed, just in case)
- Sales Process** - You never stop looking for your next sale, **NEVER STOP** looking for your next teammate!