



The **intelligently designed** workforce

(create one)



Vital Hiring Insights™

Vitalwork®
Committed to Organizational Vitality

Intent on workforce performance? *Design it into your hiring process*

You know that workforce performance depends on effective candidate selection. Just look at the benefits a few “good hires” can bring to your company. They immediately grasp the firm’s mission and their role in achieving it. They train quickly, effortlessly. They’re instantly productive and profitable. They like their jobs. They bring you the results you’re looking for. Something magical happens—and it shows up in the bottom line.

You wish you could find 20 more—or 200 more—just like them.

Vital Hiring Insights™ helps you do just that. This comprehensive solution builds on the competencies, behaviors and motivations of exactly those people—your top performers—to design a customized process that identifies candidates with the same qualities for driving success.

Customized for your open position, your company, your culture

- Appropriate for high-volume positions of 40+ people
- Designed to identify people with the same qualities as your top performers
- Shortens time-to-value cycle of new employees
- Customized by region or country as needed

Results

Vital Hiring Insights™: integrated and comprehensive *For an extraordinary return on investment*

What does it cost you to hire someone? Many companies estimate the hard costs of selection at up to 30 percent of salary for non-management positions (and up to 50 percent for management positions). Add in the soft costs—a vacant position, a manager’s time spent hiring, training, productivity loss while the person comes up to speed—and the expense of hiring can quickly reach two to three times the annual salary of the position.

The price tag of a “bad hire”—in additional training, management intervention, low morale among co-workers, lost revenue—can skyrocket in no time.

Designed to assist in hiring for positions of 40 or more people, Vital Hiring Insights (VHI) returns its investment to you with just one or two successful selections.

VHI achieves this extraordinary result because it was intentionally designed to be integrated and comprehensive. This patent-pending solution is a turnkey offering, not a lone tool that requires add-on products to be fully effective. It fits seamlessly into your existing hiring process—because it was built to complement your expertise, not replace it.

VHI provides a comprehensive, robust view of each candidate, imparting detail and insight that enable the intelligent design of your workforce. VHI does this by taking into account the hiring process needs of everyone in your organization—from the manager to human resources to training to executive management. That shared success translates into the synergy that creates true workforce performance.

Intelligent design for business results

- Reduces turnover and associated costs caused by poor hiring decisions
- Increases profitability
- Leverages requirements and expertise of multiple departments within the company
- Considers all of the elements necessary for “a good fit”
 - education
 - skills
 - experience
 - competencies
 - work behaviors
 - attitudes
 - values
 - motivation

Design It

Designed around what matters most

Turning hiring assumptions upside down

Traditionally, organizations hire based on education, skills and experience. It's a good place to start because it gives you information on what the candidate **can** do. A candidate's ability quotient, however, accounts for only a fraction of his or her success in a job. The critical factors to understand are a candidate's work behaviors (**how** they'll do what the job asks them to do) and their values and attitudes (whether they **will** be motivated to do the job).

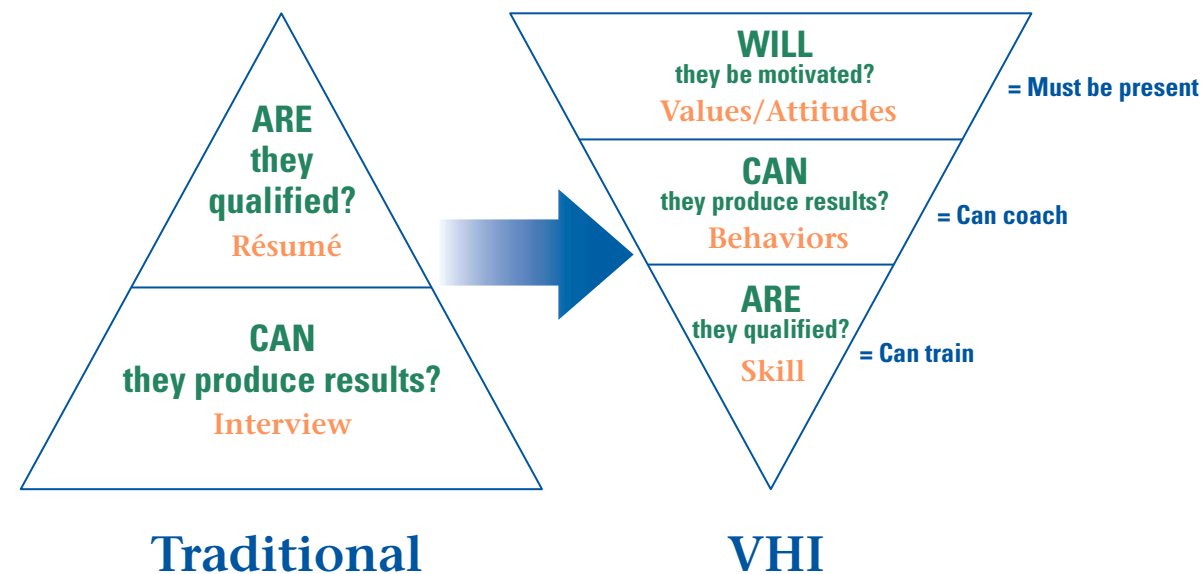
Skills are important, but behaviors and motivation are key—especially since you have limited influence over them. Although some behaviors can be coached, motivation has to be present already and has to match the needs or demands of the job. A hiring manager once put it very succinctly: "I can train almost anyone in the skills needed to do the job. I can't train them to *want to do the job.*"

To bring these principles into action, we have turned the old hiring assumptions upside down and built VHI to give the proper weight to the three factors: motivation first, behaviors second, skills third. We've taken the guesswork out of **how** and **will** the candidate do the job. VHI provides you with this critical information.

Creating a motivated workforce

- Improves employee retention
- Increases job satisfaction and performance
- Improves morale
- Creates "employer of choice" status

Changing the Hiring Paradigm



Designed for the managers who deserve it most

Do they have the tools to do the job?

Hiring managers are key to your organization's success. We think of them as the "leverage point" of the company—directly responsible for translating vision and strategy into action **while** selecting, developing and retaining the workforce to achieve that vision. Employees tend to stay or leave based on their relationship with their managers, not with "the organization."

Think about how a happy employee—one who likes the job, is pleasant to work with, takes the initiative, is committed to performing well—treats a customer. Then think about how this satisfied customer feels. He's loyal, may increase his business with the company, is likely to make referrals. Finally, consider the impact of these satisfied customers on the bottom line—and thus on shareholders.

The satisfaction of employees, shareholders and customers rests on the shoulders of managers. When managers can more effectively select, coach, and develop employees, customers and shareholders naturally benefit. And yet, while most managers come well prepared to direct the "work" of

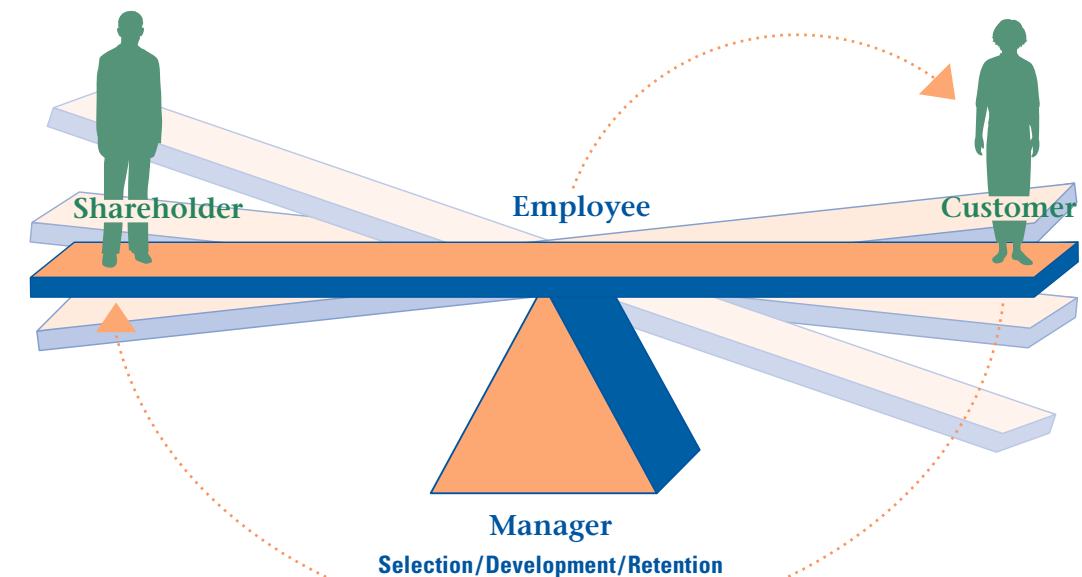
the organization, they are rarely formally trained in the hiring or coaching process, nor are they especially comfortable in the role. Most find it a cumbersome and time-consuming chore, a "necessary evil."

We designed VHI to take on this challenge—to close the gap between what managers are charged to do (create a high-performing workforce) and their varying comfort levels with the hiring process. The result is a sophisticated and simple solution for interviewing and selection.

Simple but comprehensive—exactly what managers want and need

- Speeds the interview process
- Directs follow-up questions to potential challenges
- Guides decision-making
- Improves employee-manager relationships
- Frees managers to innovate and lead, not "fix"
- Identifies coaching and development opportunities

Managers: The leverage point of the organization



“VHI almost guarantees a better quality hire!”

Intelligent workforce design

Takes the stress out of hiring—for everyone

For hiring managers—exactly the assistance they need

The candidate pool is better screened, saving managers time. Position-specific interview questions make it easy to uncover the candidate’s work behaviors, values and attitudes. Customized follow-up questions mean managers don’t leave an interview plagued with doubts—they’ve done the investigation they need to do.

VHI customizes interview preparation automatically, so hiring managers can walk in and get straight to personalized questions for each candidate—questions that delve into the challenges that candidate will face in the position. Then, VHI provides measurable ways to evaluate interview information for logical and thorough decisions. Finally, and most critically, hiring managers have a systematic way to improve their own success by building and developing the workforce they need—motivated, productive, profitable.

“Vital Hiring Insights has been instrumental in helping us reduce turnover and increase productivity. VHI is a standardized system that drives ‘smart’ hiring throughout the organization. The process is definitely paying off. We have reduced turnover by 30 percent. Even better—sales performance by representatives selected through VHI is up 15 percent.”

Steve Wachter
Vice President of Sales
Eschelon Telecommunications

“Vital Hiring Insights makes a dramatic difference—not only in candidate selection, but also in classroom training, coaching, and ultimately in how our customers are served. We have experienced higher levels of productivity and customer satisfaction as a result of the broad perspective VHI provides on each candidate.”

Mark Kochanowski
Vice President of Human Resources
Health Quest

For executive management—quantifiable results, reduced turnover, quick ROI

Executive management appreciates the systematic, quantifiable approach to selection, and the reduced turnover and increased productivity that result. The building of a workforce that is aligned with corporate culture is essential to profitability. The affordability of the investment is also very popular.

For human resources—science that backs up intuition, legal compliance, job satisfaction, happy internal customers

Human resources managers finally have something besides “gut instinct” and “years of experience” (all valuable) to offer during boardroom presentations. Many human resources managers report that VHI widens, not narrows, the candidate pool, further improving the probability of a good fit. Higher job satisfaction naturally results. The objectivity and documentation built into the system assist in meeting EEOC requirements.

This strategic process provides data and information to continually improve the selection results. Your company’s enhanced reputation as an “employer of choice” creates a steady stream of qualified candidates. When all the people who rely on human resources are happy...

For training—new employees who are ready to learn and perform

The training department is delighted with the quality of the new employees—skilled, motivated and a good fit for the particular demands of the job. The training is smooth and fast, and the information VHI provides enables trainers to customize their approach for each new hire.

The candidate who looked so good on paper but turned out to be completely disinterested in the job? He wasn’t able to advance through the hiring process—training never has to contend with him. The candidate who had all the sales drive in the world but felt compelled to argue with customers? VHI identified that issue ahead of time and training is prepared to handle it.

For the candidates—a good first impression of your company

The professional, logical, thorough approach that Vital Hiring Insights provides will help to establish your company as an “employer of choice.” The experience candidates have, whether or not they’re selected, leaves them confident that you were honest about your needs, respected their unique talents and skills, and were intent on seeking a win-win situation for the company and the employee. Who could ask for more?

For the rest of your workforce—improved morale and productivity

From the very start, your existing employees are able to create solid working relationships with the new hires—because they’re such a good fit with the organization and the culture. Your workforce spends less time “compensating” for the new people and more time collaborating with them. They value their new co-workers and the manager who brought them into the organization. It will be hard to say which came first—the improved morale or the increased productivity.

Synergy that fosters success

- Improves communication between individuals, departments, locations
- Enhances cultural fit
- Makes training more effective

“We saw an immediate benefit. We selected Vital Hiring Insights because of its flexibility and cost, yet the speed and accuracy at which we can now assess a potential employee is astounding. VHI almost guarantees a better quality hire!”

Pat Scheg
Vice President of Human Resources
Time Warner Cable

“We have reduced turnover by 30 percent.”

After the hire: developing the relationships that translate into success

The information you glean about your new employees is invaluable in creating a longer-term development plan for each person. You can also utilize VHI as a complete workforce development tool—invite all your employees to participate in the behavioral and motivational assessments so that you can pinpoint and address individual challenges and opportunities, make good promotion decisions, and create valuable coaching and training initiatives.

2

Pre-Screen

Make your life simpler by starting with the basics

- A “first gate” to distinguish viable candidates
- Designed in collaboration with human resources and hiring managers
- Looking for a match on the essentials—education, skills, experience, job stability, hours, salary requirements, etc.
 - screens out unqualified candidates
 - saves time, concentrates effort on the most viable candidates
 - sets early understanding between managers and human resources on the “ideal” candidate

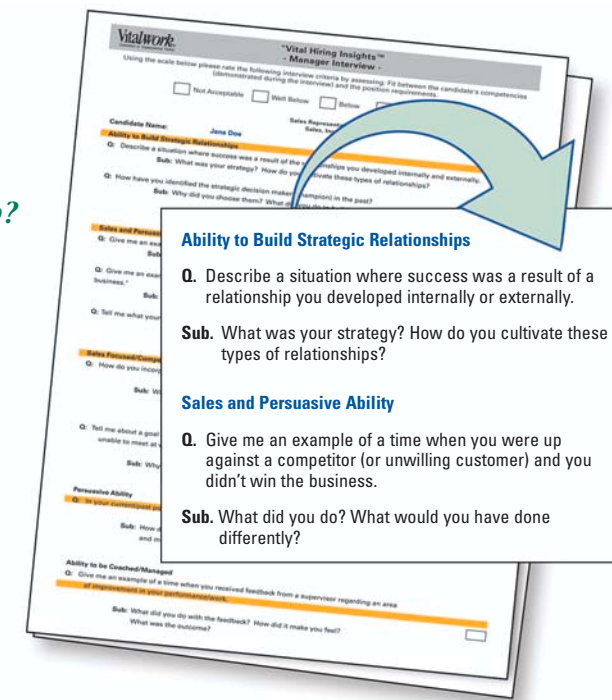


3

Competency-Based Interview Questions

Critical “need to know:” can they do the job?

- Questions developed from the VHI database in collaboration with human resources, managers and training
- Questions are behavioral-based to assess fit with the position (based on past performance as an indicator of how they will handle the job)
- Focus on cultural fit within the company and specific behaviors required for position (e.g., sales-focused, persuasive, change-oriented)
 - a structured interview saves manager prep time before each interview
 - a “richer” interview for both manager and candidate
 - capitalizes on best practices of the company
 - candidate “fit” responses objectively scored for easier hiring decisions



The Candidate Workbook

Everything you need to make an informed, objective hiring decision

- An electronic file—easy to share and continuously updated
- Produced in-house by you—in minutes!
 - includes all information gleaned from components 1 – 6
 - brings objectivity, consistency and cultural integration to hiring
 - instant interviewing and follow-up questions for managers
 - immediate insight into candidate’s motivation and performance—before you hire
- creates a development roadmap for managers to coach new employees
- assists in EEOC compliance



Vital Hiring Insights™ Candidate Workbook

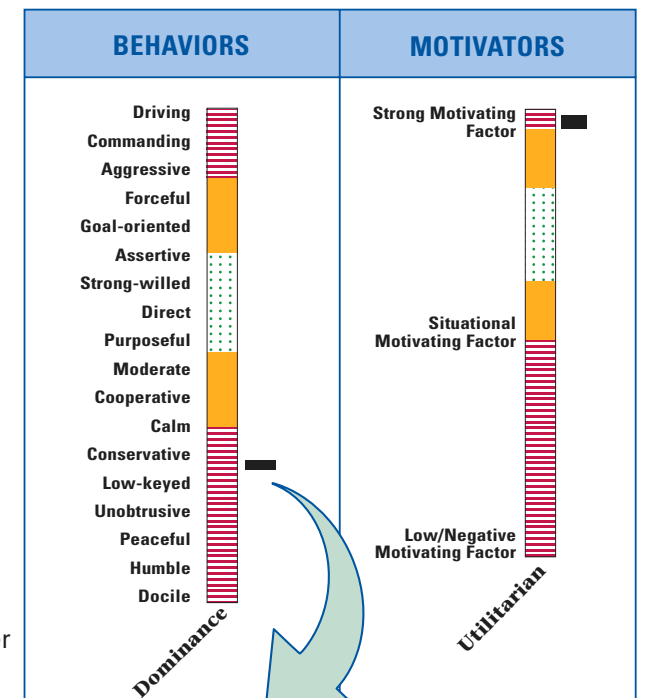
Position and Candidate Information	
Candidate Name:	John Doe
Position:	Sales Representative
Organization:	Sales, Inc.
Hiring Manager:	Sue Smith

4

Behavioral & Motivational Assessments

How well will they perform?

- Based on top-performer benchmarks within your own company
- Behavioral assessment focuses on how a person deals with problems, people, pace and procedure
- Motivational assessment focuses on how a person values knowledge, return on investment, creativity, service orientation, sphere of influence and standards for living
- Both assessments often take less than 20 minutes for the candidate to complete; Web-based and accessible from anywhere
- Detailed written reports predict the candidate’s performance in the job
- VHI flags areas where there may be a gap between candidate’s and top performers’ tendencies—indicating potential struggles in the job—and generates customized follow-up questions to probe further
 - objective, comprehensive view of candidate beyond the “interview face”
 - unearths valuable information not usually discovered in an interview
 - the most efficient way to find “the right fit”
 - addresses candidate’s top concerns



RED FLAG! Interview For: Ability to be more assertive, direct, innovative, self-starting, and decisive.
Questions:
 1) Please tell me about a time when you had to tell a customer something you knew they would disagree with. How did you handle the situation?
 2) Describe a time when you had to start a new project with little assistance or direction. How did you handle the situation?

5

Realistic Job Preview

Asking the people who know the job best

- Matches a candidate to an employee already in the position for a mutual interview
- Employee provides feedback and observations to hiring manager
 - candidate gets a realistic view of the position and can better assess fit
 - manager receives additional information not usually discovered in the interview
 - immediate feedback on candidate’s true interest in the job



*VHI determines candidate potential for success based solely on information gathered during the interview process. There can be other hidden factors that negatively impact the candidate’s success in your organization.

Experts in People

Vital Hiring Insights™

Designed and supported by experts in people

VHI was designed by our experts in behavioral analysis and organizational development, who have worked for years to help companies develop the full potential of their people. The principles that underlie VHI have been tested and proven in the real world. Because we consider its comprehensive and integrated approach to be unique—and uniquely rewarding for you—we have a patent pending on this process.

VHI rolls out in your organization with the assistance of our experienced consultants, each of whom is singularly focused on maximizing the strengths of your human capital. A partnership with us enables you to create your own intelligently designed workforce.

Vitalwork®, Inc.

Committed to Organizational Vitality

At Vitalwork, we believe that the key to a competitive company lies in hiring the right people, developing them to be great, and creating a culture in which they will want to stay.

We have partnered with business leaders for more than 15 years to bring this “vital work” into practice—and fruition.

In addition to Vital Hiring Insights™, we offer products and services that address leadership development and coaching, individual and team dynamics, and organizational culture.



Our clients are national in scope and include industries such as technology, healthcare, telecommunications, financial services, manufacturing and pharmaceuticals.

Call us anytime to discuss how we can bring Vitalwork expertise to your organization. 585-387-9222.

Back pocket with 2 cuts for one business card
(Red lines are just guides, don't print please :)

The intelligently designed workforce *(create one)*

Vital Hiring Insights™

A process that creates a “win” for everyone—and your bottom line.
Who could ask for more?

Let's talk about how we can put
Vital Hiring Insights to work for you.

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