

HIRING TALENTED PEOPLE

By Emmy Moore Minister

Why do some folks always seem to hire the right people with such ease? When hiring quality employees, is it just good timing or is it a God-given gift that some supervisors seem to possess? I'm going to take you through what I've learned regarding the hiring process over the last 30 years.

When I think about hiring practices, I reflect back to the mid '70s when I was managing a temporary help office in the heart of Silicon Valley. This was back when defense contractors were still prominent and tech companies were just beginning to emerge.

Every day, people would flock to our office to sign-up for temporary work. In addition to my regular management duties, I often spent a good portion of my day interviewing applicants in dire search of work. Sometimes I'd conduct over 100 interviews in a week. I always sought to discover talented people and hoped to find just the right person for just the right job. I kept my fingers crossed for good luck, praying that when my candidates reported for their assignment, the on-site supervisors would be as impressed with them as I was at interview time.

Successful hiring is similar to matchmaking. A company wants a winner in a worker; a worker wants a company that's a winner. And hopefully, the two match up. In order to make the perfect connection, I'd do a lot of probing and listening. I then would follow up with more probing and more listening. Faithfully, somewhere during the interview, I would ask the question, "Describe yourself in three words...what three words (qualities) best describe

you?" And inevitably, it was their answers to that one question that revealed the most about their personal side - their self esteem level, their priorities, and their overall view of themselves and the world.

Little did I know that back in the mid '70s I was formulating a hiring style. Although I had my likes and dislikes when reviewing resumes and interviewing candidates, I was on a journey to uncover what I could about the professional backgrounds and interests of those who came before me. Fact finding quickly became a critical component in my pack of hiring practices.

I wanted candidates who were attentive, confident and good communicators, who could comfortably look me straight in the eye and share their experiences. I was in search of individuals who possessed the right skill set for the job orders on my desk. In my tribe of temps, I wanted folks who had a high level of energy, determination and passion about work and life. I was attracted to team players (and that was back before the "team thing" was common in workplace vogue.) I wanted candidates with a "can do" work philosophy, who weren't afraid to roll up their sleeves and do whatever it took to get the job done.

It's now 30 years later and things haven't changed much when it comes to my hiring practices. Again, I find myself in search of the same essential qualities—someone experienced and dependable, open-minded and result oriented, a team player with a positive attitude. Probably the only new trait I would add to the list now is a sense of humor. No sense of humor? Sorry, more than likely you won't make the cut!

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Moss Control product use patterns

Always refer to product labels to confirm all use, handling and application instructions

Active ingredient	Products	Use pattern	Precautions
chlorothalonil	Concorde, Caconil, Echo, Manicure	3 weekly applications @ hi rate for moss	Best >80F
carfentrazone	QuickSilver	2 applications @ 6.7 oz/A plus 0.25 NIS	No greens label; possible SR 1020 sensitivity
ferrous sulfate		8-16 oz/1000, every 7-10 days for several months	Best <70F; phyto possible
sodium carbonate peroxyhydrate	Terracyte	3 weekly apps @ 4 lb/1000 in 2 directions	Best <70F; phyto possible
copper hydroxide	Junction	2-4 oz/1000 every 2 wks during winter months	Best at very cool temps; phyto likely

Source: PACE Turfgrass Research Institute