# Chapter 11 Choosing and Hiring Candidates

## Hiring Top Performers at MarineMax

Recreational boating and yachting retailer MarineMax is a publicly traded, billion-dollar boat broker with over 50 retail locations.[1] Focused on premium brands, such as Sea Ray, Boston Whaler, Meridian, Hatteras, Grady White, and the Ferretti Group, MarineMax complements its industry-leading brands with exclusive, value-added services including dedicated delivery captains, classroom and in-water customer training, professionally organized Getaways! cruises, a no-haggle sales approach, and extensive after-sale service.[2]

Despite its size and continued growth, MarineMax works hard to retain the high level of service and personal interaction found at smaller companies. To continue its growth, MarineMax needs enthusiastic, talented, and highly motivated employees with leadership potential for jobs across the company.[3] The company knows that these people are hard to find and looks for ways to present appealing job offers to top talent. The company's managers know these people are interested in intangible benefits, such as challenging work and advancement opportunities, in addition to top pay.[4] MarineMax asks you for advice on how it can best persuade its top finalists to accept its job offers without ratcheting up its labor costs more than necessary.

Up to this point in the book, we have focused on planning the staffing effort, attracting applicants, and evaluating job candidates. The next stage of the staffing process involves choosing and hiring the best finalists. Because the cost of making a bad hiring decision is often many times that person's salary,[5] not to mention the effects of losing a high-potential candidate to a competitor, choosing whom to hire and persuading them to accept your offer are a critical part of the strategic staffing process.

Imagine the following evaluation scores for two finalists for a financial analyst's position: Maria scored 80/100 on a job knowledge test, 35/50 on a structured interview, and 45/50 on a personality and values test designed to assess her fit with the organization's culture and values. Pete scored 70/100 on the job knowledge test, 45/50 on the structured interview, and 35/50 on the personality and values test. Based on these scores, who should be hired? The answer depends on the way the firm weights and combines the scores. If the scores are averaged, Maria would receive the job offer. But if the structured interview scores are given greater weight than the other assessments, Pete might be the preferred candidate. If candidates must score at least 75 on the job knowledge test, however, then Pete would be out of the running.

There are different methods of combining candidates' assessment scores. All the methods are relatively easy to understand, but you need to know how to use them. You also need to understand how to go about persuading the best candidates to join your firm. In this chapter, we discuss the methods used to choose candidates as well as the employment contract and job offer process, negotiation, and closing the deal. After reading this chapter, you should have a good understanding of how best to choose which finalist should receive a job offer, and how to persuade that person to become an employee of your firm.