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# BUILDING **BETTER** APPROACHES TO RECRUITING

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# WHAT WE'LL BE COVERING TODAY

- ▶ Recruiting 101: (Best cases: Legal & Strategic, worst case: illegal and ineffectual and costly)
- ▶ Recruiting trends: Social Media ("Signaling", Internal Recruiting")
- ▶ Recruiting Best practices (EOC protected classes, making sure paperwork is properly filed)
- ▶ The importance of Interview question types
- ▶ Interviewing, questioning techniques and questions to avoid.
- ▶ Building a better candidate experience. Opportunities in creating an informal talent pipeline by improving the applicant/candidate experience,
- ▶ Open group discussion on particular recruiting and hiring issues that managers face and problem solve

# RECRUITING AND WHY IT MATTERS

*IT'S COSTLY BOTH IN TIME AND RESOURCES AND IT'S  
MORE EXPENSIVE IF NOT DONE RIGHT*

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# TRENDS IN RECRUITING

# HOW RECRUITING IS CHANGING AND WHY

- ▶ Demographic shift of retiring boomers, boomers working longer, with Gen x and Millennials maturing and entering the workforce.
- ▶ Knowledge, Skills and Attributes(KSA) gap = fewer qualified candidates, changing skill sets
- ▶ Digital Automation, social media and the changing employer/ee relationship is fundamentally shifting how organizations recruit and hire and evening the playing field between employers and employees. Hiring efficiencies can be improved if the recruiting process is more transparent.
- ▶ Hiring from within is increasingly being utilized for best cultural fit.
- ▶ Organizations now 'signal' the employee characteristic and values they're looking for on their website jobs portal.

# RESUME RED FLAGS

- ▶ Ignoring the basics: Sloppy, confusing or filled with grammatical errors
- ▶ Cookie-cutter resume: Bland, vague content with nothing related or specific to the posted job.
- ▶ Undressed Gaps in employment
- ▶ Job hopping or static career progression
- ▶ Resume formats that aren't chronological...although functional formats along with a chronological listing of jobs is totally acceptable. This is more common for career changers.
- ▶ Failure to identify accomplishments. If none are listed, then move on.

# SO, WHAT ARE THE STEPS IN RECRUITING?

That depends on how well you wish to recruit!



# FULL LIFE CYCLE RECRUITING

- ▶ 1 Define roles and distill responsibilities of a job: What's critical? What's changing?
- ▶ 2 Develop clear job description using consistent standards to the position
- ▶ 3 Sourcing the candidates by advertising the position on job boards, [indeed.com](https://www.indeed.com), social media
- ▶ 4 Candidate prescreen Phone Call - verify qualifications, gauge their interest in the position
- ▶ 5 Determine your shortlist and schedule interviews
- ▶ 6 Determine the best qualified, right cultural and motivational fit
- ▶ 7 Present offer to candidate (contingent upon background checks etc)
- ▶ 8 Conduct Background checks
- ▶ 9 On-Board new hire (proper on boarding results in longer stay)



**BEST PRACTICES IN RECRUITING  
POINT TO A LOTTA PLUSES FOR  
THE ORGANIZATION....**

**Noah Coleman**

# THE IMPORTANCE OF ON-BOARDING



- ▶ Sets a tone that the organization cares about your success
- ▶ New hire experiences faster organizational fit if she's oriented to systems, people and processes
- ▶ Reduces employee turnover (25% of employees leave in the first year)
- ▶ Lower turnover means lower recruiting costs (\$11K avg cost to recruit)
- ▶ Faster path to productivity

\*2014 Allied Workforce Mobility Survey

# THE IMPORTANCE OF 'RIGHT FIT'

- ▶ Skills can be taught, but right culture relates to Job performance and longevity.
- ▶ Depending on the organization, cultural fit are as paramount to KSAs.
- ▶ Cultural fit accounts for ?

# WHAT'S AN EOE EMPLOYER?

- ▶ An EOE employer does not publish job advertisements that show a *preference for* or *discourages* someone from applying for a job because of his or her race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability or genetic information.

*For example, a help-wanted ad that seeks "females" or "recent college graduates" may discourage men and people over 40 from applying and may violate the law.*

## WHAT'S AN EOE EMPLOYER

- ▶ It is illegal for an employer to recruit new employees in a way that discriminates against them because of their race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability or genetic information.

*For example, an employer's reliance on word-of-mouth recruitment by its mostly Hispanic work force may violate the law if the result is that almost all new hires are Hispanic.*

## WHAT'S AN EOE EMPLOYER?

Disability and reasonable accommodation:

*If a job applicant with a disability needs an accommodation (such as a sign language interpreter) to apply for a job, the employer is required to provide the accommodation, so long as the accommodation does not cause the employer significant difficulty or expense.*

# DROP THE JARGON! IT'S A BARRIER TO ENTRY

- ▶ Spend the time to accurately describe the position duties in a way that's not difficult to decipher
- ▶ Try and avoid acronyms and use standard industry language
- ▶ For general or lower level positions, job descriptions should be clear enough to non PACD people
- ▶ Listing salary ranges that are tied to educational and or experiential requirements can save both you and the candidate time.
- ▶ List full or part time and whether weekends and or evenings are sometimes required; List applicable benefits to the position.
- ▶ List EOE language if you wish to attract more diversity. (not req'd)



# AVOIDING THE DESPERATION HIRE

- ▶ Plan and have clarity of the role, defining critical success factors for the right hire
- ▶ A lack of planning adds pressure to make a fast hire to alleviate that pressure.
- ▶ Avoid the pressure, manage expectations of 'customers'
- ▶ Making bad hires are incredibly expensive

# ATTRIBUTES OF HIRING FROM WITHIN

- ▶ Cheaper than hiring from the outside labor pool
- ▶ Less time spent than recruiting outside candidates
- ▶ Potentially better cultural fit
- ▶ Known qualities of candidate
- ▶ Potentially fosters employee good-will in that the organization wishes to develop it's employees
- ▶ If Knowledge, skills and attributes (KSA's) can be learned on the job, then the cultural fit on onside candidates should be a priority.

# PREPARING FOR THE INTERVIEW

# PREPARE FOR THE INTERVIEW

- ▶ Review resumes in detail: What stands out? Pluses?Negatives
- ▶ Organize and Prepare your Questions Ahead of time. (have HR review them if you're unsure)
- ▶ Structure the interview: Motivational Ques or Knowledge?
- ▶ Prepare questions that attempt to reveal Motiv or Know
- ▶ Know your biases (confirmation bias theory)
- ▶ Do not be tempted to look at a candidate's social media profile.

# SPEND ADEQUATE TIME TO INTERVIEW A CANDIDATE

- ▶ On average, hiring managers only spend 30-45 minutes with a candidate.
- ▶ On average, managers make a hiring decision within 2 minutes of an interview.
- ▶ Spend more time in the information gathering process about candidates.
- ▶ Adequately prepare for the interview; Structure the Interview question type and determine a standardized scoring system
- ▶ If time permits, several interviews may reveal more depth of detail in behavior, traits and temperament that may not be revealed a single 30 minute interview.
- ▶ Don't just hire on knowledge, skills and qualifications. Traits, behaviors, and inherent
- ▶ Hiring mistakes takes can add up to 2 to 3 times the salary of a candidate.

### POINTERS FOR THE INTERVIEW:

- ▶ The importance of Ice breakers to defuse any tension or nervousness
- ▶ Let the interviewer know what to expect upfront about the interview, who their meeting and when to expect to hear back.
- ▶ Ask open ended questions
- ▶ Don't tell them too much or too soon in the interview. Don't spell it out for them so that they can regurgitate what you're looking for.

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# INTERVIEWING TOPICS AND QUESTIONS TO AVOID...

Please don't ask these..!



## AVOID ILLEGAL QUESTIONS

- ▶ *Be mindful of small talk where protected information may come up. If it does, don't pursue, just move on and lead the interview back to questions that pertain to job qualifications.*

The next slide lists a number of questions to **avoid**.

# AS A RULE OF THUMB, AVOID ANY INTERVIEW QUESTIONS RELATED TO A CANDIDATE'S:

- ▶ Age,
- ▶ Race, Ethnicity or color
- ▶ Gender, sexual orientation
- ▶ Country of national origin or place of birth
- ▶ Religion
- ▶ Disability
- ▶ Marital or family Status or pregnancy

# ILLEGAL QUESTIONS TO AVOID WHEN INTERVIEWING

- ▶ What arrangements are you able to make for child care while you work?
- ▶ How old are your children?
- ▶ When did you graduate from high school?
- ▶ What does your wife/husband do for a living?
- ▶ Where did you live while you were growing up?
- ▶ Will you need personal time for particular religious holidays?
- ▶ Are you comfortable working for a female boss?
- ▶ There is a large disparity between your age and that of the position's coworkers. Is this a problem for you?
- ▶ How long do you plan to work until you retire?
- ▶ Have you experienced any serious illnesses in the past year?

# ILLEGAL QUESTIONS TO AVOID DURING INTERVIEWS

- ▶ Are you a U.S. citizen? See below in green:

You may however ask a candidate the following:

(1) if they are authorized to legally work in the US. In addition, you may ask the following

(2): Will you now or in the future require [PACD] to commence ("sponsor") an immigration case in order to employ you (for example, H-1B or other employment-based immigration case)? This is sometimes called "sponsorship" for an employment-based visa status.

*An employer has no legal obligation to commence an immigration case. Therefore, if the job applicant answers "yes" to the second question, the employer need not consider the applicant further.*

- ▶ This situation differs from one in which a job applicant has temporary work authorization that is independent of the employer and the applicant does not ask the employer to take on the legal obligation of an immigration case in order to employ him. **The employer should not reject the job applicant simply because he has temporary work authorization.** As stated on the Form I-9 instructions, "refusal to hire an individual because the documents presented have a future expiration date may . . . constitute illegal discrimination."
- ▶ If an employer does not wish to commence any employment-based immigration cases, the employer may make that announcement in its recruitment. The OSC has confirmed that an "employer may state in its job postings that it will not sponsor applicants for work visas." OSC Technical Assistance Letter (Sept. 27, 2010). Should you have any questions, please consult your HR rep.

# US VETERAN INTERVIEW GUIDANCE

# US VETERAN JOB INTERVIEW GUIDANCE

In general as with all candidates, employers should only ask questions that are job related or for which there is a business necessity. Interview questions for veterans should be the same questions as the other candidates. Please note that there are several veteran specific questions that you should be aware of. Please see below and on to the next slide.

Employers may ask questions about a veteran candidate's military service in the same way they would ask any other candidate about their employment history, with **one exception:**

Employers may not ask a candidate why they were discharged from the military or to see their discharge papers (DD-214) except when the employer has a bona fide occupational qualification (BFOQ) for doing so (i.e., state job veteran preference, or security clearance). A veteran's reason for military discharge is protected by USERRA.

However, employers are free to ask the veteran candidate questions about the dates of military service, duties performed, rank during service and at time of discharge and training received and work experience. Employers in some states may be restricted from requesting and/or sharing salary history. Please check with you HR rep about the latest laws that forbid employers to ask about previous employer salaries.

# US VETERAN INTERVIEW GUIDANCE

- ▶ On Discharge Status: **Don't ask:** What type of discharge did you receive from the military?
- ▶ On Current Military Status: **Don't ask:** Will you be deployed anytime soon?
- ▶ On Potential Disabilities: **Don't ask the following:**
  - ▶ Are you physically or mentally disabled?
  - ▶ Do you have PTSD?
  - ▶ Do you have any brain injuries?
  - ▶ Do you see a psychiatrist?
  - ▶ Did you get hurt in combat?

## Instead ask:

- ▶ Did you read the job description?
- ▶ Can you tell me about your training and education?
- ▶ What did you do in the military?
- ▶ Can you do the minimum requirements for this job?
- ▶ With or without reasonable accommodation, can you do the job?



## AFTER THE INTERVIEW: HOUSKEEPING

- ▶ Review interview notes
- ▶ Score the candidates
- ▶ Ensure that no comments were made about a candidates personal attributes that are protected (marital status, children, house of worship affiliation, etc.)
- ▶ Retain resumes, interview questions, notes and provide them to your HR rep. Please see next slide re: retention of interviewing notes
- ▶ Decide who will follow up with candidate re: next steps of the hiring process

## AFTER THE INTERVIEW: HOUSEKEEPING: RECORD KEEPING

- ▶ Major federal anti-discrimination laws addressing the retention of employment records and, specifically, hiring records, include Title VII, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA).
- ▶ Title VII and the ADA apply to employers of 15 or more employees. The ADEA applies to employers with 20 or more employees. Employers covered under any, or all, of these laws must retain hiring records for each position for at least one year from the date of the hiring decision (i.e., the date the position was filled). Hiring records include, but are not limited to, all applications and resumes considered for the position, selection testing (employment tests, drug tests) and investigations (reference checks, background or credit checks). Please consult your HR rep with any questions

# INTERVIEW TO DETERMINE MOTIVATION MORE THAN SKILLS

- ▶ Many interviews are focused on candidate KSAs as opposed to candidate motivation. "They accentuate the positive, minimize the negative. Job candidates have become proficient at how to conduct an interview. But the interviewer's skill level" is lacking. "Do you see this uneven playing field we've created?" Carol Quinn, CEO Hire Authority
- ▶ While Behavioral and Competency Based Interviews (BBI) have been in use for decades, **Motivational Based Interviews** have been found to be more effective at Identifying persistence and determination when a candidate experiences hurdles.

# THE IMPORTANCE OF QUESTION TYPE

Interview questions can be fashioned in several ways to obtain the information most critical to your organization.

- ▶ 1. Behavioral based interview questions primarily focus on past experience. *Answers to these questions will may not entirely reveal the motivation of a candidate*
- ▶ 2. Situational based interview questions primarily focus on hypothetical situations that may help you determine future behavior. *Suggest hypothetical situations that a candidate may encounter with the job you're hiring for.*
- ▶ 3. Motivational based interview questions focus on questions relating to candidate values, persistence and other qualities that lead to the drive to perform. *Identify questions that pertain to the intrinsic nature of a candidate's motivation.*

## MOTIVATION BASED INTERVIEWING

- ▶ *Motivation based interviewing is a method specifically developed for hiring top performers. It's an interviewing system that identifies high achievers by attempting to uncover their internal drivers and examines their passion for the job and attitude towards overcoming obstacles to achieve goals.*

Carol Quinn, CEO Hire Authority

### MOTIVATIONAL FIT

- ▶ Motivational fit is defined as the extent to which an employee's expectations of what they'll get out of a job match up with what the organization provides. How closely these two match will play a big part in whether or not an employee will stay in any given job. Motivational fit has been increasingly credited for being an accurate indicator of performance, absenteeism and retention. The aspects which make up motivational fit are varied, but can be sorted into two general categories: Extrinsic vs. Intrinsic motivators.

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## MOTIVATIONAL SAMPLE QUESTIONS

- ▶ What was the best job you ever had? What were your responsibilities? Why do you consider it your best job? Is there anything you didn't like about it?

*Does this match or conflict with the job your offering?*

- ▶ Tell me about the job that you enjoyed the least? What were your responsibilities? What did you not like about it? Was there anything that you enjoyed about this position?

*How does the feedback you're getting relate to job you're offering?*

*Megan Why, Select International*



## MOTIVATIONAL SAMPLE QUESTIONS CONTINUED

- ▶ What type of work environment do you work best in? Tell me about a time when you worked in this environment.

*Work environment is important for job satisfaction in many roles. This may especially be true in a work environment where candidates are required to follow a very structured schedule or work in a highly scheduled environment.*

# ADDITIONAL MOTIVATIONAL SAMPLE QUESTIONS

- ▶ What, in your experience, motivates your best, most successful job performance? Can you give us an example of this motivation in action in the workplace?
- ▶ What role does your manager or supervisor play in your personal motivation at work?
- ▶ Describe the actions and behaviors of your manager or supervisor that you respond to most effectively?
- ▶ What actions, behaviors, or workplace events, would limit or destroy your workplace motivation?
- ▶ How have you coped in the past when an event or the actions of a person in your workplace adversely affected your personal motivation?
- ▶ If you worked in a management role, how would you create a work environment that employees found motivating?
- ▶ If your company role required you to supervise the work of fellow employees, how would you interact with them to assist them to find their workplace motivation?

# IMPROVING THE CANDIDATE EXPERIENCE

# TREAT RECRUITING LIKE A BRANDING EXPERIENCE

- ▶ “In the age of online employer reviews, the voice of workers has never been stronger and candidates can readily find out how companies treat their employees. Even if the job is great and the hiring process is flawless, candidates say that negative reviews can deter them from accepting an offer.”

Paul D’Arcy, VP Indeed

### ▶ Top Three Reasons why candidates loose trust:

1. Recruiters and company representatives neglect to show interest in a candidate as a person.
2. The employer fails to acknowledge receipt of an application.
3. Recruiters or hiring managers fail to communicate with the job seeker for a week or longer after an interview.

Paul D'Arcy, VP Indeed

**WRAP UP....WHAT YOU  
NOW KNOW ABOUT  
RECRUITING**

# RECRUITING TAKE AWAYS...

Look at hiring as one of the most strategic steps you can make as a manager.

Understand core competencies of the position, the culture of your group and what candidate characteristics are critical to the success of the position.

Behavioral, Situational or Motivational? What the best interview type question for the position?

Know thyself...own and account for your biases. Those biases can be sneaky.

Make sure you're hiring process follows EOE guidelines and ensuring that protected class candidates who meet the minimum level of qualification are reviewed.

Look at hiring as a way to market your organization. Be on time, Respond when you say you will.

Don't give lengthy details to candidates that didn't make the cut. Thank them and let them know that someone else with more qualifications was offered the position.

Track those applicants who were close-seconds. Engage them professionally via Linked-In or at professional associations. You may have a need for them down the road.

Make sure to on-board or to orient your all new hires within the first week

**MOST COMPANIES **STOP** WHEN THEY MAKE A GREAT HIRE. THE REAL BEAUTY IN HIRING IS GETTING THEM ON THE TEAM AND THEN IN THE RIGHT POSITION TO BE EFFECTIVE LONG TERM.**

**Earl Wise, PeopleWise**