

WWAdCon2015

PROACTIVE HIRING TIPS:
HOW TO AVOID HIRING '*JUST*'
A BODY



A NEW MINDSET

BEGIN WITH THE END IN MIND...

- Where do you want to be as a company?
- What positions do you need to get there?
- Is this a chance to realize some efficiencies?

A NEW MINDSET

BEGIN WITH THE END IN MIND...

- *What behaviors are successful in the company?*
- *Why type of personality has historically failed?*
- *What is currently missing on your team?*

80/20 RULE...WHERE SHOULD YOUR EMPHASIS BE?



DEFINING THE KNOWLEDGE, SKILL SET AND EXPERIENCE NEEDED

OR

DEFINING THE PERSONAL CHARACTERISTICS NEEDED

80/20 RULE...WHERE SHOULD YOUR EMPHASIS BE?

DEFINING THE PERSONAL CHARACTERISTICS NEEDED, LIKE:

- Integrity
- Professionalism communication
- Relationship building
- Teamwork
- Initiative and ability to learn

CONSIDER THE INVESTMENT

RECRUIT FOR YOUR FUTURE NEEDS

- Look for leaders
- Look for innovators
- Look for planners
- Look for implementers

**HIRE COMPLEMENTS TO YOUR EXISTING
TEAM...NOT CLONES!**

WRITE THE JOB POSTING

- INCLUDE THE BASICS OF THE JOB - *Job title, company name, website, duties, responsibilities, education and experience*
- **BUT FOCUS THE AD ON THE OPPORTUNITY RATHER THEN THE JOB** - *Opportunities for growth, working environment, management philosophy...*

WRITE THE JOB POSTING

- WRITE THE JOB POSTING FROM A MARKETING PERSPECTIVE – *you want to attract quality not quantity*

[insert attention grabber here]

KNOW WHAT YOU NEED



- REQUIRE ALL RESPONSES VIA EMAIL
- ASK FOR A CUSTOMIZED COVER LETTER THAT DISCUSSES THEIR QUALIFICATIONS IN RELATION TO THE POSITION
- ASK FOR SALARY EXPECTATIONS

FINDING CANDIDATES

POSTING

- LinkedIn
- Indeed
- Mass posting sites
- Industry-Specific Websites (state and national)
- Training Program Job Boards
- Colleges
- Company website

FINDING CANDIDATES

NETWORKING

- LinkedIn
- Facebook
- Contacts (professional and personal)
- Board Members
- Training Program Coordinators
 - Names of top graduates
- Business Organizations
 - Chambers
 - Rotary

USING A STAFFING/TEMPORARY SERVICE

PROS

- They provide the screening
- Quick to fill
- East to walk away
- Provides you an opportunity to 'try before you buy'
- No liability for unemployment claims

USING A STAFFING/TEMPORARY SERVICE

CONS

- Direct Hire rate
- Temporary rate
- Buy-Out costs
- Who is responsible for the hire?
- Quality of candidates?

REFERRALS FROM EMPLOYEES

PROS

- Employees want the referral to make them look good so they will only recommend top candidates
- Able to get employees with similar taste, personality, and disposition
- Generally you are able to expedite the hiring process since you don't have to advertise

REFERRALS FROM EMPLOYEES

CONS

- It is difficult to address the problems with the new employee for fear it will upset the established employee
- You limit your applicant pool potentially limit diversity of candidates
- You may be pressured to hire the referral rather than do your due diligence

EVALUATION OF RESUMES

REVIEW FOR ACCURACY

- Cover letter appropriately addressed
- Spelling, grammar, punctuation
- Did they include all requested info?



EVALUATION OF RESUMES

LOOK FOR **RED** FLAGS

- Gaps in employment
- Reasons for leaving - "Personal"
- Was the employee ever terminated and why
(question should be asked in the application)
- Various types of jobs
- Multiple jobs with short tenure



EVALUATION OF RESUMES

LOOK FOR **GREEN** FLAGS

- Education – grades, applicable degrees or course work, limited number of “tries”
- Experience –
 - Limited jobs
 - Difficult jobs
 - Customer service jobs
 - Promotions
 - Working while going to school
 - Leadership positions



EVALUATION OF RESUMES

OTHER FACTORS TO CONSIDER:

- Neat and organized resume
- Hobbies and volunteer activities
- **References are former supervisors**
- Membership in professional organizations

INTERVIEWING TIPS

- CONSIDER A PHONE INTERVIEW FIRST
 - Saves time, money and resources
 - Can learn a lot in a phone call
- REQUIRE A COMPLETED APPLICATION PRIOR TO THE ONSITE INTERVIEW
 - Resume is a memoir; application is a biography (fact-based)
 - Includes pertinent questions, releases and attestations

INTERVIEWING TIPS

- DO MORE THAN ONE ROUND WITH MORE THAN ONE INTERVIEWER
- MAKE THE CANDIDATE FEEL COMFORTABLE
 - Start with small talk, use humor, keep it light in the beginning



INTERVIEWING TIPS

- DEVELOP GOOD QUESTIONS...DON'T WING IT
 - **Fact specific questions** - provide insight into the applicant's history, experience and skills
 - **Open-ended questions** - determine an applicant's behavior, personality and work ethic
 - **Scenario questions** - provide insight into the applicant's problem-solving skills, thought process, communication skills

NEGATIVE QUESTIONS

HOW A CANDIDATE ANSWERS **NEGATIVE** QUESTIONS SHOWS:

- Self-Perception
- Maturity
- Honesty



NEGATIVE QUESTIONS

EXAMPLES OF NEGATIVE QUESTIONS:

- Describe aspects of your personality that get you in trouble sometimes.
- What parts of your job (and/or previous boss) do you find frustrating?
- What aspects of your work do you think you need to improve upon?

AVOID ILLEGAL QUESTIONS

- DO NOT ASK QUESTIONS THAT ARE RELATED TO ANY PROTECTED CLASSIFICATION
 - Federal Law – *Race, color, sex, religion, national origin, age (over 40), pregnancy, veteran status, disability, genetic information*
 - State Law – *Federal Protections + Height, weight, marital status, familial status, age (all ages)*

AVOID ILLEGAL QUESTIONS

- USE THE DEPARTMENT OF CIVIL RIGHTS' "PRE-EMPLOYMENT INQUIRY GUIDE" TO UNDERSTAND ILLEGAL QUESTIONS

https://www.michigan.gov/documents/mdcr/Preemploymentguide62012_388403_7.pdf?20130923084647

CHECK OUT THEIR STORY

- REFERENCE CHECKS

- Former supervisors... NOT HR Department

- Customer or client recommendations

- HARD EVIDENCE

- Ask for copies past performance appraisals

- Ask for samples of work



CHECK OUT THEIR STORY

- BACKGROUND CHECKS – with a proper release and in accordance with FCRA
 - Criminal
 - Certification, licensure and education verification
 - Drug Screen and/or Pre-Employment Physical
 - Credit (if job-related)
 - Industry-specific checks
 - Motor Vehicle Report (if job-related)

ASSESSMENTS

- CAN PROVIDE ADDITIONAL INFORMATION ON:
 - Skill sets
 - Behaviors/personality
 - Aptitude or 'fit' for position
 - Honesty, dependability, integrity

ASSESSMENTS



- MUST BE VALIDATED, RELIABLE AND IN COMPLIANCE WITH EEOC GUIDELINES
- RESULTS SHOULD BE FACTORED INTO HIRING DECISION, BUT NOT BE MADE THE SOLE BASIS FOR A HIRING DECISION

QUESTIONS

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