



Recruiting & Hiring Great Employees

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- We will email you the recording and slides within 24 hours.
 - Please participate in our polls.
 - Please use the Q&A box for questions.
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What do we
mean when we
say “**recruiting
and hiring?**”

Agenda

- Pre-Recruiting
- Attracting Talent
- Tracking Applicants
- Screening Applicants
- Preparing for the Interview
- The Interview
- Following Up
- Q & A

Pre-Recruiting

Employer Brand

Policies

Internal practices

Mission and values

Expectations

Environment

Consider Your Talent Pipeline

- Your current employees
- Getting involved with industry groups and activities
- Getting the company name out to the public

Needs Assessment

- Evaluate necessity of position: new positions vs. vacancies
- Consider impact on the duties of other positions
- Review the strengths and weaknesses of the manager and team
- Determine budget guidelines

Components of a Job Description

- Primary roles and duties
- Other essential functions
- Minimum requirements
- Physical requirements
- Employer protections (EEOC statements, at will, etc.)



Compensation

- Make a conscious decision to lead, match, or lag
- Determine the market: industry and location
- Remember compensation is not just salary



Having a Point Person

- One internal person to collect, review, and store applications
- Consistency with company standards
- Proper recordkeeping

Attracting Talent



Job Postings

- Identify why someone would want to work for you
- List minimum requirements and essential functions
- Decide whether to post pay
- Link to job description

Poll Question

Do you include compensation information in your job postings?



Additional Methods

- Professional Recruiter
- Staffing Agency
- PEO/ASO



Considerations For Where to Post

- Costs
- Response volume
- Response quantity
- Past recruitment outcomes

A photograph showing a person's hands and arms as they write on a document on a wooden table. The person is wearing a grey long-sleeved shirt and a black watch. Another person's hands are visible in the background, gesturing during a conversation.

Other Sourcing

- Overlooked talent pools
- Job fairs
- Schools
- Past applicants and candidates

Benefits

Core:

- Insurance
- Retirement contributions
- Paid time off program

Fringe:

- Flexible hours
- Telecommuting
- Commuter benefits
- Discounts

Tracking Applicants



Recordkeeping

Paper vs. electronic

What to keep?

Recruitment Software

- Useful tool to accept and sort applications
- Consider the application questions in conjunction with the position
- Unable to screen for personality and company culture fit

A young man with dark hair, wearing a denim shirt, is looking down with a thoughtful expression. He is in a cafe or office setting with other people blurred in the background. A semi-transparent grey box is overlaid on the right side of the image, containing a list of considerations. A dark grey banner is at the bottom left with the title 'Things to Consider' in white text.

Things to Consider

Cover letters

Nature of the position

Past longevity

Past gaps in employment

Verifications

- Education
- Certifications and licenses
- Dates of employment
- Position title
- Accuracy of candidate-provided information

Preparing for the Interview



Interview Structure

Who

How many

Where

Length

Type (e.g. panel, single, behavioral)



Set Interviewers Up for Success

- Resume
- Application
- Cover letter
- Job description
- Internal policies on hiring
- Preparation for common questions

Questions that Focus on the Job

Avoid unintentional discrimination. Don't ask:

- “Do you have reliable childcare?”
- “How old are you?”

Use open-ended questions. Try asking:

- “How would your coworkers describe your work style?”
- “How do you best manage your time and priorities?”

Poll Question

How many rounds of interviews do you usually schedule for a candidate before offering the job?

The Interview



Setting the Scene



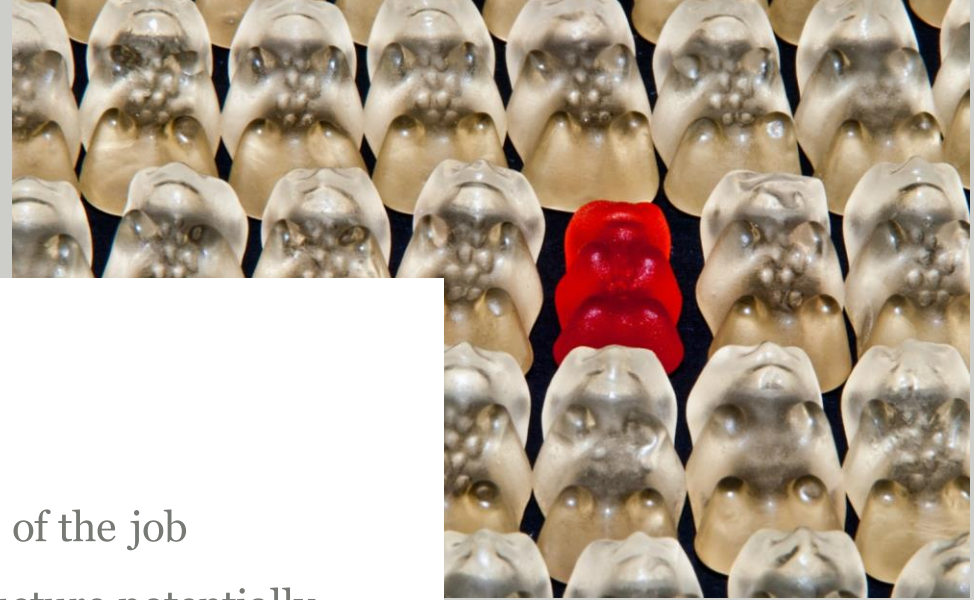
Taking Notes



Staying on Track
and on Time

Discrimination in Interviews

- Focus on the essential functions of the job
- Work with interviewers to restructure potentially dangerous questions
- End or redirect answers that are out of line





Common Interview Biases

- Stereotyping
- First Impression
- Halo/Horn effect
- Contrast effect
- Cultural Noise
- Similar to Me

Following Up



Reference Checks

- Obtain a reference check for every candidate
- Contact at least one manager and one coworker
- Refrain from gossip—stick to the job duties
- Ask about work style and attitude



Questions

- “How does this person respond to feedback?”
- “How do they react under pressure?”
- “What are their strengths and weaknesses? Would you recommend them for this position?”
- “Tell me about a time you had to coach this person. How did they handle it?”



Making a Selection

- Use the information you've gathered
- Assess abilities and willingness
- Re-assess manager's strengths and weaknesses
- Re-assess company's priorities
- Make a final assessment on *fit*

Offer Contingencies

- Background checks
- Physical exams
- Drug tests





Tying Up Loose Ends

- Record retention
- Contact with applicants not chosen
- Protect your reputation



Q & A