Recruiting & Hiring Great Employees

Presented by Marisa S., SPHR
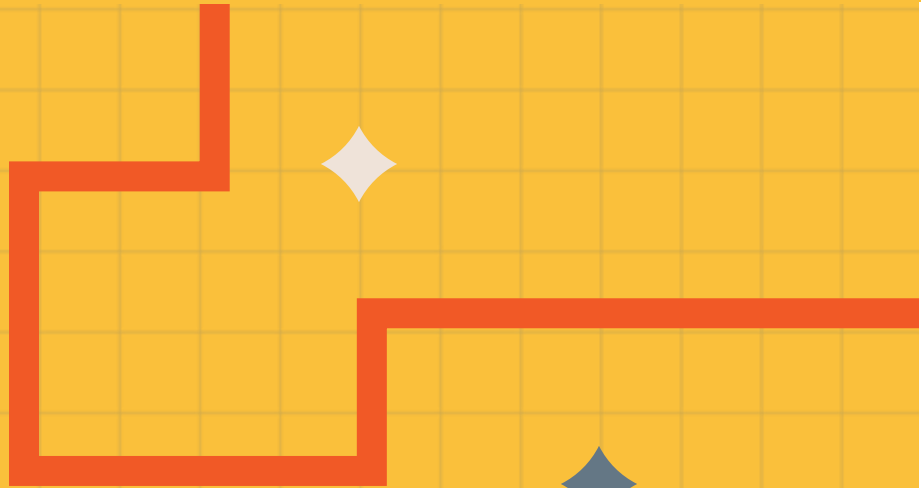
March 16, 2023

Welcome to the Webinar

- We will email you the recording and slides within 24 hours

- Please participate in our polls

- Please use the Q&A box for questions

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

Pre-Recruiting

Employer Brand

- Policies
- Internal practices
- Mission and values
- Expectations
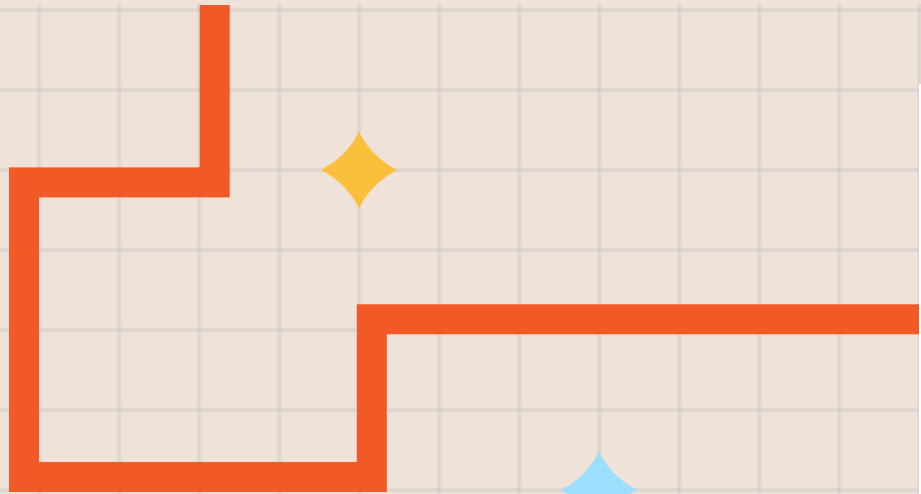- Environment

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Consider Your Talent Pipeline

- Your current employees

- Getting involved with industry groups and activities

- Getting the company name out to the public

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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

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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

Other Sourcing

- Overlooked talent pools

- Job fairs

- Schools

- Past applicants and candidates
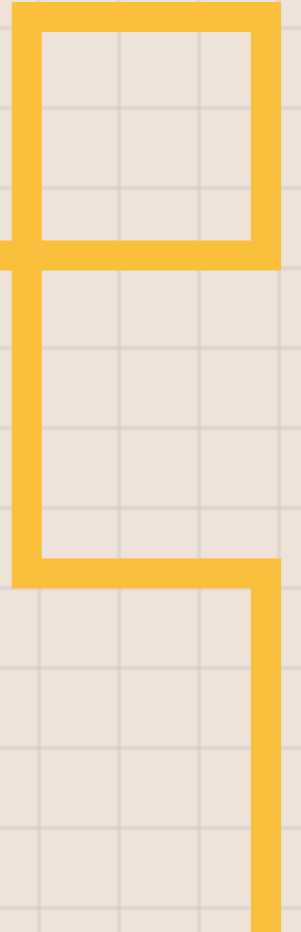
Benefits

Core:

- Insurance

- Retirement contributions

- Paid time off program

Fringe:

- Flexible hours

- Telecommuting

- Commuter benefits

- Discounts

Tracking Applicants

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Recordkeeping

- Paper vs. electronic

- What to keep?

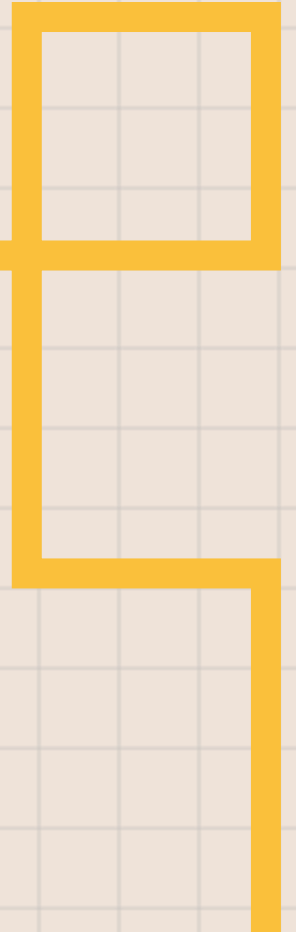Not tax or legal advice. Do not reproduce. | Powered by **Mineral**

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

Screening Applicants

Things to Consider

- Cover letters

- Nature of the position

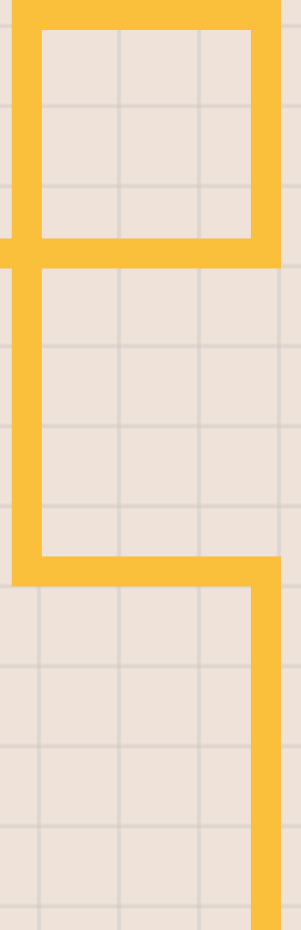- Past longevity

- Past gaps in employment

Verifications

- Education

- Certifications and licenses

- Dates of employment

- Position title

- Accuracy of candidate-provided information

Preparing for the Interview

Questions to Ask

- Who?

- How many?

- Where?

- What length?

- Which 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. <u>Don't</u> ask:

- "Do you have reliable childcare?"

- "How old are you?"

Use open-ended questions. Try asking:

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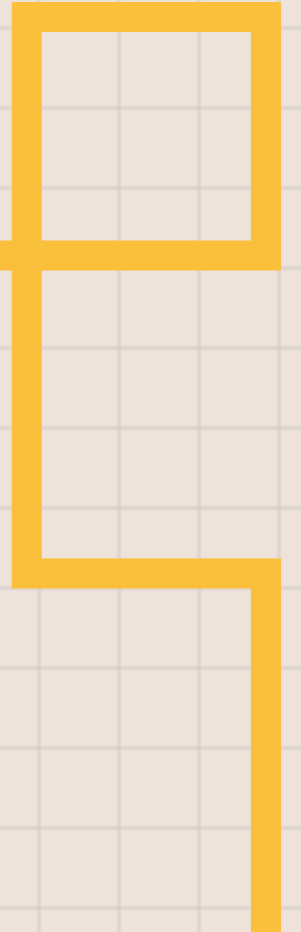
- "How do you best manage your time and priorities?"

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Poll Question

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

The Interview

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For 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

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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**
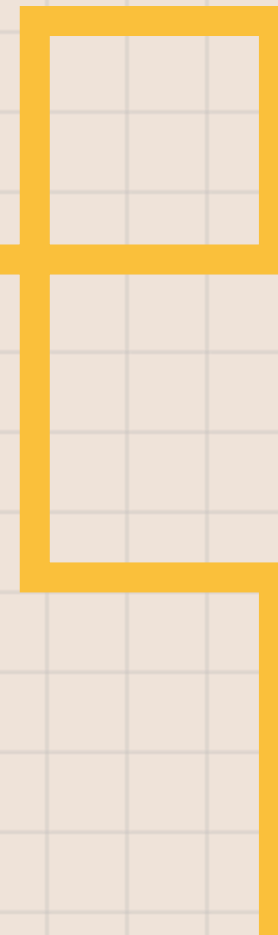
Offer Contingencies

- Background checks

- Physical exams

- Drug tests

Tying Up Loose Ends

- Record retention

- Contact with applicants not chosen

- Protect your reputation

Q+A

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Thank you!