

**Finding and Hiring
The Right People**

William E. Tomes
Joseph P. Riley Jr. Center for Livable Communities
College of Charleston

 South Carolina
Association of Counties

**Finding the Right People –
Recruiting**

Approaches

- Cast a Wide Net
 - + Seen as fair
 - + Increases diversity of the applicant pool
 - May produce too many candidates

**Finding the Right People –
Recruiting**

Approaches

- Targeted
 - > Key KSAOs
 - > Diversity gaps
 - > Passive job seekers
 - > Former military personnel
 - > Former employees

Recruitment Message

- Realistic
- Brand
- Targeted

Realistic Message

- Face-to-face is more effective than written or videotaped
- Has little impact on applicant attrition (some risk of losing high quality candidates)
- May reduce turnover with *inoculation effect*
- Best presented late in the recruitment process or post job offer/hire

Realistic Message

Example from a school district for teachers:

Positive Job Attributes

- Dental insurance is provided
- Innovative teaching strategies are encouraged
- University nearby for taking classes
- Large support staff for teachers

Realistic Message

Example from a school district for teachers:

Negative Job Attributes

- Salary growth has averaged only 2% in past three years
- Classes are large
- The school day is long
- Community relations have been strained

Brand Message

- Difficult for the public sector
- Highlights attractive attributes for potential employees
- May breed organizational commitment and reduce turnover
- Example: US Marine Corps – *An Elite Group of Warriors*

Targeted Message

- Message is tailored to a specific group
- Examples:
Use your military training
Supplement your retirement income

Quick Quiz

- According to research studies, which of the following is the most effective overall recruitment method:
 - A. Your organization’s website
 - B. Referrals from employees
 - C. Social networking sites
 - D. Job fairs

Communication Media

- Written
- Electronic
- Direct Contact
- Social

Written Media

- Job Advertisements
 - Can reach a broad audience (although traditional newspaper readership is down)
 - Can be expensive
 - Likely to attract those looking for work
- Brochures
 - Usually accompany other media (website, job fairs)
 - Can be expensive to keep current
 - Can provide a wealth of information

Electronic Media

- Radio/TV advertisements – can be expensive; may attract passive job seekers
- Your website – the most powerful source of recruiting; can be updated easily; provides information about the job and organization
- Other websites (news media; professional associations; employment websites) – becoming more popular; can be a cost

Direct Contact

- Phone/email – usually reserved for specific targets, passive job seekers, or later in the recruiting process
- Job Fairs/recruiting visits – likely to meet interested candidates; chance to improve image as an employer
- Meetings and conferences – works well for targeting specific skills

Social

- Employee referrals – research indicates higher quality candidates, less turnover, and strengthened bond with current employees; may hinder diversity efforts
- Social Networking Media (Twitter, LinkedIn, Facebook) – Becoming more popular; can target specific populations; legal implications?

Other Sources

- Employment agencies
- Internal recruiting
 - Job postings
 - Talent management system
 - Succession planning
 - Temporary employee pool

Selection – Quick Quiz

1. Which of the following is the least effective initial screening method?
 - A. Level of education
 - B. Reference checks
 - C. Biodata
 - D. Experience

Selection – Quick Quiz

2. Which of the following is the least effective selection method?
 - A. Performance tests/work samples
 - B. Written ability tests
 - C. One-on-one interviews
 - D. Integrity tests

“Truisms” about the Selection Process

- We will never know all we need to know – even the best selection processes will tell less than half of what we need to know to make the perfect hire
- All selection processes result in errors – the goal should be to minimize false positives and negatives

Selection Principles

- Reliability
 - Is the evaluation consistent between candidates or from one time to another?
 - Depends greatly on format and administration
- Validity
 - Is the evaluation accurate?
 - Depends on the “job-relatedness” of the process
 - Content vs. Criterion-related

Aptitude Testing

- Moderate to high validity if professionally developed and validated (beware of on-line or internet tests)
- Cost effective for screening a large number of candidates
- May have adverse impact against minorities
- “Face” validity may reduce negative candidate reactions

Performance Tests/Work Samples

- Moderate to high validity
- Easier to demonstrate job-relatedness in the validation process
- Some tests of physical performance may have adverse impact against women and older candidates
- High candidate acceptance
- May be expensive to administer

Integrity Tests/Personality Tests

- Moderate to high validity; very expensive to validate; must be validated for each job
- Some personality tests are not to be used for hiring purposes
- Typically used for certain jobs (law enforcement)

Integrity Tests/Personality Tests

- No adverse impact
- Low candidate acceptance
- May be expensive to administer

Job Knowledge Tests

- Mostly used for promotional processes
- Moderate to high validity if professionally developed and validated
- May have adverse impact against minorities
- Generally accepted by candidates

Assessment Centers

- High validity if professionally developed and validated
- Typically used in managerial promotional processes
- Certain exercises may have adverse impact against minorities
- Very expensive to develop and administer
- Exercises can include in-basket, case analysis, group discussions, simulations, presentations

Interviews

- Low to moderate validity
- Structure and question type can increase validity
- Candidate acceptance depends upon the content of the questions and the behavior of the interviewer
- Can be expensive to administer

Improving the Interview Process

- Panel interviews may reduce interview bias and improve accuracy
- Train on interviewer errors
- Use only questions that are job-related
- Questions should be asked in a situational or behavioral description (performance-based) format with anchored rating scales

Interviewer Errors

- Halo/Horns
- Leniency/Severity/Central Tendency
- First/Last Impressions
- Critical Event
- Similar-to-me
- Contrast Effect

Developing Good Interview Questions

- Situational
 - Presents a possible scenario and asks “what would you do?” or “how would you handle the situation?”
 - Demonstrates “can do,” but not necessarily “will do”

Developing Good Interview Questions

- Behavioral Description/Performance-based
 - Presents a scenario and asks “how have you handled a similar situation in the past?”
 - Demonstrates “have done”

Anchored Rating Scales

- Typically describes the best, acceptable, and worst answers
- Example: One of the captains who reports to you asks you to handle a conflict between two of his employees. How would you handle the situation?

Anchored Rating Scales

- 4 – Insist that the captain handle the situation. Get the specifics of the situation and provide coaching to the captain on handling the situation. Set a time to follow up. Document the conversation.
- 2 – Tell the captain to handle the situation. Do not provide coaching.
- 0 – Handle the situation between the employees.

Practice Developing Questions

The Last Step – Onboarding

- Successful onboarding programs:
 - Are not crammed into one day
 - Cover more than benefits orientation
 - Plan visits to all locations/facilities in the area
 - Review the organization’s strategic plan/goals/organizational values
 - Share success stories of the organization

Questions?

SITUATIONAL QUESTIONS

Definition - Candidates are asked how they would behave in situations presented to them, based on the assumption that intentions are related to behavior.

"You find it extremely difficult to work with one of your peers. He is always trying to make you look bad and himself look good with your supervisor. How would you handle this situation?"

"A member of your team approaches you and asks if you would cover for her the last hour of the day because she wants to leave early. She says she is going to 'sneak out' around 4:00. How would you handle this situation?"

Practice - Write one or two situational questions for your own job:

BEHAVIORAL DESCRIPTION/PERFORMANCE-BASED QUESTIONS

Definition - These are interview questions dealing with critical parts of the job that seek out exactly how the person behaved in the past as well as the consequences of that behavior.

"**All** jobs have some unpleasant tasks that are boring or physically uncomfortable. What was the most unpleasant task you were asked to do? Who requested you to do that task? How often did you do the task? What was your response to the request?"

"Meetings and presentations are an important part of this job. Tell me about your most successful presentation at a meeting. What was the topic? What were your objectives for the meeting?"

"I would like for you to tell me of a time in your life that was extremely stressful for you. What made this situation trying? Did you do anything to reduce your stress? What, specifically, did you do?"

Practice - Write one or two behavioral description/performance-based questions for your own job: