



County Road Association OF MICHIGAN

RECRUITING, SKYPE & INTERVIEWING PRACTICES TODAY

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AGENDA

- Employment Challenges / Labor Market Overview
- Hiring Process Overview
- Talent Acquisition
 - How to find and hire the best
- Onboarding
- Types of Virtual Interviewing Platforms
 - Two-Way Interviews
 - One-Way Interviews
- Using Text Messaging in the Hiring Process?

INTRODUCTION

- In a competitive marketplace, “human capital is an organization’s only sustainable competitive advantage.” (Barney, J. 1991. Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17 (1), 99 – 120).
- “Failing to plan is planning to fail.”
— Alan Lakein, Author
- “A good plan implemented today is better than a perfect plan implemented tomorrow.”
— General George Patton



HIRING STATISTICS

- In a recent study, 85% of HR executives state “the single greatest challenge in workforce management is creating or maintaining their companies’ ability to compete for talent” (Aberdeen Group Inc. / Human Capital Institute).
- Employee turnover costs are between 75 – 125% of the former employees first year salary for recruiting, hiring and training (Society of Human Resource Management).
- Recruiting via social media is growing with 84% of organizations using it currently and 9% planning to use it.(Society of Human Resource Management).

CURRENT CHALLENGES

- Talent acquisition / scarcity of talent
- Employee relations
- Technology
- Employee recognition
- Generational differences
- Aging workforce
- Wage compression



WHAT MAKES YOUR ORGANIZATION A GREAT PLACE TO WORK?

○ The importance of “selling” an applicant:

- Opportunity to serve people who are in need.
- Dynamic environment with a purpose / mission.
- Organizational culture.
- Personal development (e.g. confidence, communication, leadership, etc...).
- Generally good benefits.
- **Yours...?**

EMPLOYER BRANDING

- “Jobvite polled over 1,600 talent acquisition professionals and found that the labor market continues to gain strength, that a shortage of skills is still recruiters' biggest challenge and that employer branding is forecast to take the biggest slice from the recruiting budget.” (SHRM)



Rank	Attraction Drivers	Retention Drivers
1	Base pay/salary	Base pay/salary
2	Job security	Career advancement opportunities
3	Career advancement opportunities	Physical work environment
4	Challenging work	Job security
5	Opportunities to learn new skills	Ability to manage work-related stress
6	Reputation of the organization	Relationship with supervisor/manager
7	Health and wellness benefits	Trust/confidence in senior leadership

Source: Willis Towers Watson, 2016 *Global Talent Management and Rewards*, and *Global Workforce Studies*.

TALENT ACQUISITION- BEST PRACTICES PROCESS

1. Up to date position description(s).
2. Identify and execute a successful sourcing campaign.
3. Credential review.
4. Telephone screens.
5. On-site interviews
6. Assessments.
7. Hiring department interview.
8. Background / reference checks.
9. Employment offer.



TOP TEN REASONS PEOPLE LEAVE

- Career development – 22%
- Work life balance – 12%
- Management treatment – 11%
- Relocation – 10%
- Compensation & benefits – 9%
- Well being (physical, emotional, family) – 8%
- Job characteristics changes – 8%
- Involuntary – termination/layoff – 6%
- Retirement – 6%
- Work environment – 5%

Source: SHRM/Work Institute - 2018

WHY USE JOB DESCRIPTIONS?

- Legal reasons.
- A well crafted, future-oriented job description makes the hiring process simpler from start to finish.
- This is the foundation for the job listing and provides guidelines for what is expected from the position.
- Communicates major duties / responsibilities.
- Establishes a basis for performance evaluations.
- Assists in benchmarking jobs for compensation purposes.
- Improves employee onboarding and training / development opportunities.



HOW TO LEVERAGE SOCIAL MEDIA TO RECRUIT TOP TALENT

- Focus on building your organization's brand:
 - LinkedIn, Twitter, Facebook, Instagram, and Pinterest.
- Pitfalls of "Traditional Advertising."
- Other sourcing resources:
 - Previous applicants.
 - How did current employee find out about openings?
 - Networking with other / nearby organizations.
 - Pure Michigan Talent Connect
 - Internal referral program
 - Associations



EFFECTIVENESS OF SOCIAL MEDIA RECRUITING IN DECREASING TIME TO FILL POSITIONS

71% SAID IT WAS EFFECTIVE TO DECREASE TIME TO FILL
NONMANAGEMENT, SALARIED POSITIONS

67%: EFFECTIVE FOR MANAGEMENT POSITIONS
(E.G., DIRECTORS, MANAGERS)

59%: EFFECTIVE FOR EXECUTIVE/UPPER MANAGEMENT POSITIONS
(E.G., CEO, CFO)

53%: EFFECTIVE FOR NONMANAGEMENT, HOURLY EMPLOYEES

SOURCE: SHRM "USING SOCIAL MEDIA FOR TALENT ACQUISITION--RECRUITMENT AND SCREENING"
SHRM.ORG/SURVEYS

INTERVIEW AREAS TO EXPLORE

- Starting and final levels of compensation.
- Responsibilities and accountabilities.
- Results, successes and accomplishments.
- Any major mistakes / what would you do differently.
- Most / least enjoyable aspects of the job.
- Reasons for leaving.
- What would former supervisors share about your strengths, weaknesses and general performance.
- What do you want in your next job?
- Rate this job in terms of your ideal position.

INTERVIEW AREAS TO AVOID

○ Federal and State Laws Prohibit Questions pertaining to:

- Race
- Gender
- Religion
- Marital status
- Age
- Weight
- Disabilities
- Ethnic background
- Country of origin
- Sexual preference



TELEPHONE SCREEN



- Why do telephone screens?
- Potential Questions:
 - Why is this position of interest to you?
 - Why are you looking for a position?
 - What previous experience do you have that would be relevant to this position?
 - Ask about general education and experience requirements identified in the position description.
 - What are your salary requirements?
 - How did you learn about the position?
 - Ask clarifications questions that arise from the resume / cover letter.
- All candidates must be asked the same set of questions and internal and external candidates should be treated equally.

ON-SITE INTERVIEW

- Once a list of finalists has been identified, each finalist should be notified in advance to provide them with time to prepare for a final interview.
- Ensure the supervisor is prepared for the interview.
- Other key employees may need to be included depending on the leadership level of the position and amount of interaction they may have with other employees.
- Go over all of the position requirements with the candidate.
- Ask candidates to describe specific skills.
- Ask them why they left previous positions and what they know about your organization?

ON-SITE INTERVIEW (CONTINUED)

- Research suggests that behavioral based interview questions are the most effective way to interview potential candidates.
 - e.g. “Tell me about a time...”
- Be consistent - ask all candidates the same questions.
- Learn about their working style and previous accomplishments.
- Determine department fit.

ASSESSMENTS

- What kind of assessments should I use?
 - Skill (e.g. Microsoft Word / Microsoft Excel)
 - Personality
 - Employee Reliability
 - Mental Acuity
 - Leadership
- Use assessments that determine whether candidates are motivated by the factors associated with a particular job or a company's values.
- Most accurate predictor when examining potential candidates.



REVIEW AND SELECTION

○ Guidelines:

- Use specific criteria based on the skills, knowledge and abilities identified in the job description.
 - What skills are transferrable?
 - Could this candidate learn new skills?
 - How does this candidate fit into our future plans?
- Assign weight to each criterion to objectively evaluate candidates.
- Look at the entirety of the candidate's application:
 - (1/3) - Interview / Reference Checks
 - (1/3) - Education / Experience
 - (1/3) - Assessments



WHAT IS ONBOARDING?

- Onboarding is the process through which new employees acquire the necessary knowledge, skills, and behaviors to become effective contributing organizational members (Bauer & Erdogan, 2011)



ONBOARDING STATISTICS

- 1 out of 2 new hires fail to meet organization expectations (Bradt & Vonnegut)
- 46% of new employees “wash out” in their first 18 months (Leadership IQ)
- U.S. employees cost businesses \$37 Billion because they did not understand their job expectations (International Data Corporation)



WHY DO NEW EMPLOYEES FAIL?



Role Failure

- Unclear or misaligned expectations and resources (lack of preparation)

Personal Failure

- Candidate's lack of strengths, motivation or fit (recruiting mistake)

WHY DO NEW EMPLOYEES FAIL?

Relationship Failure

- Mistakes are made early in the job (lack of role clarity)

Engagement Failure

- Due to early days experiences-management mistakes (lack of social acceptance)

RECOMMENDED APPROACH



- 1) Onboarding checklist
- 2) Pre-hire position background (position goals, priorities, candidate strengths etc...)
- 3) Identification of immediate / mid-range / long term objectives and expectations
- 4) Discuss with new employee how to best communicate with their supervisor and how the new employee will receive feedback

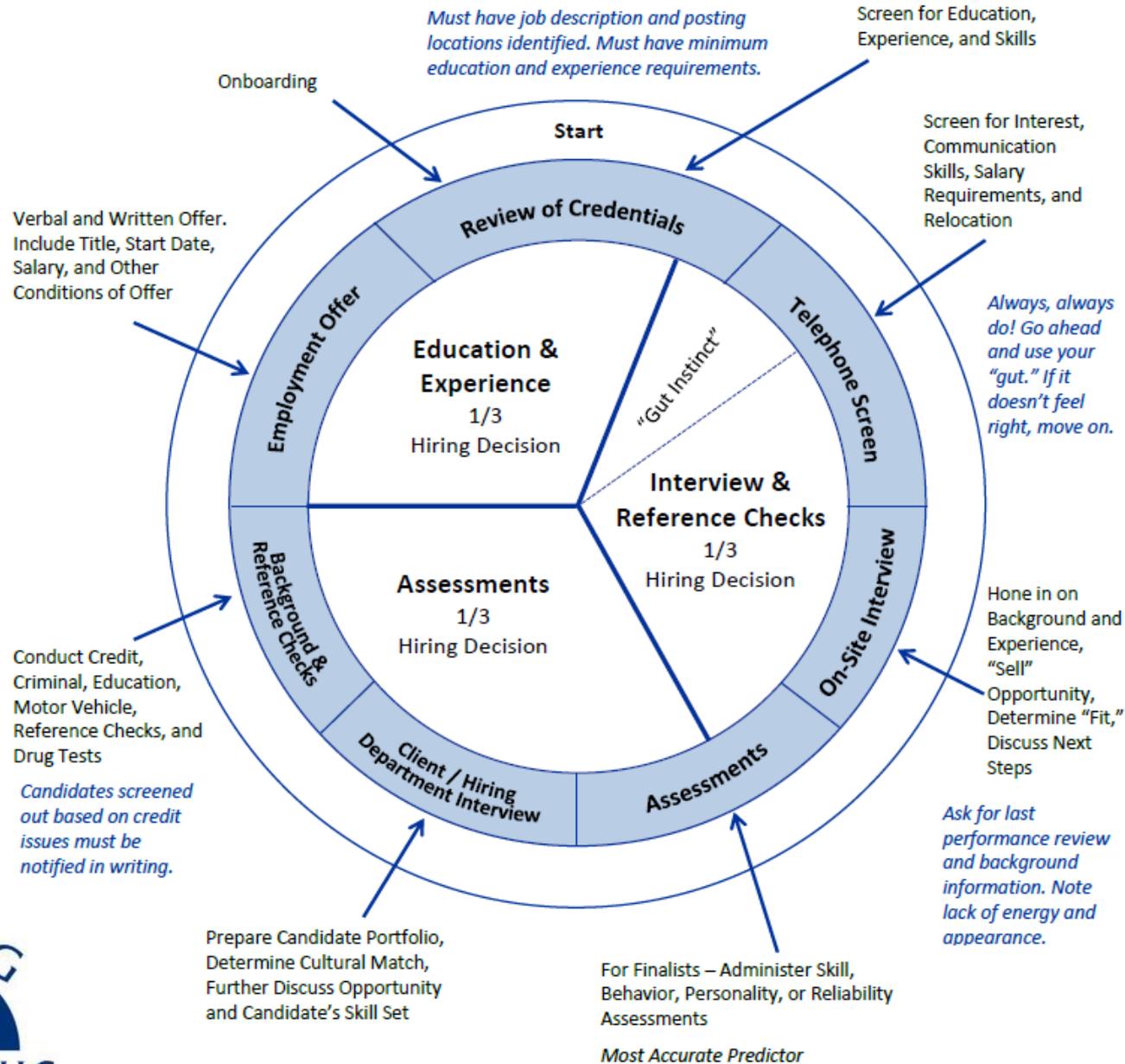


RECOMMENDED APPROACH (CONTINUED)

- 5) Set-up meetings / identify Key Contacts within the organization
- 6) Organizational idiosyncrasies identification (verbal norms, behavioral norms, and attitudinal / value norms)
- 7) Employee development plan development
- 8) New employee fresh eyes survey



WHAT DOES A GOOD PROCESS LOOK LIKE?



VIRTUAL INTERVIEWS: WHY BOTHER?

- Saves time and money compared to in-person interviews
- Increased convenience of scheduling
- Speeds up hiring process
- Access to talent worldwide

CATFISHED: THE PERILS OF THE REMOTE JOB INTERVIEW



VIRTUAL INTERVIEWS: TWO-WAY (SKYPE)

- Live webcam interview.
- Interview in a quiet, non-distracting space.
- Give the candidate an agenda of how the interview is going to be conducted.
- Have your set list of questions readily available to ask the candidate.
- Suggestions:
 - Test run your technology prior to the interview.
 - Be conscious of your body language.
 - Have a Plan B in case of technical difficulties – phone interview.



SKYPE INTERVIEW DEMONSTRATION



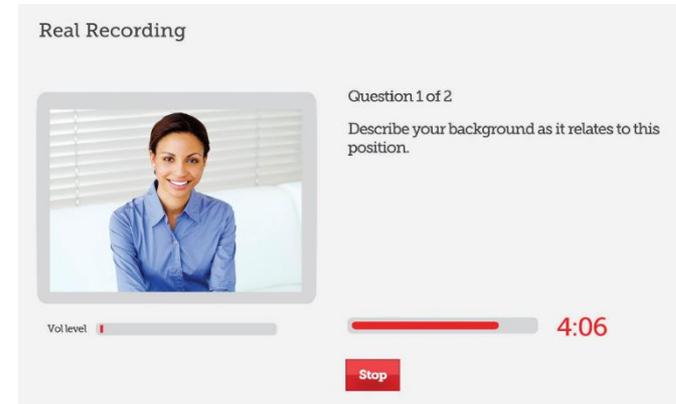
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INTERVIEW

VIRTUAL INTERVIEWS: ONE- WAY

- Pre-recorded questions the candidate will answer with webcam.
- All candidates given the same/similar questions.
- No hassle in scheduling interviews.
- Ability to review interviews multiple times.
- Suggestions:
 - Provide instruction on how the process works – make sure the candidate knows about the recorded interview.
 - Use established company – allows for troubleshooting with technical difficulties.
 - Keep them updated on next steps.



TEXTING IN THE HIRING PROCESS

- Text messages are read within 5 minutes of being received and have a higher return rate.
- More and more users, all generations.
- Should be used as one of several options/methods to reach applicants.
- Some suggestions:
 - Ask for permission – don't assume people want to be reached via text.
 - Keep messages short – 160 characters including spaces.
 - Maintain a professional tone/employer brand.
 - Use for routine messages – setting up/confirming meetings – never job offers or rejections.

THANK YOU FOR YOUR ATTENTION!

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