



Effective Recruitment,
Onboarding, & Retention



Associated Companies

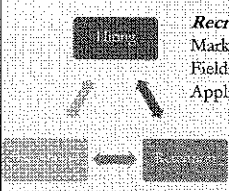
Innovative Recruiting?



There may be a better way...

2

The Eagle-Eye's Perspective → It's a
Cycle




Recruitment: Understand the vacancy,
Marketing the Job Announcement,
Fielding Inquiries, Processing
Applications, Screening & Feedback

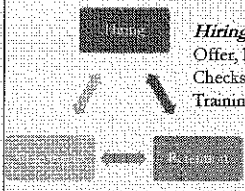
Recruiting And Hiring

• Recruiting sources include:

- Employment advertisements
- Employment agencies
- Job postings
- Promotions from within
- Applications on file
- Employee referrals
- Job fairs




The Eagle-Eye's Perspective → It's a Cycle



Hiring: 2nd Interviews, Making the Offer, Negotiations, Background Checks and Paperwork, Orientation and Training

Recruiting and Hiring (cont.)

- Screening applications and resumes
- Conducting job interviews
- References and background checks
- Hiring the best candidate



The Eagle-Eye's Perspective → It's a Cycle

Retention: Supervisory Support, Social Support, Feedback Accepted and Provided, ...etc.

- Done well, this results in keeping good employees and increased recruitment results.
- Done poorly, this results in diminished performance, increased turnover, and decreased applicants due to PR in community.

Recruitment defined:

- ...the practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees.
- Designed to affect:
 - The number of people who apply for a vacancy
 - The type of people who apply for a vacancy
 - The likelihood that those applying will accept a position if offered

- Recruitment starts with Job Analysis -

- Job Analysis (JA) is the foundation for successful applicant assessment and selection decisions!
 - Gives a full understanding of the Job, Critical tasks, and Required Qualifications
 - Summary of JA
 - PDQ, Input from Experts, Performance Standards, Other resources.
 - List, Rank and Link the Tasks and Competencies
 - Determine what level of competency suffices for the tasks/position.

Marketing the "Opportunity"
... Internally

- Skill Inventories
- Internal Candidates: Promotions & Supervisory Nominations
- Staff Member Referrals & Nepotism Considerations

Marketing the "Opportunity"
... Externally

- Company Website – a must
- Local Ad options: Newspaper, Radio, Television
- Internet Based Ads: Training institutions, Associations, Networking sites
- Career Fairs / Internships / Recruitment Information Seminars
- Direct Mailers: Post cards, Tifold brochures, etc.

- Job Announcements -

- Use the FULL Job Description whenever possible and cost effective of course.
- Ensure it is easy on the eyes of the reader (Paragraph vs. bullet points)
- Sharing everything helps to Screen out the uninterested for you (Shifts available, Pay range, Benefits Perks/Bonuses)
- Updated contact information is key. Answer inquires. Reference where more info is available
- State clearly how you desire applicant to apply (resume, application, references)

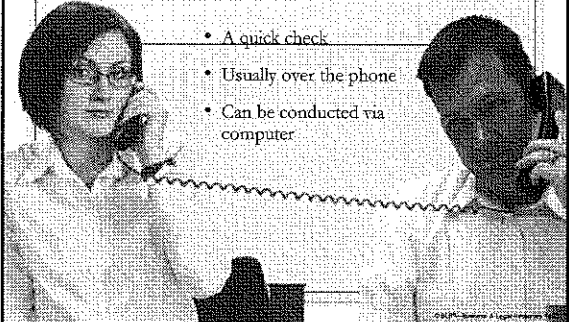
Applications are Rolling in, Now What?!

- Acknowledge each applicants' interest in your organization (Thank you & update)
- Start your screening process with the basics (completed application received)
- Three piles applications land in: Qualified, Unknown Qualifications, NOT Qualified

Next Steps...

- Phone Screenings – a standardized set of questions for all applicants selected!
- Determine which applicants are now considered to be candidates and earned interviews

Screening Interview



- A quick check
- Usually over the phone
- Can be conducted via computer

Developing Interview Questions

- From the job description, identify each criteria needed to perform the job and list them in order of importance

Four Types of Questions

1. Rapport-building questions → put candidate at ease
2. Open-ended questions → invite candidate to talk about his/her past experiences
3. Probing questions → used to get specific information you need
4. Non-question questions → statement versus question

16

Questions:

To Ask or..... Not to Ask

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. What hours and days can you work? 2. Can you perform the duties of the job you are applying for? 3. Do you have a high school diploma or equivalent? | <ol style="list-style-type: none"> 1. What are your child care arrangements? 2. Have you ever filed a workers' compensation claim? 3. What year did you graduate from high school? |
|---|---|

Interviewing Your Candidates



- Remember the Job Analysis, it's a critical piece of interviewing tool!
- Prepare for the interviews
 - 6 - 10 major functions from the job description = critical qualifications desired.
 - Determine how to measure the qualifications

Interviewing Your Candidates



- Conduct the interview. Assess their behaviors and responses
 - Avoid misleading Halo Biases & protected information
- Use job-related assessment tests and check references

Interviewing Job Candidates

- Gain relevant information
- Avoid discriminatory questions
- Conduct with an open mind
- Talk about the organization and the job
- Ask all candidates the same questions



Interviewing Job Candidates (cont)

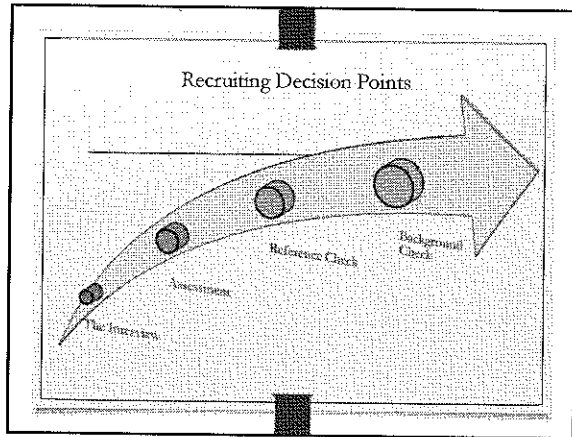
- Assess skills, knowledge, and competencies
- Find out about past job experience
- Ask for examples of problems faced in prior jobs and solutions
- Ask about achievements
- Allow applicant to ask questions about the job and organization



Selection Process

- Scoring and Ranking Sheets/Summary
- Conduct reference and background checks
- Make sure you have notes from all interviews
- Document valid reasons for selecting or rejecting applicants
- Create a Job Vacancy File

Scale	Rating
1-4	Poor
5-7	OK
8-10	Great



Interview Rating Sheet

Applicant: _____ Date of Interview: _____

INTERVIEW DIMENSIONS	SCORE
Technical Skill	
Office & HR Management	
Customer Service	
Integrity	
Communication	
Supervisory	
Judgment/Problem Solving	
TOTAL SCORE	

NOTE:

Interviewed by: _____ Date: _____

Recommendation: Hire 2nd Interview Don't Hire - give reason: _____


Tips for Effective Reference Checking

- Don't put it off.
- Favor facts over opinions.
- Ask the right questions.
- Be prepared for the unexpected answer.
- Avoid "danger areas."
- Ask the Candidate to provide the reference.

**Scoring the Interviews:
Defending the Decision**

- Objective "score" + "gut feeling"
- Is This a Good Fit?
- Flexibility
- Using the Rating Form
- Skills Tests & Using the Results
- Discourage Outside Influences
- Making the Decision

EVALUATE




Catch and Release!

- Make the offer ASAP, only after completing all interviews.
- Be prepared to share the details of the position, and negotiate the terms.
- In-person, Over the phone, - follow up with an official offer of employment letter.
- Be genuine, communicate the company's interests in the candidate and your excitement about this opportunity to team with them.


Orientation and Training

- Orientation programs:
 - Supervisory training
 - Role of supervisors in employee training
 - Regulatory considerations
 - Organizational training needs
 - Documentation



Orientation and Training (cont)

- Employee training topics:
 - Sexual harassment
 - Diversity and discrimination
 - Safety and emergency procedures
 - Quality and customer service
 - Wellness
 - Specific work skills and competencies



Orientation and Job Training:


- Have 'something' prepared for them:
 - Employee handbook, Safety training, IT access and support, Introductions
- Communicate who is their contact for support
- Task list of initial jobs they are assigned
- Get to know them a little
- Communicate that you appreciate having them as a new employee

**Who are these folks?
What is it that they want for me?**

- Tools for maintaining Baby Boomer, Gen-Xs & Gen Ys interest and productivity in the workplace.
- Baby Boomers: Flexibility for family matters, extended working life
- Generation X: Development opportunities, Challenging, Inspiring and creative work.
- Generation Y: Advanced Technology, Learning Opportunities, Telecommuting

Employee Opinions, Surveys and Experiences:

- Workplace Questionnaires – Value the employees experience and perspective
- Managers Awareness and Reactions – your first line of defense.
- Meaningful work duties are important.
- Company's Mission



Variety, Challenges, and Development

- Reduce repetitive tasks, and save the Scuses!
- Mastery of tasks leads to boredom.
- Build a reputation that shows you value their development.

Poor and Unsupportive Management =
Decreased Retention.

- Hold staff accountable
- Stay away from a "My way or the highway" management style
 - Manage others through Honesty, Trust, Special Treatment & Courage
- Praise- Catch someone doing something right!

Poor and Unsupportive Management =
Decreased Retention.

- Mentor: Be more open and have management support their efforts
- Respecting your staff, results in staff respecting management
- Autonomy: Staff empowered to seek success by their own judgment and decision making abilities
- Feedback's importance: Specific, and behavior based

Today's take-aways:

<u>Recruitment</u>	<u>Retention</u>
<ul style="list-style-type: none">• Job Analysis to ID the need• Market the opportunity: Internally & Externally• Communicate and Screen applicants• Assess qualified candidates and celebrate the offer• Communicate with those not selected• Prepare for new hires orientation and training	<ul style="list-style-type: none">• Appropriate orientation and training for new hires• Consider your employee demographics• Take an interest in their interests• Pay attention to the Employees' experiences• Management needs to do their part and support employees
