HIRING (and finding) WINNING TALENT

D BYERS & ASSOCIATES

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Finding the right people

- Do we sell our organization well?
- Are we looking in the right spots?
- Do our jobs match the candidates?
- Is hiring an event, process or ordeal?
- Is recruitment an ongoing process?
Where are we now?

Understanding

- Why would someone want to work for you?
- What is the perception candidates have about your brand?
- What level of visibility do you have to candidates and the talent pool at large?
- What % of your employees would recommend your organization as a great workplace?
Learning Objectives

Methods used by organizations to recruit and select employees.

Legal issues that affect recruitment and selection.

HR’s role in the recruitment and selection process.

Roles of supervisors and peers in the recruitment and selection of team members.
Workforce Challenges

• Seller’s Market
• Generational Values & Needs
• Career Paths more complex
• Job Styles & Roles Changing
• Dynamic Marketplace
• Founded in 1991 by Mike Lombardo and Bob Eichinger.

• Global competency framework that helps employees and employers perform assessments of strengths and weaknesses.

• Used for building competency profiles, interviewing, career development, and performance reviews.

• Helps build comprehensive, research-based, and experience-tested development plans on the most common development needs.

Lominger Competencies
Group Activity-Discuss at your table & Report Back

- What are you looking for in a candidate?
- What are the traits of your current best performers?
- What does someone need to be successful in your organization?

We have to know what we are looking for or we will never find it....
Top traits for new hires

- Passion
- Communication skills
- Self-motivation
- Resourcefulness
- Flexibility
- Humility
- Work ethic
- Dependability
- Positive attitude
- Team oriented
Where do we find our next teammate?
Employment agencies
Executive search firms
In-house recruiters
Local advertising
Internships
Job fairs
College recruiting
Walk-in candidates

Traditional
External
Recruitment
But everybody fishes here
And the competition can be fierce
Let’s find the quiet (& right) pool to identify and attract our teammates
Think about alternatives

- Contact Mutual Connections
- Look Beyond Your Location
- Ask Employees to Share on Social Media
- Email past candidates about new positions
- Create a Paid or unpaid Internship Program
- Be Visible Where Your Candidates Are
- Contact Local Chapters and National Organizations
- Community Colleges
Recruitment for Diversity

An ethnically diverse workforce enhances creativity and may facilitate expansion into global markets.

Recruiting must generate applicants from a wide variety of individuals.

Train recruiters to use objective standards.

Include pictures of minority and disabled employees on recruitment flyers.

Make sure ads and interviews are bi-lingual.
Hiring is selling…

Are you selling your organization and opportunity?

What is your value proposition to a candidate?
Preparation is key to making the “sale”

• Know the role inside and out.
• Detail the opportunities for growth.
• Sell your culture and benefits.
• Be excited and build the relationship.
• Go where your candidates are.
• Build your talent pipeline continuously.
Understanding the high performer-

Exceptional professionals assesses opportunities in a more sophisticated manner than other candidates:

• They understand their value to your organization, and look beyond the "match" between their skills and your available role.

• They evaluate a potential job change strategically, viewing it similarly to a business opportunity.

• They look for the ways their talents and growth goals align with the position and your organization.
DILBERT

JOB INTERVIEW

WHEN I MAKE HIRING DECISIONS, MY BIGGEST PRIORITY IS CULTURAL FIT.

YOUR BUZZWORDS ARE LIKE MUSIC TO MY UNEMPLOYED EARS.

AND HERE COME SOME EMPLOYEES WHO CAN TELL ME ABOUT YOUR COMPANY CULTURE.

UH–OH.

BY SCOTT ADAMS

WORKING HERE IS LIKE A PARADISE.

BEST PLACE EVER.

OUR DAYS ARE FULL OF LAUGHTER, HUGGING, AND CAMARADERIE.

COFFEE IS FREE!

WOW, THANKS. I LOOK FORWARD TO WORKING HERE.

I DIDN’T LIKE THAT GUY.

I’M GLAD WE GOT OUR REVENGE IN ADVANCE.

HEY, GUYS, CAN I ASK SOME QUESTIONS ABOUT THE CULTURE HERE?
Time to Exercise...

Time to sell our own organization & job
Traditional Interview Process

- Team or individual interviewer?
- Structured or patterned interview:
  - Pre-set questions asked of all candidates.
- Nondirective interview:
  - Minimum of questions, not planned in advance.
  - Open-ended questions; interviewer follows the candidate’s lead.
- Situational and problem-solving interview:
  - Candidate describes how he or she would solve a problem.
- Behavioral interview:
  - Candidate describes how he or she responded to a specific situation.
Be aware of the candidate…think about their perspective, goals, needs and where they are coming from.

Establish a relationship and a connection.
First Impressions Affect Careers

From the ad to the call to that First Interview….

Never forget you are selling your organization to your new team member

YOU NEVER GET A SECOND CHANCE TO MAKE A GOOD FIRST IMPRESSION.

~will rogers
40 percent of applicants lie about work histories and educational backgrounds.

20 percent of applicants falsify credentials and licenses.

30 percent of applicants make misrepresentations on their resumes.

Background Verification and Reference Checks
Recruitment is Marketing…

The process of attracting individuals in sufficient numbers with the right skills and at appropriate times to apply for current or future positions within the organization.
• Maintain a visible presence in the community. Make sure your organization is recognized and broadly known. Look for opportunities to reach out beyond current stakeholders.

• Reach out to youth. Middle school is a great time to form lasting impressions. Think about sponsoring service projects

• Never miss an opportunity to promote your brand…and make sure that your organization's brand is strong, attractive & distinct

Recruit (market) constantly for long term success
A hiring process only an engineer...

and HR can love
THE BIG FIVE DISADVANTAGES OF A LONG HIRING PROCESS

1. Higher cost of each hire

The average cost-per-hire is $4,129, but the longer the hiring process takes, the higher the cost.

Source: SHRM
2. Tighter hiring budget

35% of recruiters say the biggest hiring challenge they're facing is a limited budget.

Source: LinkedIn

3. Missing out on top talent

46% of job seekers say they lose interest in a role if they haven't heard back from a company within 1-2 weeks.

Source: Robert Half
4. A bad candidate experience

57% of job seekers said the most frustrating part of the hiring process was a long wait.

Source: Robert Half

5. Poor employer branding

72% of job seekers who have had a bad interviewing experience have shared it online or with someone.

Source: CareerArc

Learn more about how to improve your interview collaboration.
Have you retooled your hiring and personnel development process into a modern Talent Management system?

Your best future candidates are looking for this kind of engagement.
Thoughts on job descriptions...

Screen in, not out?

10 Unique Job Description Examples
1. BrightRoll

This isn’t your typical job description. Actually, it’s not a job description at all! BrightRoll recently posted a “Create Your Own Job” description to attract great candidates whose skills don’t necessarily fit into an open position.
2. Kickstarter

Many job seekers view a job description, apply and then hear silence. To provide a great candidate experience, Kickstarter tells the candidate exactly what to expect next.

Kickstarter can’t take all the credit on this one, they were inspired by Hacker School.
4. Zappos

You won’t see any job postings on their site. Zappos is creating a new path. They invite interested candidates to read about what they are doing, meet their departments and see photos of the different team members. It’s a different tactic that allows candidates to get to know the company and the team they would be working with.
5. Intuit

Oftentimes, candidates read a job description and determine that they aren't the right fit. To avoid losing great talent, Intuit redirects candidates to other opportunities.

Below each job description, Intuit shows other open positions available within the same field.
And as Neo might observe…

(For you fans of The Matrix)
All too often we end up here...

“What if we don’t change at all ... and something magical just happens?”
Or here....

I don’t think inside the box.
I don’t think outside the box.
I don’t even know where the damn box is.

#LightUpTheSoul

<3
THINKING OUTSIDE THE BOX
But don’t use “outside the box thinking” as an excuse…

ALWAYS see it as a challenge to do more.

Sometimes it’s not thinking outside the box. Sometimes it’s just cheating.
“What if we don’t change at all ... and something magical just happens?”
“My short-term goal is to bluff my way through this job interview. My long-term goal is to invent a time machine so I can come back and change everything I’ve said so far.”

You will never have the second chance to make the first impression.
### Extra Days Added by Various Job Interview Screening Methods

<table>
<thead>
<tr>
<th>Interview Method</th>
<th>Average Days Added to Hiring Process</th>
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</thead>
<tbody>
<tr>
<td>Phone Interview</td>
<td>+6.8 to +8.2 days</td>
</tr>
<tr>
<td>One-on-One Interview</td>
<td>+4.1 to +5.3 days</td>
</tr>
<tr>
<td>Group Panel Interview</td>
<td>+5.6 to +6.8 days</td>
</tr>
<tr>
<td>Presentation</td>
<td>+2.7 to +4.2 days</td>
</tr>
<tr>
<td>IQ Intelligence Test</td>
<td>+2.6 to +4.4 days</td>
</tr>
<tr>
<td>Job Skills Test</td>
<td>+0.6 to +1.5 days</td>
</tr>
<tr>
<td>Personality Test</td>
<td>+0.9 to +1.3 days</td>
</tr>
<tr>
<td>Drug Test</td>
<td>+0.3 to +0.8 days</td>
</tr>
<tr>
<td>Background Check</td>
<td>+3.1 to +3.4 days</td>
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What image do we project to potential applicants?

Is this really your best sales pitch to the next member of your team?