

HIRING FOR SUCCESS

...or How To Go On Vacation Someday



HIRING FOR SUCCESS...TOPICS WE'LL COVER TODAY:

- **Planning before you post**
- **Legal Compliance**
- **Behavioral Interview Questions**
- **Reference Checking**
- **Making the Offer/Closing the Deal**
- **Onboarding – Beyond the New Hire Orientation**



SELECTION PROCESS GOALS

Ultimately, we want to choose people who will emulate our values, fit our culture and align with our strategic goals:

Our Values (CLC)

Quality

Diversity

Integrity

Accountability

Learning

Service

Our Goals (CLC)

- Advance student learning and success
- Maximize educational opportunity within the district
- Ensure sustainability and stewardship of resources
- Promote diversity and global engagement as strengths
- Enable a culture of innovation, excellence and continuous improvement
- Build our reputation as a premier educational institution



SELECTION PROCESS GOALS

POOR HIRING DECISIONS ARE COSTLY:

- HR recruitment, interviewing, screening, hiring and training efforts
- Cost of onboarding the new hire in department
- Lost productivity- research shows it can take a new employee 1-2 years to reach the productivity of an existing employee depending on the level/complexity of the position
- Extra effort required to supervise a poor hiring choice including time spent on resolving employee-related issues
- Effects on remaining employees- other employees who see turnover tend to disengage, lose productivity and display lower morale
- Poor customer service and quality issues- new employees take longer and are often less adept at solving problems
- Other factors (unclear roles as job is being shuffled, stretched employees, frustration)

Note: A SHRM study showed that every time a business replaced a salaried employee, it costs 6 to 9 months' salary on average. Others predict the cost is even more - that losing a salaried, new hire employee can cost 1-2x their annual salary, especially for a high-earner.

For an employee making \$40,000 a year, that's \$80,000 in hiring expenses! How many more students' tuition would you need to cover this expense?



10 STEPS IN HIRING PROCESS

1. Identify the need
2. Review/update the job description
3. Announce/post the job
4. Screen candidate profile and resume
5. Develop interview questions
6. Conduct interview(s)
7. Check pertinent information
8. Extend the job offer
9. New hire orientation and basic onboarding
10. Setting goals and introductory period evaluation



PRE-JOB POSTING STEPS

STEP 1: IDENTIFY THE HIRING NEED

Before finding a replacement or adding a new position, assess the overall department structure and needs. Clearly define each employee's role and how he/she contributes to the success of the department and the company.

The following questions should be answered when identifying the hiring need:

- Is the need permanent to cover increased responsibilities that will be sustained over time or temporary to cover high volumes during peak times and/or special projects? Should the position be reallocated to another area to fill a new need?
- Can responsibilities be streamlined with implementing more efficient processes?
- Are there certain responsibilities that can be reallocated into other position(s)/department(s)?
- What is the staffing budget and have the required management approvals been provided in order to move forward with a hire?

STEP 2: REVIEW/UPDATE THE JOB DESCRIPTION

- When a job becomes available, the hiring manager should review the job description for accuracy and completeness. If revisions are necessary, the hiring manager should coordinate with Human Resources in order to update the job description.
- In preparation for the job announcement and candidate screening, note the skills – hard and soft, experience and education needed – consider equivalencies, the reporting relationship and the makeup/strengths of the current department team.
- The hiring manager, as well as anyone assisting with candidate and resume screening, should have a copy of the job description on hand during the screening process.



STEP 3: ANNOUNCE/POST THE POSITION

Work with HR to develop the recruitment plan:

- Develop Applicant Tracking System (ATS) screening questions
- Identify targeted job posting sites (both for professional niche sites as well as diversity outreach) in addition to standard guidelines for posting internally and/or externally
- Confirm screening action plan
- Post on your LinkedIn site/tap into your network
- Identify interviewing team: hiring manager and at least 2 other key stakeholders



STEP 4: SCREEN CANDIDATE APPLICATION/RESUME

- Review the candidates' profiles and resumes and sort them on the basis of how closely they match your job criteria, institution's culture/values/goals
- Sort the profiles/resumes in three stacks: Yes, No and Maybe. If you have too many in one of the stacks, or if you don't make a selection from the "yes" group, you may want to go back through the other resumes again. At times, a decision to reopen the job posting might be made if there wasn't a sufficient pool of qualified candidates.

Some basic items to look for on a application/resume:

1. **Solid Work History - Check for reasons for leaving:** (a) someone may appear to be job hopping but instead had a run of bad luck with a company closing, being acquired, etc.; (b) watch for reasons like "fired/terminated" or "I didn't get along with my boss"
 - o Look at how long the breaks were between jobs and be ready to ask about activities during those breaks
 - o Look for any negative patterns of work behavior
 - o Incomplete or insufficient information - are dates, position duties, reason for leaving and/or other key info missing?
 - o If at one company for several years, was there a progression in job titles?
2. **Education**
3. **Technical knowledge, skills and experience**
4. **Evidence of continued education and/or staying current in field**



STEP 5: DEVELOP INTERVIEW QUESTIONS

- Legal Compliance
- Use of Tests
- Behavioral Interview Questions



LEGAL COMPLIANCE: LAWS THAT PERTAIN TO INTERVIEW QUESTIONS

- Title VII of the Civil Rights Act of 1964
 - ✓ Race
 - ✓ Sex
 - ✓ Color
 - ✓ Nation of origin
 - ✓ Religion
- Age Discrimination in Employment Act (ADEA)
- Americans with Disabilities Act (ADA)
- Immigration Reform and Control Act (IRCA)
 - ✓ Citizenship
 - ✓ Nation of origin



LEGAL COMPLIANCE: LAWS THAT PERTAIN TO INTERVIEW QUESTIONS

- Genetic Information Nondiscrimination Act (GINA)
 - ✓ Genetic information
- National Labor Relations Act (NLRA)
 - ✓ Union membership
- Uniformed Services Employment and Reemployment Rights Act (USERRA)
 - ✓ Membership or service in the uniformed services
- Bankruptcy Act
- Child Support Enforcement Amendments



LEGAL COMPLIANCE

Having a Legally Compliant Process:

It is important that interviews and other selection tools are reliable, valid and nondiscriminatory.

What does “reliable” mean in terms of the selection process?

- Reliability in employment interviews, which relies on the judgments of people, can be improved when two or more interviewers have consistent assessments with each other.

What does “valid” mean in terms of the selection process?

- Validity is established if the interview has questions that probe for job-related skills.

What kinds of questions are non-discriminatory?

- Make sure the questions are job-related. If they are not, they may be considered discriminatory. Questions to avoid are those that deal with race, religion, color, national origin, ancestry, disability, medical condition, marital status, sex, sexual orientation, pregnancy, age, veteran status, religion, arrests and political affiliation.



EXERCISE 1: LEGAL OR ILLEGAL ?



LEGAL OR ILLEGAL

1. What a beautiful wedding ring, how long have you been married? () Legal () Illegal
2. We work late hours, will this be a problem since you have kids? () Legal () Illegal
3. This job can be physical. Do you have any physical disabilities? () Legal () Illegal
4. If hired, can you provide proof that you at least age 18? () Legal () Illegal
5. Is it Miss or Mrs. Jane Doe? () Legal () Illegal
6. Are you taking any prescription drugs at this time? () Legal () Illegal
7. Are you a citizen of the United States? () Legal () Illegal
8. At your last job, did you have any on-the-job injuries? () Legal () Illegal
9. I see you speak Spanish, are you from Mexico? () Legal () Illegal
10. Have you ever been arrested? () Legal () Illegal
11. How many days did you miss from work last year because of illness? () Legal () Illegal
12. I see you went to xyz High School, when did you graduate? () Legal () Illegal
13. You mentioned that you belong to a social organization, which one? () Legal () Illegal
14. Does your religion prevent you from working weekends or holidays? () Legal () Illegal
15. If you get pregnant, will you come back after maternity leave? () Legal () Illegal
16. Do you have any upcoming events/commitments that would require extensive time away from work? () Legal () Illegal



WHAT TO ASK AND NOT TO ASK

Age:

Instead of:

- When did you graduate?
- When do you intend to retire?

Ask:

- Are you old enough to do this type of work?
- Can you supply transcripts of your education?

Sex/marital status:

Instead of:

- Are you married?
- When do you plan to start a family?
- Do you have children?

Ask:

- Are you available to travel frequently?
- Can you work overtime with no notice?
- Can you work evenings and weekends?
- When we check references/do a background check, are there other names we should look under?



WHAT TO ASK AND NOT TO ASK

Disability:

Instead of:

- Do you have a disability?
- Have you ever filed a workers' compensation claim?
- Do you have a history of drug or alcohol abuse?

Ask:

- After reviewing the job description, "Can you perform the duties listed in the job description, with or without accommodation?"
- If a worker has an obvious disability or reveals a hidden disability, you may ask the applicant to describe or demonstrate how he or she would perform job duties.

Must do:

- Employers must provide reasonable accommodation to candidates who have disabilities.



WHAT TO ASK AND NOT TO ASK

Race:

Questions about race during an interview are prohibited.

- However, race is often legitimately needed for affirmative action purposes or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use a Form EEO-1, Voluntary Self-Identification.
- Employers must keep a completed Form EEO-1 separate from the application and not share the information on it with others or consider the information during the selection process.

Religion:

- Employers may ask questions and receive information about religion only when a bona fide occupation qualification exists, such as when hiring a clergy person for a religious establishment.

Appearance: Employers need to be aware of religious and cultural variations on appearances.



WHAT TO ASK AND NOT TO ASK

National origin/citizenship:

Instead of:

- Are you a citizen of the U.S.?
- What country are you from?
- Where is your accent from?
- What nationality is your last name?
- When does your visa expire?

Ask:

- If you are hired, are you able to provide documentation to prove that you are eligible to work in the U.S.?



WHAT TO ASK AND NOT TO ASK

Military:

Instead of:

- Please provide the status of your military discharge.
- Will you miss work to perform military service?

Ask:

- What experience did you gain in the uniformed service that is relevant to the job you would be doing?

Arrests and convictions:

Instead of:

- Have you ever been arrested?

Ask:

- Have you ever been convicted of a felony? (You must qualify this question by stating that a conviction will not automatically disqualify a candidate. Additionally, the timing of asking this question may be governed by state law).



LEGAL COMPLIANCE: VOLUNTEERED INFORMATION

Even when you ask only legal questions during an interview, you may receive information you would prefer not to know from applicants who make such a disclosure voluntarily.

For example, an applicant may disclose that she is pregnant and will need time off for childbirth if she is hired.

The best way to handle this situation is not to pursue it and not make any note of it. Just as you should ask only job-related questions, you must disregard any information the applicant voluntarily discloses that is *not* related to the job.



TYPES OF EMPLOYMENT TESTS & SELECTION PROCEDURES



Examples of employment tests and other selection procedures, many of which can be administered online, include the following:

- Cognitive tests assess reasoning, memory, perceptual speed and accuracy, and skills in arithmetic and reading comprehension, as well as knowledge of a particular function or job;
- Physical ability tests measure the physical ability to perform a particular task or the strength of specific muscle groups, as well as strength and stamina in general;
- Sample job tasks (e.g., performance tests, simulations, work samples, and realistic job previews) assess performance and aptitude on particular tasks;



TYPES OF EMPLOYMENT TESTS & SELECTION PROCEDURES

- Medical inquiries and physical examinations, including psychological tests, assess physical or mental health;
- Personality tests and integrity tests assess the degree to which a person has certain traits or dispositions (e.g., dependability, cooperativeness, safety) or aim to predict the likelihood that a person will engage in certain conduct (e.g., theft, absenteeism);
- Criminal background checks provide information on arrest and conviction history;
- Credit checks provide information on credit and financial history;
- Performance appraisals reflect a supervisor's assessment of an individual's performance; and
- English proficiency tests determine English fluency.



USE OF TESTS

Title VII prohibits employers from using neutral tests or selection procedures that have the **effect** of disproportionately excluding persons based on race, color, religion, sex, or national origin, where the tests or selection procedures are not “job-related and consistent with business necessity.” This is called “**disparate impact**” discrimination.

Disparate impact cases typically involve the following issues:

- Does the employer use a particular employment practice that has a **disparate impact** on the basis of race, color, religion, sex, or national origin? For example, if an employer requires that all applicants pass a physical agility test, does the test disproportionately screen out women? Determining disparate impact ordinarily requires a statistical analysis.
- If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, can the employer show that the selection **procedure is job-related and consistent with business necessity**? An employer can meet this standard by showing that it is necessary to the safe and efficient performance of the job. The challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.
- If the employer shows that the selection procedure is job-related and consistent with business necessity, can the person challenging the selection procedure demonstrate that there is a **less discriminatory alternative** available? For example, is another test available that would be equally effective in predicting job performance but would not disproportionately exclude the protected group?



BEHAVIORAL INTERVIEW QUESTIONS

THE MOST SUCCESSFUL TECHNIQUE FOR GETTING BEYOND SUPERFICIAL ANSWERS IS USING A BEHAVIORAL INTERVIEW FORMAT.

- Behavioral interviewing techniques attempt to relate a candidate's answers to specific past experiences and focus on projecting performance from past actions.
- By relating a candidate's answers to specific past experiences, you'll develop much more reliable indicators of how the individual will most likely act in the future.
- Behavioral interview questions call for on-the-spot self analysis.
- There are two main types of behavioral formats"
 1. Self-appraisal: What is it about you that makes you feel a certain way or want to do something?

For example: "What is it about you that makes you get totally involved in your work to a point where you lose track of time?"
 2. Situational: Looks for concrete experience as an indicator of future behavior.

For example: "Give me an example of a time when you had to make a critical decision in your boss's absence."



EXERCISE 2: BEHAVIORAL QUESTIONS



SAMPLE NON-BEHAVIOR-BASED, GOOD INTERVIEW QUESTIONS

- Briefly describe your work experience.
- Describe yourself...your technical and people skills, abilities, etc.
- What are your career goals, both short- and long-term?
- In your current (or most recent) position, what duties do you spend most of your time on?
- What aspects about your current (or most recent) job do you enjoy the most? Least?
- Why do you want to leave your current position?
- What was the best job you've ever had? What made it the best? Worst?
- Who was your best supervisor and what made them the best? Worst?
- What would your current (or most recent) supervisor say was your best contribution?
- What are the top 3 aspects of a job that are most important to your job satisfaction? Why?
- What are your most recent achievements and why did they give you satisfaction?
- What is it about our position that interests you?



STEP 6: CONDUCT THE INTERVIEW – BEST PRACTICE

- Set realistic expectations for the job/review the job description.
- Handle awkward candidate statements appropriately: Ex. “My spouse is disabled and not working.” Acknowledge what was said simply by nodding and move on – don’t comment further. Don’t ask additional questions about the volunteered information - just continue with your next question.
- Be prepared to answer candidate questions: about the college, the college’s financial condition, the reason the position became available, benefits, compensation, etc.
- Take notes and mention to the candidate that you will be taking the notes: Limit to short entries during the interview since it is more important to listen and then expand on the notes right after the interview.
- Be careful not to make promises of any kind: particularly the kind that might lead the candidate to quit his/her current job before a job offer has been extended.
- Follow a standard interview process:
 1. Prepare – review the application and/or resume before the interview so that the details are fresh in your mind. Create your questions.
 2. Put the candidate at ease; introduce yourself, small talk, offer coffee, etc.
 3. Ask prepared questions, and ask additional probing questions where indicated (80/20 Rule: Candidates talk 80% and Interviewers talk 20% of the time during interviews)
 4. Review the job description.
 5. Offer time for the candidate to ask you questions.
 6. Let the candidate know what the next steps are and timelines. Close the interview and show the candidate out...thank him/her for their time.



STEP 6: CONDUCT THE INTERVIEW – BEST PRACTICE



- **Allow for silence:** the candidate may need time to think or an awkward silence may mean you need to probe further, so allow for some silence without feeling the need to talk through it. If candidate is really stuck, skip the question and come back to it later.
- **Avoid leading the candidate to the preferred response:** Sometimes, we inadvertently push the candidate in the right direction. Be careful not to make the preferred response obvious. Ex. “Tell me about a time when you came to a win-win resolution with a difficult employee?” Or “How do you diffuse a conflict situation?”
- **Be careful not to fill-in the blanks with assumptions.** Ex: The candidate tells you about a project he created and implemented. You assume he or she spear-headed it, designed it, and lead the way to the project’s success. Turns out, he was on a team of 15 and was responsible for a small portion of the major deliverables involved.



STEP 7: REFERENCE CHECKING



- Approach the reference questions similar to interview questions – try to match the questions to the type of job (e.g. manager, professional/technical, administrative, etc.).

For example: “Please grade this individual’s capacity for initiative and taking action. Does she have a tendency to get bogged down in “analysis paralysis”?” for a Pro/Tech candidate



STEP 7: REFERENCE CHECKING

- Have a plan to get past employers to open up during the reference checking process:
 - ✓ Try to get the past supervisor out of the judgmental past and putting them into the evaluative future regarding the candidate's abilities.
 - ✓ Remove the perception of potential liability associated with judging a past subordinate's performance, and then replacing it with advice on how to manage this person in order to bring out the best in the candidate's abilities.

For example: avoid asking the generic questions about the candidate's prior job duties, greatest strengths, areas of improvement...instead, describe your institution's culture and the unique pressures of your particular job opening so that this supervisor can provide some evaluative thoughts about the candidate's "fit factor" into your institution. "is this the type of environment in which the candidate would excel?"



STEP 8: MAKING THE OFFER/CLOSING THE DEAL

Walk the candidate through a pre-resignation drill to help pre-empt a counter offer:

- “Tell me again why you feel our position meets your career needs or why working for our institution is so important to you?” ...the candidate voices out loud the benefits she’ll gain by working for your institution.
- “Tell me about the counteroffer they’ll make you once you give notice. If you gave notice to your boss right now, what would she say to keep you?” ...the candidate is prepared if a counteroffer is made, and if no counter is made, candidate’s decision to accept your job will be reinforced.
- Follow up question if you think the candidate may be susceptible to a counteroffer: “What would change in your present position if you *did* accept a counteroffer? Would life 6 months down the road be any different than right now?”

Making the offer:

- “What’s changed since the last time we spoke?”
- “Share with me what final questions I can answer for you to help you come to an informed career decision.”





STEPS 9 & 10: NEW HIRE ORIENTATION AND ONBOARDING/EVALUATION

- New hire orientation with HR
- First day on the job:
 - ✓ **Schedule, Job Duties, and Expectations** (including how the employee's job fits into the department)
 - ✓ **Socialization** (be available to greet the employee on the first day; make introductions; take employee out to lunch)
 - ✓ **Work Environment** (discuss parking and where they might want to park, explain how to get additional supplies, etc).
- Reviewing the plan for the introductory period
 - ✓ What does your new staff member need to know? Policies, Procedures, etc?
 - ✓ Setting and measuring 30/60/90 Day Goals
 - ✓ 180 Day Goals (introductory period)
 - ✓ Annual Goals



WHY INVEST THE TIME FOR ONBOARDING?

Employees who experience an On-Boarding program are **58%** more likely to be with the organization after three years.

Why? Onboarding facilitates:

- ✓ Strengthening of Workplace Culture
- ✓ Greater Job Satisfaction
- ✓ Better Job Performance
- ✓ Workplace Stress Reduction



CORPORATE DILEMMA

WHAT IF WE TRAIN THEM AND THEY LEAVE?

WHAT IF WE DON'T... AND THEY STAY?



INVESTING IN EMPLOYEES



FINAL TIP: CONSISTENCY

To be sure that you obtain the same information from all candidates for a position, it is important to prepare and consistently use the same questions for each interview and follow a structured interview process.

Doing this will help ensure that you treat all candidates equally and fairly and help you avoid any complaints of illegal discrimination.



SHORT VIDEOS

https://pc.tedcdn.com/talk/podcast/2015S/None/ReginaHartley_2015S-480p.mp4

https://www.ted.com/playlists/500/talks_to_help_you_find_the_ide

