Recruiting, Selection and Placement

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NHRMA
HR DEVELOPMENT FOR THE NORTHWEST

AFFILIATE OF
SHRM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Non-Discriminatory Considerations

Agenda

- Establishing Recruitment Objectives
- Develop a Recruitment Strategy
- Carry Out Recruitment Activities
- Evaluate Recruitment Results

ESTABLISHING RECRUITMENT OBJECTIVES

Recruiting: Definition and Goals

- Process of generating a pool of qualified applicants for organizational jobs
- Find people that are a match for the job. You can train for skill but not behavior.
- Identify people that are a match for the company and can help the organization achieve its mission and vision
- Compliance

Recruitment Objectives

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Recruitment Objectives

- How many employees
- When are they needed
- Education
- KSA's
- Interests and values
- Diversity
- Job Performance goals
- Expected retention rate

Job Performance, Selection Criteria, and Predictors
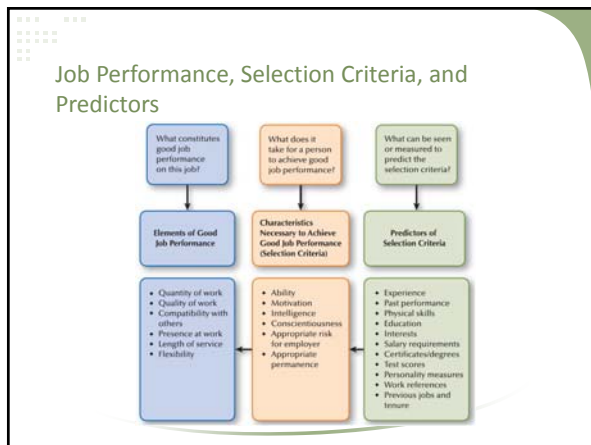
Realistic Job Preview

- Inventory taking firm with high level of turnover
- Issues
  - Extended work hours and weekend work
  - Climbing on ladders
  - Dust and dirt
- RJP provided in writing and orally to one group

	RJP Group	Non-RJP Group
Applicants rejecting job offer	27%	0%
Turnover after 3 months	36%	85%

Source: Suszko, M.K. & Breaugh, J.A. (1986). The effects of realistic job previews on applicant self-selection and turnover, satisfaction and coping ability. *Journal of Management, 12, 513-523.*

Positive outcomes of good recruiting

- Hiring the right people
- A greater number of qualified applicants
- Reputation as an employer of choice
- Increased number of referrals of qualified candidates
- Lower turnover
- Increased number of diverse candidates
- Higher job candidate-job offer acceptance rate
- Open positions filled more rapidly

DEVELOP A RECRUITMENT STRATEGY

Recruitment Strategy

You already set up the recruitment objectives

Now develop a specific plan of action for attaining those objectives

Key Questions

|		
Determining sourcing avenues	Determine start of recruitment campaign	Develop ways to reach the targeted individuals
Determine the recruitment message to communicate	Determine the type of recruiters needed	Determine nature of site visit (if applicable)
	Determine what job offer entails	Type of individuals to target

Not Just A Career, A Cause.

At Southwest Airlines you have the freedom to be creative, dress casually, and have fun on the job. Employees also enjoy free travel privileges, and great benefits like ProfitSharing, matching 401(K), medical, and dental.
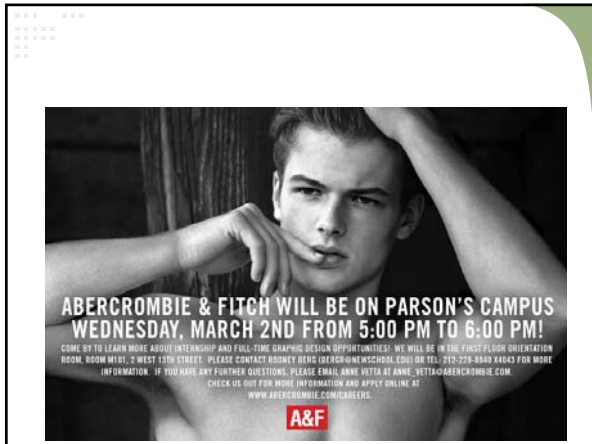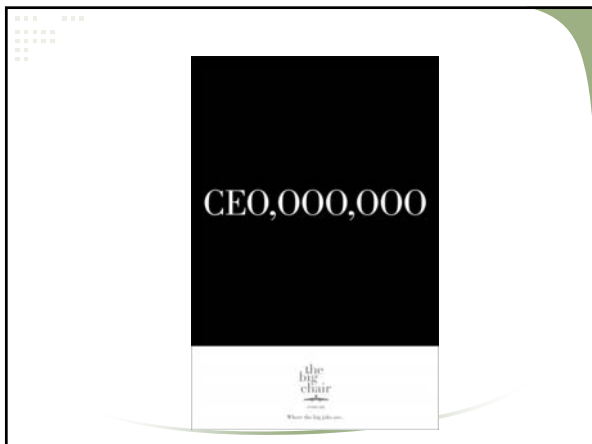
If you think the job is crap, wait 'til you see the pay.

Freelance Studio Assistant
3 to 6 month contract
Full Time

Yes, you'll be stuck doing a lot of crap jobs – assisting finished artists and project managers, mounting and sending PDFs, but on the upside, you'll be working in the advertising agency behind brands like the RAA, Coopers and SA Tourism. Ideally, you'll want to work in the ad industry, and have an interest in finished art and graphic design.

Apply now, because chances are no-one else will.

Considerations

Economy	Types
• Employer Market • Employee Market	• Industry/Occupational: ex. mining, hospitality, oil and gas • Educational/Technical: certifications, degree type • Geographic: local, state, regional, national, international • Global: manufacturing in foreign countries

Position Vacant:
Island Caretaker
• Six-month contract AUD$150,000 package
• Living on Hamilton Island, Australia
• Get the full job description here

THE BEST JOB IN THE WORLD

We're looking for computer engineers who like to solve difficult problems.
Call us on this number now:
$x = 24, y = 30$
Phone $= 044.(y^2 - x).(y^2 - 10^2) \times 10.$

CARRY OUT THE RECRUITMENT STRATEGY

STEP 1 | DEFINE THE JOB & CANDIDATE

Job
- Job Analysis
- Create job description
  - Title, salary, job grade
  - Reporting relationship
  - Essential functions of the job
  - Minimum requirements
  - Preferred requirements
  - Knowledge, skills and abilities (KSAs)
  - Work conditions
  - Resources:
    - O*net
    - Internet

Candidate
- Conformity or fresh perspective
- Immediate job requirement or organizational career
- Trained or trainable
- Mobility or non-mobility

STEP 2 | JOB POSTING & APPLICATION PROCESS

Approval Process	• Varies per company • Some companies require posting to be approved by senior management
Tailor to the media used	• Posting may be different depending on the media used: newspaper, online, social media, professional organizations, etc.
Application process	• Who, what, where, when and how
Position-specific information	• Title, duties, location, salary range, submission process, closing date
Qualifications	• Minimum and preferred requirements
Company	• Company information, EEO statement, compliance statements (ex. E-Verify), posting requirements (company, contract or federal contractor), drug free workplace, etc.

Application Considerations

• Ban the Box
  – Almost 100 cities, counties and states adopt fair hiring policies to reduce unfair barriers to employment of people with criminal records (link below)
  – Purpose is for employers to consider a candidate's qualifications first, without the stigma of criminal record
  – The EEOC endorsed removing the conviction question from the job application as a best practice in is 2012 guidance making clear that federal civil rights laws regulate employment decisions based on arrests and convictions
  – The Obama Administration's My Brother's Keeper Task Force also gave the movement a boost when it endorsed hiring practices "which give applicants a fair chance and allows employers the opportunity to judge individual job candidates on their merits."

Have you ever been convicted?

Source: http://www.nelp.org/page/-/SCLP/Ban-the-Box-Fair-Chance-State-and-Local-Guide.pdf?nocdn=1

Application Considerations

• Ban the Box
  – Companies with multi-state operations need to be careful

More than 100 Cities, Counties, and States Have Adopted Fair-Chance Hiring Policies

• http://www.nelp.org/page/-/SCLP/Ban-the-Box-Fair-Chance-State-and-Local-Guide.pdf?nocdn=1

Sample Newspaper Posting

Sample Creative Ad

SM Posting Example

TRENDS: No Job Postings @ Zappos

31,000 applicants

1,000 hires

Communicating with candidates

30,000 resume scans, rejection notices, missed opportunities

http://www.zapposinsights.com/blog/item/what-no-job-postings

Jobs @ Zappos

STEP 3 | SOURCING

Internal

- Internal job posting
- Employee database
- Employee referrals

External

- Employment Agencies
- Job Fairs
- Unions, prof. organizations
- Colleges/Schools
- Former employees
- Resume database
- Newspaper, radio, etc.
- Online
- Etc.

STEP 3: Samples Creative Recruiting

- Tapped Local Market: alumni from local universities

- Geography: layoffs in one location can mean an opportunity elsewhere

- Social Media: Google "Adecco Using Social Media as a Recruiting Tool" http://www.adeccousa.com/employers/resources/Pages/social-media-recruiting-2015-webinar.aspx?utm_source=emailmkto&utm_medium=emailcampaign&utm_campaign=2015q1webinar

STEP 3: Sourcing Older Workers

Seniors: According to BLS, by 2016, 33% of the workforce will be people 50+
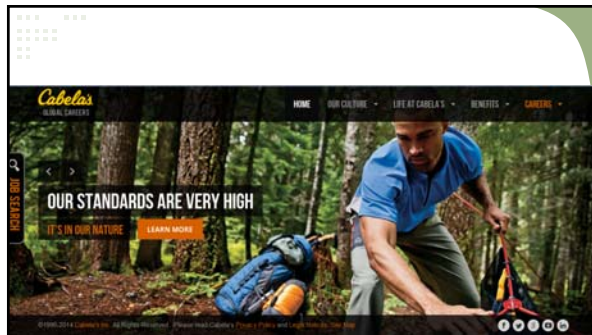
Cabela's targets their own customers as candidates

STEP 4 | SCREENING

- Candidates have applied
- Initial Screening
  - Automated if using applicant tracking system
  - Can use database management technique if large pool of candidates
  - Determine criteria to be used to screen (minimum requirements, preferred requirements)
  - Helps you identify who you need to focus on for the next step
- Phone screening
  - Confirm skills, experience, and education
  - Check for phone skills if position requires phone work
  - Visualize the person while talking; consider whether they can communicate information and ideas sufficiently to meet job requirements
  - Listen for level of enthusiasm, any hesitancy, or sensitive areas
  - Ask about current status of job search
  - Ask what questions s/he has

Biases

Resumes with "white sounding" names receive **50%** more callbacks than those with "black sounding" names. *Source: The National Bureau of Economic Research*

30% of male CEO's of *Fortune 500* companies in the U.S. are 6'2", while only 3.9% of adult American men are this tall. *Source: Malcolm Gladwell, Blink (Back Bay Books, 2007)*

"Mature-faced" people enjoy a career advantage over "baby-faced" competitors with large, round eyes; high eyebrows; and a small chin. *Source: Duke University*

Source: HR Magazine. *Hidden Bias, How to Root Out Unconscious Prejudice Before Making your Next Hire.* December 2014

STEP 5 | SHARE WITH HIRING MANAGER

Training
- EEO considerations
- Questions do's and don'ts
- Company policy
- Importance of recordkeeping (dispositioning candidates)
- Other: OFCCP if applicable

Process
- Company process clearly understood
- Recordkeeping (dispositioning candidates)
- Timely communication with HR re: interviewing, offers, etc.

Decision to interview
- Diversity considerations
- Compliance
- Coordinate with HR (depending on company process)

Diversity & Training: The $100,000 Braids

- Candidate has first interview for technical job
- Recruiter allegedly tells her she should take off her braids
- Candidate interviews again and is offered a job
- Candidate meets with IT Director
- Offer is rescinded and a white male is hired for job
- Alliant Techsystems Inc. settles case of alleged Title VII violations for refusing to hire an African American woman

STEP 6 | INTERVIEW

- Be prepared with pre-established questions
- Coordinate interview if more than one interviewer
- Build rapport with candidate
- Ask open-ended questions
  - Verify employment history
  - Clarify any concerns with resume/application, gaps in employment, etc.
- Ask additional questions to clarify a response
- Be an active listener
- Check for the non-verbal signs
- Take notes
- Ask candidate if they have questions and explain the next steps

Types of Interviews

Individuals

Individuals Sequentially

Panel Interview
- Several interviewers meet with the candidate at the same time

Team Interview
- Applicants are interviewed by the team members

Can you ask these questions?

1) What year did you graduate from high school?
2) That is a lovely accent, where are you from?
3) Are you a US citizen?
4) Do you have adequate childcare?
5) Do you have a car to get to work?
6) Can I get names and contact info of 3 references?
7) Your name sounds German, am I right?
8) Have you ever been arrested?
9) We work 24/7, are you able to work overtime as needed?

You call a candidate in for an interview for a Director of Research job and this person shows up

Stephen Hawking

- Stephen William Hawking CH CBE FRS FRSA
- English theoretical physicist, cosmologist, author
- Director of Research at the Centre for Theoretical Cosmology within the University of Cambridge
- Best seller book "A Brief History of Time"
- …and much more!

Interview Biases

Stereotyping	Women are not good for jobs on the Slope
First impression	That guy wore jeans to the interview, he is probably not serious enough about the job
Halo effect	Wow! This candidate is very articulate, s/he must be great
Horn effect	So many grammar errors on this resume, he is not moving forward!
Similar-to-me	You have vacationed in Mazatlan and love it? That is where I am from!! And you are also a UAA Alumni!
Non-verbal bias	This candidate doesn't look me in the eye when responding to questions
Cultural noise	This person's accent is so strong, I don't think she can understand or communicate with others
Central tendency	None of these candidates come close to my ideal one

STEP 7 | PREEMPLOYMENT TESTS

Work Sample Tests
- Perform a simulated task that is a specified part of the target job. Ex. Create a spreadsheet

Situational Judgment Tests
- Measure a person's judgment in work settings

Cognitive Ability Tests
- Measure an individual's thinking, memory, reasoning, verbal, and mathematical abilities

Ability Tests

Psychomotor Tests
- Measure dexterity, hand–eye coordination, arm–hand steadiness, and other factors

Physical Ability Tests
- Measure an individual's abilities such as strength, endurance, and muscular movement

Assessment Centers
- Exercise composed of a series of evaluative tests used for selection and development

STEP 8 | SELECTION

Interpreting The Data

Answers To Your Questions

Can-Do, Will-Do, and Best Fit Assessment

Rating/Ranking
- Compare notes with others

Social Media

DIVERSITY: THE AGING WORKFORCE

SHRM Survey

Source: http://www.shrm.org/research/surveyfindings/articles/pages/shrm-older-workers-recruitment-and-retention.aspx

SOCIAL MEDIA

There are 3 scenarios. Each person's resume is outstanding, initial phone screening was excellent, references were great and you want to hire them.

Then you decide to go and check social media and see what you can find out...

1) What are your first impressions based on the job being hired for?
2) Based on this new information, would you proceed with the hire?

Social Media Policies

Source: http://www.slideshare.net/shrm/social-networkingwebsitesrecruitingselectingjobcandidatesshrm2013final

Social Media Use

Source: http://www.slideshare.net/shrm/social-networkingwebsitesrecruitingselectingjobcandidatesshrm2013final

If you are going to do it

Source: http://www.shrm.org/publications/hrmagazine/editorialcontent/2014/0914/pages/0914-social-media-hiring.aspx#sthash.qZSy9LUg.dpuf

STEP 9 | REFERENCES

Organizational policy	Reference checking procedures & forms	Applicant documentation
Applicant responsibilities	Consistency	Evaluation of reference information

STEP 10 | CONTINGENT JOB OFFER

- Contingent/Conditional Job Offer
  - It is a job offer stating terms and conditions of employment
  - Make sure that employment at-will statements are included
  - Make sure that candidate signs offer before proceeding with medical exams
  - Each company has different processes
  - Contingent on candidate passing
    - Background check – can be done before contingent offer, best practice is to do it after offer is extended
    - Drug Test – can be done before contingent offer, best practice is to do it after offer is extended
    - Fit for Duty – can only be done after contingent offer and only if related to the candidate's abilities to perform the essential functions of the job

STEP 11 | PRE-EMPLOYMENT

- Drug Tests
- Fit for Duty – only after offer accepted
- Background investigations
  - Employment verification
  - Education verification
  - Professional credentials verification
  - Criminal background
  - Sex offender
  - Credit history
  - Driving record
  - Etc.
  Make sure to have candidate complete consent forms   –watch out for state-specific forms or laws

Legal Constraints on Background Investigations

- Requirements for background investigation
  - Obtain a signed release from the applicant giving the employer permission to conduct the investigation
  - Ensure that background investigations are a part of business necessity
  - Firms that check applicants' credit records must comply with the federal Fair Credit Reporting Act

Maryland to Restrict Credit Reports in Employment Decisions

Reasons for Previous Employment Checks

Verify Credentials/History	Verify Past Work/Future Potential	Evaluate Character
Prevent Unethical Conduct	Enhance Workplace Safety	Follow internal policy, contract requirements, etc.
	Prevent Negligent Hiring	

NEGLIGENCE

Negligent Hire	Negligent Retention
• Employee unfit for hiring • Employer knew or should have known • Employer failed to make reasonable inquiry into applicant's background or ignored the results • Employee posed a risk to others in the workplace (co-workers/public)	• Employer knew or reasonably should have known unfitness after employment relationship starts • Employer fails to take further action

EXAMPLES OF NEGLIGENT HIRE

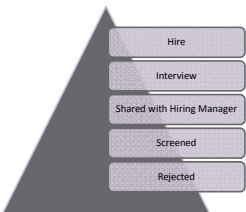- A hospital's failure to discover that a nurse was discharged by a prior employer because of unsafe handling of patients - lawsuit filed by a patient allegedly injured by the nurse;
- A company's failure to discover a security guard's prior record of sex crimes - lawsuit filed by a customer allegedly molested by the security guard;
- An apartment owner's failure to discover prior burglary convictions of a maintenance employee who had the pass key to all apartments - lawsuit filed by a tenant allegedly burglarized by the employee; and
- The hiring of the an employee by a security firm which handled large sums of money without doing a thorough investigation of the employee's job history - lawsuit filed by a client from whom the employee allegedly stole a substantial sum of money.

STEP 12 | DISPOSITIONING CANDIDATES

Hire

Interview

Shared with Hiring Manager

Screened

Rejected

Disposition Codes Examples:

- Rejected
  - Education
  - Experience
  - Certifications
  - Driver license/CDL
  - Security clearance
  - Etc.
- Withdrawal reasons
  - Did not return phone calls
  - No show for interview
  - No show for drug test
  - Accepted another offer
  - Salary
  - Location
  - Job conditions
  - Etc.
- Not Reviewed

NOTIFYING CANDIDATES

- Notification depends on the organization
  - At a minimum contact the candidates that were interviewed
  - Rest of candidates
    - Automated via your applicant tracking system
    - Email
    - Letter
    - No communication (but what about company image?)

STEP 13 | ONBOARDING

General

Advise what documents or data they need to bring for new hire paperwork
Benefits and new hire paperwork
Be prepared: computer, access, etc.
Company info
Policies
Procedures
Paydays
Holidays
Handbook
Building access

Department

Meeting supervisor
Introduction to coworkers
Manager expectations
Dress code
Work and lunch hours
Department process: ex. Leave requests
Timekeeping

Job Specific

Priorities
Systems
Policies and procedures
Resources
Expectations
Projects

STEP 14 | FIRST DAY ON THE JOB

- Have a plan for the first day and first week
- Give clear instructions as to when, where and who to meet
- Introduce to co-workers
- Make sure employee has computer and system access ready
- Assign a buddy

MEASURE AND EVALUATE RECRUITMENT RESULTS

The $450,000 Management Directive

- **Jan. 2012**, Johnson City, N.Y-based cleaning company
- Settled a hiring discrimination and retaliation case.
- The executives of the cleaning company prohibited a White supervisor from hiring Black employees for a client in PA.
- The supervisor continued to hire qualified Black workers, and later was fired for defying her managers' instructions.
- The company forced Black workers at the Concordville worksite to sit in the back of the cafeteria during breaks, and ultimately barred them from the cafeteria altogether
- The company later fired the entire crew, replacing them with all non-Black workers.
- Settlement with 15 fired employees

MEASURING RECRUITING

Short-Term Considerations

- Average time required to recruit applicants
- Selection and acceptance rates of applicants
- Cost per applicant
- Quantity of applicants
- Quality of applicants
- EEO implications

Long-Term Considerations

- Performance of hires
- Turnover
- Absenteeism per hire
- Training costs

FORMULAS

http://shrm.org/templatestools/samples/metrics/pages/default.aspx

Possible Changes from Evaluating Recruiting

Figure 3: Five Possible Changes Prompted by Evaluating Past Recruitment Activities

Source http://www.shrm.org/about/foundation/products/Documents/1109%20Recruiting%20EPG-%20Final.pdf
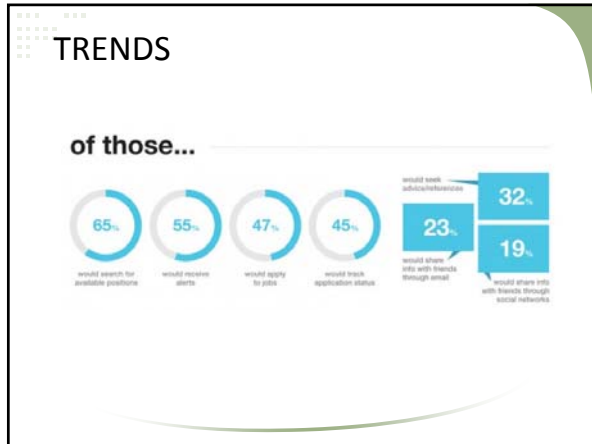
Current Trends

- **Performance of Now**: – This includes custom content and mobile sites at the candidates fingertips immediately. Recruiting team will be forced to adopt a more consumer mindset or be left behind, suffering an employee and human capital short fall
- **Fully Engaged Recruiting**: Social recruiting is no longer a stand alone resource. Companies combine social media, job boards, referrals and other systems to make a well-rounded and engaged recruiting program that doesn't rely on a single solution for candidates.
- **Sourcing**
- **Smart Hiring**: Combining not just the power of big data but also technology to aid us in making better decisions with processes as well as recruitment. Smart hiring incorporates automation, technology and the latest analytics to help us make better use of our time, recruiting and long term business strategy. Smarter recruitment and hiring will be driven by integrated smart technology that truly works together driven by the performance of now
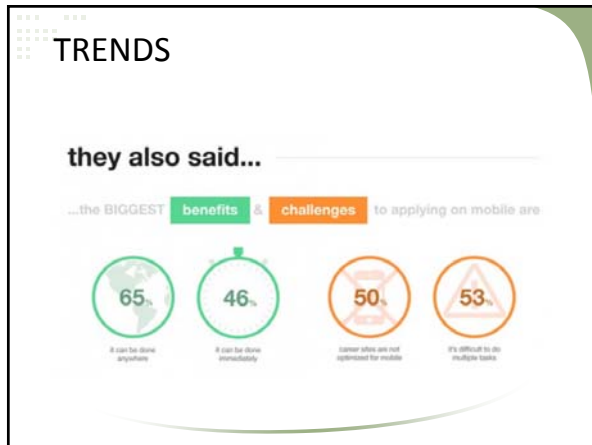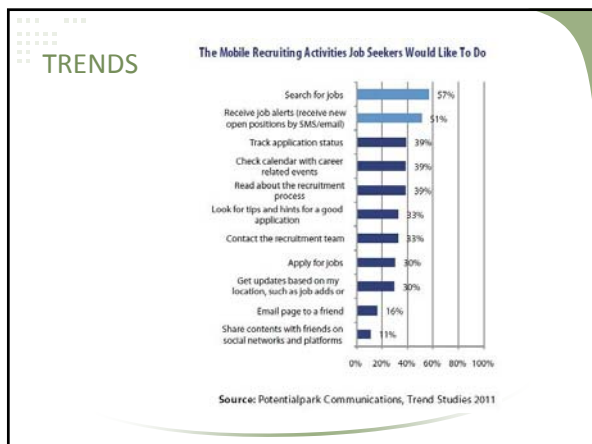- **Mobile**

TRENDS

The Mobile Jobseeker

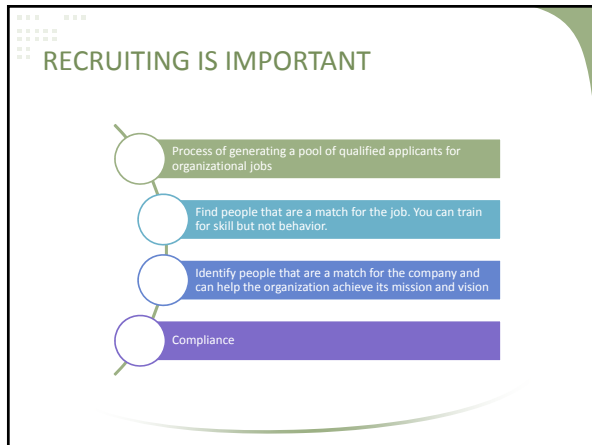86% of jobseekers who have a smartphone would use it to search for a job

But only 7 percent of employers have mobile versions of their career websites

TRENDS

TRENDS

TRENDS

Global Trends

Executive summary: 2015 Global Recruiting Trends
Top talent acquisition trends to amplify your 2015 strategy

1 Sourcing: Social professional networks continue their 4-year rise to become a top source of quality hires.

2 Talent Brand: Social media and online professional networks grow over 3 years to become top channels for promoting talent brand.

3 Data & Metrics: Quality of hire is the most valuable metric for measuring recruiting team performance, followed by time to fill and hiring manager satisfaction.

RECRUITING IS IMPORTANT

- Process of generating a pool of qualified applicants for organizational jobs
- Find people that are a match for the job. You can train for skill but not behavior.
- Identify people that are a match for the company and can help the organization achieve its mission and vision
- Compliance

Resources

- EEOC http://www.eeoc.gov//eeoc/newsroom/release/6-17-10a.cfm
- Job Analysis Google SHRM/ACT: Job Analysis Activities for survey results
- Job Descriptions
  - SHRM - http://shrm.org/templatestools/samples/jobdescriptions/pages/bytitle.aspx
  - O*Net - http://www.onetonline.org/
- Laws by state
  - SHRM http://apps.shrm.org/statuesregulations/ViewChart.aspx
- Recruiting Certifications
  - AIRS https://www.airsdirectory.com/mc/training_certification.guid
- Negligent Hire http://www.ptresearchinc.com/resources/downloads/Negligent%20Hiring.pdf
- Social Media http://www.shrm.org/publications/hrmagazine/editorialcontent/2014/0914/pages/0914-social-media-hiring.aspx
- Aging Workforce Recruitment and Retention Google SHRM The Aging Workforce-Recruitment and Retention

Thank you!!