HIRING A **STAR**:
Employee Selection Done Right & What To Do When It Fails

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50% of candidates say they wouldn't work for a company with a bad reputation - even for a pay increase. *(Betterteam Blog 2017)*

63% of recruiters say talent shortage is their biggest problem.
(2017 Recruiter Sentiment Study MRI Network)

Internal hiring is 6x more effective than all other sources of hiring.
(Jobvite 2017 Recruiting Funnel Benchmark Report)

Referrals are 5x more effective than all other sources of hiring.
(Jobvite 2017 Recruiting Funnel Benchmark Report)

Real cost of employee turnover:
○ Entry-level Employees - between 30-50% of the annual salary to replace them.
○ Mid-level Employees - upwards of 150% of their annual salary to replace them.
(ERE)

2016 study from the assessment company Wonderlic, 93 percent of employers said that soft skills are either an "essential" or "very important" factor in hiring decisions.

American Millennials are now more likely to say they will stay 5+ years with a company than to leave within 2 years.
(2017 Deloitte Millennial Survey)

Selecting the Wrong Person Is Not Good!

I don't worry about hiring a great employee and having him leave in three months, I worry about hiring a bad employee and having him stay for three years!"

--Anonymous

So You Have A Vacancy: What Now?

Find The Right Candidates

Active

Semi-Active

Passive

Semi-Passive

Actively Looking For a Job

Wants a Better Job; Looking Sometimes

Not Interested

Wants a Better Job; Waiting for the Right Offer

What Should You Look For?

Skills
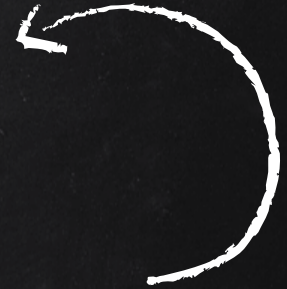
Accomplishments

Skills	Accomplishments
Good planning skills	Organized a Parent Information Night In Which 100 Parents Attended
Good Training Skills	Conducted Compliance Training For Managers Within The Organization
Good Problem Solver	Worked With Manager To Fix Scheduling Issues

What Are Your Needs?

Traditional:

- **Education**
- **Skills**
- **Job Duties**

Better Approach:

- **Behavior**
- **Soft Skills (Traits)**
- **Plus Traditional**

Behaviors – describes how a person acts or reacts. Behaviors are often dictated by traits.

Traits – characteristics that define a person's nature; this might include integrity, honesty, accountability, etc.

The Job Description

Don't Skip This Step

Costs Little: Time

Include Special Intangibles & Special Benefits (e.g., flextime or travel)

Realistic

Powerful Tool

Express What You Need; Don't Worry About the Applicant Pool

LEGAL CONSIDERATIONS

EEOC

- The Age Discrimination In Employment Act (ADEA)
- The Pregnancy Discrimination Act
- The Americans With Disabilities Act (ADA)
- Title VII
- FMLA

- 84,254 discrimination charges in FY 2017:
- Retaliation: 41,097 (48.8% of all charges filed)
- Race: 28,528 (33.9%)
- Disability: 26,838 (31.9%)
- Sex: 25,605 (30.4%)
- Age: 18,376 (21.8%)

Advertising & Screening

Internal   **External**

Standard Procedures to Promote Fairness & Avoid Discrimination

A parent comes to you demanding that his/her child be moved from a teacher's class. How would you handle such a situation with all parties involved?

Tell us about a time when you were able to resolve a difficult situation by finding some common ground.

❖ Rehearsed response

❖ Less reliability: hypothetical

❖ Less validity: what is it measuring?

❖ Competency: problem-solving

❖ Based in fact (prior experiences)

❖ More Reliable: predictive value of past behavior (repeatable)

❖ More Valid: measuring the intended behavior (generalizable)

Which is clearer?

What writer or book has influenced your leadership style? Describe your leadership style.

Tell us about a time when you tried to lead a group and were not as successful as you would have liked.

- ❖ How can we check veracity?
- ❖ What does this tell us?
- ❖ Rater difficulty

- ❖ Competency: Leadership
- ❖ Notice: no leading questions afterwards.
- ❖ Emphasis on **A**ctions and the **R**esults.
- ❖ Easier to rate: fact-based scoring
- ❖ Reference checking to validate

Which is clearer?

Why Competency Based Interviews?

❖Past behavior is more predictive of future behavior
❖Questions revolve around personal and professional experiences as they relate to specific competencies

❖Standard scoring system which refers to behavior indicators ("look fors")
❖Deliberate process
❖Realistic v. hypothetical

What Is a Competency?

Knowledge + Skills + Behaviors + Personal Characteristics (Traits)
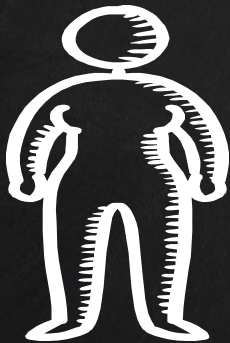
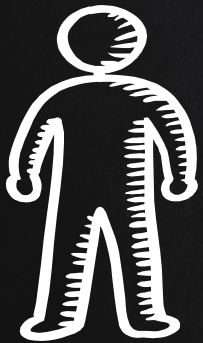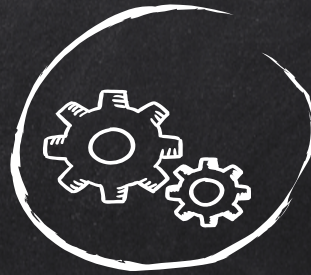The ability to do something well

Finding a STAR!

Situation in which you were involved

Task you needed to accomplish
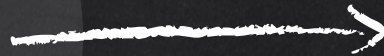
Actions you took

Results you achieved

Now It's Your Turn!
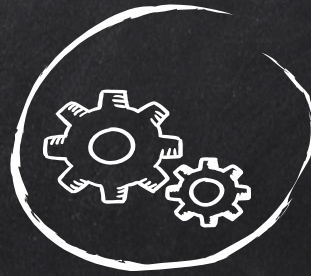
Re-write this question

While conducting a classroom observation in October, you note problems regarding classroom management. Describe the steps you would take for the remainder of the school year to help this teacher foster a more effective student learning environment.

SUGGESTIONS

How have you found ways to leverage the strengths of other teachers on your team or grade level? Give us one or two specific examples.

In your role as a leader whether professional or personal, provide an example of how you have assisted others in developing new skills.

Re-write this question

As an administrative assistant, you will be working in a very busy front office. How do you mutli-task and stay organized?

SUGGESTIONS

Deadlines and a heavy workload are frequent in our department. Give us examples of how you approach completing tasks on time. Share an example of a time you were proud of the quality of work and an example of a time when you were not. What was the difference?

When faced with a challenging task in your past job assignment, what steps did you take to get that task accomplished?

Onboarding and Orientation

- Onboarding v. Orientation
- Review Job Responsibilities
- Review Evaluation Tool
- Explain the "Why" Behind the Task
- Probationary Policy
- Provide Tools
- Frequent Check-Ins
- Staff Meetings

REQUIRED ELEMENTS

- **You!**
- **Responds to Deficiency**
- **Resources**
- **Metrics**

- **Timelines**
- **Frequent Monitoring & Check In**
- **No Gotcha to Go!**
- **Realistic**

PROGRESSIVE DISCIPLINE

3 P's of progressive discipline

<u>P</u>rogressive: Is the consequence one that is appropriate given the individual's history?

<u>P</u>alatable: Is the consequence reasonable?

<u>P</u>roportional: Does the consequence fit the action?

What Does P.D. Look Like?

1. Verbal warning
2. Written warning
3. Suspension
4. Demotion
5. Last Chance Agreement
6. Dismissal

Pre-Progressive Discipline Strategies

Informal verbal counseling
      Tips: (Positive, Private, Preparation,
        Rapport)

Training/re-training

Communications Plan/Performance improvement
   Plan

Employee assistance programs (EAP)

DOCUMENTATION

Evidence of Monitoring & Support

→

- – Evaluations
- – Warnings
- – Reprimands
- – PIPS and remedial measures taken
- – Emails/Memos/Letters/ Anecdotal Notes
- – Meeting Notes
- – Investigative Notes and Grievance Documents

Effective Documentation Template

1. Why are you writing?

2. What performance standards/policies/regulations are involved (e.g., job description)?

3. What are the relevant facts and what is the organizational impact?

4. What are the employee's prior incidents (historical context) and what is the remediation/discipline history?

5. What are the organizational expectations and consequences?

6. Does the employee need to go on notice of an adverse employment action?

QUESTIONS?