

Strategies for Recruitment

Tips for Getting the Best Employees

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Recruitment Issues in the New Economy

- Hiring freezes, lay offs, and delayed retirements make the rare opportunity to hire a new person an even more critical decision.
- With the economy improving, applications may be up, but recruitment for senior management positions in finance, engineering, technology, and other technical areas may still be difficult due to relocation issues.

Recruitment Issues in the New Economy (cont'd)

- Utilization of recruitment firms for more challenging positions may be curtailed due to budget cutbacks.
- Shortage of qualified candidates
- Expectations of elected officials and citizens are higher than ever for local government employees to provide efficient, effective services.

Strategies for Recruiting – Getting Ready

- Ensure job descriptions are not overly specific, providing for flexibility in hiring decisions.
- Be cautious about requiring specific degrees, particularly advanced degrees.

Strategies for Recruiting – Getting Ready

- Consider posting job announcements in unconventional places.
- Utilize an on line application process.
- Empower current employees to assist in recruitment process.

Strategies for Recruiting— Getting Ready

- Be aware of your organization's reputation as a workplace and as an employer.
- Conduct recruitments professionally, ensuring a responsive, timely process. Remember what it is like to be a candidate!

Getting Ready – Job Announcement

- Focus on key requirements/core competencies
- Include the salary range
- Include a deadline for application or “apply at once” or “open until filled”

Where to Advertise – Professional/Technical Positions

- Professional associations – ICMA, APWA, IACP, APA, GFOA, etc.
- State affiliates – MML in MI and other Midwest states (Illinois, Indiana, Ohio)
- Govtjobs.com
- LinkedIn
- Careers in Government
- Expect to spend \$1500 - \$2000

Strategies for Recruitment – Candidate Selection

- Pay close attention to skill sets and accomplishments when screening candidates
- Look at combinations of experience – different skills developed at different jobs may add up to the advertised position

Strategies for Recruitment – Candidate Selection

- Consider candidates with unconventional work history – international experience, state government experience, or other local agencies.
- Consider candidates in your own organization who want to change directions in their career.

Strategies for Recruitment – Candidate Selection

Consider the following applicants:

- “Seasoned” applicants
- Applicants reentering the workforce
- Applicants with a strong volunteer background

Interviewing Strategies

- Ask for specific examples when designing questions.
- Diversify your interview panel(s) to ensure different perspectives are reflected.
- Conduct more than one interview with final candidates.
- Conduct a tour with final candidates.
- Conduct an on site written exercise, if job related.

Suggested Questions

- What do you know about our community?
- Tell us about a conflict you've had with a co-worker and your role in resolving it.
- Tell us about a customer service innovation you initiated.
- Tell us about a project you've led – what went well and what you would change

Interviewing Strategies

- Conduct other job related assessments such as an oral presentation.
- Probe attitudinal issues whenever possible. Employees are hired for technical skills and most often fired for behavioral issues.

Competence and Character

KSAs

1. Result in few personnel/disciplinary problems.
2. Easier to teach/train
3. Mainly acquired post hire by successful candidates
4. By themselves lead to moderate performance at best
5. Over-emphasized in its value in the selection process of successful candidates.

Behavior & Traits

1. Result in the majority of personnel disciplinary problems
2. Difficult if not impossible to teach
3. Mainly acquired pre-hired by successful candidates
4. Plus KSAs take a candidate from moderate to excellent performance
5. Under-emphasized or ignored in its value in selection process

Making the Decision

- Obtain feedback from everyone who interacted with candidates.
- Due diligence -- reference checks, internet search, motor vehicle etc.
- Do not ignore nagging feeling – probe this!

Missteps in the Recruitment Process

- Settling for less than you want
- Hyper focus on one negative aspect – probe it with references to verify
- Falling for the “sales pitch”
- Handling of internal candidates
- Lack of response to candidates
- Slow, delayed process



Good luck!!

Questions?

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