Michigan Municipal Executives

Hire Hard, Manage Easy - How to Recruit & Retain Top Talent
Hire Hard, Manage Easy

Tips for Getting the Best Employees

Michigan Municipal Executives Winter Institute
Thursday, February 2, 2017

Presented by Heidi Voorhees, President
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Today’s Hiring Landscape

Demographic realities

Difficult recruitments – finance, public works, utilities

Crossover fields – information technology, planning, engineering, maybe finance

Grow your own…utilization of temps and mentors to fill resume gaps
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 Social Media!

Utilize an online application process.

Empower current employees to assist in recruitment.
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.
- Careers In Government
- State affiliates for ICMA, GFOA, APA
- Craigslist
- LinkedIn

• Expect to spend $1500 - $2000 or more
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

1. Ask for specific examples when designing questions. Ask follow-up questions.

2. Diversify your interview panel(s) to ensure different perspectives are reflected.

3. Conduct an on site written exercise, if job related.

4. Conduct a tour with final candidates.

5. Conduct more than one interview with final candidates.
Suggested Questions

1. What do you know about our community?

2. Tell us about a conflict you’ve had with a co-worker and your role in resolving it.

3. Tell us about a customer service innovation you initiated.

4. 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.

- Use of personality assessments.
## Competence and Character

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<tr>
<th>KSAs</th>
<th>Behavior &amp; Traits</th>
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<tr>
<td>1. Result in few personnel/disciplinary problems.</td>
<td>1. Result in the majority of personnel disciplinary problems</td>
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<tr>
<td>2. Easier to teach/train</td>
<td>2. Difficult if not impossible to teach</td>
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<td>3. Mainly acquired post hire by successful candidates</td>
<td>3. Mainly acquired pre-hired by successful candidates</td>
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<tr>
<td>4. By themselves lead to moderate performance at best</td>
<td>4. Plus KSAs take a candidate from moderate to excellent performance</td>
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<td>5. Over-emphasized in its value in the selection process of successful candidates.</td>
<td>5. Under-emphasized or ignored in its value in selection process</td>
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Chief Patrick Oliver, “Hiring in the Spirit of Service”, Law and Order, December 2002
Making the Decision

Obtain feedback from everyone who interacted with candidates.

Due diligence -- reference checks, internet, lexis/nexis, 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
- Slow, delayed process
- Lack of response to candidates
Good luck!!