



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

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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 on line application process.

Empower current employees to assist in recruitment

# 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.

Careers In  
Government

State affiliates  
for ICMA,  
GFOA, APA

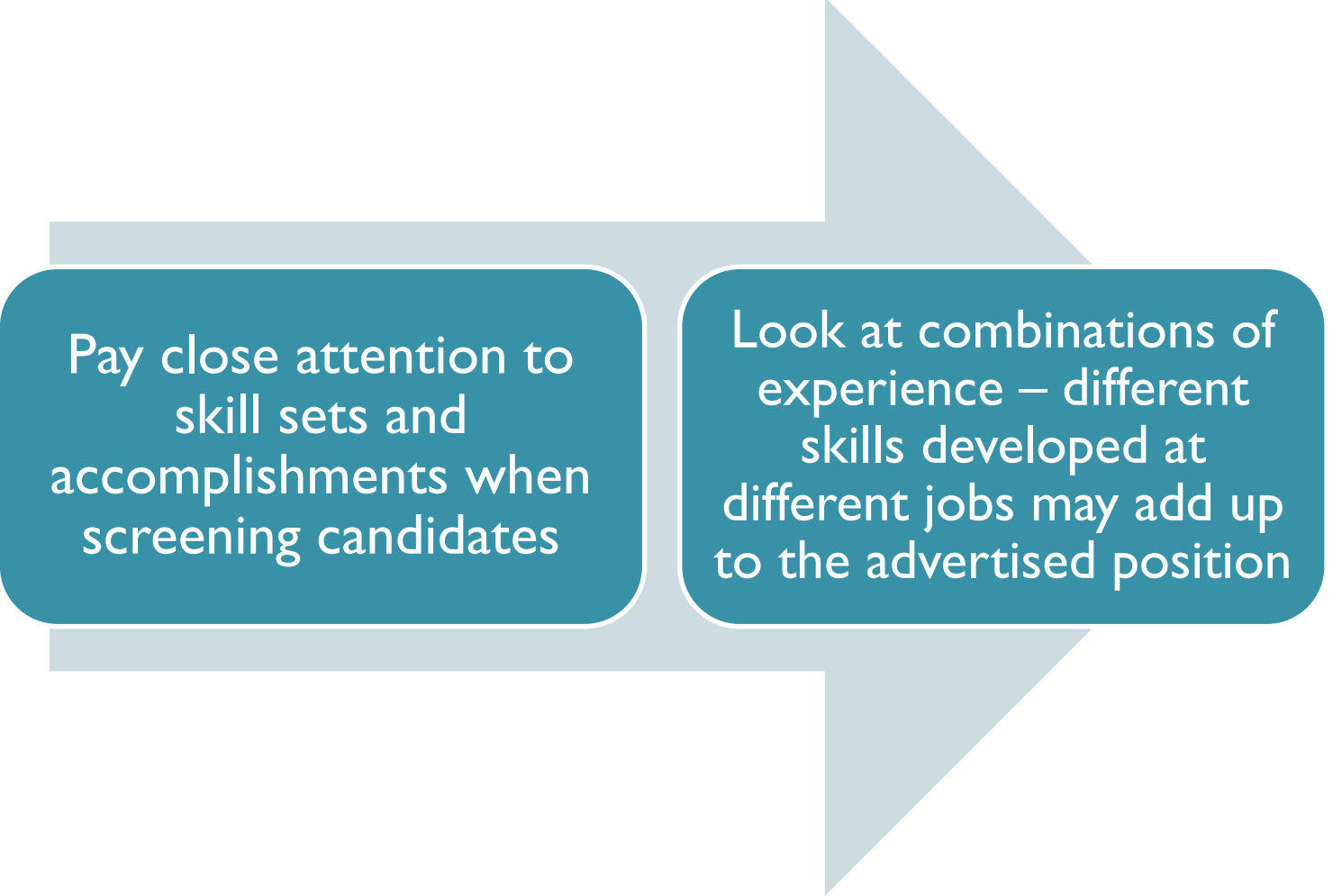
Craigslist

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:



# 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

## 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, 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

Lack of response to candidates

Slow, delayed process

Good luck!!

