Recruiting and Selecting Rock Stars

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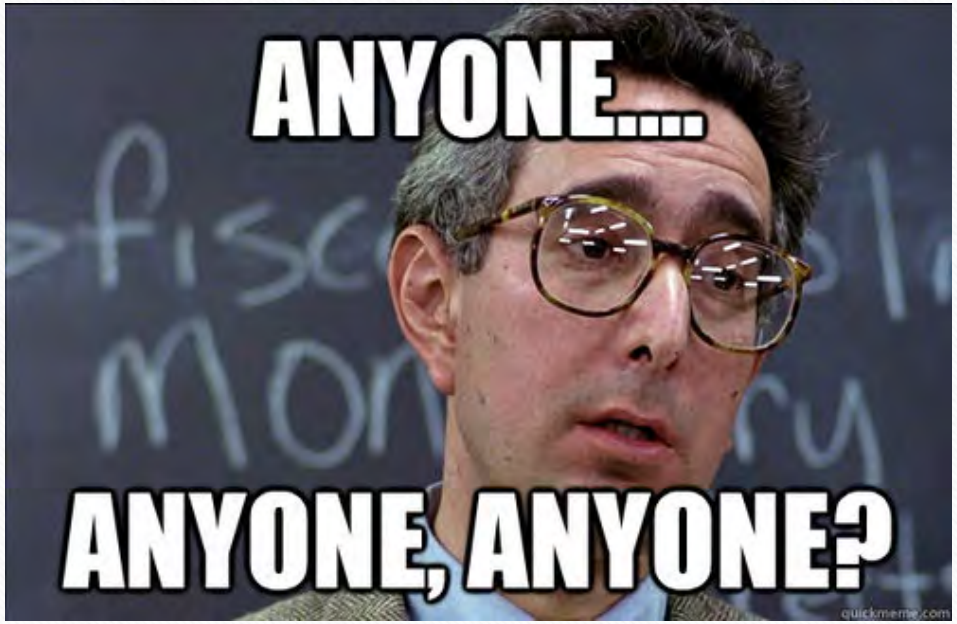
Why should you care about recruiting and selecting rock stars?

City Level

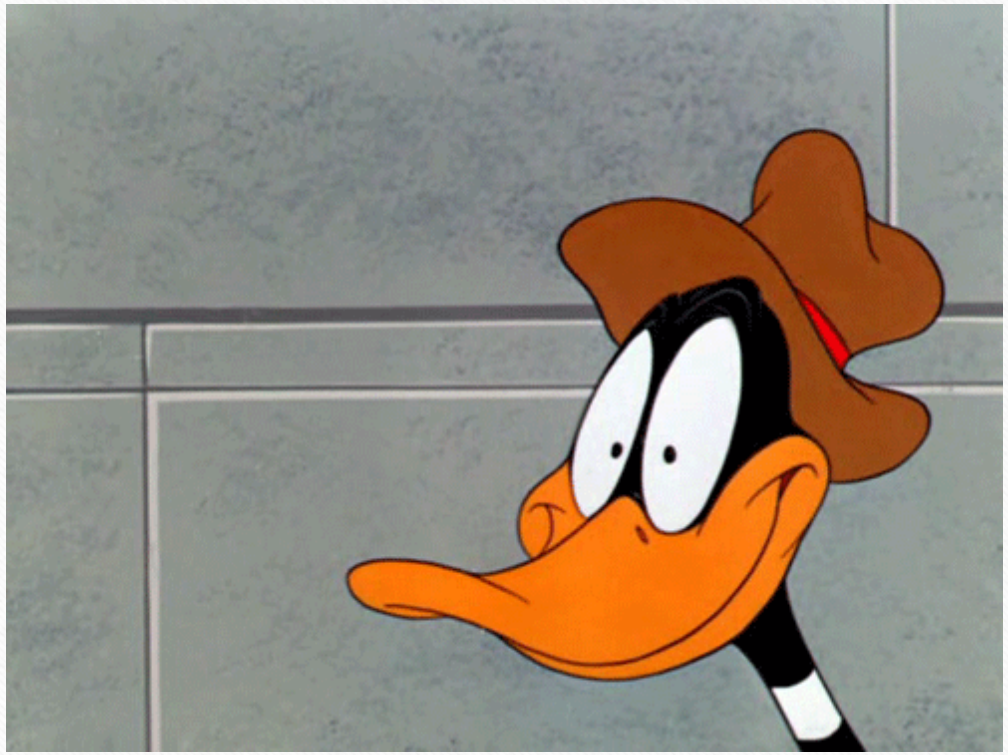
What percentage of a typical city budget is allocated to personnel?



Survey says…

60-80%

That's a lot!

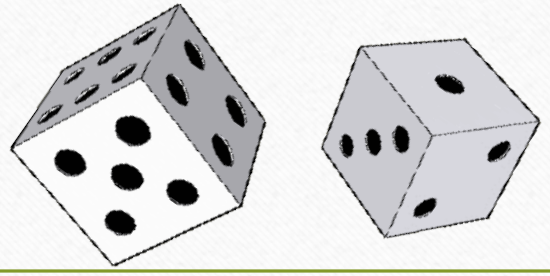


In related news

The Harvard Business Review points out that as much as 80% of employee turnover is due to bad hiring decisions.

It's a crapshoot

- You have about a 14% likelihood of making a good hire based on an average interview.
- You have about a 17% likelihood of making a good hire if you randomly grab an application from the stack and give that applicant the job.

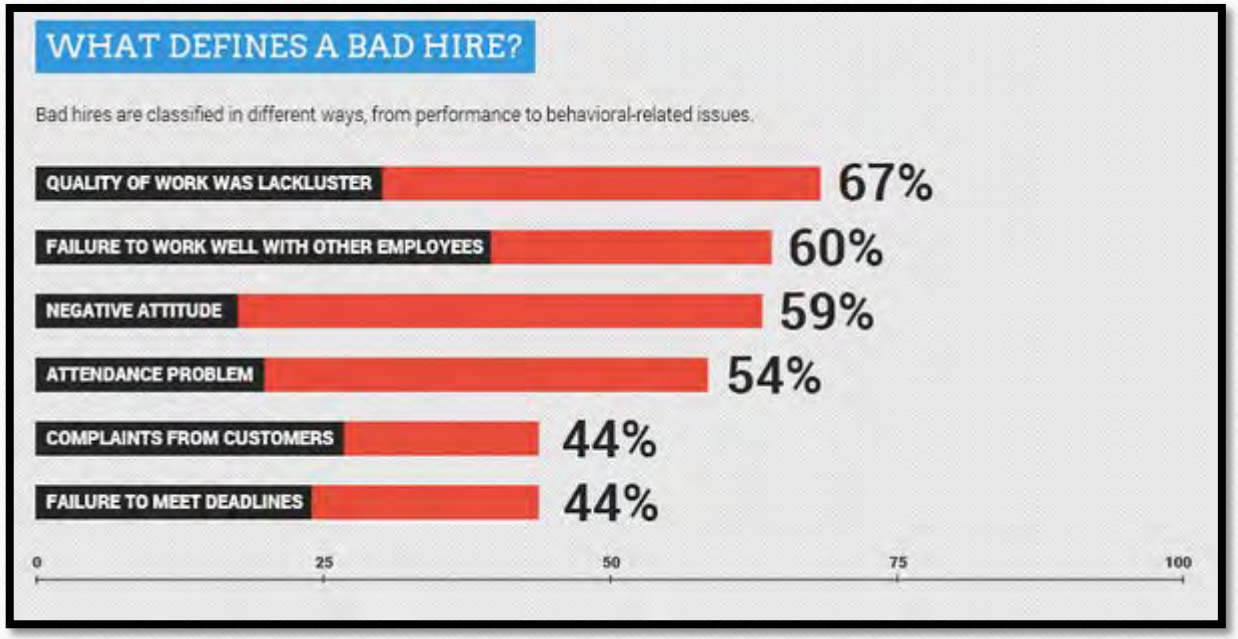


The numbers

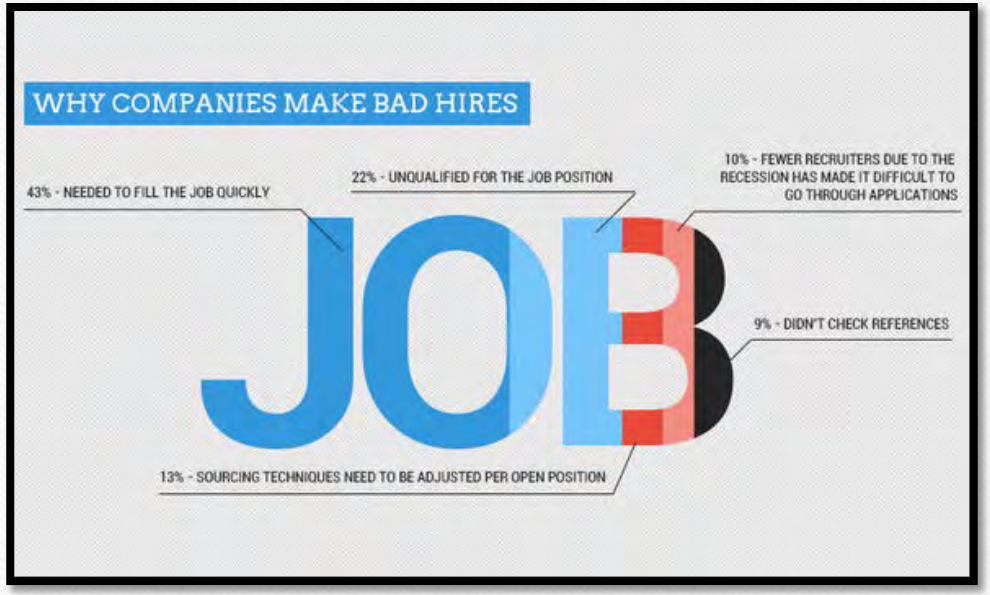
From the National Business Research Institute:

- The average cost of a bad hire can equal 30% of that hire's first-year potential earnings.
- 66% of employers said they experienced negative effects of bad hires in 2012.

Bad hires defined



Why we make bad hires



It's not your grandfather's hiring process

- Multiple generation recruiting (millennials flooding the job market – Boomers leaving the market --- Boomerangs coming back into the market).
- HR can be slow to adapt to new methods.
- Perhaps the biggest game changer:

Disruptive Technology

Obsolescence in technology and processes is inevitable. So we adapt to new technologies and new processes.

But why are we still approaching hiring as if it's the 1950s?

Traditional methods

- Traditional talent marketing strategies
- Static job descriptions
- Scanning resumes from top to bottom
- Hiring for job descriptions, not the jobs themselves
- Interview methods that don’t gauge behaviors

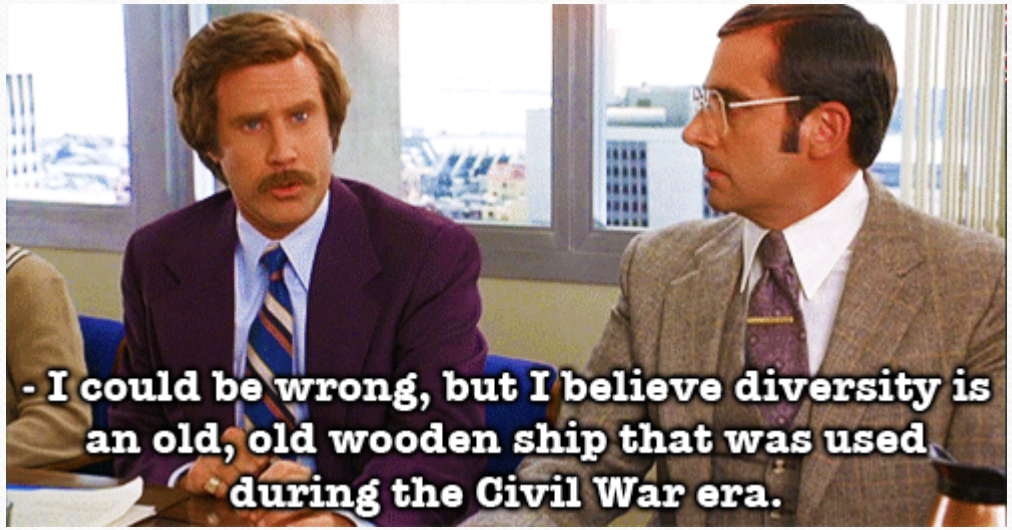
Poor Hiring Processes Lead to

- Bias
- High turnover
- Lack of engagement
- Financial loss
- Decreased productivity
- Organization-wide frustration

Bias in hiring

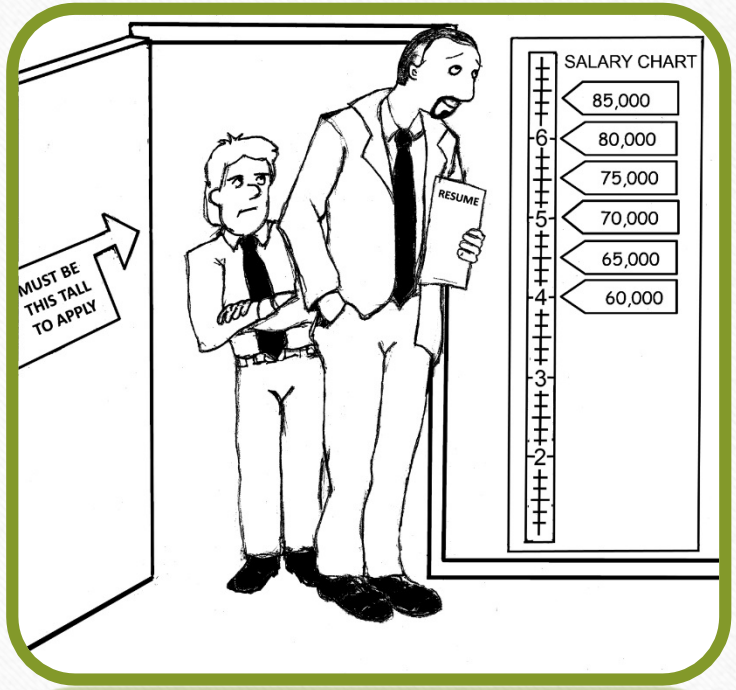
There is no place for bias in hiring. Yet studies have revealed continued bias in traditional hiring practices:

- Race
- Gender
- Age
- Religion
- Disability
- Military Status
- National Origin



Even height bias!

- In 2004, researchers Timothy Judge and Daniel Cable estimated that each inch in height is worth about an $897 increase in annual salary.
- A 6’ 2” employee would make $5,382 more than a 5’ 8” employee.



How do you avoid bad hiring?

By avoiding bad hiring practices and utilizing a **Strategic Hiring Process** with:

- Well-defined targets
- Well-written job descriptions
- Well-designed talent marketing
- Well-crafted assessments
- Well-conducted background searches
- Well-designed interview questions

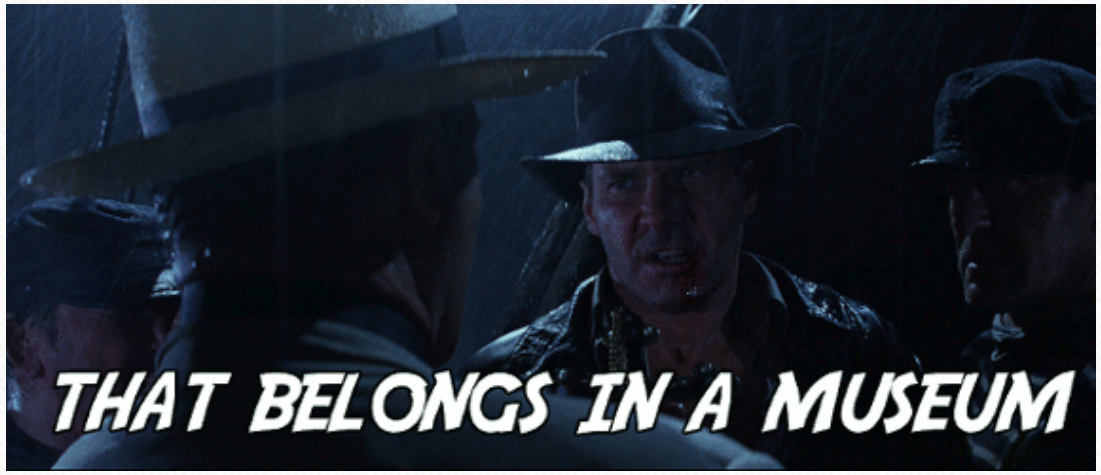
Job Description

Traditional descriptions

- Bulleted lists of duties and responsibilities.
- Written a long time ago.
- Recycled from one hire to the next.
- Focus on education and prior job responsibilities.

What's wrong with them?

- Static; the job may have evolved but not the description.
- Outdated duties, responsibilities, qualifications, and qualities desired.
- May attract candidates who fit the description but not the job.



A better way

Craft an up-to-date job description to attract the best candidates!

- Define the job you are hiring for (with a consideration for how the job may evolve over time)
- Update descriptions regularly, as position changes and after position is vacated.
- Cover the basics (responsibilities, minimum requirements, etc.) but leave ample space to convey your mission.
- Don't just describe the job; describe the person you want for the job.

“A well-researched and well-developed job description is the foundation of smart recruiting, interviewing, and hiring, as well as staff retention.”

—Max Muller, The Manager’s Guide to HR

Just remember: How you write the description can determine the quality of candidates you attract!

Marketing

The first step…BRANDING

Branding should already be on your radar in terms of how you reach customers but it is an important consideration for making good hires.

- Evaluate your brand. How is it perceived? Who does it appeal to?
- Tie your brand to your mission.
- Increase your brand's visibility.

Website

Websites are a huge part of branding. Candidates will be looking at your website so make sure:

- Website is easy to find
- Information on website is easy to find.
- The design is clean and visually-appealing

It isn't 1994 so don't do this!

Advertising

- Traditional ads and video ads
- Job boards
- Brochures
- Social Media
- Email Blasts

Traditional advertising

- Newspapers and other print sources
- Job boards
- Both avenues are still useful (job boards are still a much-used resource for local gov job seekers) but have some drawbacks:
  - Do not reach passive candidates
  - High cost

A fine example of terrible advertising.

Professional brochures

A well-crafted brochure can affect the quality of your candidate pool

- Brochures should pack a potent visual punch.
- Brochures should be more than a list of bullet points.
- Brochures should sell the position to the candidate.
- Brochures should be digital.

Social Media

- Social media is increasingly being utilized as a tool in the recruitment process
- There are different platforms to choose from to reach different groups of users -- Pinterest, Instagram and the three most powerful:

Getting social

According to a Jobvite study:

- 94% of recruiters use or plan to use social media in recruitment
- 78% of recruiters have made a hire through social media

Benefits of social media

- Increase organization's visibility and brand recognition
- Target specific job levels and skill sets
- Recruit passive job candidates
- Cost effective

Considerations

- Style
- Time of day
- Limitations
  - For ex., Twitter has a 140 character limit
  - Mobile-friendly platform?
  - Will your post reach your audience?
- Budget for paid posts

LinkedIn

- LinkedIn is the top social media platform for recruitment.
- Targeted to a more professional, “mature” audience.
- Posts can be boosted for a fee.
- Create an ad with text, images, or videos to reach a targeted audience.
- Sponsor existing or new content to reach a wider audience.
- Use Direct Sponsored Content to reach a target audience directly in the feed without publishing to your organization’s page.

Facebook

- Facebook is the 2nd most popular platform for recruitment
- Allows for targeted boosting
- Posts can be boosted in desktop or mobile news feeds.
- Set a budget, type of bidding (Cost Per Click or Cost Per Impression), and target audience (a broad audience vs. an audience with very specific interests, behaviors, and demographics).

Twitter

- Tagging capabilities make Twitter a good way to disseminate information to a targeted audience.
  - @ cities, companies, etc. and hashtag (#) keywords so that candidates can find your posts.
- Target boosts for a fee.
- Used by Google, Disney, Salesforce, Wegmans (and SGR!)

Email Blasts

- Particularly useful for reaching “more seasoned” candidates.
- Use email marketing services like Campaigner like a Rolodex for email addresses and maintain contact with a wide pool of candidates. Blasts are delivered to subscribers’ inboxes.

Advertising

- How ads are written determines who will respond.
- Where ads are placed determines who will respond.

Job boards

For Local Government:

- SGR
- ICMA
- MML
- IHN
- NFBPA
- Careers in Government
- State Leagues
- Profession Specific

Video Ads

- Using video in ads increases the quality of responses
- Increases brand awareness
- YouTube is currently the third most popular website in the world with over 800 million unique users (take advantage of those numbers!)

Did You Know?

- According to a study by video-job posting platform Ongig:
  - **55 seconds**-time spent by candidates on text-only ads
  - **5 minutes and 23 seconds**-time spent by candidates watching a video ad (when they choose to play the ad).

"(Video) job ads not only advertise job postings but also give job seekers an exclusive look at the company's culture and workspace."

Entrepreneur Magazine

Accepting and Screening Applicants

Automated Systems

Automated systems are great (usually) and make it easy to accept and process a high volume of applications. But they are useless if they aren't user-friendly.

- Test your organization's automated system to make sure it is user-friendly.
- Update the system regularly to make sure good candidates aren't falling through the cracks.

Communication

- Respond to all communications promptly.
- Be clear about the next step in the process.
- If a candidate does not make it to the next round in the process, always communicate this to them.

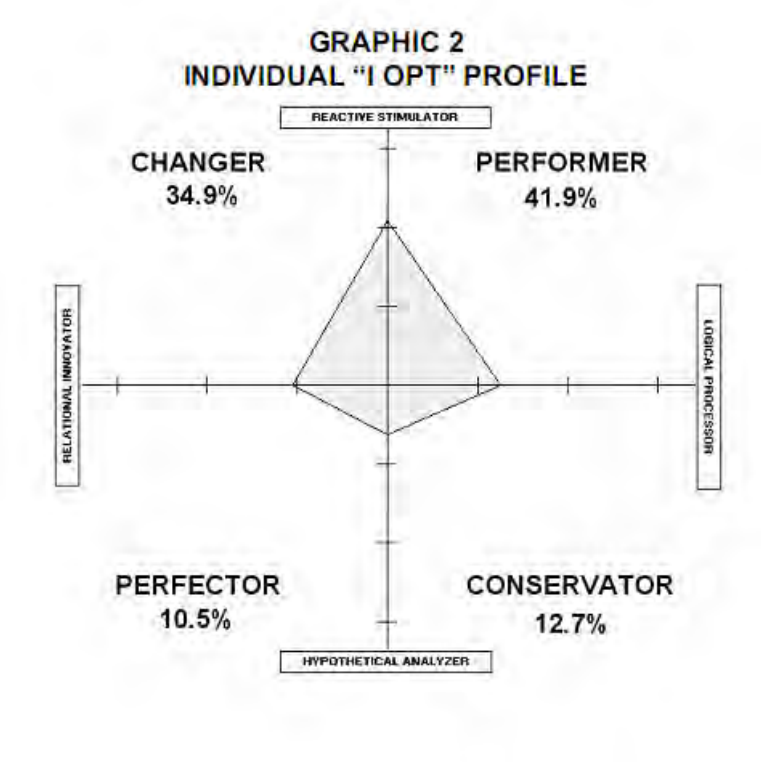
Assessing

It isn't enough to only rely on resumes, references, and interviews when making hiring decisions. An important part of any good screening process is assessments:

- Psychometric assessments
  - Personality & Interest tests
  - Aptitude and Ability
- Role Fit Surveys, DiSC, I OPT

Types of Assessments

- I OPT-Output Processing Template. It is a tool that measures how a person perceives and processes information. (Team Fit)
- DiSC-a personal assessment tool used to improve work productivity, teamwork and communication. (Personality Fit)



Screening for Suitability: RoleFit Survey™

Description from Ascentii's "The Big Idea":

- Job specific
- Competency-based
- Reliable
- Legally defensible
- Fixed cost
- Shortens recruiting cycle (by around 42 hours)
- Assesses all candidates (not just top 10) before resume review begins

Screening for Eligibility

- Does the candidate meet the basic criteria?
- Screen resumes-use a bottom-up, not top-down, approach.

Let me explain…

Why take a bottom-up approach?

George Anders, in *The Rare Find*, refers to research done by Todd Carlisle on Google's hiring practices. In his research, Carlisle discovered that Google had been looking at candidates' resumes too narrowly:

- They had typically focused on education, GPA, and SAT scores.
- When scanning resumes, if reviewers didn't see some "wow" factor right away, the applicant was rejected.
- The company ended up with a lot of Ph.D holders from Ivy League schools who were ineffective in their positions.
- **The lesson learned: focusing on these traditional requirements doesn't always produce the best hires.**

“Transcripts and scores alone weren’t the full measure of a candidate. There was room at Google for people whose grades had faltered because they were working thirty hours a week to pay for college. There was room for highly competitive people who had chased an athletic dream when they were young—and now were applying that same relentless energy to professional goals…The best hope of spotting these hidden winners…was to steal a quick peek at the bottom of the resume. That’s where he might find out that someone had competed in four Alaska marathons…or had made it into the Guinness Book of World Records…or had published three software manuals by age 25.”

-George Anders, *The Rare Find*

Take the Wide View

- Details that might be considered "peripheral" for most jobs can be relevant for the **right job**.
- Bottom-of-the-resume details can be powerful insights into **character** and **potential**.
- Analyze resumes **upside down** to learn a candidate's story and to find clues about their potential for greatness.

Background Searches

The skills you need to do it well

- Meticulous attention to detail
- Determination
- Awesome research skills
- An awareness that typical background search methods don't always yield the best results.

Media searches

- Extensive social media and business resources search (Facebook, LinkedIn, ZoomInfo, etc.)
- Google (comprehensive search queries)
- Subscription databases (LexisNexis)

Interviewing

Methods

- Traditional-the same questions interviewers always ask that you hate answering:
  - Tell me about yourself…
  - What are your strengths and weaknesses…
  - Why do you want to work here…
- Behavioral-emphasizes past performance and behaviors.

Why traditional isn't working

- Relies on "gut feeling"
- Allows candidates to be vague
- May not address needed job skills
- Not designed to detect special skills, talents, or predict future behaviors

Behavioral Interviewing

- Developed in the 1970s by industrial psychologists
- About 30% of organizations use this method to some degree

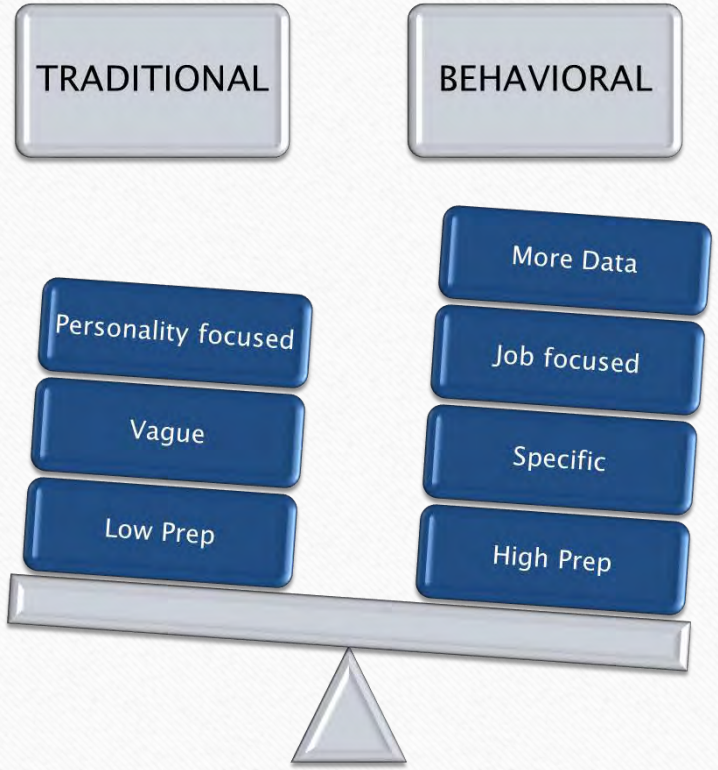
Behavioral Interviewing Philosophy

- "The most accurate predictor of future performance is past performance in a similar situation."
- Focus on questions that, for better or worse, may be omitted consciously or subconsciously by the interviewee via the traditional interview process.
- Past performance and behaviors are much more difficult to "hide" via the behavioral interview process.

Goals

- Minimize bias
- Evaluate abilities
- Identify experiences to predict future behaviors
- Put the right people in the right positions

The Difference



Video Interviews

Raise brand awareness and reach those far-flung Rock Star hires at the same time!

“It is much less expensive to conduct a video interview than to fly a candidate to your location, put them up in a hotel and then discover something about them that a hiring manager would have ascertained in a 10 minute interview.”

-Katherine Jones

VP of Human Capital Management Technology Research at Bersin by Deloitte

Benefits

- Cost effective
- Easier logistically
- “Wow Factor”-raise brand awareness
- Helps standardize hiring process
- Allows you to keep a record of quality applicants

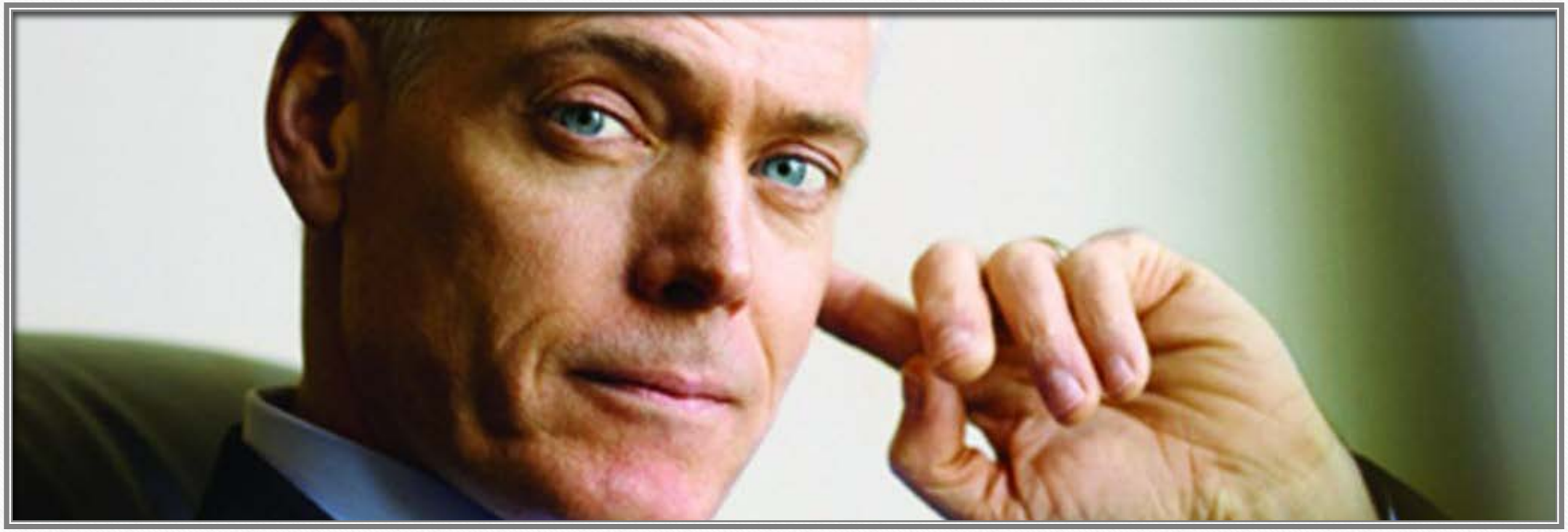
Helpful tips

- Adequately train interviewers to conduct video interviews.
- Provide guidelines for candidates to ensure the process goes smoothly:
  - Background
  - Attire
  - Tech Requirements

A few caveats

- Potential for discrimination
- Video interviews should be treated like other hiring documents (maintain privacy)
- Be mindful of laws regarding consent when recording someone and take into consideration:
  - Location of interviewer
  - Location of job
  - Location of interviewee

Summary



"People are not your most important asset. The right people are. Get the right people on the bus, the wrong people off the bus, and the right people in the right seats."

-Jim Collins, *Good to Great*

I know Jim Collins. BUT HOW?

Use this Strategic Hiring Process!

1. Craft a great **job description** and keep it up-to-date.
2. Increase brand visibility and reach a greater pool of candidates by **marketing** the position via social media, video ads, email blasts, and job boards.
3. When **screening** candidates, utilize assessments and role fit surveys and take a bottom-up approach to resume review.
4. Always **review** potential hires through a thorough background and media search.
5. When **interviewing** candidates, use the behavioral approach.

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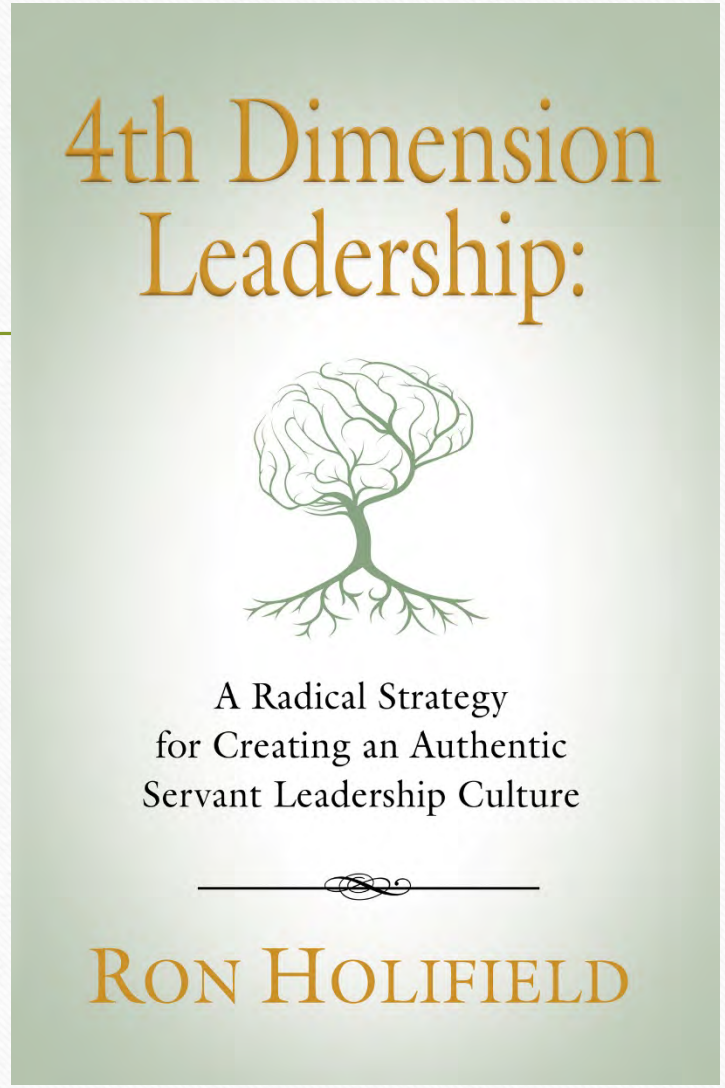

Resources

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