

EMPLOYEE RECRUITMENT AND SELECTION: HOW TO HIRE THE RIGHT PEOPLE

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Marketing Your Organization

I. Creating a positive public image for your business or organization.

- Facility Appearance
- Valued community member
 - Environmental practices
 - Open space
 - Community involvement and public service

II. Developing a positive internal image – What do your employees tell their friends and family members about what it is like to work for you?

- How people are treated
- Leadership and supervisory skills of managers
- Working conditions
- Retrain and develop current employees for tomorrow's needs
- Ensure those you hire succeed
- Wages and benefits

Preparing to Recruit

A) Consider Both External and Internal Environment

- Understand the external environment
- Develop a plan to adjust the internal business environment

B) Know What You Want

- Assess your situation and identify competencies
- Develop or update organizational chart
- Develop or update job descriptions
- Match positions to job descriptions
- Hire employees who fit job descriptions or who can be trained

C) Make Time to Recruit and Hire

You can't hire well if you don't take the time to recruit well

All the leadership, supervisory and motivation skills in the world will not compensate for a poor job of recruitment and selection.

Writing Effective Job Descriptions Example Format

The job description should clearly outline for a prospective employee the duties of the position and other details required to understand what the job is and how it is to be performed. Some employers resist using job descriptions because they feel it locks them in to a set of duties or performance standards. They fear that an employee will say: “I don’t have to do that task; it’s not in my job description”. A job description should be viewed as a guideline for the position at any particular point in time. Since the duties and functions in any business change, the job description should change as necessary to accommodate the work environment. Consequently, the job description should be a practical working document. At a minimum a job description should include the following basics:

- **Title** – Use a title that most clearly describes the primary duties of the job.
- **Job objective** – This one or two sentence statement should summarize the general nature and duties of the job.
- **List of duties or tasks to be performed** – Make an item by item list of primary responsibilities that are included in this position. Include all job duties that are required for the successful performance of the job. Duties that require less than 5% of an individual’s time probably do not need to be listed individually, or can be included in a summary sentence with other incidental responsibilities.
- **Description of relationships and roles** – It is important that managers identify the lines of communication and authority within the business, indicate who in the organization the employee will report to, as well as any supervisory roles included in the position.
- **Job standards and requirements** – Indicate the minimum qualifications for key job responsibilities. For example: Must be able to use Windows applications on a PC; or Must have a working knowledge of Spanish.
- **Salary range** – If appropriate, provide the pay range for the position being described.

Essential Employee Traits and Competencies

Based on the job itself, the work environment, and the culture and values of the business, every job requires a different set of traits and characteristics in the employee. Use this form to identify the 5–10 most important traits and characteristics for a successful employee in the position you are considering.

		Importance				
		Not Very Important	Average Importance			Extremely Important
Rank	Trait or Characteristic	1	2	3	4	5
	Deals well with people					
	Handles pressure well					
	Work well with minimum supervision					
	Careful and precise					
	Uses common sense					
	Communicates effectively					
	Cooperative attitude					
	Creative					
	Decisive					
	Delegates effectively					
	Dependable					
	Detail oriented					
	Directing others					
	Fast					
	Flexible					
	Learning and personal growth					
	Loyal					
	Motivates others					
	Organized					
	Outgoing					
	Patient					
	Persuasive					
	Planning ability					
	Pleasant					
	Problem solving ability					
	Punctual					
	Results oriented					
	Self starter					
	Team player					
	Thorough					
	Workskills (you identify)					

Recruitment Defined

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers, with appropriate qualifications, to apply for jobs within a business.

Recruitment Methods

1. Suggestions from Current Employees
2. Word of Mouth
3. Want Ads
4. Government Job Services
5. College Placement Offices
6. Posting Job Announcements on Bulletin Boards
7. Executive Search Firms
8. The Internet

The Power of Email in Recruiting

Word of mouth has traditionally been the most common employee recruitment method. Email can add a powerful dimension to word of mouth in recruiting because it is fast, inexpensive and has the potential to be forwarded to other interested parties.

Below is an example of how email can be used in recruiting.

From: Bill@greatvalley.com

To: Dave, Julie, George, Harold & Mike

I am writing to let you know that I am looking for a dependable individual to be a field supervisor this summer. We work a six day 55 hour week starting at 7:00 AM. Starting pay is \$12.00. I would most appreciate it if you would send any promising candidates my way.

Many thanks, Bill.

Recruitment Methods: Advantages and Disadvantages

1. Recommendations from current employees

Advantages:

- Can be fast and efficient
- Can be effective because the employee has a vested interest

Disadvantages:

- Limits scope of the job search
- May not get the most qualified applicants
- May not work in a tight job market

2. Word of mouth

Advantages:

- Can be fast
- Eliminates time consuming search for applicants
- Allows manager more control over the candidate pool

Disadvantages:

- Limits scope of the job search
- May not get the most qualified applicants
- May not work in a tight job market

3. Want ads

Advantages:

- Allows you to reach a larger applicant pool
- Creates an opportunity to attract more highly qualified candidates

Disadvantages:

- Can be time consuming
- Requires careful screening process

4. Government job services

Advantages:

- Staffed by qualified professionals
- Provides job announcement writing service
- Provides screening assistance

Disadvantages:

- May not have the best applicant pools
- Not highly regarded by some managers

5. College placement office

Advantages:

- Source of highly qualified applicants
- May reduce need for training

6. Posting job announcements

Advantages:

- Inexpensive
- May provide wide exposure

Disadvantages:

- Takes time to write and distribute the announcements

7. Executive search firms

Advantages:

- Recruitment is usually done by professionals
- Opportunity to reach highly qualified candidates

Disadvantages:

- May cost 10-30% of the first year salary

8. The internet

Advantages:

- Fast
- Inexpensive
- Wide coverage

Disadvantages:

- Takes time to write effective job announcements

Writing A “Help Wanted” Ad That Sells The Position

The following steps demonstrate one way to write better help-wanted ads and recruit more qualified applicants:

- Step 1. Give the appropriate job title
- Step 2. Say something positive about the organization
- Step 3. Describe the job
- Step 4. Highlight positive working conditions
- Step 5. If appropriate, provide information on wages and benefits
- Step 6. Indicate how to apply

Example #1

“Farm worker wanted. Call 333-4444”

Example #2

Assistant Farm Manager: Fourth generation, local crop farm seeks middle manager. Duties include hiring & supervision seasonal harvest workers, developing daily work schedules and other similar responsibilities. Competitive wages, 50 hours per week, overtime pay. Work with a modern line of well-maintained equipment. Opportunities for advancement. Fill out application at Successful Valley Farm, 123 Valley Rd, Successful Valley, PA 54321.

Example #3

Shortstop needed for Springdale Country Club softball team: Looking for motivated team player who likes outdoor work. Requires golf course maintenance work on non-game days. Will train. Competitive salary and benefits. Previous softball experience not required.

Please call 555-555-5555

From: Steven Tingle, North Carolina

Where will you look to identify labor pools?

1. Immigrant workers
2. Retirees
3. High school students
4. College students
5. Homemakers
6. Part-timers
7. Unemployed or downsized workers

Creativity: A Key to Effective Recruitment

You will have a competitive edge if you use recruiting techniques and ideas your competitors are not using.

Key Points

- 1) Write creative ads
- 2) Use the internet
- 3) Target specific labor pools
- 4) Always project a positive image

Selection Defined

Employee selection is the process of choosing from a group of candidates the individual or individuals who will be offered a position.

Selection Tools

- 1. Application forms**
- 2. Interviews**
- 3. Reference checks**
- 4. Pre-employment tests**
- 5. Trial period**

Sample Interview Questions

This list of example questions is intended to provide ideas for developing your own list of interview questions.

1. Job Related Questions:

What skills do you bring to this position?

Can you work 6 a.m. to 3 p.m.?

What experience have you had that directly relates to this position?

Describe any past education or training that relates to this position.

Describe work experiences from previous jobs that are relevant to this job.

Tell me about a time when something went wrong in your job. How did you deal with it?

Tell me about a time you made a mistake on the job. How did you deal with it?

2. Probing Questions:

What did you like most about your last job?

What did you like least about your last job?

3. General Recruitment Questions:

What is your salary/pay requirement?

When would you be available to start?

Do you have any questions for me (us)?

Can you routinely lift 80 pounds?

Selection Bias

- 1) **Stereotyping** is the tendency to attribute certain characteristics to particular groups of people. For example, you might think that the work ethic of an immigrant worker is much better than the work ethic of local workers and have a tendency to hire immigrant workers for that reason. This bias could influence your thinking and prevent you from selecting a local worker with an excellent work ethic.

- 2) **Halo Effect** is the tendency to regard highly an individual who has a personal or work characteristic that you particularly like. The halo effect might cause an interviewer to disregard some negative qualities of an applicant. Assume, for example, that an applicant shows up for a job interview well-groomed and neatly dressed. The halo error tendency would be to assume that the person is competent in a number of job areas for which you are recruiting simply because personal appearance created a favorable impression.

- 3) **First Impression** is the tendency to distort or ignore additional information about an individual to fit your first impression. The first impression an interviewer receives of a job applicant can greatly influence the entire assessment of that person. For example, if an applicant impresses the interviewer in the first few minutes of the interview, the remainder of the interview is positively influenced. In the case of a positive or negative first impression, there is a chance to be so influenced that the primary interview purpose of predicting future performance becomes a secondary issue.

- 4) **Projection** is the tendency to attribute one's own motives, feelings or values to others. For example, an interviewer who is neat and organized tends to assume that an applicant is the same way. This type of projection might be right, but it is just as likely that it is wrong, and an error would impair the hiring decision.
- 5) **Contrast** is the tendency to measure an individual by someone with whom we have just had contact. If a manager has just interviewed a substandard applicant, a mediocre applicant may look great by comparison. In this case, contrast bias may lead to hiring a mediocre candidate instead of waiting to find one with outstanding qualifications.

Discrimination Issues

Our employment laws make it illegal to discriminate against an applicant because of: **age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities**. Here are some examples of questions that can be interpreted as discriminatory:

Age

How old are you?

When did you graduate from high school?

Marital Status

Are you married?

Do you have children?

Ethnicity

What is your nationality?

What language do you speak at home?

Religion

What church are you a member of?

What do you do on Sundays?

Sexual Preferences

What is your sexual orientation?

Do you date members of the opposite sex or same sex?

Disabilities

What health problems do you have?

Do you have any back problems?

What you can ask:

It is important to ask questions regarding specific job requirements. For example:

Can you routinely lift 80 pound bags?

This job requires working at least two Sundays per month. Would you have any difficulty meeting that job requirement?

This job requires overnight travel 5 nights per month. Would you have any trouble with that type of travel schedule?

Key Point: When discrimination questions arise, it is best to seek the counsel of an attorney.

The Interview

The purpose of the interview is:

- to provide a two-way exchange of information
- to sell your organization
- to sell/market your position
- to meet and personally evaluate the candidate
- to answer the applicants' questions and address any concerns

How to Ensure Interview Reliability

- 1) Identify job characteristics.**
- 2) Write a list of questions based on job characteristics.**
- 3) Plan to ask each applicant the same questions.**
- 4) Plan to score responses.**

Reliability results from consistently using a systematic selection process which results in the best candidate being hired.

Key Point: Throughout the interview and selection process, it is important to focus on the competencies that directly relate to performing the job.

The Interview Process

- 1 Interview Preparation**
- 2 Setting the Tone**
- 3 General Interview Format**
- 4 Legal vs. Discriminatory Questions**
- 5 Closing the Interview**

What job seekers say annoys them most about interviewers

- Acting like they have no time to talk - 70%
- Withholding information about the position - 57%
- Turning the interview into a cross-examination - 51%
- Showing up late - 48%
- Appearing unprepared - 47%

USA Today Snapshots, Source: Development Dimensions International/Monster Worldwide

1 – Interview Preparation

- Review the job description
- If appropriate, check with H.R. regarding organizational procedures or equal opportunity procedures
- Review all relevant information you have on the applicant, including application form, resume, etc.
- Decide if the interview will be conducted by one individual or a group of people
- Screen applications down to several most qualified
- Develop a set of interview questions

2 – Setting the Tone

- Be on time
- Choose a quiet and private room with appropriate tables and chairs
- Avoid interruptions
- Greet the applicant and put them at ease
- Create a friendly, relaxed atmosphere
- Provide introductory information to the applicant, i.e., job description, mission statement
- Explain the interview process, who the candidate will meet, how long it will take, testing procedures, etc.
- Allow adequate time for interview and short tour of facilities if appropriate

3 – General Interview Format

- Ask your pre-prepared questions – focus on the candidate’s ability to do the job
- Complete the interview scoring sheet and note any positive or negative issues

- Ask follow-up and probing questions
- When appropriate, allow silence to give the applicant time to think and compose an answer
- Use reflective listening – listen to the applicants answer and repeat it back in your own words.
- Allow time to review notes after interview
- Keep all information organized and available for use in making the final decision
- Allow the applicant to ask questions
- Follow up on any of the applicant's questions that could not be answered in the interview
- Check references on finalists – use a list of questions.

4 – Legal vs. Discriminatory Questions

- Ask questions in a non-discriminatory fashion
- Focus on job requirements

5 – Closing the Interview

- Thank the applicant for their time and interest in the position.
- Communicate any next steps to the applicant
- Using all the information you have gathered, make a final decision
- Offer the position to the top candidate
- Complete any final negotiations
- Inform all other candidates of your decision in a timely and professional manner

Key Point: “What about my gut feeling?”

Your gut feeling plays a role in the decision making process, however, it’s best to use your gut feeling at the end of the decision making process after all the relevant facts have been assembled.

Pre-Employment Testing

There are several types of pre-employment tests that can assist a manager in the selection process if used properly.

Effective tests should:

- Assess skills directly related to the job
- Be highly correlated to job performance

Types of tests:

- A. Skills tests** – measures the individual's ability to perform certain tasks; i.e. word processing ability, equipment operation.
- B. Personality tests** – used to provide insight on personality traits that may help your organization or hurt your organization. These are often administered by consulting firms and the skill level of the evaluator is important to using them effectively.
- C. Drug tests** – used to measure presence of illegal drugs or controlled substances in urine. Usually done the final step before hiring. Applicants should be given advance written notice that you intend to test for drugs. Applicants must be notified of a positive result. Test only for what you say you are testing for and seek the advice of an attorney.

Sources: Ashby and Pell, *Embracing Excellence: Becoming an Employer of Choice to Attract and Keep the Best Talent*. Deem, *Human Resource Management Kit for Dummies*

Checking References

Employers increasingly have developed policies against releasing information about former employees other than dates of employment and job titles. However, it is still important to make a sincere attempt to get reference information. Like the interview, it is good to have a list of questions to ask a candidate's former employers. Example questions include:

How long did you work with this person?

What were his/her responsibilities?

What strengths did he/she bring to the job?

What skills does this person need to work on?

Would you hire this person again?

Candidate Evaluation Chart

Decide on 4 – 6 performance characteristics most important to you and list them in the column on the left in order of priority. As you interview the candidates, score each characteristic on a scale of 1 – 5 with 1 being poor and 5 being exceptional.

Performance Characteristics	Candidate			
	#1	#2	#3	#4
Total	Rank			

Employee Retention: Characteristics of a Great Organizational Culture

1. An almost missionary zeal
2. A sense of pride, sincerity and cooperation
3. An attitude of constructive discontent, i.e., continuous improvement
4. A value based management style
5. Emphasis on creativity and innovation
6. Focus on building role models
7. A sense of high expectations
8. A fair and progressive compensation program
9. A habit of celebrating successes
10. Adhering to the golden rule

Source: Ashby and Pell, *Embracing Excellence:
Become an Employer of Choice to Attract and Keep the Best Talent*

Rate Your Retention Ability

Rate yourself on a 1 – 5 basis with 1 meaning strongly disagree and 5 meaning strongly agree.

1 2 3 4 5	My wages and benefits are equal to or greater than other organizations competing for the same talent.
1 2 3 4 5	I make my employees feel that their work is critical to the success of our organization.
1 2 3 4 5	I place a high priority on training and development.
1 2 3 4 5	I am aware of my employees' personal goals and I help them achieve those goals.
1 2 3 4 5	I encourage employee input and suggestions.
1 2 3 4 5	I lead by example.
1 2 3 4 5	I increase responsibilities for my employees when they are ready to accept them.
1 2 3 4 5	I give people both public and private recognition for their accomplishments.
1 2 3 4 5	My employees feel a sense of pride in their work and their organization.

Recruitment and Selection Summary

- 1) Develop an employer of choice attitude
- 2) Define the job
- 3) Give yourself time to recruit
- 4) Create a viable applicant pool
- 5) Use a variety of recruiting methods
- 6) Write powerful help want ads
- 7) Use all four selection tools:
 - Applicant forms
 - Interviews
 - Reference checks
 - Pre-employment tests
- 8) Make the hiring decision
- 9) Develop a retention strategy

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