

# RECRUITMENT SELECTION RETENTION

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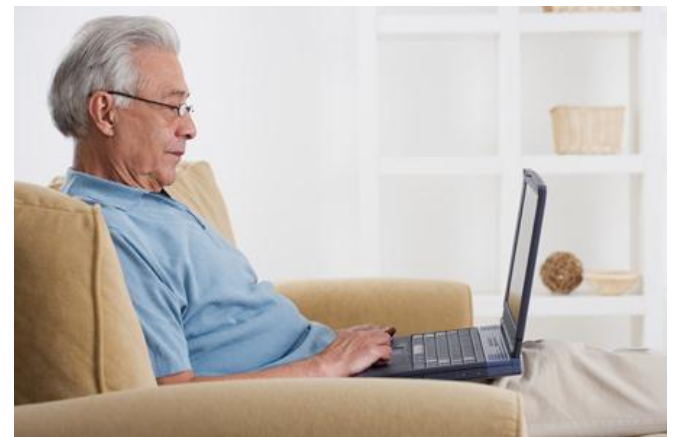
SHARED HR SERVICES PILOT PROJECT

Participant Workshop

December 14, 2011

# DEMOGRAPHIC DILEMMA

- Large number of workers in pre-retirement years
- Competition for same skills
  - Other Not-For-Profits
  - Public Sector
  - Private Sector
- Compensation competition
  - But, it's not all about salary
- Job Security
- The Prince George Challenge



# MYTH/REALITY

- Turnover isn't a problem for my agency!
- Recruiting doesn't cost us very much
- Nothing we can do about it; if folks want to leave, they'll leave
- Filling a vacancy is urgent – any port in a storm



# TURNOVER COSTS HOW MUCH!?!?

- Cost of advertising – time and money
- Overtime and/or stress on remaining employees
- Interviewing, testing, referencing, offering
- Orientation and training costs
- Lost productivity
- Employee Morale



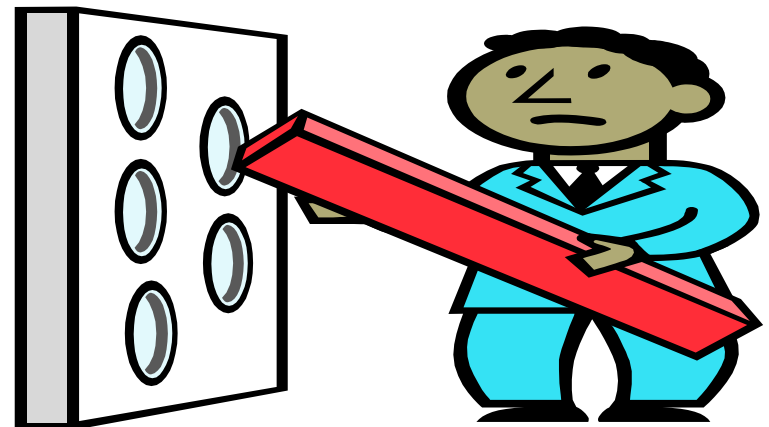
# RECRUITMENT

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“The process of attracting, evaluating, selecting, and hiring qualified employees for your organization”

# EFFECTIVE RECRUITMENT

- Hire right the first time
- Go slow to go fast
- Technical skills are not enough
- Your strategies will be unique to your organization
- Interview as many as possible
- Continually recruit



# SOME RECRUITING SOURCES

- Your Applicant Bank
  - Constant Recruitment
- Your Website
- Personal contact lists
- Volunteer Prince George
- Referrals from: Employees, Volunteers, Board
- Service Canada Website [www.servicecanada.gc.ca](http://www.servicecanada.gc.ca)
- CNC, UNBC, Professional Organizations
- PGNAETA
- Native Friendship Centre
- IMSS [www.imss.ca](http://www.imss.ca)
- Local Employment Agencies
  - Myrt Turner & Assoc.
  - Employment Action
  - Jump on Board
- Monster.ca [www.monster.ca/british-columbia+prince-george\\_12](http://www.monster.ca/british-columbia+prince-george_12)
- Kijiji [www.princegeorge.kijiji.ca](http://www.princegeorge.kijiji.ca)
- Craig's List [www.princegeorge.craigslist.ca](http://www.princegeorge.craigslist.ca)
- And many more.....

# CONSTANT RECRUITMENT

- Collect ad hoc resumes – laser interview if promising
- Develop a list of candidates to talk to now, in the future, or never again
- KISS – a simple spreadsheet of basic information
  - Name
  - Possible job
  - Credentials
  - Contact Number

## TOP TIER

- Meet your hiring standards now
- Like-minded organization may be interested

## MIDDLE TIER

- May meet your future hiring needs

## BOTTOM TIER

- Shred now



# RECRUITMENT STEPS

Determine if there is a need to recruit.....

- Review the job description for accuracy and relevance
- Assess the job requirements
  - Skills; knowledge; attributes
- Understand your culture
  - Mission and Vision
  - Underlying principles
- Pre-qualifying questions
- Advertise
- Application Review
  - Standard Application
- Pre-screen
- Interview
  - One on one
  - Panel
- Reference Checks
- Assessment Tools
  - Job Knowledge
  - Aptitude and Attitude

# THE “FIT”

## The Skills and Knowledge

- What basic **qualifications** are required to enable someone to do the job?
- What qualifications would we like to see in a successful candidate?
  - What can we afford to train?

## The Attributes, Attitude, & Abilities

- What **competencies** are absolutely necessary
- What competencies would we like to have

# THE ADVERTISEMENT

- Consistent with your culture/mission/vision/principles
- Concise
  - Only the most important information
  - Biggest size affordable; Bigger print, less words
- Play up the benefits
  - Health & Welfare if offered
  - Potential Social contribution
  - If possible, use a picture to illustrate your purpose
- Set a closing date
- Make contacting you as easy as possible
  - Encourage a phone call and try to be available

# ARMED WITH THE TOOLS

- A Resume PLUS a Standard Application Form
  - Applicant's name and contact information (alternative also)
  - Relevant job-related information in a consistent format
  - A release clause allowing you to verify the information
  - Minimum hiring requirements (i.e. legally able to work in Canada)
  - Filled in at the time of the first visit to your office
- A list of minimum qualifications
  - Eliminate applicants not meeting your min. standards
  - Identify areas needing verification
  - Create your interview questions

# THE STANDARD APPLICATION

- Does the candidate meet minimum standards?
- Does s/he have a stable work history?
- Any gaps in employment history?
  - Be diligent in reviewing any gaps
- What were the reasons for leaving past jobs?
  - Listen carefully; these answers form the reference questions
- How well was the application completed as compared to the resume?
  - Legible writing
  - Good grammar

# ASSESSMENT TOOLS

- Job Knowledge Tests
  - Simple as asking candidate to present to the interview panel
- Commercial Assessment Tests
  - Can predict culture fit
  - Highly technical and very expensive or relatively simple and relatively inexpensive
  - Administer to short-listed candidates only
  - EXAMPLES:
    - Wonderlic Personnel Test \$20 [www.wonderlic.com](http://www.wonderlic.com)
    - Work Personality Index \$30 (WPI) [www.psychometrics.com](http://www.psychometrics.com)
- CAUTION:
  - Do not solely rely on any assessment tool – hiring decisions must be made based on a review of all information collected.

# THE INTERVIEW

- A panel is preferable to a single interviewer
- More than 3-person panel can be intimidating
- Budget a minimum of one-hour for each interview and stick to that timeline
- Break up the time usage appropriately
- Design and use “BDI” questions
- Do not ask restricted questions; do not record restricted information even if freely offered
- Record information/comments on a separate document

# BDI QUESTIONS

- **B**ehaviour **D**escriptive **I**nterview questions cover:
  - **S**kills, **K**nowledge; **A**bilities (SKAs)
- They are open-ended and they invite interviewer silence
- Seek “the best” and “the worst” of past experiences
- They seek STARS:
  - Situation; Task; Action; Results
- There are no “right” or “wrong” answers
  - Probe for completion
- Record the answers as offered – evaluate **AFTER** the interview



# DEVELOPING THE QUESTIONS

- What SKA's are required to do the job?
- Provide an example situation.
- Create a Lead Question
- Prepare Follow-up Questions
  - What things did you consider in making this decision?
  - Why did you find this situation particularly challenging?
  - What did you learn from this experience?
  - What, if anything would you do differently?
- Establish a Low – High rating and the criteria for both.

# EVALUATING “Decision Making”

- **LOW**

- Low degree of awareness for considering all of the alternative and finding the fact. Had difficulty understanding the impacts on clients, the need to consider time limits

- **HIGH**

- High degree of awareness. Was able to show that they weighed alternatives and made a considered decision in deciding the most appropriate action to take. Recognized when to involve a supervisor or other higher level position to provide information or assistance

LOW		TYPICAL		HIGH
1	2	3	4	5

# CHECK REFERENCES

- Do NOT skip this step no matter from whom or from where the candidate was referred.
- Ensure you have the candidate's written permission to contact their references (see Std Application)
- Verify that the references are legitimate
- Ask for copies of required certificates/degrees and verify
- Pay attention to any application or interview "Red Flag"
- ALWAYS ask "Would you re-hire?"

# A CONTRACTUAL AGREEMENT!

- Construct an offer letter; this is a contract
- At a minimum, include:
  - Job Title
  - Immediate Supvr. title
  - Summary of job duties and a copy of the Job Description
  - Rate of Pay
  - Hours of Work
  - Start Date and Time
- Probationary period and commitment to confirm Employee benefits, perquisites, vacation
- How the contract can/will be terminated
- Deadline for accepting the offer
- Make 2 copies
- Get a signed copy **BEFORE** they start

# RETENTION

- Understand what employees want
  - More than money!
- Respond to and resolve concerns
  - Involvement and heard
- Reward good performance; deal with bad performance
  - Encouraging words
- Understand why an employee left
  - Exit interviews



# NOW YOU'VE GOT THEM!

- Orientation
  - The bridge between recruitment and retention
- Mentoring
  - A warm welcome to the club
- Recognition
  - Genuine, Timely, Customized
- Respect in the Workplace
  - A legal requirement
  - A reciprocal action
- Communicate
  - The good and the bad news
  - Two-way feedback
- Manage the 'Bad Apples'
  - Act early while there's still time
  - Be fair – clarify your expectations
  - Help them – provide direction and suggestions
  - Coach – most people want to do a good job and know when they're not
  - Make praise of good performers count

# THANK YOU FOR PLAYING!

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A CD containing forms and Recruitment information, forms, and tools will be prepared and provided to all Shared HR Services Participants.

