

Strategic Recruiting & Selection

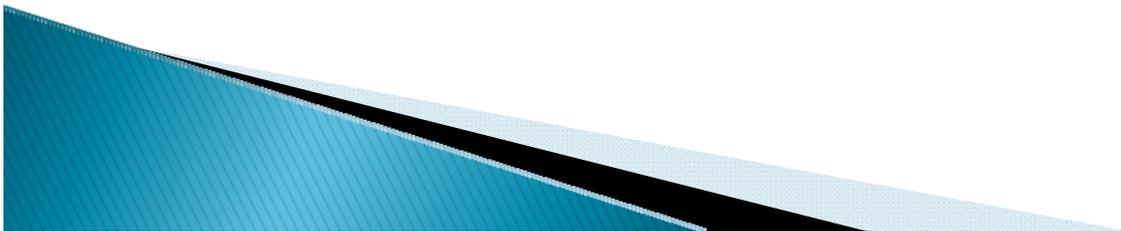
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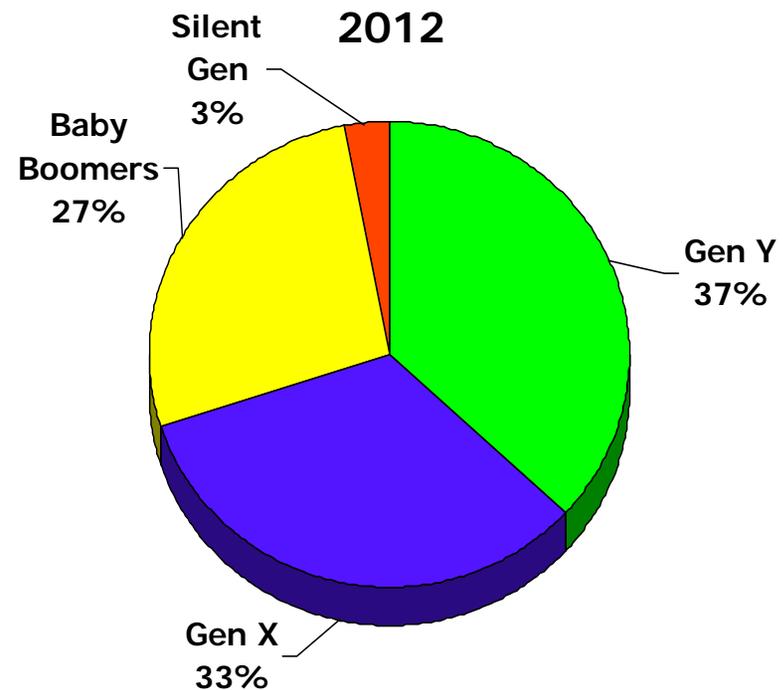
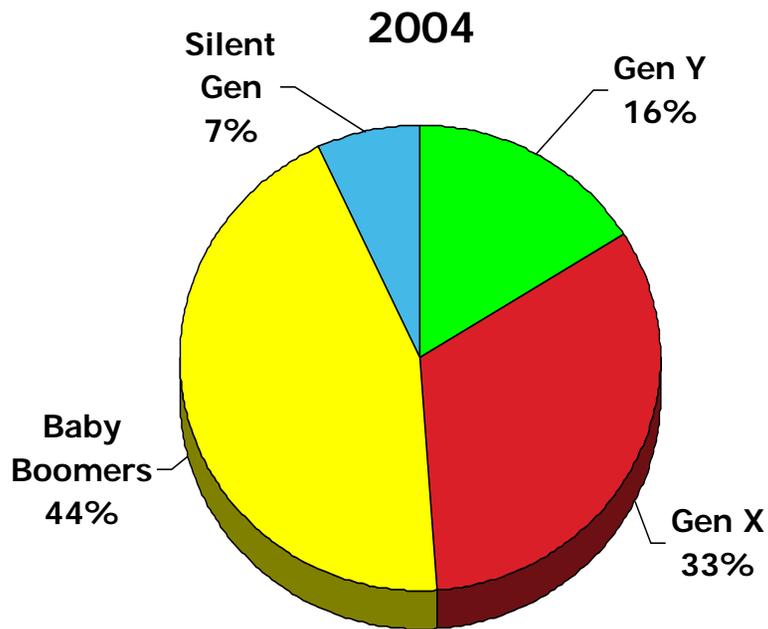
Today's Objectives

- ▶ Understand behavior based interviewing
- ▶ Understand the process of selling your organization to candidates
- ▶ Identify the mistakes managers make in the hiring process and discuss how to correct them



The workforce is changing:

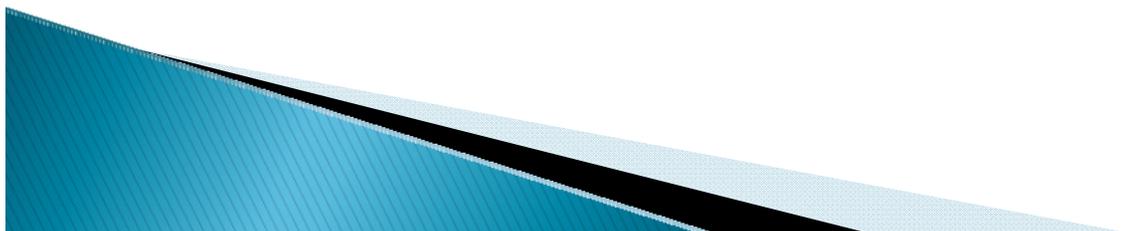
Generation Y alone will represent almost 40% of the labor force by 2012



In aggregate, Gen X and Y will represent 70% of the workforce by 2012

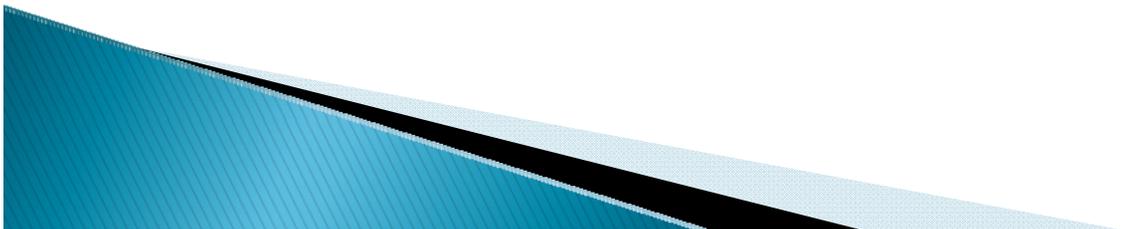
Organizations Need to Move From the Boomer to the Gen X and Y Mindset

	Baby Boomers	Generations X and Y
Work/Life Balance	"Live to Work"	"Work to Live"
Job Stability	Seek job stability, security	Are comfortable with job changes
Job Expectations	Respect authority Expect to have to earn rewards	Distrust formal authority Want immediate payoffs Demand change and fun
Technology	Learned as adults	Technologically savvy



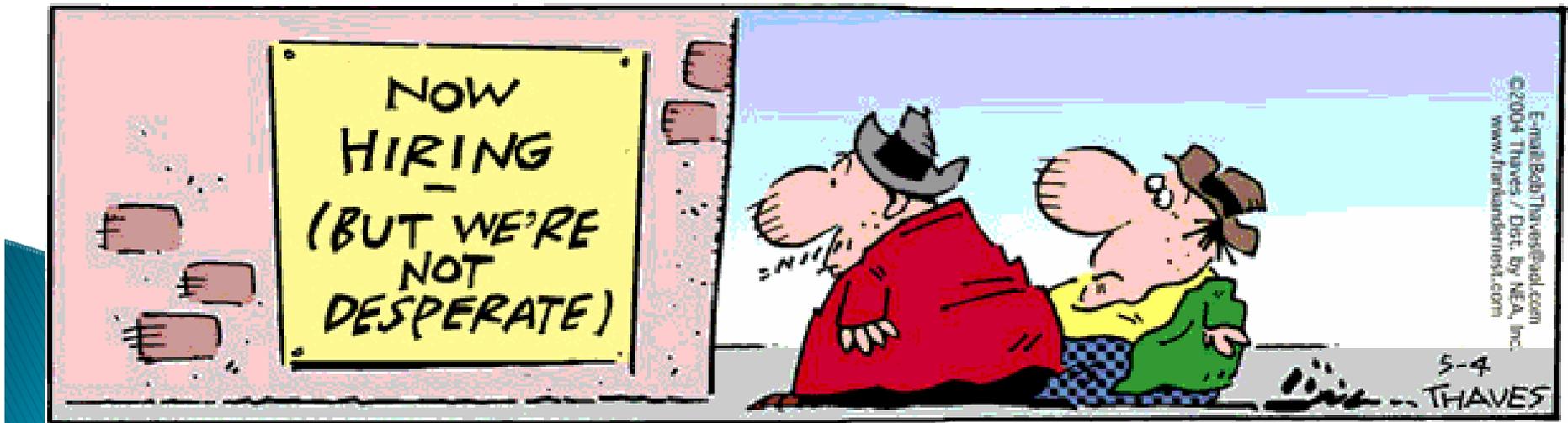
Recruitment...

- ▶ Is a 2-way street -
 - Match the job to the right person
 - Match the person to the right job



Recruitment...

- ▶ Hiring mistakes are one of the great hidden costs of running an organization
- ▶ The only mistake in hiring is hiring the wrong person



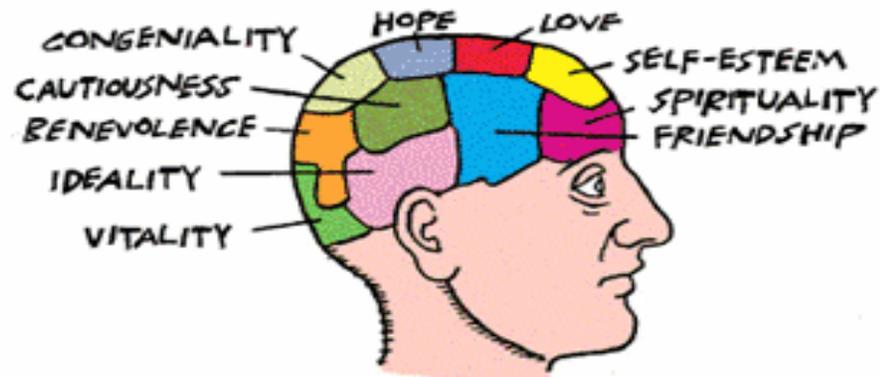
Definition of Behavioral Interviewing

*"A thorough, planned, systematic way...
to gather and evaluate information...
about what candidates have done in the
past...
to show how they would handle future
situations."*

Herbert G. Henneman III, University of Wisconsin



Humans are Complex!



TODAY'S TOPIC: PERSONALITY TYPES

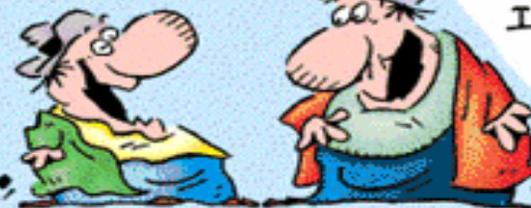
THE NOTION OF PERSONALITY "TYPES" HAS A LONG HISTORY DATING BACK TO THE ANCIENT GREEKS. SINCE THE LATTER PART OF THE 19TH CENTURY THERE HAS BEEN SYSTEMATIC STUDY OF IT AND MANY CLASSIFICATIONS HAVE BEEN PROPOSED: INTROVERSION-EXTROVERSION (JUNG), OBJECTIVE-SUBJECTIVE (STERN), ETC. CLASSIFICATION ACCORDING TO "TYPE" IS A WAY OF DESCRIBING THE DIFFERENCES BETWEEN PERSONS, BUT "TYPES" ARE DIFFICULT TO PROVE OR DISPROVE.

LOOK, FRANK, TODAY'S TOPIC IS ALL ABOUT PERSONALITY TYPES. WHAT TYPE ARE YOU?

I AM AN
INSOMNIAC-
AGNOSTIC-
EGOTIST....



.... I LIE AWAKE NIGHTS TRYING TO FIGURE OUT WHETHER OR NOT I BELIEVE THAT I AM AS GREAT AS I AM.



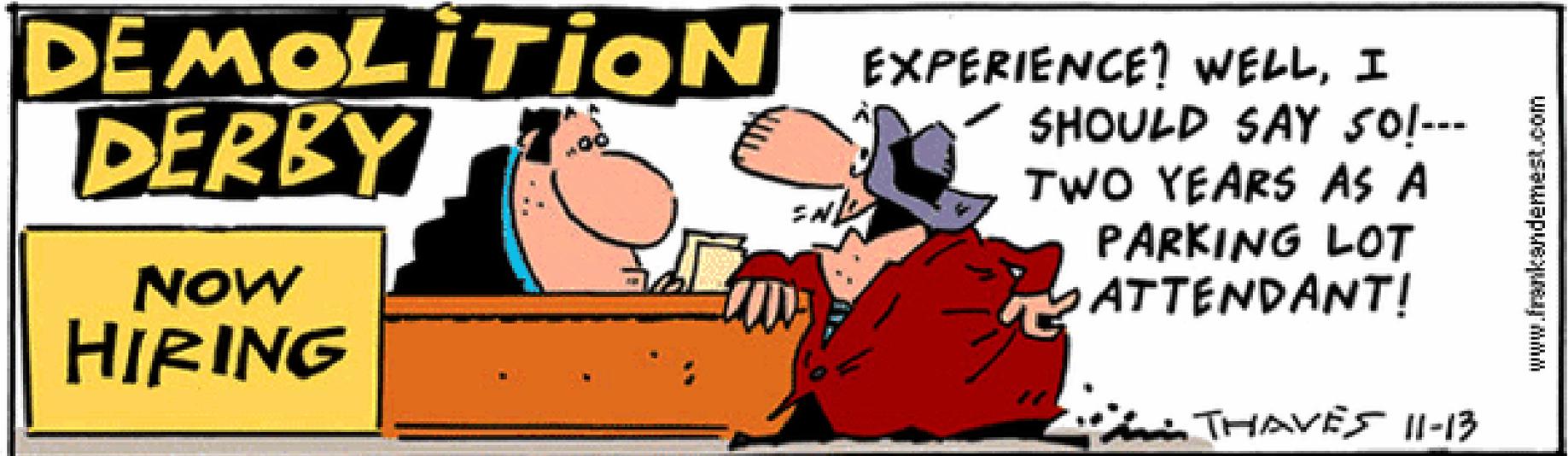
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The "Key" Assumption

- ▶ Job candidates who previously demonstrated a particular behavior to address a situation will repeat that behavior in the future when confronted with a similar set of problems.

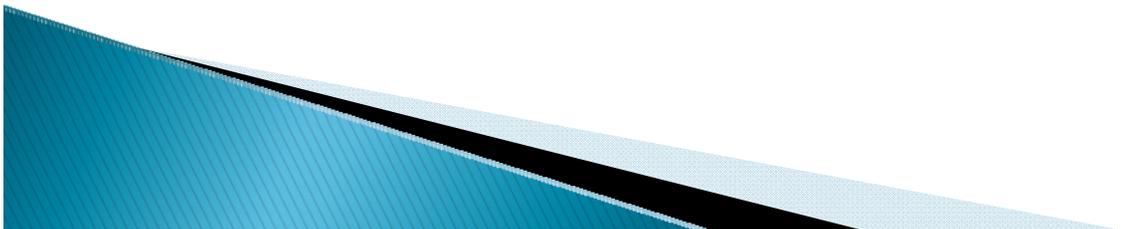
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However, there are “Interviewing Assumptions”

- ▶ Interviews test how well someone interviews
- ▶ A good con artist can fool you every time
- ▶ Interviews in which you induce stress seldom work



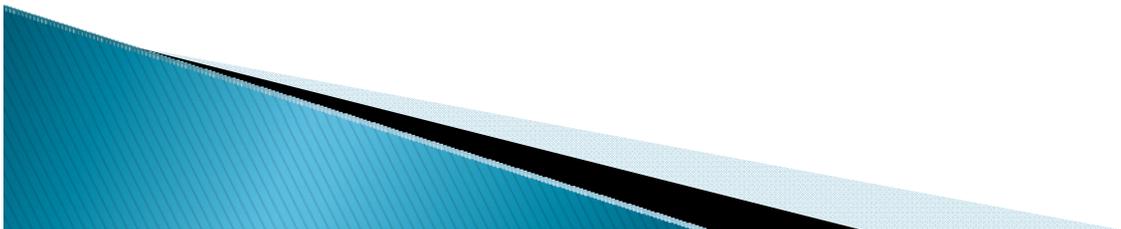
To Interview, or Not, That is the Question...

- ▶ Applications are screened by HR and/or department head - how do you do this?
- ▶ What to look for...
 - Did applicant follow directions?
 - Applicants are judged against the Job Description, not other applicants
 - Does applicant meet minimum criteria?



Where Do We Begin?

- ▶ We start with a **Screening Interview**
- ▶ In screening interviews, all candidates are asked the same questions - WHY?
 - Like shopping in different stores for the same product
 - Looking for "*Best Suited*," not "*Best Qualified*"

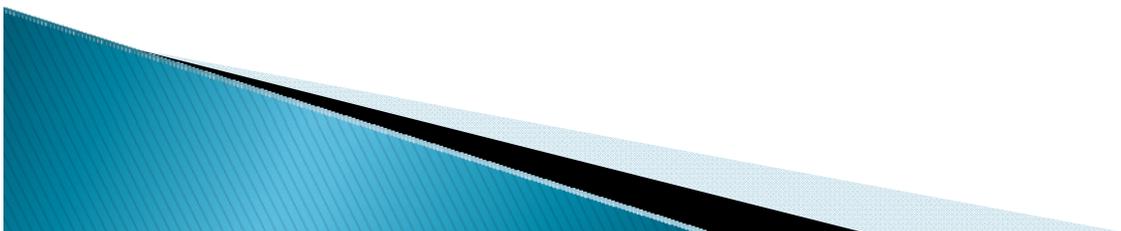


Establishing Critical Success Factors

- ▶ Critical Success Factors (CSF) are those skills, abilities, behaviors & competencies critical to successful job performance
 - ▶ CSF's are established based on:
 - ¶ Your knowledge of the job based on your observations as a supervisor/manager;
 - Analysis of job duties & the incumbents in the position currently
- 

Preinterview Plays

- ▶ Candidates expect a “predictable” script
- ▶ Develop a strategy for pre-interview
- ▶ A less predictable interview allows you to eval more accurately how the candidate will perform on the job
- ▶ You want a long-term relationship



Preinterview Plays

- ▶ Give an assignment before the interview -
 - GOAL: how does the candidate carry out an actual task?
- ▶ Read applications & resumes in teams -
 - GOAL: increase review accuracy & insight into the candidate
 - BE CAREFUL: consensus & dominant team members



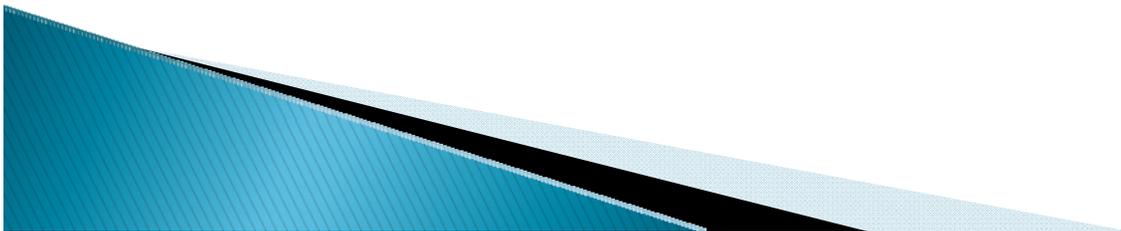
Behavioral Questions to Ask

- ▶ Databank contains 116 questions
 - General
 - Teams/Interaction
 - Leadership
 - Integrity/Honesty/Trustworthiness
 - Personality/Temperament/Ability to Work with Others
 - To Reveal Past Mistakes
 - Creativity/Problem Solving



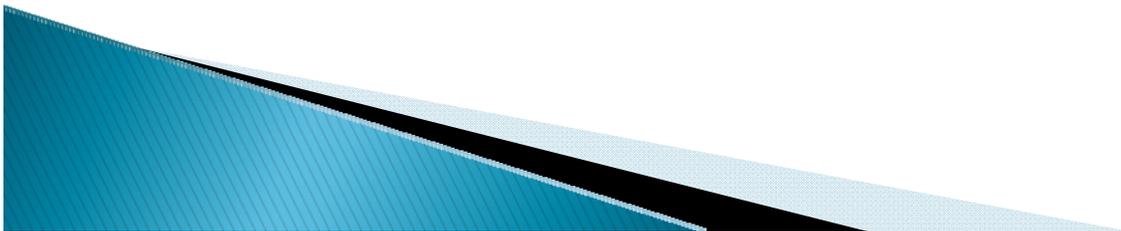
The Follow-Up Interview

- ▶ The “short list” - less structured; more informal
- ▶ Meet more people and increase feedback
- ▶ Can get a better “feel” for the candidate outside of the sterility of the interview (interrogation!) room; what will they say at dinner??



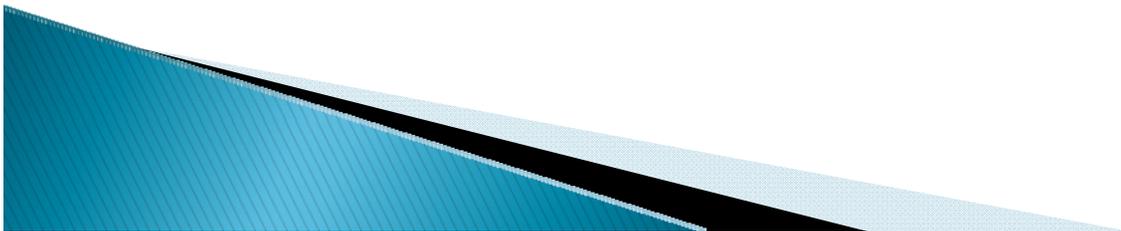
Post-Interview Strategies

- ▶ Ask the candidate: "What will I hear?"
- ▶ Put potential problems on the table
- ▶ How do you handle those who call to check status?



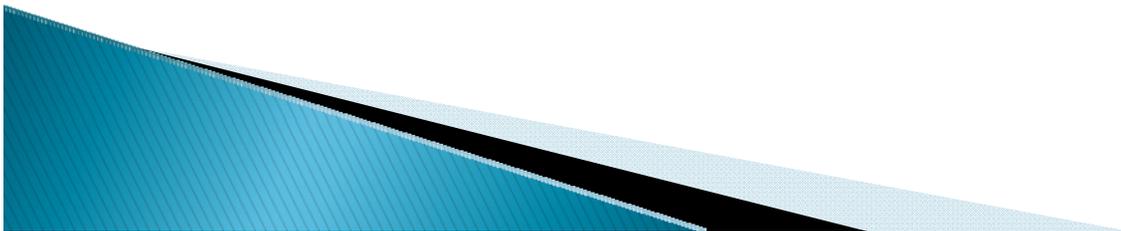
Things to Consider

- ▶ Be wary of candidates who:
 - ...did not let you end the interview
 - ...spoke poorly of former employers
 - ...arrived late with little or no explanation
 - ...had difficulty with or refused to answer certain questions
 - ...ask you about other duties & opportunities outside of their job description



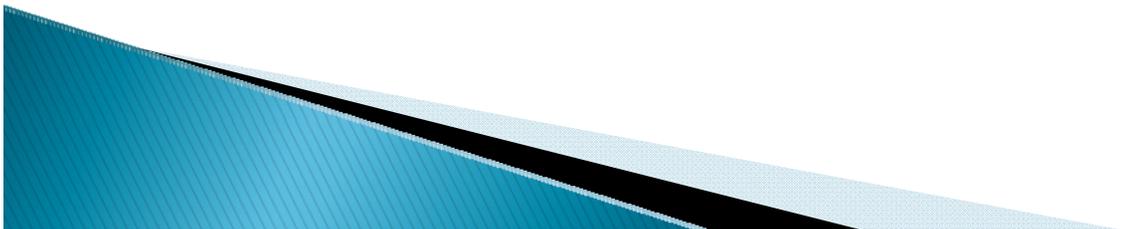
You Never Get a Second Chance to Make a First Impression

- ▶ Don't forget to sell yourself to the candidate
- ▶ Creating & maintaining a planned company culture starts when a prospective employee first comes into contact with your organization



How to Sell Your Organization

- ▶ Identify Organization-Wide Desirable Features
- ▶ What can you tell about Sunstar with their banner?



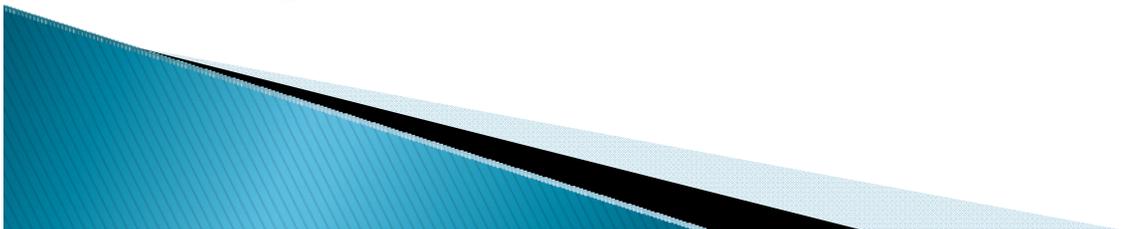
How to Sell Your Organization

- ▶ Identify Organization-Wide Desirable Features
 - Be on a "Best Places to Work" or "Employer of Choice" list
 - Be known for a culture of innovation
 - Be known for cultural diversity
 - Awards won by individuals and/or the organization
 - Specific values & culture statements



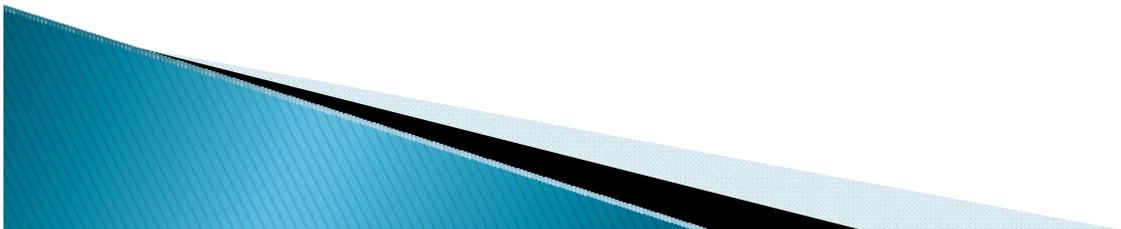
How to Sell Your Organization

- ▶ Identify Organization-Wide Desirable Features
 - Training & educational benefits
 - Exceptional pay & benefits
 - Lifestyle benefits
 - Excellent relocation assistance
 - Low employee turnover rates
 - High employee satisfaction scores, as rated by outside agencies



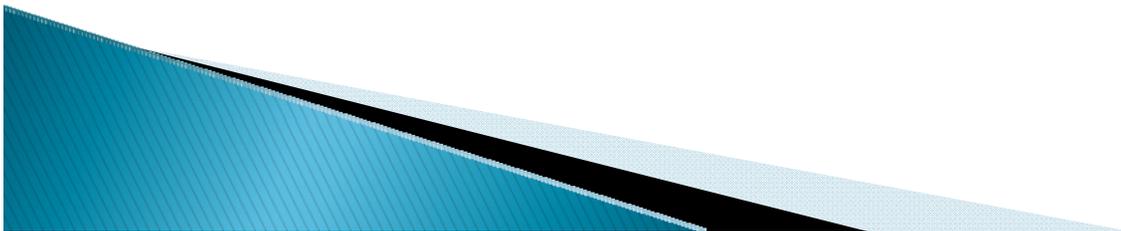
How to Sell Your Organization

- ▶ Identify Job-Specific Features
 - Well-respected, and well-known leaders & managers
 - Challenging projects & strong employee development programs
 - Opportunities to work in a cohesive team environment with an excellent track record



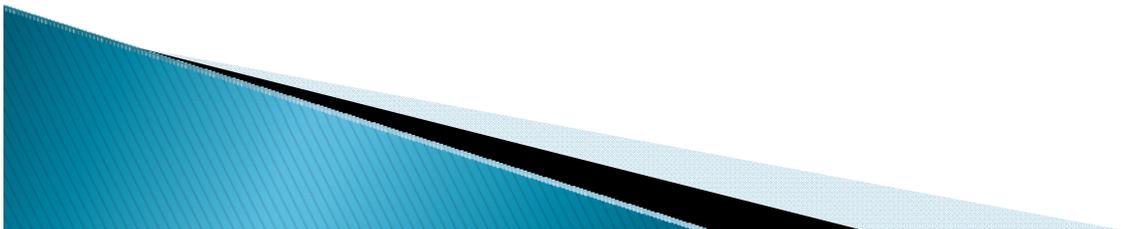
How to Sell Your Organization

- ▶ Identify Job-Specific Features
 - Access to the latest technology & equipment
 - Award-winning or leading products or services
 - Modern facilities
 - Flexible & innovative work schedules



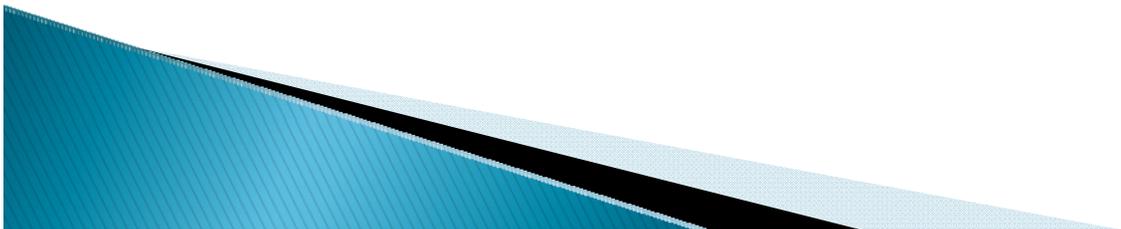
How to Sell Your Organization

- ▶ Location features might include:
 - Low cost of living
 - Excellent schools and family-friendly environment
 - Short commute times & multiple transportation options
 - Great recreation & sports facilities
 - Great weather



How to Sell Your Organization

- ▶ Location features might include:
 - Low crime rates
 - An environmentally conscious region
 - Low local tax rates
 - Shopping & restaurants; historical areas
 - Located close to attractive major metropolitan areas
 - A stable economy & reasonable opportunities for employment for family members



Mistakes Hiring Managers Make

- ▶ Hiring managers like to *fall in love* with their hiring criteria
- ▶ Hiring managers only remember the first & last candidates

Frank and Ernest



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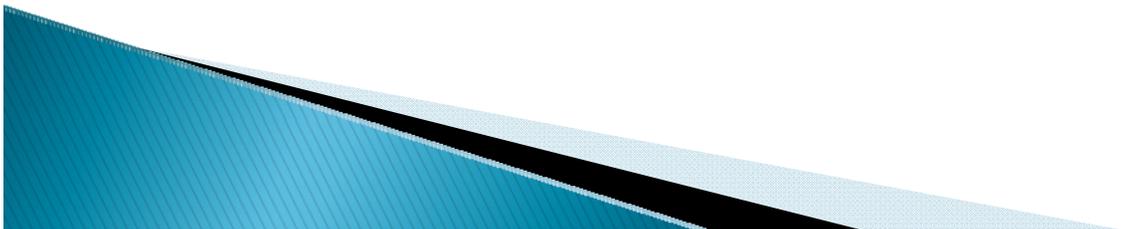
Mistakes Hiring Managers Make

- ▶ They're dazzled by one attribute
- ▶ Hiring managers lower their standards to fill the position quickly



Mistake #1: Relying on an Interview to Evaluate a Candidate

- ▶ Committees vs. one-person interviews
- ▶ Behavioral based interviews
- ▶ Share past experiences; research, projects, lectures
- ▶ Most insightful during meals & informal conversations



Mistake #2: Using Successful Employees as a Model

- ▶ Greatest predictor of future success is past accomplishments
- ▶ What makes one person successful doesn't make others successful
- ▶ Slow & steady vs. the terror of a deadline
- ▶ How has the candidate been able to use their characteristics over time?



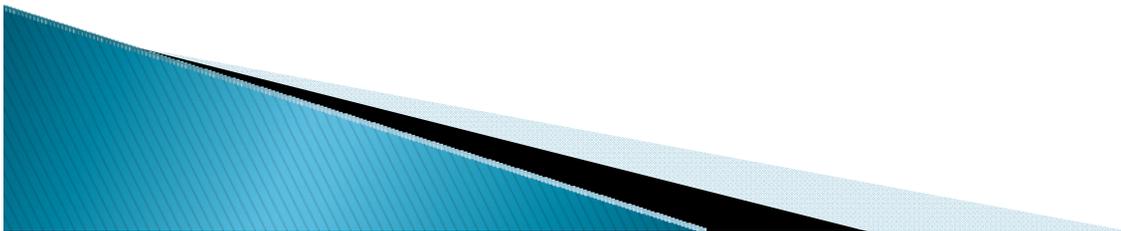
Mistake #3: Setting Too Many Criteria

- ▶ Hiring managers love to “fall in love” with their hiring criteria
- ▶ Flexibility while maintaining standards
- ▶ Cast a wide net
- ▶ Understand the dynamics of positions that have specific needs



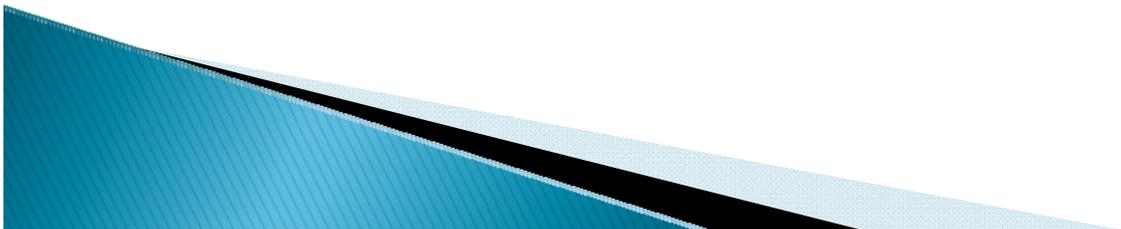
Mistake #4: Evaluating Personality Instead of Job Skills

- ▶ Personalities and Behaviors are NOT the same thing
- ▶ What about Myers-Briggs & other tools for candidate selection?



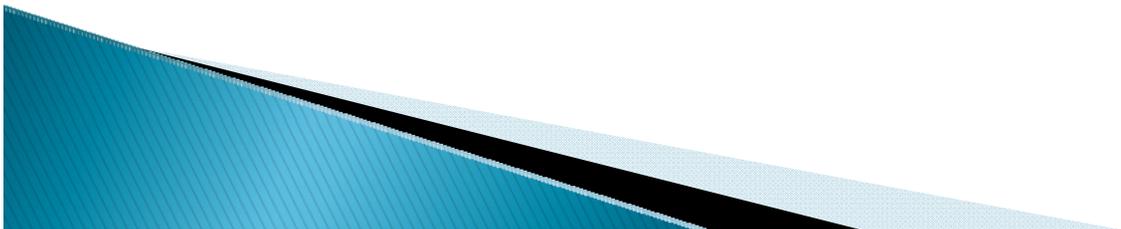
Mistake #5: Using Yourself as an Example

- ▶ Many paths lead home
- ▶ What about Gen X and Gen Y?
- ▶ Gen X - generally born between 1965 & 1980
- ▶ Gen Y - generally born between 1977 & 1994
- ▶ Different expectations from each group



Mistake #6: Not Using Statistically Validated Testing as a Predictor

- ▶ Does the test reflect the job duties?
- ▶ Who validates the test?
- ▶ Who conducts the test?



Mistake #7: Not Researching the Reasons People Have Failed in a Job

- ▶ Research shows employees fail in jobs due to factors different from the criteria used to hire them
- ▶ However, there are times when discipline and/or termination can be traced back to the hiring process
- ▶ Have managers list 3-4 top reasons for failure; incorporate into selection process



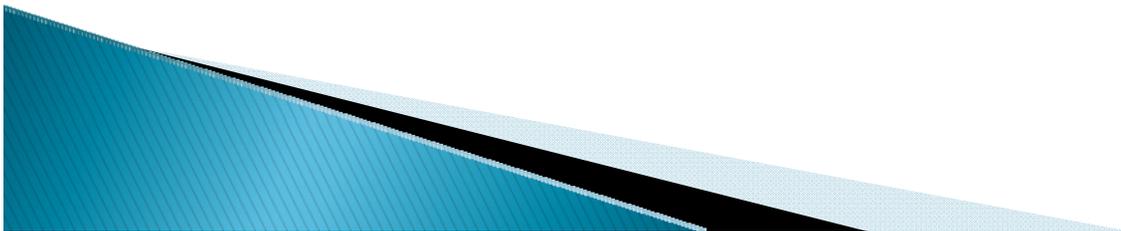
Mistake #8: Relying on General "Good Guy" Criteria

- ▶ Being a "good" person - enthusiastic, hard working, self-starting - is NOT a predictor of success on the job
- ▶ Primary reason is that skills have become specialized
- ▶ Can still select "good" persons with strong work skills - doesn't have to be either/or...



Mistake #9: Not Doing a Careful Background Reference Check

- ▶ Not doing thorough homework to verify critical information almost always results in problems later
- ▶ Use the Internet's Search Engines



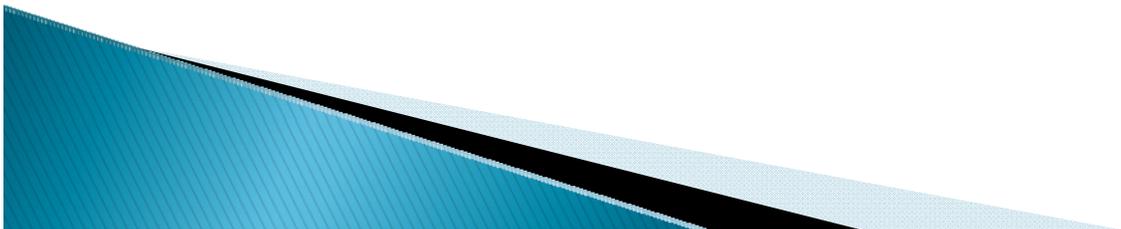
Reference Checking Strategies

- ▶ Ask the reference to call you back -
 - Call at lunch time
 - Leave message "...if candidate was outstanding."
 - If only a few call back, this message is loud and clear and yet: no derogatory info has been shared, nor libelous info, nor confidences



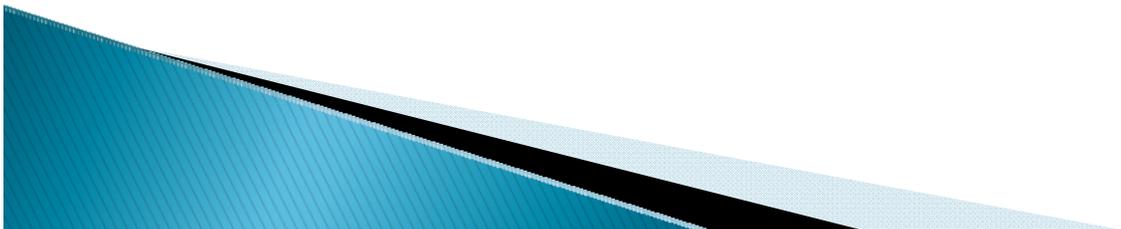
How to Choose

- ▶ You want BEST SUITED
- ▶ Look at motivators:
 - Skills & Knowledge vs.
 - Motivators & Attitude
 - *Which ones can you change??*



Be Wary...

- ▶ If they look too good to be true, they might be; explore further
- ▶ People do change, but don't assume you or your company have the power to create that change
- ▶ If they had "difficulty" working with past co-workers, there's a good chance they will with your co-workers
- ▶ If they put a skill on their resume, it doesn't mean they are proficient in it; probe further
- ▶ Find out the singularly most important thing they are looking for. If your company or this position doesn't offer this, don't hire them. If it's "compensation," definitely don't hire them.

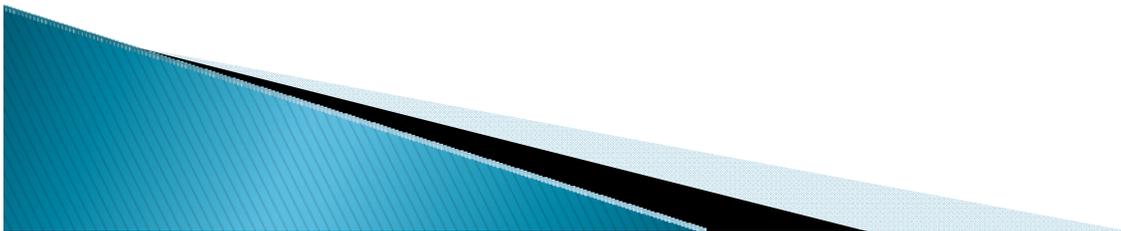


The Two Rules of Success:

1. Don't tell everything you know.

2.

-- Anonymous



Thanks!



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