RECRUITMENT
SELECTION
RETENTION

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

“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
  • Work Personality Index $30 (WPI) 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

• **Behaviour Descriptive Interview** questions cover:
  - **Skills, Knowledge; Abilities (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
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!

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