Strategies for Hiring Key Employee Talent

Hire Power

Executive Briefing

Best Practices in Diversity Strategic Planning

Office of the Vice Provost for Educational Equity

April 24, 2008
Objectives

- Identify strategic hiring processes
- Identify critical success competencies and related behaviors
- Understand behavior-based interviewing
- Practice developing behavior-based interview questions
- Use scoring system to document search results
- Avoid common interview mistakes
- Obtain resource book
Strategies for Hiring Key Employee Talent

Strategic Thinking
Why worry?

- Turnover costs
- Effect on People
- Lower morale
- Affects customer service
- Energy spent on turnover versus coaching

30% of all business failures due to poor hiring practices
(U.S. Chamber of Commerce)
Plan Your Approach

**Stage One**
- *Think Strategically*
- *Gain Approvals*
- *Announce the Position*

**Stage Two**
- Form a Search Committee
- Prepare for the Interview
- Conduct the Interview

**Stage Three**
- Check References
- Hire the right person
Think Strategically

What to do:
• Align with strategic plan/business needs
• Vary strategy depending on position: nonexempt, entry-level exempt, senior level exempt or management
• Identify jobs that are:
  – Hard to fill
  – Represent special skills to the college/admin unit
  – Have high turnover
• Consider succession planning where appropriate
• Balance filling vacancies through internal promotions/diversity goals/need for external expertise
The Secret to Thinking Strategically

CHANGE your focus
BE proactive
PLAN your approach
ENGAGE the whole organization

(Activity: Case Study on thinking strategically)
Process

Contact your Human Resources Rep
  – Provide updated job description
  – Ensure job is appropriately graded

(Appendix: Process Guidelines resource material)
Identify Competencies & Related Behaviors

- Review job description
- Interview highly successful employees in the position, if possible (will have different competencies)
- Interview supervisor of position
- Develop scorecard for candidates to be interviewed
Penn State Competencies

1. Effective knowledge
2. Accountability and self-management
3. Teamwork and leadership
4. Communication
5. Innovation and problem-solving
6. Customer service
7. Quality
8. Support of diversity
If the Internal Search Fails….

THE EXTERNAL SEARCH

Announce the job externally

• Recruit
• Advertise
  – NAS Recruitment Services (PSU’s advertising agency) can help write ads to market Penn State and our job
  – Remove PSU jargon
Diversity Considerations

• Applicant pool should reflect college/administrative unit diversity goals i.e. gender & minorities

• Discuss with HR Rep the diversity of your applicant pool and your short list

• Finalize the short list of candidates to interview, to ensure they reflect diversity goals
Plan Your Approach

Stage One
✓ Think Strategically
✓ Gain Approvals
✓ Announce the Position

Stage Two
☐ Form a Search Committee
☐ Prepare for the Interview
☐ Conduct the Interview

Stage Three
☐ Check References
☐ Hire the right person
Search
Committee
Responsibilities
Form a Search Committee

- Select a committee chair
- Select individuals based on relevance to the search
- Confirm commitment to the search process
- Set up first meeting to include training
- Establish timeframe and guidelines
Search Committee Chair Responsibilities

• (May) select the appropriate members, representative of stakeholders
• Ensure diverse representation
• Have at least three members (odd number)
• Charge committee:
  – Do you want pros and cons; ranking, recommendation, etc.
• Establish ground rules for committee participation
Search Committee Member Responsibilities, continued

Maintain confidentiality
forever
Search Committee Member Responsibilities, continued

• Develop & use scorecard for screening applicants’ resumes

• Develop & use scorecard for candidates interviewed

(Handout Scorecard - Activity: Screen resumes - what would you do?)
Behavior Based Interviewing

**INTUITIVE**
- Gut-Feel Interviews
- Conversational Interviews

**PERSON**
- Trait Interviews

**JOB SKILLS**
- Behavioral-Based Interviews

**STRUCTURED**
Prepare for the Interview

*Past-behavior predicts future performance!!!*

- Behavior based questions require examples of a time when he/she demonstrated a specific competency/behavior
- Should be based on competencies/behaviors critical for success in the job
- Provide consistency and structure
- Ask a diversity-related question, such as, “Give me an example of how you have demonstrated your commitment to diversity.”
A behavior-based answer should address 3 things:

*Think P-A-R for the course in learning what to listen for during the interview*(Problem- Action- Result).

**P – Problem:**

- What was the problem the candidate was faced with or what did he or she need to accomplish?
- What were the circumstances?
Think P-A-R for the course in learning what to listen for during the interview.

A – Action:

– What specifically did the candidate do to solve the problem? Ask follow-up questions to discern the candidate’s involvement.
Think P-A-R for the course in learning what to listen for during the interview.

R – Result:

– What was the outcome? Were the tasks accomplished?

– Did the actions solve the problem with which the candidate was faced?

– What did the candidate learn from the experience?
## Sample Question

**Job Title: Program Manager**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Behavior</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Skills/Relationships</td>
<td>Developing &amp; using collaborative relationships to facilitate the accomplishment of work goals</td>
<td>Tell me about a time when you worked out an agreement with a co-worker. What did you do?</td>
</tr>
</tbody>
</table>
Conduct the Interview

- Structure the interview for control and consistency
  - Ask the same behavior-based questions
- Techniques to use to get information
  - Ask *probing follow-up* questions
  - Pause or silence
  - Restatement or reflection
Interview Do’s

• Make candidate feel comfortable
• Explain agenda
• Advise you’ll take notes
• Ask same behavior-based questions of every candidate
• Ask probing follow-up questions
• Keep an open mind
• Take notes (legal)
• Ask legal questions
• Avoid interruptions
• Let candidate do the talking
• Listen and observe
Interview Don’ts

- Talk too much (the 80/20 rule)
- Telegraph answers
- Make premature decisions
- Ask questions requiring yes or no answers
- End the interview before asking every question
- Restate what the resume already states
- Ask illegal questions
Interview Topics to Avoid

• Arrest record
• Less than honorable military discharge
• Gender and marital status
• Maiden name/mother’s maiden name
• Number/ages of children
• Childcare arrangements
• Spouses name/education/income
• Family plans
Interview Topics to Avoid

- Place of birth/citizenship
- Other languages spoken
- Proficiency in speaking/writing English, unless job related
- Disabilities/prior illnesses & accidents
- Age/date of H. S. graduation/weight
- Religion/church affiliation
- Social organizations
Conclude the Interview

• Ask for questions
• Thank candidate for coming
• Obtain reference list of former supervisors
• Tell candidate about next steps
  • Time line
  • Second interview
• Stay and fill out scorecard
  • Give documentation to committee chair
### Sample Interview Scorecard

<table>
<thead>
<tr>
<th>Competency</th>
<th>How Demonstrated</th>
<th>Numeric Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Knowledge</td>
<td>Masters &amp; 9 years work related experience</td>
<td>5</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Works with local business to create job opportunities</td>
<td>3</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Experience in student advising and multiple clientele</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>
Plan Your Approach

Stage One
✓ Think Strategically
✓ Gain Approvals
✓ Announce the Position

Stage Two
✓ Form a Search Committee
✓ Plan and Prepare for the Interview
✓ Conduct the Interview

Stage Three
☐ Check References
☐ Hire the right person
Reference Checking

- Final candidates
  - Review Penn State application online
- Conduct reference checks
  - Obtain permission before contacting current employer; if refused, ask for peers
  - Always check references on top 2 or 3 candidates
  - Check even on Penn State employees

80% of job applications contain false information regarding work history; 30% false related to educational background. *Small Business Report*
Reference Checking

– Ask only legal questions
– Good question - If you had the opportunity to re-hire this person, would you?
– Talk to former supervisors, not just references provided by applicant
– Review the job’s responsibilities, competencies & culture with former supervisors and ask if candidate would be successful
Written Offer

– The offer
  • Confirm offer in writing
  • Obtain acceptance in writing
  • Contingent upon successful background check

– Schedule orientation for new employee
– Follow-up with the new employee
– Follow-up with interviewees not selected
Hiring Process

**Stage One**
- Think Strategically
- Gain Approvals
- Announce the Position

**Stage Two**
- Form a Search Committee
- Prepare for the Interview
- Conduct the Interview

**Stage Three**
- Check References
- Hire the right person
Summary

• Think strategically
• Identify key competencies
• Use behavior-based questions
• Document using a scorecard
Questions?
Reference Materials

Get Hired!, Paul C. Green, Ph.d., Bard Books, Austin TX, 1996.
Reference Materials

Hire Power Development Committee

Kim Evancho  
Crystal Switalski  
Robert Hannegan  
Carolyn Fisher  
Chris Fivek  
Dorothy Guy  
Esther Lauchle  
Joe Mattivi  
Bob Oakes  
Paul Peworchik  
Dale Punshon  
Sharon Symanovich  
Jolaine Teyssier  
Beth Trimble  

Julie Hartley  
Clint Eury  
Ken Lehrman  
David Piltz  
Susan Morse  
Cindy Campbell  
Marianne Karwacki  
Steve Hayes  
Kenesha Bentley  
Bobby Misher  
Chris Clermont  
Mike Zuckett