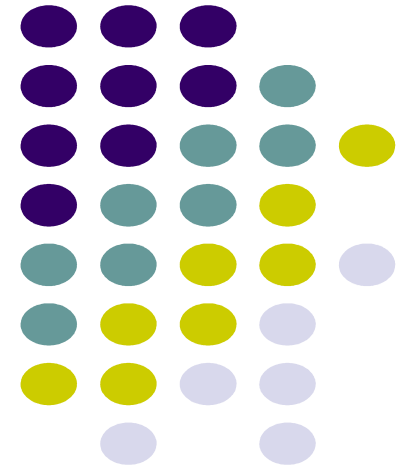


Effective Hiring and Recruitment

Debi Callahan

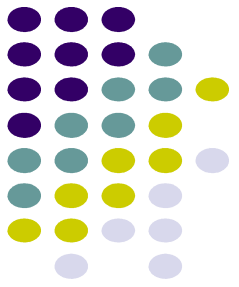
John Nicoll

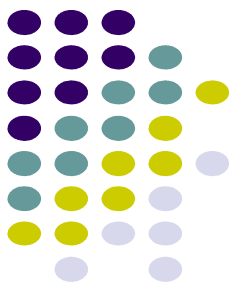
Michael Kraft



Effective Hiring

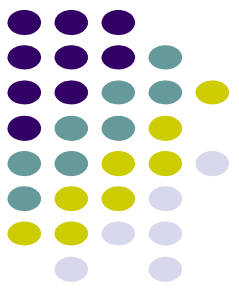
- Things to think about...





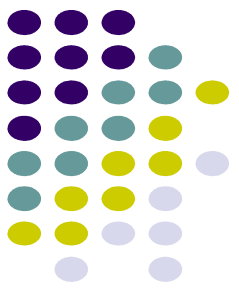
At-Will Employment

- At-will employment:
 - Employer or employee may terminate the employment relationship at any time, with or without cause.
- Tip:
 - Never indicate a position is permanent – use term “regular”
 - No oral contracts!
 - “So long as you do a good job, you’ll have a job.” Don’t be sued for breach of an oral contract.




Obtaining Resumes and Applications

- Resumes give you what applicants want you to know
- Applications give you what you want to know
 - Job History
 - Reason for leaving last jobs, supervisor name and phone number
 - Permission for a Drug Test? (Is this important for your business?)
 - Signed release to get references, background checks
 - Paper or electronic (or both)
- Applications should be reviewed by legal counsel

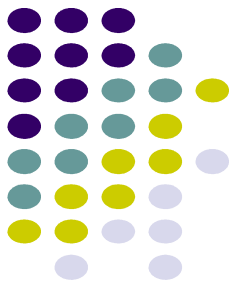


Screening Applicants

- Who will screen resumes and applications?
 - Required/Desired Qualifications, Education
 - Job Experience, Job History
 - Presentation Materials? Test?
- Flags 
 - Employment Gaps not explained
 - Currently employed, but can start immediately
 - Lack of job progression
- Gives fuel for developing interview questions



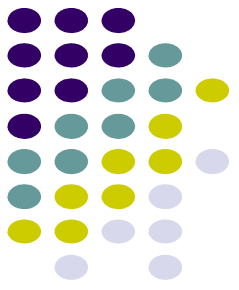
Interviewing



- Recommend a Structured Interview/Team Format
 - Same questions for all interviewees
 - Hiring team
 - Ability to document scoring
- What to Ask?
 - Technical questions (skills and proficiency)
 - Situational questions (what would you do if...)
 - Answer any doubts, clarify background and behavior (from resumes and applications)

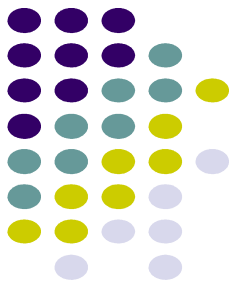


Interviewing cont.



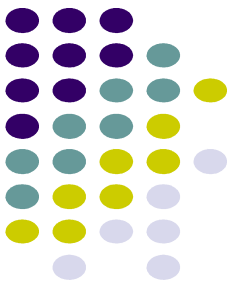
- Don't:
 - Make assessments based solely on visual observation of physical qualities
 - Ask about health, physical/mental status, injury history
 - Ask about anything that relates to protected characteristics*
 - Ask to see an I-9 document pre-offer

Interviewing cont.



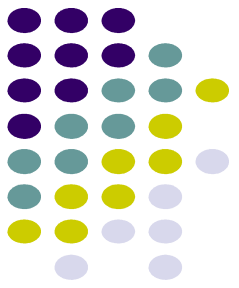
- Debrief with Interview Team – Objective impressions/doubts
 - 25% experience/skills; 75% behavior or “fit”
 - Great opportunity to explore what your company culture REALLY is
- Second Interviews?
- References – before or after interview?

Obtaining References



- Release from applicant
 - Application Form
- Ask all the work-related questions you can
 - Skills, training, work quality/quantity, work and safety ethic, reliability, attendance, conduct
 - Focus on issues raised from your interview
- No illegal questions – related to protected classes...

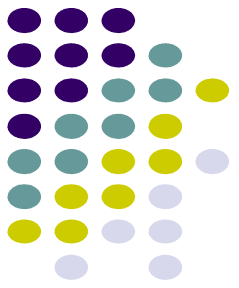
Protected Classes (CA):



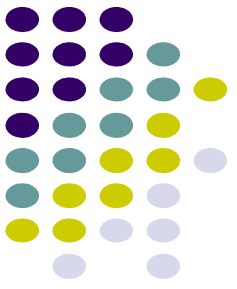
- Race
- Color
- National origin
- Religion
- Sex (including pregnancy, childbirth and related medical conditions)
- Disability: Physical or mental
- Age (40 and older)
- Genetic information
- Marital Status
- Sexual orientation and identity
- AIDS/HIV
- Medical condition
- Political activities or affiliations
- Military or veteran status
- Status as a victim of domestic violence, assault, or stalking

Create a Hiring Procedure

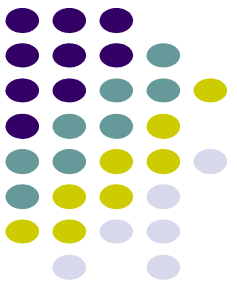
- Make it work for you!
- Keep it consistent and fair
- We can help you develop a great hiring procedure!



Recruiting Tips:

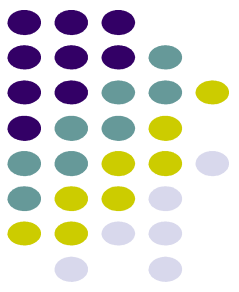


- Plan, Plan, Plan...
- A Good Recruitment Procedure Should:
 - Take a few weeks, beginning to end
 - Result in a great fit for the job
 - Result in retaining a good employee
 - Create a positive impression of your business
 - *ALWAYS follow up with all applicants when finished!*



Interview Questions

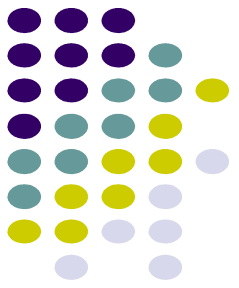
- Use your reviewed/approved job description to develop questions
- Use any “flags” from preliminary documents to develop questions



Job Description

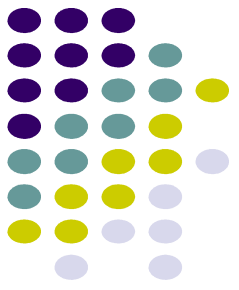
- Job descriptions are essential. When you know of an opening:
 - Clarify essential functions *and secondary functions*
 - *Essential Functions: The reasons the job exists*
 - *Secondary Functions: Not essential, but duties reside in this job*
 - Review description for accuracy
 - Required/Desired Qualifications: Technical/People Skills
 - Required/Desired Education level
 - Outline physical and mental requirements for job
 - Contact us if you want help with job description format

Job Descriptions also...



- Are essential for creating interview questions
- Should be used in conducting a quality performance review
- Helps establish a standard format for job documentation and communication in your business
- Evolve
 - Recommend employee reviews annually and discuss deviations with supervisor
 - Supervisor should revise as needed

Resources for Recruiting



- In House Referrals
 - Referral bonus (“like” employees)
- Advertising
 - Your Website
 - Web-based recruiting (Craig’s List, associations, schools)
 - Newspapers, “The Journal”, etc.
 - Can be pricey
 - Flyers posted at schools/associations
- Recruiting Agencies
 - Fee based, focused and easy