

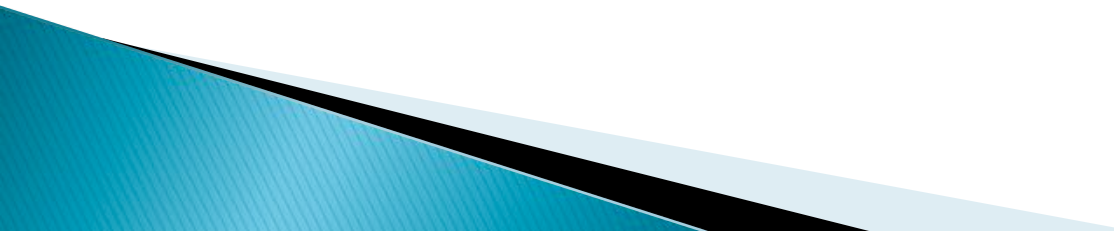
Recruiting, Hiring and Keeping Topnotch Labor

Dr. Bernie Erven
Professor Emeritus
Ohio State University and
Erven HR Services

Our theme

Effective managers get things
done through people!

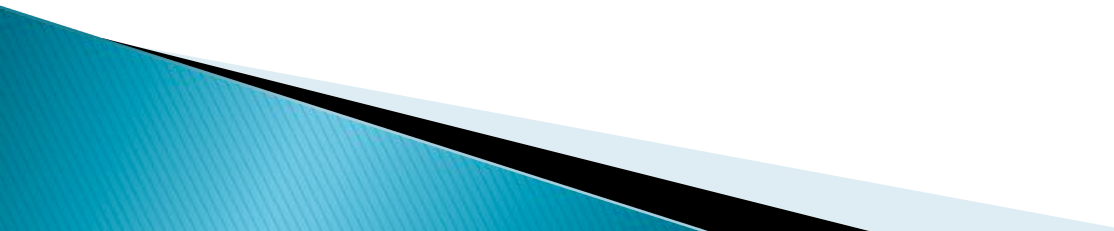
Two basic questions to keep in mind

1. Can you find a business that is thriving while its employees are failing?
 2. Do farms highly pleased with their employees regularly hire people who don't fit their needs?
- 

Success in hiring

1. No simple answer or recipe
2. Cannot depend on luck
3. Planning and careful follow through on the basics lead to success

Outline


1. Developing a helpful foundation
 2. Building a pool of applicants
 3. Selecting applicants to be interviewed
 4. Interviewing and testing
 5. Following up after the interviews
 6. Hiring
- 

Part 1 – Developing a helpful foundation

First decide:

1. How you want the position to help the business
2. What it will take to succeed in the position

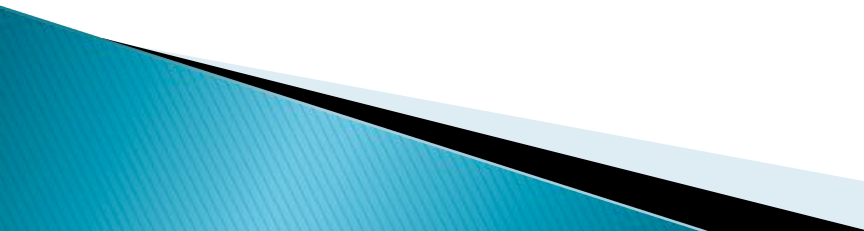
Second:

1. **Job analysis** – Duties, tasks or activities of the job
 2. **Job design** – Structure and job enrichment
 3. **Job qualifications** – Knowledge, skills, abilities and physical demands for success in the position
 4. **Job description** – Written job title and duties based on job analysis, design and qualifications
- 

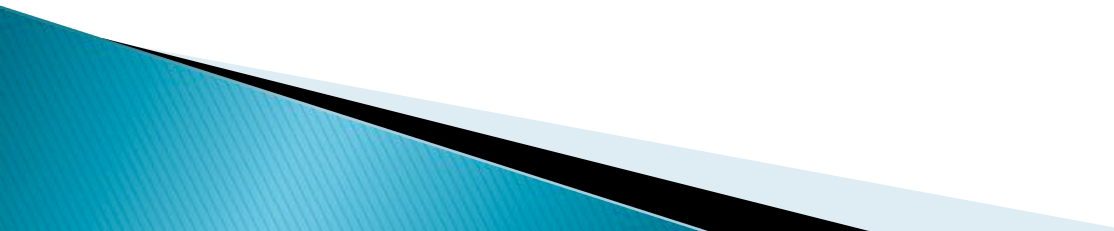
Part 2 – Building a pool of applicants

1. No one method is best for every employer in every situation
2. Experiment to find out what works best for you
3. Be creative
4. **Develop a reputation as a good place to work**
 - Most powerful tool for attracting applicants
 - Best way to keep employees

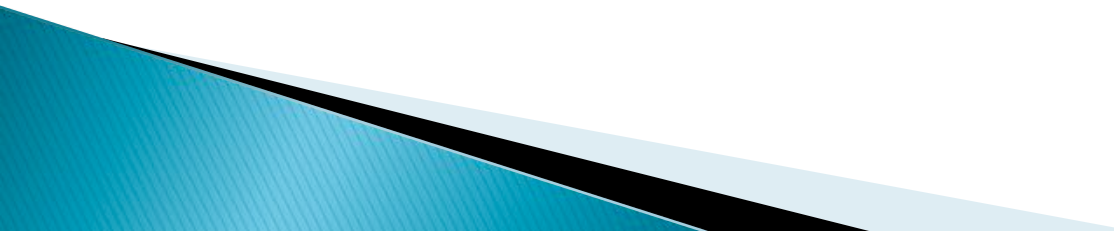
Some methods

1. Welcome informal contacts and walk ins
 2. Welcome what for you are nontraditional employees
 3. Offer student internship programs
 4. Consider one or more seasonal or part-time positions
 5. Offer current employees incentive to suggest good applicants
 6. Advertise
 - Think first of social media, Internet and a business website
 - Also consider print sources that potential applicants are likely to see
 - Use attention grabbing help wanted ads
- 

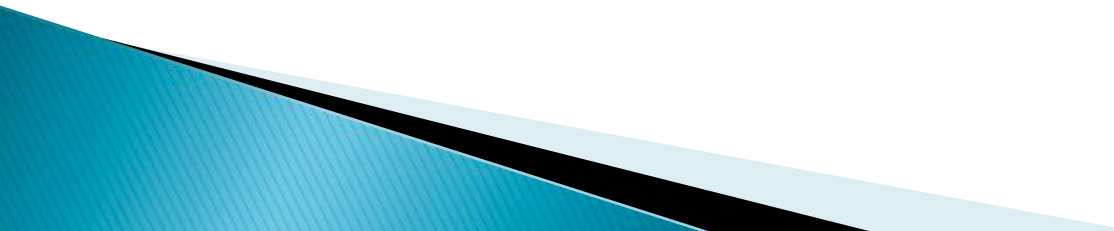
Part 3 – Selecting applicants to be interviewed

1. Review written application material (application form, resume, cover letter, letter of interest) to determine which applicants best fit desired qualifications
 2. Consider doing mini-telephone interviews to help determine whom to invite for interview
- 

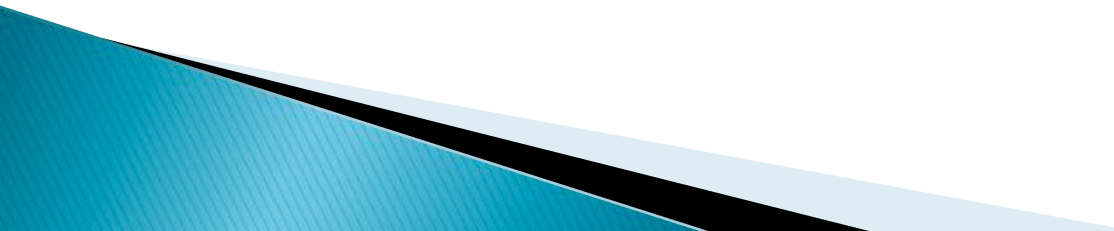
Part 4 – Interviewing

1. Prepare
 2. Interview
 3. Follow up
- 

Preparation requires answers to these questions:

1. Who will be on the interview team?
 2. Where to conduct the interviews?
 3. Questions to ask?
 4. How to use the interview time?
 5. How to summarize & report evaluations?
- 

Interview questions

- ▶ Have more questions ready that you will use
 - ▶ Ask questions that encourage applicants to use their own words
 - ▶ Cover a variety of topics
 - ▶ Focus on what an applicant has done in previous jobs (**behavioral interviewing**) not what he/she promises if hired
- 

Questions to ask?

- ▶ Structured interviews are much better than unstructured, informal interviews
- ▶ Ask same basic questions of all applicants
- ▶ What is legal?
 - *Questions directly related to the job and the ability of any person to do the job*

Best types of questions

1. **Past behavior** → “How did you resolve conflicts between co-workers when you were leading a crew?”
(Past behavior & performance are the best predictors of future behavior & performance)
2. **Job knowledge** → “What are three ways to back up critical data on a computer? Which one is easiest? Most secure?”
3. **What if** → “What would you do if we asked you to do something you don’t know how to do?”

Types of questions to avoid

1. Traditional with easily practiced answers

- “What are your goals and aspirations?”
- “Why do you want this job?”

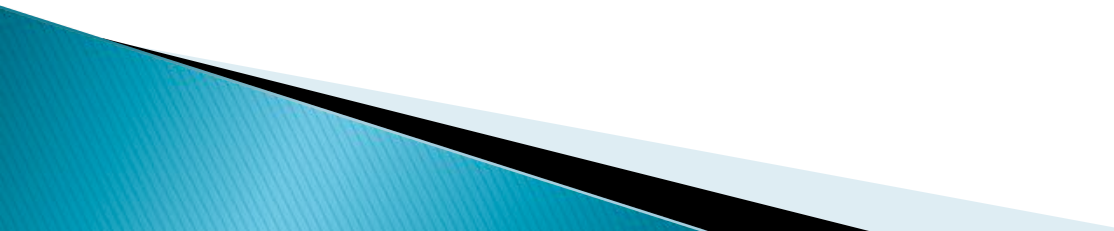
2. Opinion

- “What do you think about . . . ?”
- “What are your strengths?”

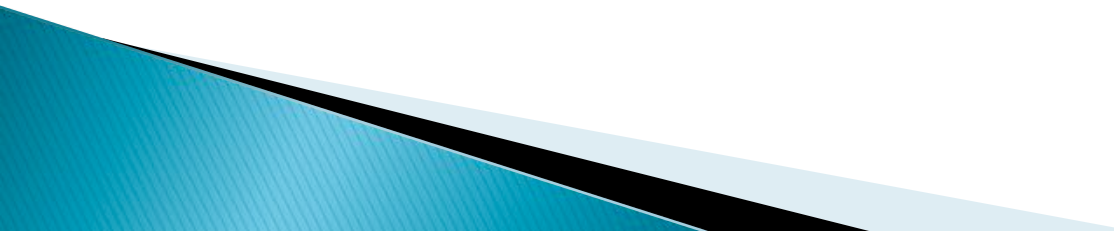
3. Yes/No

- “Do you understand the importance of being on time?”
- “Are you a hard worker?”

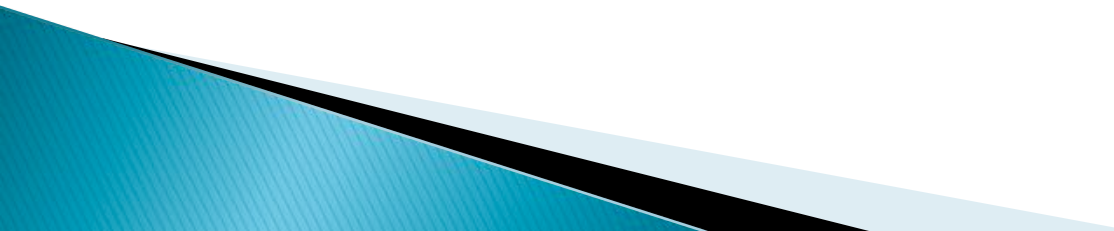
Sample questions

1. Describe an equipment-related problem you have solved in the last year. How did you go about solving it?
 2. What has been your most important accomplishment in your current job?
 3. Describe the person who is your all-time favorite co-worker.
 4. What has been your most important accomplishment outside of work?
- 

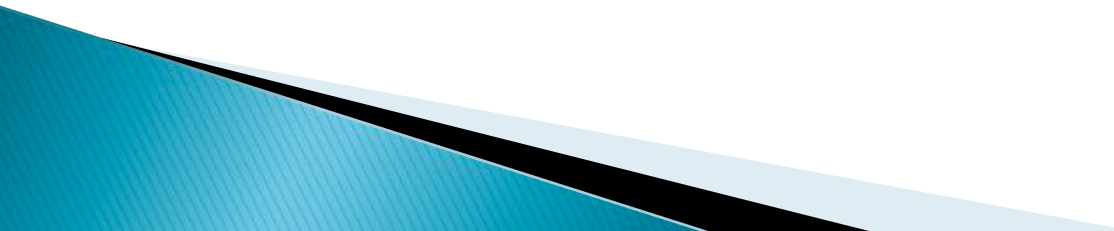
Some unusual questions

1. What is the most difficult challenge you have ever faced? How did you handle it?
 2. Describe the person you would most like to have as your supervisor.
 3. What is your best friend from high school doing now?
 4. What is the one question you are most afraid I will ask you?
 5. Why should I hire you?
- 

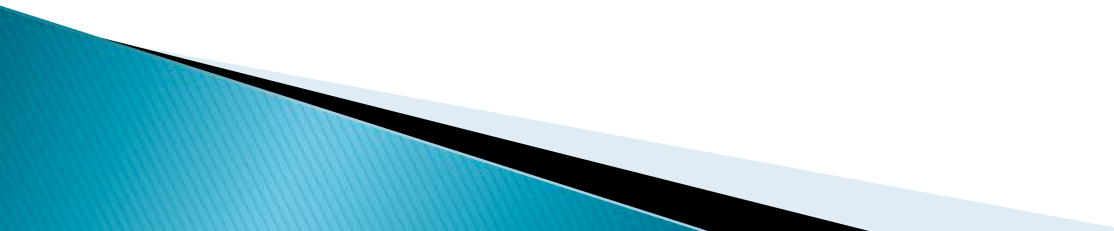
How to use the interview time?

- ▶ Have a plan
 - ▶ Go into the interview feeling organized and confident
 - ▶ Give applicants all the time promised them – Don't cut interviews short!
- 

Sample schedule for 30 minute interview

1. Relax applicant (2–3 minutes)
 2. Accurately explain the job (3–5)
 3. Check any problems in the application form (4–7)
 4. Ask set of structured questions (10–15)
 5. Encourage questions from applicant (2–5)
- 

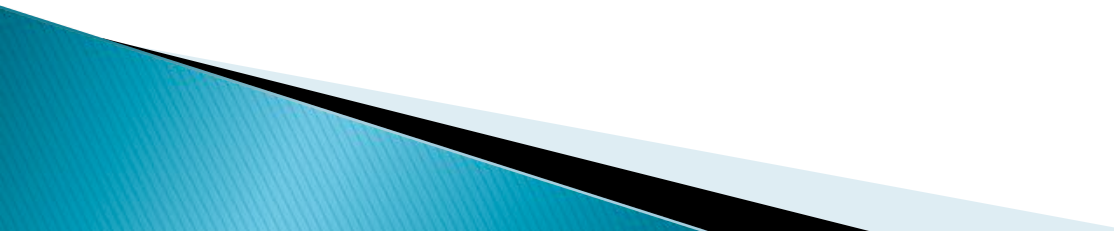
Sample schedule for 30 minute interview (Continued)

6. Summarize business' mission, goals and values (2-4)
 7. Summarize opportunity of the position (2-4)
 8. Encourage more questions from applicant (2-10)
 9. Close (2-4)
- 

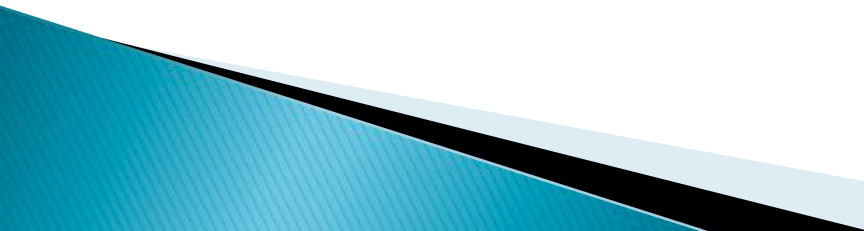
How to summarize & report evaluations?

- ▶ Jot reminders of key points during the interview
- ▶ Write extensively immediately after the interview

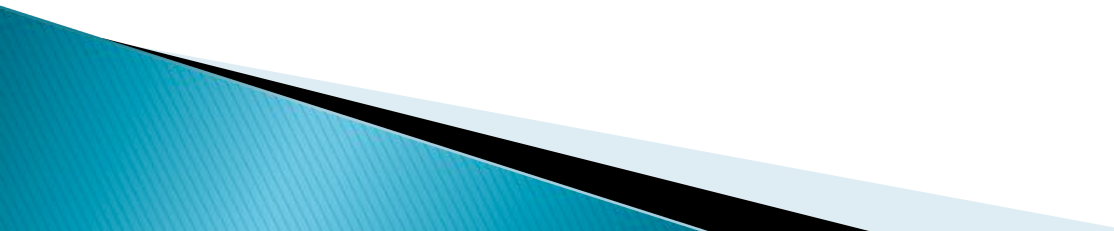
Interviewing guidelines

1. Pre-test your questions
 2. Maintain control of the interview
 3. Put the applicant at ease
 4. Stick to your plan
 5. Listen
 6. Take few notes during the interview
- 

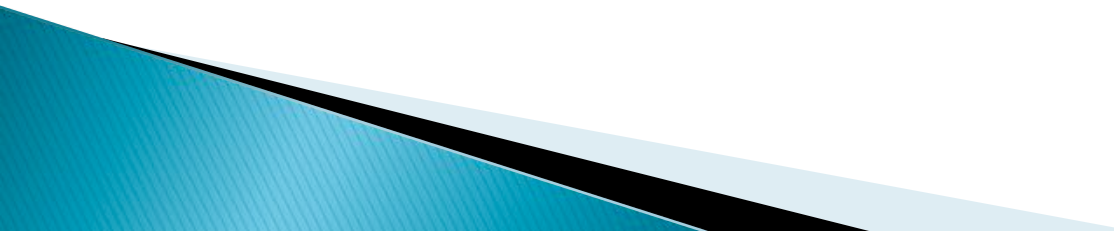
More interviewing guidelines

7. Allow interruptions only for emergencies
 8. Be mindful of your own personal biases
 9. Fulfill your commitments to each interviewee
 10. Be patient and encouraging
 11. Complete all interviews before sharing evaluations with other interviewers
- 

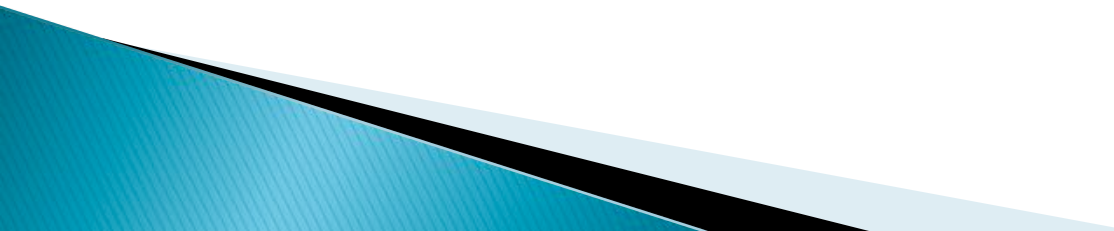
More interviewing guidelines

12. Be cautious about making commitments to strong applicants during the interview
 13. Avoid interesting side issues
 14. Avoid quick judgments during an interview
 15. Make a positive impression on every applicant
 16. Explain the next steps in your hiring process
- 

Part 5 – Following up after the interview

1. Ask all interviewers for their evaluations
 2. Check references and collect additional information as needed
 3. Determine which applicants are acceptable
 4. Rank applicants and then offer job to highest ranked
- 

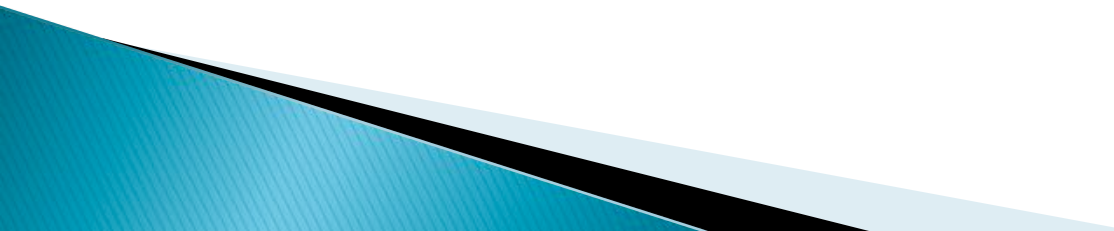
Checking references

- ▶ Be aware of legal advice not to respond
 - ▶ Accept oral references without asking for written references
 - ▶ Ask same questions of all references
 - ▶ Pay attention to tone of responses
 - ▶ Pay attention to what is not said
 - ▶ Use form to record responses
- 

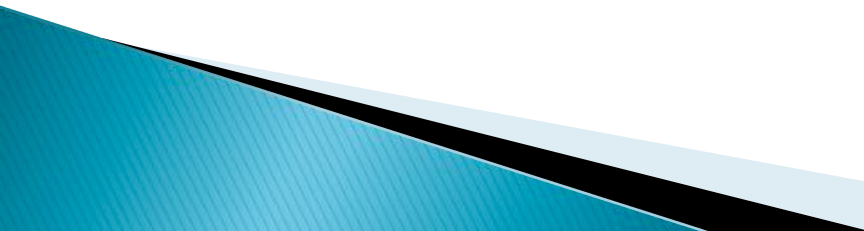
Potential selection bias

- ▶ *Halo error* → Permitting one or two personal characteristics to favor an applicant, e.g. Grew up on a farm
- ▶ *Interviewer bias* → Preconceived notions causing discrimination against best-qualified applicants, e.g., Brother was a poor employee
- ▶ *Limited time* → Choice based on a few minutes of conversation

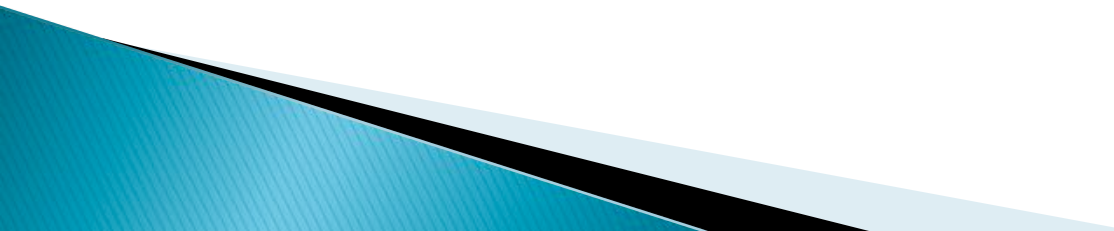
Part 6 – Hiring

1. Make an oral offer to your first choice before the date given each applicant at the end of the interview
 2. Follow up with written offer
 3. Show enthusiasm
 4. Notify all others who were interviewed that the position has been filled
- 

Written offer

- ▶ Put job offer and employment agreement in writing with simple, clear language
 - ▶ Include at least:
 - Name and address of employee
 - Job title and summary of duties
 - Starting date, times and other employment terms
 - Compensation and benefits
 - Work schedule
 - Supervisor
- 

Take home message

- ▶ Success in hiring and keeping topnotch employees requires planning, training and disciplined follow through and best of all, **a reputation as a good place to work.**
 - ▶ The alternative is lost applicants, costly turnover of good employees and labor shortages
- 

Contact information

Bernie Erven

erven.1@osu.edu

614-888-9953

