

RECRUITING, INTERVIEWING, & HIRING

Guide for Employers



HELPING THOSE WHO HATE HR.

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All information in this guide is intended to provide a generalized overview of the Human Resource Area. It is not intended to be used as legal advice for your business. The contents of this guide are intended to convey general information only and not to provide legal advice or opinions. No action should be taken in reliance on the information contained on this email. An attorney should be contacted for advice on specific legal issues. Should your business have any legal questions regarding Human Resource issues, you should contact a Lawyer to help you.

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RECRUITING IS...

The process of attracting individuals in sufficient numbers with the right skills and at appropriate times to apply for open positions within the organization.

Recruiting can be a very challenging process. By developing and following an effective recruiting plan, your company will find better success in attracting, selecting and appointing suitable candidates for jobs within the organization.



BE CAREFUL! DISCRIMINATION ISSUES DO EXIST IN RECRUITING.

There are a number of laws that will affect your hiring process, particularly in the area of discrimination. Make sure you are familiar with discrimination laws, such as:

THE CIVIL RIGHTS ACT OF 1964

Prohibits discrimination in employment practices when the discrimination is based on a person's race, color, sex, religion or national origin. The federal law applies to organizations with 15 or more employees.

The Age Discrimination in Employment Act of 1967

Extends discrimination protection to persons aged 40 years old and older for organizations of 20 or more employees.

The Pregnancy Discrimination Act of 1975

Passed as an amendment to Title VII of the Civil Rights Act, makes it illegal to refuse to employ a woman because of pregnancy, childbirth or a related medical condition. The basic principle of the act is that a woman affected by pregnancy or other related medical condition must be treated the same as any other applicant in the recruitment and selection process.

The Americans with Disabilities Act of 1990

Prohibits discrimination against qualified individuals with disabilities in organizations of 15 or more employees. The ADA also requires that the employer offer reasonable accommodations to disabled individuals so that they have equal opportunity to apply for job openings and if hired, to be successful in their job functions.

Many states and local communities have passed legislation that extends discrimination protection beyond the scope of federal laws. If you are not sure of the regulations in your state, contact your state department of labor for information on appropriate laws in your area and remember that it is important for you to remain current on employment law, as regulations are frequently updated.

Additional information on legal compliance can be found at the EEOC website at www.eeoc.gov and at the website for the Department of Labor at www.dol.gov.

BEFORE YOU BEGIN HIRING – PERFORM A JOB ANALYSIS.

A job analysis is a tool employers use to ensure the job description actually matches the duties performed by the employee in the job.

A job analysis is typically performed when there is a training, job evaluation, or recruiting process beginning.

A job analysis is typically conducted by the employer's Human Resources department or by a certified HR Consultant.

Job descriptions are necessary for many reasons, from employee management and performance reviews, for compliance purposes, as well as recruiting. It is essential that employers have written job descriptions that accurately reflect the employees' current job duties and responsibilities.

Questions asked and topics in the job analysis may include: What duties will this employee be responsible for? What skills will be necessary to do this job? Is training available? Are there any physical requirements, such as lifting, standing, temperature extremes, etc. Other details: hours, equipment needed, essential functions?



BEFORE YOU BEGIN HIRING – IDENTIFY THE BEST RECRUITING METHODS FOR YOU

Traditional recruiting methods:



Newspaper ads



Educational Institutes



Signage



Public & Private
Agencies
(www.cwds.state.pa.us)



Staffing Companies



Job Fairs



Referrals, Word of
Mouth & Networking



Professional
Organizations



Open House

BEFORE YOU BEGIN HIRING – IDENTIFY THE BEST RECRUITING METHODS FOR YOU

Internet recruiting methods:



Job Boards
(CareerBuilder, Monster)



Internet Job
Aggregators (Indeed,
SimplyHired, CareerJet)



Industry Specific
Websites (agricareers,
physicianjobboard)



Social Media Outlets
(Facebook, Twitter,
LinkedIn & many more)

Other recruiting methods:



Billboards



Radio



Television



Direct Mail



Door Hangers



Faith Organizations



Veteran
Organizations

BEFORE YOU BEGIN HIRING - WRITE THE EMPLOYMENT AD

Essential info for the ad:

- What will this person do?
- What are the requirements?
- What will the hours be?
- Will this person be full time, part time, temporary?
- Let the personality of the company show in the ad.
- Communicate that you are Equal Opportunity Employer or EOE.



Attract more applicants:

- Be creative with the job title/ad title.
- Write a title and ad that is appealing - to your audience.
- Check out your competition and how they are recruiting.
- Use 4-6 active words that describe what the person will actually be doing.
- Give very specific instructions on the next steps/how to apply.

PREPARING FOR INTERVIEWS

“It’s not experience - or college degrees or other accepted factors; success hinges on a fit with the job.” “Job Matching for Better Sales Performance.” Harvard Business Review. Volume 58, No. 5, September 1, 1980



1.

Plan your interview questions by creating a list of legal behavioral interview questions to ask all candidates

2.

Consider using pre-employment assessments.

3.

Plan the interview process for the type of interview, number of interviews, and who will participate.

4.

Scan resumes/ applications to select a qualified and diverse pool of candidates to interview.

5.

Conduct phone interview screenings.

INTERVIEWING - QUESTIONS

Plan your interview questions by creating a list of legal behavioral interview questions to ask all candidates

Utilize behavioral questions



Provides in-depth information on a candidate's:
Experiences
Behaviors
Knowledge
Skills and abilities

Behavioral type interview questions ask candidates what they have done or would do if faced with certain situations, such as catching a co-worker ignoring safety procedures.

- › Don't use leading questions
- › Remember to keep them legal and relevant!
- › *Example:*
"Could you give me an example of a difficult client/customer relationship and how you handled it?"



Topics to avoid

- › Age
- › Marital and Family Status
- › Pregnancy Status
- › Religion
- › Race
- › Disabilities
- › National Origin
- › Military Status
- › Arrest Record

Potential interview questions

- › How did you handle a stressful situation, such as an irate customer?
- › What has been your biggest challenge to date and how did you overcome it?
- › Have you ever witnessed something unsafe in the workplace? What did you do?
- › What, in your opinion, are key ingredients in building and maintaining successful business relationships? Give me an example of how you have made this work for you?
- › Cultural fit questions (teamwork, clean & organized?)
- › **REMEMBER TO ASK EACH CANDIDATE THE SAME QUESTIONS!**



PRE-EMPLOYMENT ASSESSMENTS

What are they?

Pre-employment assessments provide a standardized method of gathering data on candidates during the hiring process. Pre-employment testing/assessments, when used correctly can provide relevant information on the job applicant's fit with the company and the position.



Types of assessments

Integrity Assessments

Use pre-employment Integrity Assessments to measure job candidate's attitudes toward personal integrity, substance abuse, reliability and work ethic.

Aptitude Tests

Aptitude tests measure critical thinking, problem solving, and the ability to learn, process and apply new information.

Personality Assessments

Personality assessments measure various personality traits can help employers predict job fit by determining if a candidate's behavioral tendencies are a good match for both the position and the company culture.

Skills Tests

Skills tests measure job-related competencies, specific to a certain position.

RESUMES & APPLICATIONS

Get both an application, as well as, a resume!

Is the application complete? (are they hiding something or maybe just too lazy to fill it out?)

Look for improper grammar, incorrect spelling and typos.



Look for gaps in employment.

Reasons for leaving previous employers may be critical in determining if they are a good fit.

Schedule a diverse group of candidates for interviews.

CONDUCTING INTERVIEW SCREENINGS

Decide if screening interviews are appropriate for your hiring practices

Not done in all organizations

A few straight-forward questions

Can eliminate those less qualified early in the selection process

Screening interviews are usually conducted by telephone. The interviewer asks a few straight-forward questions to further determine the candidate's job qualifications and appropriateness for the open position. If it is determined that the applicant is not appropriate for the position in question, the interviewer can steer them to another open position within the organization if there is something available that matches the applicant's skills. If there is nothing else available and the candidate is obviously unqualified for the position, the process ends there, thereby saving both the candidate and the organization the time and expense of going further into the selection process.

CONDUCTING THE INTERVIEWS

Decide which interviewing method will be best for you



Structured or patterned interview:
Preset questions asked of all candidates

In a structured or patterned interview, the interviewer follows a preset list of questions that are asked of all candidates. This allows for consistency in the process, ensures that important questions are not left out and helps guarantee that all candidates are assessed by the same standards.



Situational and problem-solving interview:
Candidate describes how he or she would solve a problem

Situational interviewing is characterized by questions like, “what would you do in this situation” allowing the candidate to speculate on how they would handle a particular job problem.



Behavioral interview:
Candidate describes how he or she responded to a specific situation.

Behavioral interviewing asks the candidate to “describe what you did in a particular situation?” It requires the candidate to give real examples of past actions and results and it is based on the theory that past behavior is a good predictor of future behavior. Generally, behavioral questions are more likely to give real-world information that may be relevant in making a good selection decision.



Team and individual interview

In the past, the supervisor may have been the only person interviewing a candidate but now most organizations use an interview team consisting of representatives from the various areas of the organization. Multiple interviewers represent broader areas of interest and when interviewing is completed, there is more than one person to make the selection decision. The downside to team interviews is that the larger the team, the more difficult it will be to find a time and a place in everyone’s schedule to make the interview happen. In addition, candidates are likely to find a panel interview more stressful than an interview by a single person.

POSSIBLE CANDIDATES

Consistently utilize best practices



- Have at least TWO employees with authority interview the candidates
- Review Substance Abuse Policy
- Review Employee Handbooks and Job Descriptions (provide clear expectations up front)
- Ask if candidate can perform the essential job functions with or without an accommodation

References and Background Checks Are Essential

According to ADP Screening and Selection Services, 40 percent of applicants lie about their work histories and educational backgrounds and about 20 percent present false credentials and licenses. Nationwide, an estimated 30 percent of job applicants make material misrepresentations on their resumes (P. Babcock, "Spotting Lies," HRMagazine; October 2003). Another survey found that 95 percent of college students said they would lie to get a job and 41 percent said that they had already done so. One survey of top executives found that 15 percent admitted falsifying resume information. ("Avoiding Truth or Dare in Reference Checks." HR Focus; May 2000).

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30 percent of applicants make misrepresentations on their resumes.
(P. Babcock, "Spotting Lies," HRMagazine; October 2003)

YOU HAVE PICKED YOUR BEST CANDIDATE...NOW WHAT?

Consistently utilize best practices

Act Fast - Good candidates go off the market quickly.



Good moment of opportunity - Involve the hiring manager in the offer.



Don't promise job security - Offer should include benefits, job responsibilities, and other terms and conditions of employment.



Know the laws - Make sure you are familiar with the various employment laws, as well as the required documentation for employees.

- Once you are ready, make an offer.
- Be excited, sell the opportunity and company.
- Explain all aspects of compensation and benefits again.
- Be competitive, but prepared for a counter offer.
- Discuss start dates.
- Send the offer in writing. Include salary, position, name of supervisor, and a deadline.
- Specify that an offer is contingent on your company requirements.



DON'T UNDERESTIMATE ONBOARDING!

You never get a second chance to make a first impression

Onboarding new hires at an organization is an essential and strategic process used to ensure higher retention, improve performance and employee engagement.

4% of new hires leave a job
after a disastrous first day

22% of turnover occurs within
the first 45 days

**“Put the right person in the right job,
train and motivate them,
give them an opportunity
for advancement, and your
company will grow and prosper”**

J.W. Marriott



ONBOARDING OVERVIEW

Create an effective onboarding program, increase success rates.

Before the first day:

Outline expectations for new employees and communicate your enthusiasm for your company and what you do.



The first day:

Introduce new employees to the company mission and core values. Share how you do business, as well as services and resources provided to employees for their success.

The first week:

Complete orientation paperwork/courses/training. Ensure new employees are becoming comfortable in their role and acquainted with colleagues.



The first 90 days:

Show your commitment to new employees and their development. Help them explore how their talents and skills can benefit the company and themselves. Provide ongoing support and training.

The first year:

Help employees engage their talents and skills in their work. Encourage feedback throughout the year. Consider hosting a special event to encourage employees to share their input about their journey.

NEED ASSISTANCE? CONTACT ALTERNATIVE HR

HR Audit

HR Assistant Retainer Program

Compliance Review

Recruiting & Hiring

Safety & OSHA Training

On-Boarding Programs

Employee Management

Employee Separation

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What our clients are saying

“”

“Alternative HR is an excellent resource for HR advisory services. They really know their stuff!” Gerry Wevodau, Wevodau Insurance

I've hired Alternative HR to help with my HR issues & concerns. They listened intently and focused on all of the issues. I am thrilled to have the resources of a Full Time HR Professional at the part time cost structure. Lou Lavetan, Sparkle Wash

Whether you need assistance developing your Recruiting & Hiring program, creating your Employee Handbook/policies, or another aspect of Human Resource functions, Alternative HR can help.

Call or email us today!