



# Welcome!

Youth Development Webinar:  
Recruiting, Hiring and Retaining the Best Employees

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# About IYI

**Mission:** The Indiana Youth Institute promotes the healthy development of Indiana children and youth by serving the people, institutions and communities that impact their well-being.

IYI's services help nearly 10,000 youth workers in all 92 Indiana counties raise funds, develop new skills, increase capacity and foster support





# Recruiting, Hiring and Retaining the Best Employees

E. Jake Gamble, MSM, CPEC

# Setting The Table

- People, Process, Execution
- 20/80 Rule
- Committed, Compliant, Resistant
- Character, Competence, Community

**Culture always trumps policies and procedures!**

# Potential Legal Problems

- Questions that, on their face, appear to have *discriminatory intent* (race, sex, marital status, religion, age, handicapped status, or national origin)
  
- Questions that "*adversely impact*" *protected groups*
  - Arrest record or type of military discharge
  - Marital status or child care situation
  - If there are certain days candidate cannot work
  - Physical or mental handicaps
  
- No documentation of *job requirements*

# More Legal Concerns

- Interview *questions unrelated to job requirements*
  - Only ask direct information concerning knowledge, skills, abilities, or other characteristics required by the job
  - State the condition of employment and ask if the candidate can fulfill it
  
- Results are interpreted “*subjectively*” or no documentation from interview resulted in selection decision
  - Consistently request the same types of information from all candidates
  - Behavioral notes should provide backup for decisions

## Remember ...

*If you are not certain that you have a job-related reason to ask a question, don't ask it!*

# The Top Sites for Employer Reviews & Ratings

- GlassDoor
  - GlassDoor: a database of over 8 million company reviews, leadership/management ratings, salary reports, interview tips, employee benefits reports, and workplace insights **all generated by EMPLOYEES!**
    - Overall Company Review Rating Scale: 1-5
    - Recommend Company To A Friend Scale: 0-100%
    - CEO Approval Rating Scale: 0-100%
    - Employee Review
      - Pros & Cons
      - Interview Ratings
  - 75% of candidates more likely to apply to an open job if the employer is active on GlassDoor
    - *SOURCE: GLASSDOOR.COM U.S. SITE SURVEY, AUGUST 2017*

## The Top Sites for Employer Reviews & Ratings

- Great Place To Work
  - Employer review system based on a collective rating of all current employees' feedback on an anonymous survey in six different areas (Challenges, Atmosphere, Rewards, Pride, Communication, and Leadership)
- Indeed
- Vault
- The Job Crowd



# Consumer Review Sites

- Google
- Facebook
- Yelp
- Manta
- BBB
- TripAdvisor

# About Millennials

- Born between 1980 & 1996
- Over 75 million strong
- Racially diverse
- Often politically, religiously, and conjugally unattached
- Linked by social media
- Affected by debt
- Optimistic

# Millennials: The Workplace

- A workplace environment in which
  - They are given help or support when needed
  - There are incentives for higher performance
  - There are flexible hours to allow a work-life balance
  - They can look forward to going to work
  - They are trusted to do their work and more
  - They can work with limited oversight

# Millennials: The Supervisor

- A supervisor who
  - Communicates openly and honestly
  - Recognizes their contributions
  - Is trustworthy and trusting
  - Treats them with respect
  - Helps them learn
  - Sets a good example
  - Gives them reason to have confidence in their supervisor because of his/her ability to lead well
  - Demonstrates interest in the personal lives of people on his/her team

# What is important to candidates?

- Job opportunities – where will this job take me?
- What skills will I develop in this role?
- How will I be supported?
- What is it like around here?
- Why should I work here?
- What do you do for people and the environment?

# What is important to candidates?

- Relationships. Lifestyle. Opportunity.
- Information on demand
- Mobile communication

# Q & A

# Priming the Pump: Hiring Tips

- Begin with the end in mind
- Have a solid plan for recruiting, hiring, and onboarding.
- Define your core values. What do you stand for?
- List your top behavioral values.
- Interview questions on skill, value, behavior and character
- Be ruthlessly selective
- Once you hire, train, release, and learn



# You Have a Job Vacancy...

- What competencies are you hiring for?
- Who will interview?
- Where?
- How long?
- How many interviews?
  - Phone
  - Group Interview
  - Assessments
- Who approves the forward movement of the candidates?
- How are the candidates that aren't selected notified?

# What Job Are You Hiring For?

- What are your needs?
  - Job Description
  - Knowledge, skills, abilities
  - Identify specific competencies that you require
    - Job
    - Organization
    - Short-term and Long-term

# Who Should Conduct the Interview?

- HR
- Key contacts in department
- Key contacts from other departments or cross-functional areas
- Other stakeholders

# Recruiting 101

- When posting a position, give enough INFORMATION for candidates to rule you out without wasting your time.
- Word your posting in such a way as to attract the personality and CHARACTER traits you want.
- Never sell a J-O-B. Always have an OPPORTUNITY available; sell work that matters.
- Try to differentiate your company culture.

# Are You Hiring Winners?

- You have three, and only three options!
  - 1.
  - 2.
  - 3.

# Why Selecting the Right Person the First Time Matters

- Increased productivity
- Less training
- Better utilization of time
- Decreased turnover
- Increased empowerment

# The Big 5!

## The five keys/characteristics of the right people

- They share the core values of the institution/organization
- They don't need to be micro-managed
- They have the potential to be the **BEST** in their area of expertise
- They understand the difference between having a job and holding a responsibility
- They are someone you would re-hire

~Jim Collins

# Competencies & Behaviors

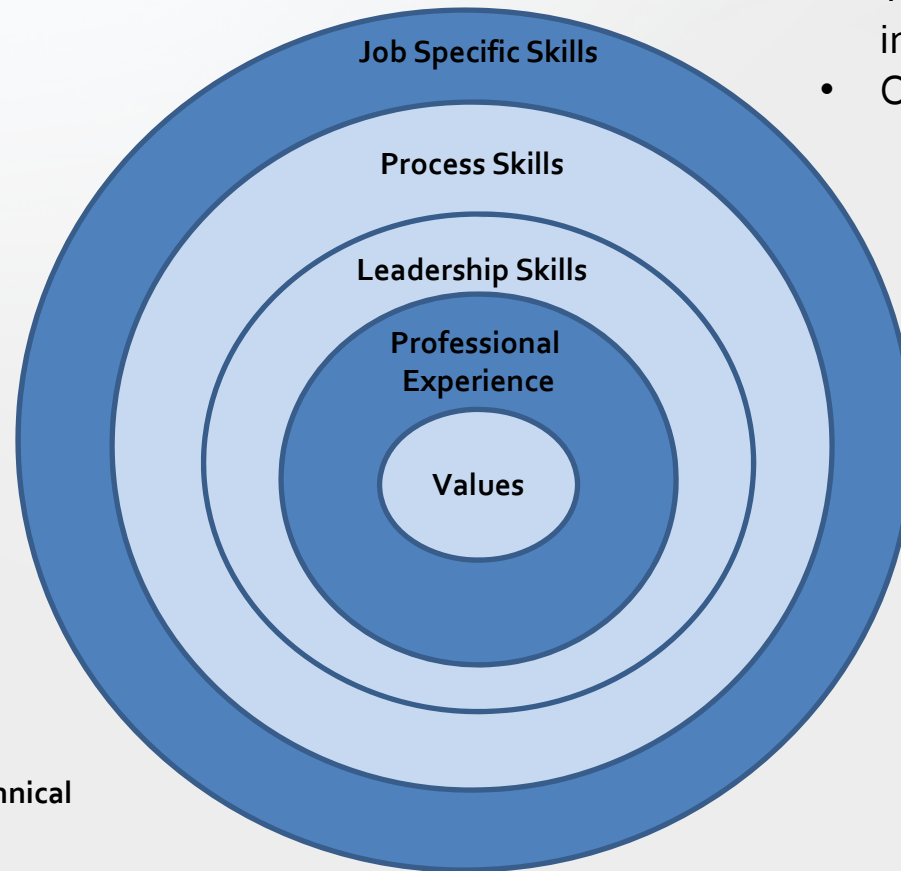
- **Competency** – An observable behavior or skill that characterizes excellent job performance
- **Behavior** – a description of a situation from a candidate's past and specific stories or incidents to illustrate the candidate's effectiveness on the job



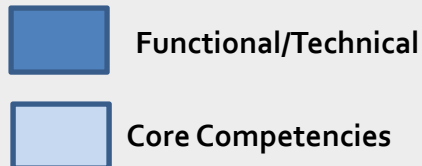
# Competency Examples

- Adaptability & Flexibility
- Analysis & Reasoning
- Coaching & Mentoring
- Creative & Innovative Thinking
- Customer Focus
- Decision Making & Judgment
- Leadership
- Negotiating Agreements
- Planning & Organizing
- Problem Solving
- Relationship Building
- Results Focus & Initiative
- Teamwork
- Making Widgets

# Competency Layers



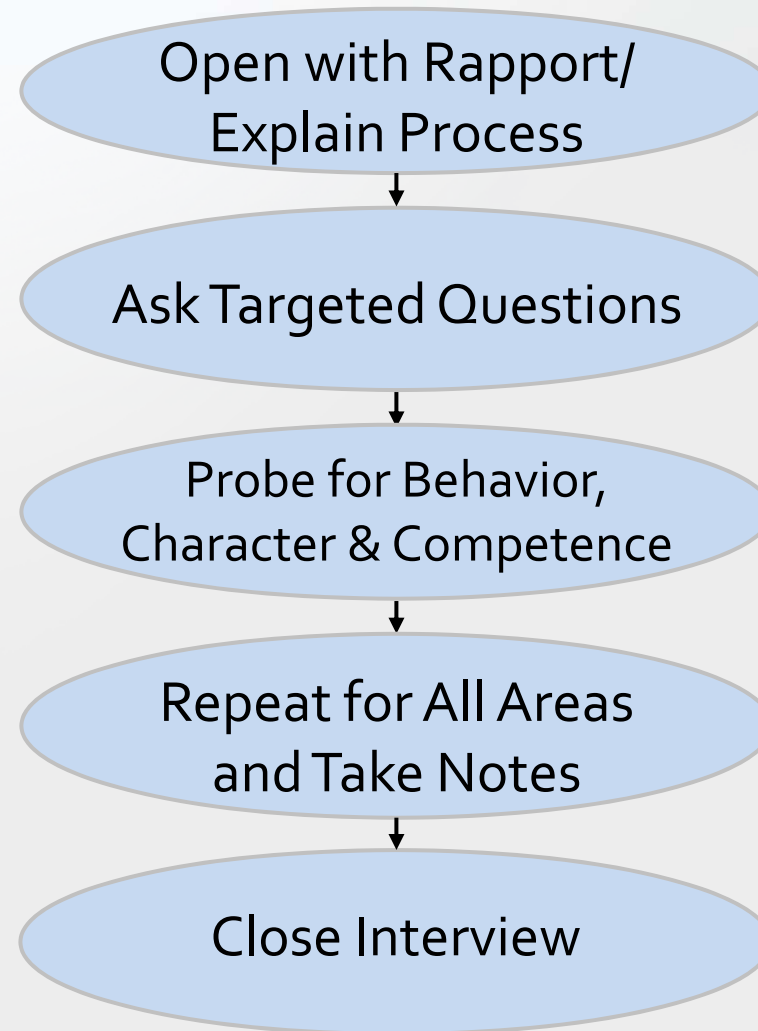
- Towards the center are more important to hire for
- Outer circle is easier to train for



# Each Interview Should:



# Interview Steps



# Common Evaluation Problems

- **Overconfidence** – Judgments are made without obtaining enough relative information
- **Talkative Interviewers** – Dilutes focus and hampers the collection of job-related information
- **Inconsistency of Questions** – With an unstructured interview, interviewers may be basing their decisions on responses to irrelevant questions
- **Central Tendency Errors** - The tendency to rate almost all applicants as average
- **Halo** – Tendency to rate a candidate as good or bad on all competencies based on a favorable (or unfavorable) impression

# Common Evaluation Problems

- **Contrast Effects** – If an interviewer talks with three poor applicants in a row, a mediocre applicant following these three may get undeservedly high ratings
- **Leniency and Strictness Errors** – Ratings are consistency scored too high or too low
- **Stereotypes** – letting untested assumptions, hunches, and theories influence your ratings
- **Personal Bias** - The interviewer uses the interview process to exercise their own bias or prejudice
- **Playing Psychologist** – Needless to say, most interviewers are unqualified to play psychologist
- **Inappropriate Questions** – Questions relating to an applicant's race, religion, sex, national origin or age are generally inappropriate unless the employer can prove that the information is job-related

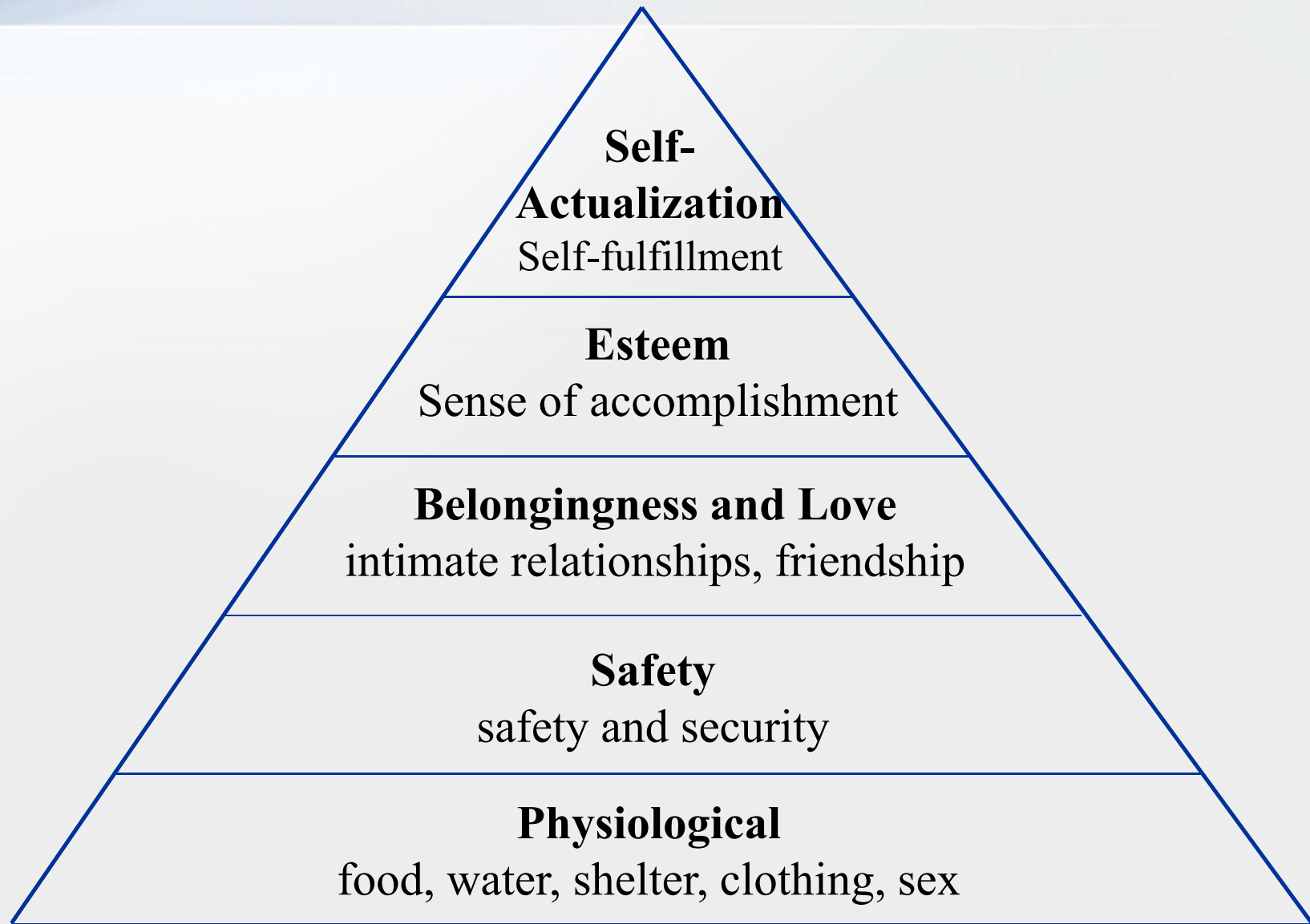
# Q & A

# Wowing Your New Hire

- Ensure a Seamless Transition from Applicant to New Hire
- Introduce New Technology Quickly
- Automate Eligibility Verification
- Create an Onboarding Schedule
- Have Everything Ready on Day One
- Make Orientation Pleasurable
- Introduce Them to the Culture and the People Who Have Created It
- Let Them in on Perks and Benefits
- Assign a Mentor or Guide



# Keeping Your Best Employees



# Resources

- GlassDoor: <https://www.glassdoor.com>
- Great Place to Work:  
<https://www.greatplacetowork.com>
- Collins, J. (2001). *Good To Great*. New York, NY. HarperCollins Inc.
- Swindall, C. (2013). *Engaged leadership*. Hoboken, N.J.: Wiley.



# 2018 College and Career Conference



All Kids. All Options. All Futures.

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## Keynote Speakers



Dr. Michele Borba



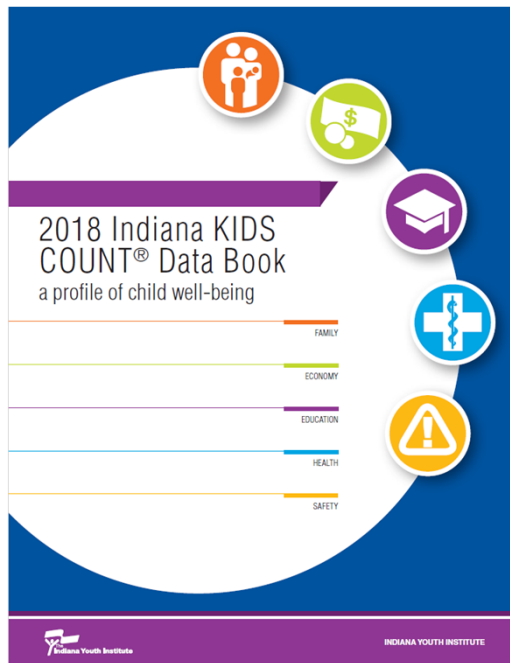
EJ Carrion

# **Bullying and Cyberbullying: Prevention & Response – Professional Development Opportunity**

- Discover how cyber behaviors impact bullying online and in person; learn developmental factors that affect bullying; gain practical tips for engaging youth
- Designed for: schools, teachers, counselors, and principals; after-school programs, directors and staff; mentoring organizations; camps and summer camps
- Request a session for your organization—trainers will come to you!
- For more information, contact: Dana Jones at [dljones@iyi.org](mailto:dljones@iyi.org)
- Sessions available starting May 14<sup>th</sup>



# 2018 Indiana KIDS COUNT® Data Book



Get the latest data on Hoosier children and youth by downloading the 2018 Indiana KIDS COUNT® Data Book.

**[Download the 2018 Indiana KIDS COUNT® Data Book at www.iyi.org/databook](http://www.iyi.org/databook)**

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