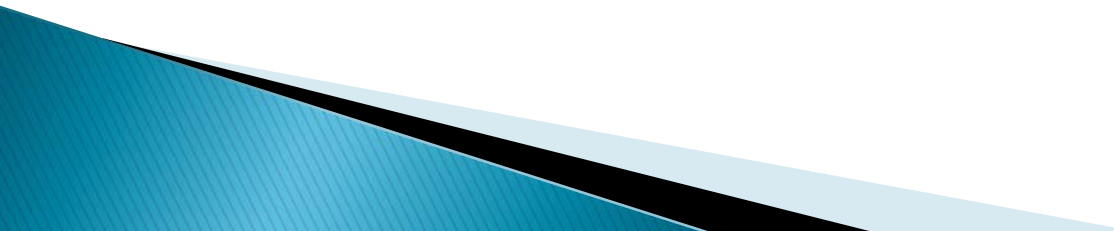


Avoiding Hiring Mistakes

*Presented by: TyAnn Osborn
Osborn Consulting Group, 512.422.8377
April 14, 2014*

For Today:

- ▶ Importance
 - ▶ Know what you want
 - ▶ Know where to find it
 - ▶ Screening and interviewing
 - ▶ Legal considerations
 - ▶ It's not over at the interview...
- 

So Why Are We Talking About This?

Success = thriving organizations that outlive you

Your job = coaching & scouting talent



Developing a Plan

- ▶ Start with goals:
 - Current year
 - Future if known
- ▶ Know your organization:
 - Growth projections
 - Attrition (positive internal development and departures)
 - Critical positions (skill sets or functions)
- ▶ Know your people:
 - Bench strength
 - Skill needs and skill gaps
 - Individual interests
 - Talent versatility

What are you looking for?

- ▶ Job analysis on the position (not incumbent):
 - Connect core values to the position
 - Key responsibilities
 - Skills needed (technical and behavioral)
 - *What does success in the role look like? How will your organization be better because of this position?*
- ▶ Specific skill definitions and questions:
 - Develop standard questions for each competency
 - Use questions consistently to fairly evaluate candidates
 - Reinforce the behaviors necessary for success in your team
- ▶ Timing:
 - When is the role needed?
 - Consider the process time

Behavior Example: Client Focus

▶ Definition:

- Is dedicated to meeting the expectations and requirements of internal and external clients.
- Establishes and maintains effective relationships with clients and gains their trust and respect.

▶ Key Behaviors:

- Develops creative solutions to client problems.
- Shows sensitivity and empathy to clients.
- Suggests service improvements based on feedback.

▶ Key Questions:

- Tell me about a time when you had a client conflict and how you resolved it. How do you know the resolution worked?
- Tell me about your philosophy on serving clients. Can you give me an example?

Positioning the Role

- ▶ Market analysis and compensation:
 - What does that mean?
 - What is the right market?
 - External v. internal equity
 - Budget allowance
- ▶ Sourcing talent:
 - Employee referrals
 - Organization website
 - LinkedIn
 - Professional associations
 - Online job board consolidators, Craig's List

Screening Candidates

▶ Philosophy:

- Candidate communication is key
- Look for *reasons to hire* as well as reasons to screen out
- Reinforce your organization's brand → create positive disciples

▶ Screening:

- Use the information developed in Planning to focus on quality candidates
- Conduct effective phone screens
- After necessary technical skills are confirmed, look for an 80% or better match with the rest of the skills
 - Be open to versatile skills from non-traditional sources
 - Know what you can train v. must have at entry

Finally, the Interview 😊

- ▶ Candidate prep
- ▶ Format → 1:1, 2:1, panel
- ▶ Stop talking so much!
 - 30 min = 5/25; 60 min = 10/50
- ▶ Behavioral & practical interviews
- ▶ Importance of questioning:
 - Don't give away the answers
 - Ask the right questions
 - Ask level 2 and beyond questions... “why”, “what then”, “did you consider”, “what was the result”
 - E.A.R.S. model
 - **EARS** = Example, Action, Result, Strategy Going Forward



IKEA Job Interview



Interview Questions

- ▶ Ask the right questions
- ▶ Don't give away the answers
- ▶ Ask level 2 and beyond questions... “why”, “what then”, “did you consider”, “what was the result”, “how did you feel about that”, “how did the client react?”
- ▶ E.A.R.S. model
 - **EARS** = Example, Action, Result, Strategy Going Forward



I'm All EARS



Example	Ask "Can you give me a specific example of when you did XYZ, XYZ occurred or you witnessed XYZ? Was this a frequent occurrence or a one time event?"
Action	Ask "What was your specific role in the event? What exactly did you do?"
Result	Ask "As a result of the action you took, what happened? Did that change processes, the outcome or future events?" You are looking for the "so what" of the behavior and event, and what impact this had on the individual/team, processes and/or business.
Strategy Going Forward	Ask "Would you do anything differently next time?" "How will this change the business if this happens again?"

Legal Considerations

- ▶ Discoverable documents: resumes, interview notes
- ▶ Phrasing questions
- ▶ Negligent hiring
- ▶ Work authorization
- ▶ Equal Opportunity
 - Key protections
 - Disparate treatment and disparate impact
- ▶ Americans With Disabilities Act
- ▶ Employment at will
- ▶ Ethics and integrity
- ▶ Handling sticky situations

Typical Company EEO Policy

- ▶ Race
- ▶ Color
- ▶ Religion
- ▶ National Origin
- ▶ Sex (including pregnancy)
- ▶ Age (40+)
- ▶ Disability
- ▶ Marital Status
- ▶ Veteran Status
- ▶ Sexual Orientation and/or Gender Identity

The Americans with Disabilities Act

What Is A “Disability”?

- A physical or mental impairment that *substantially* limits one or more of the major life activities, including:
 - Walking
 - Talking
 - Seeing
 - Hearing
 - Working
 - Performing daily manual tasks

The Americans with Disabilities Act

Avoiding “Disability” Landmines

- Don't make assumptions
 - Visible mobility impairments (i.e., person with a limp)
 - Communication impairments
- Don't initiate conversations re: past time off/leaves of absences
- Don't inquire about special leave requirements

Employment At Will

- At will employment can be displaced by an employment contract
 - An employment contract may be created by offer letters and oral statements
- Unfulfilled promises may lead to liability for fraud
- To avoid problems:
 - Avoid guarantees of job security, promotions, pay/bonuses, etc.
 - Do not accept any changes to hiring forms
 - Do not puff or oversell a job. Be as realistic as possible.

Integrity in Hiring

- ▶ Attitude:
 - Positive brand representative
 - Never speak negatively
- ▶ Ethics:
 - Never ask a candidate to share trade secrets or proprietary knowledge
 - Be on alert if a candidate has a non-compete, non-disclosure or any other prohibitive issues
- ▶ Sticky issues

It's Not Me, It's You

- ▶ Conducting the final selection:
 - Assessment of candidates based on factors and objective scoring
 - When/how to notify those not selected
 - Positive “breakups” and timing
- ▶ Productive reference and background checks:
 - Inform and get consent if necessary
 - Actually check with the references provided
 - Ask both the candidate and references if there is anyone else you should speak with
 - Ask the right questions (level 2+)
 - Listen for what is said as well as what is unsaid
 - Check social media, blogs, twitter
 - Listen/look for anything out of sync with the resume

EVIL H.R. DIRECTOR



RING
⚡

www.dilbert.com scottadams@aol.com

I'M SORRY, I CAN'T
GIVE REFERENCES
FOR EX-EMPLOYEES.

2/13/03 © 2003 United Feature Syndicate, Inc.

BUT IF I DID, IT
WOULD RHYME WITH
"MAZY LORON."

WHEW! Making The Offer

▶ It's Not Over:

- The biggest point of “fall out” for candidates is between the time they accept the offer and start the job
- Stay in *positive* contact during this time
- The second biggest time of “fall out” is in the first six month of hiring:
 - Ensure a quality orientation and onboarding process
 - Reinforce the culture and make sure they assimilate
 - Provide clear job objectives
 - Check in frequently
 - Provide quick and actionable feedback

Parting Thoughts

- ▶ Key take-aways