

***Recruiting Gone Bad:
Why Top Performers Won't Give
You a Second Thought***

**SC SHRM State Conference
September, 2016**

Some Dysfunctions of Hiring

- “I get countless resumes from random people”
- “I can’t find people with enough of the right qualifications”
- “It’s always a fire drill”
- “I feel like I’m rolling the dice when I hire someone”
- “We got a person totally different than who we interviewed”



Session Objectives

- Where the Top Performers are and What They Want
- Attracting Top Performers
 - Job Posting / Ad
 - Social Media
- Vetting Top Performers



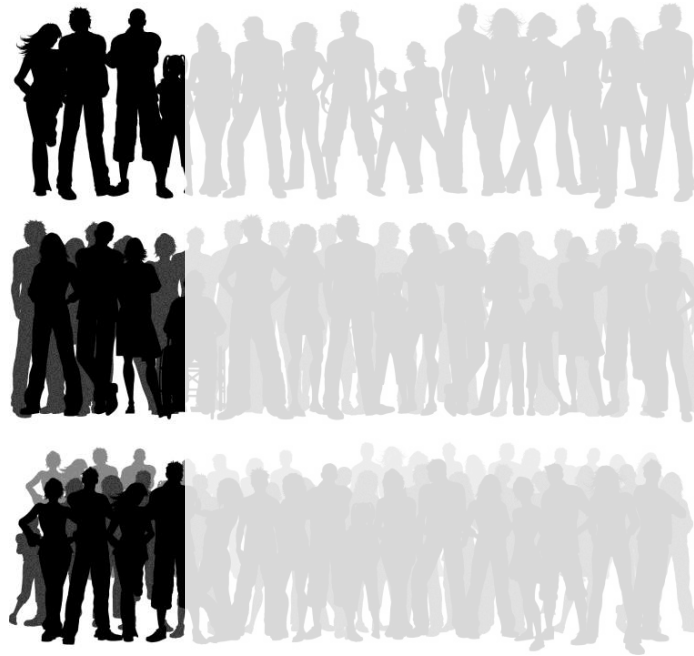
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The Candidate Pool*

“On a Mission”
< 3 months

Seeking any
opportunity



*LinkedIn Talent Trends Survey, 2014

The Candidate Pool*



“effective”
to 24 months

in to the *right*
portunity

*LinkedIn Talent Trends Survey, 2014

Top Performers Want*:

- To Learn / Grow / Have Impact
- To Fit the Company Culture
- To Like & Respect their Leaders





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Group Exercise

In Groups of 3-4

- Quick introduction

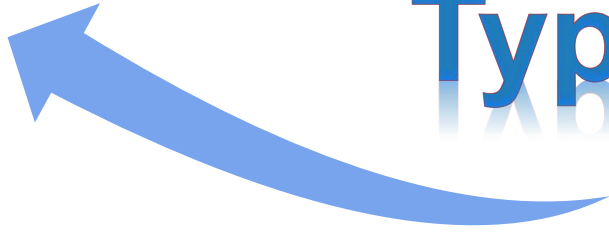
Then:

- Identify 3 qualifications of the “ideal” candidate for a QC Inspector job

Typical Qualifications

- “X” years of experience
- “X” level of education
- “X” type of certification
- “Team player”
- Attention to detail
- Strong computer skills
- Strong communication skills

Typical Job Posting



IDEAL CANDIDATE

A section The list of qualifications

To Apply: Submit your application on the a

skills

C
A
su

FakecompanyACME.com/jobs/QCInspector

DUTIES AND RESPONSIBILITIES
our stringent requirements
logging inspection data
for maintaining lab test

- Strong attention to detail
- Fluent in Microsoft applications
- Bachelor Degree and one- to-three years QC experience; alternatively,
- Associate Degree and three – to – five years QC experience.



A Better Job Posting*

Connect the company's strategy and initiatives to what the person in the job needs to do:

- Outcomes
- Results
- Accomplishments
- Milestones



A Better Job Posting*

QC Inspector

Typical Qualifications

- Industry Experience
- Associates or Bachelor Degree
- Skills and Knowledge
- Behaviors / Attitudes
- 5 Years Experience
- Duties / Responsibilities
- Attention to Detail
- Strong Communication Skills

Qualifications based on results

- Within 30 days learn and conduct daily material inspections with equipment fluency
- Within 8 weeks, design and recommend test plans and transition to mobile system
- Within 4 months fully manage database system



A Better Job Posting

If you are selected to be on our team, your contributions will be immediate.

Has the challenge of your current Quality Inspector job gone away? Are you frustrated because your capabilities far outpace what your current role and company allow you to do? Then we want to talk with you.

TO APPLY: Submit your application online at:

ACME, a multi-national
support that grows
position for our

FakecompanyACME.com/jobs/QCInspector

To
full time
and

service reputation to even greater heights and you can be an integral part of that goal in the next year.

record keeping and efficiencies while facilitating our ability to process the myriad addition of new products, product changes and enhancements.

After a year, you will create and deliver presentations to our Senior Leaders using summary charts and graphs that you have developed and manage. And, you will become the “go-to” person for questions from the engineering staff, the COO and CEO, regarding product inspections for legacy, new, and prototype products.

Leveraging Social Media

- Have a company page that easily demonstrates the mission, values, and culture.
- Ask all employees to create a LinkedIn profile, join relevant Groups, and become active
- Regularly post articles or start discussions that reflect the mission, values, and culture of the company as well as the values of the people who work there.



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Interviewing Challenges



Quick decisions

“Exaggerated” Resumes

Ineffective Interviewers

“Trained” Interviewees

Interviewing

The goal of an effective interview is to:

- Gain insights into a candidate's ability to deliver defined results
- Gain confidence in the core behavioral traits of a candidate to accurately determine fit with your organization and the job

Top 10 Interview Questions*



What are your weaknesses?	When were you most satisfied in your job?
Why should we hire you?	What can you do for us that other candidates can't?
Why do you want to work here?	What are three positive things your boss would say about you?
What are your goals?	What salary are you seeking?
Why did you leave your job?	If you were an animal, which one would you want to be?

* From Monster.com



Some Key Interview Questions

Company-centric

One of the key results for this position is to migrate our data collection system to a mobile platform. Describe a time when you had to adapt your style to work effectively with a team. Describe how you would approach this project, and what key metrics would you use to measure success?

*Adaptability, professional intelligence, independence, judgment, leadership, building relationships, soliciting input, decision-making
Ability to set expectations and metrics; ability to anticipate issues; understanding how to execute and deliver results*

Build Confidence With Assessments



Ipsative
(“self-reference”)

“Personality Tests”
Style
Communication
Team Dynamics



Normative
(Normalized
to the population)

Behavioral traits
Cognitive abilities/reasoning
Interests

**Use to Predict
Success**

Assessment Reliability

Reliability refers to the consistency of an instrument as it does whatever it does

Reliability is about the instrument and will always follow the instrument

Every scale for an assessment should demonstrate reliability



Assessment Validity

Does the instrument measure what it is supposed to measure?

Validity is about the application, or use, of a product; not about the product itself



Pulling it Together

- Reduce the frustration, dysfunction of recruiting by making it as simple as possible, targeting the best people and the best fit candidates. Ask interview questions that uncover fit and ability to deliver results. Those three things are your recommendations!





Thank you!



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& ASSESSMENTS

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and assessment products!