



HIRING STRATEGIES

STRATÉGIES D'EMBAUCHE

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EVOLUTION

From here to there – D’ici à là

Create/Créer

But where? Mais où?

To this place – À cet endroit

Build/Bâtir

But where? Mais où?

How? – Comment?

Risk/Risquer

OBJECTIVES

Approach to hiring

Stratégie à l'embauche

Potential Legal issues

Éviter les problèmes légaux



"Your CV is so impressive, we're interested in hiring the person who wrote it."

WHY IS IT IMPORTANT?

The cost of losing an employee can range from 70 % to 200 % of the employee's salary!

- ✓ Advertising or recruitment agency fees
- ✓ Time to interview
- ✓ Overtime or extra shifts assigned to other employees while waiting to fill the position
- ✓ Time by other employees to train the new employee
- ✓ Low productivity while the employee is still learning the position

Approach

Four steps

1. Establish the need
2. Establish the criteria
3. Recruitment process
4. Selection process

Hiring Strategy - Step 1

Establish the need

- ✓ Is the position needed?
- ✓ Is a different position needed?
- ✓ Approval to proceed
- ✓ Review/write job description

Hiring Strategy - Step 2

Establish the criteria

- ✓ What knowledge, skills, abilities and experienced needed?
- ✓ Determine how to measure candidates (use categories)
- ✓ Example

Position – Evaluation Criteria

Experience/Technical Ability (35%)	
<ul style="list-style-type: none">• Analyze results• xx experience (3-5 years)• Decision making ability• Problem solving ability• Good judgment• Strong computer skills (Microsoft office products)• Ability to identify and assess risks or opportunities	
Influential Leadership (30%)	
<ul style="list-style-type: none">• Challenge other people (including managers)• Challenge the process• Ability to influence and/or negotiate• Ability to see the big picture• Ability to identify and adapt to various customer's needs	
Communication & Organization (20%)	
<ul style="list-style-type: none">• Excellent verbal and written communication skills• Ability to multi-task/prioritize (project/time management)	
Fit (15%)	
<ul style="list-style-type: none">• Works well in teams (team collaboration)• Embraces change• Is innovative/creative• Shares information• Ability to work with minimal supervision• Flexible	

Hiring Strategy - Step 3

Recruitment Process - details

- ✓ Define best way to recruit
- ✓ Establish the schedule – dates
- ✓ Finalize job announcement
- ✓ Determine selection committee
 - ✓ Who does what
 - ✓ Reviewing resumes (using selection criteria)
 - ✓ Determining top candidate



"I've found a scientific way to fill positions."

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“I’m sorry, but I can’t hire you. I typed your name in on a search engine, and lazy, selfish and unmotivated were the categories that came up.”

Hiring Strategy - Step 4

Selection Process

- ✓ Determine process (# interviews, testing)
- ✓ Interview and testing guides
- ✓ Rate candidates, decide top candidate
- ✓ References, approvals, job offer

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"I phoned your reference. She said you always ate your carrots and picked up your toys."

Legal issues? But where?

- Conflict of interest
- Confidentiality
- Ethics
- Human rights act (cannot discriminate based on race, colour, age, disability, sex, sexual orientation, etc..)

Exercise... Interview Q

- What year did you graduate from high school or post-secondary school?
- Where were you born?
- What are your child care arrangements?
- How many days did you miss because of illness last year?
- Do you have any disabilities?
- Are you planning to have children anytime soon?

Case Studies

As part of the selection committee, you are surprised to see your best friend partner's resume. How do you react?

As a councilor, you are approached by a resident that shares his neighbor applied to a job and wants an update on the selection process. You know he has not been invited to the interviews. How do you respond?

Case Study

After tests and interviews have been conducted, the candidates in a selection process have not been ranked as the executive director had anticipated—or even wanted. By performing a few calculations and changing the weight given to certain questions, the results change and the candidate he had in mind moves from second to first place. If you were a member of the selection committee and you witnessed this kind of behaviour, what would you do?

REVIEW

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THANK YOU!