

How to Hire the Right Person

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How to Hire the Right Person

During this session, you'll learn helpful guidelines and resources for how to create a job description, read a résumé, ask good interview questions, spot the dangers signs, and other helpful tips for those new to the hiring process.



How to Hire the Right Person

Hiring Mistakes



How to Hire the Right Person

Talent Acquisition / Recruiters
What is the difference?



How to Hire the Right Person

Getting Started - Strategies

- ▶ SWOT analysis
- ▶ Align recruiting and business strategies
- ▶ Conduct a recruitment assessment



How to Hire the Right Person

Strategies (continued)

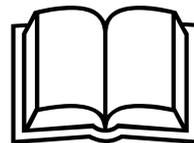
- ▶ Job analysis; job descriptions and compensation package
- ▶ Interviewing process
- ▶ Training best practices related to the hiring process
- ▶ Recruitment marketing campaign



How to Hire the Right Person

Hiring Best Practice Formula

Effective hiring process = Candidates with
skills + competencies +
experience + attitudes +
education that drive results



Workforce Analysis

- **Traditionalists:** 1928-45, (Age 70-87)
 - Workforce: 3 % 2015 drop to 1 % 2020
- **Baby Boomers:** 1946-64, (Age 51 - 69)
 - Workforce: 31 % 2015 drop to 22 % 2020

Approximate Retirement 70 million by 2020

Source: SHRM / U. S. Bureau of Labor Statistics

Workforce Analysis

- **Generation X:** 1965-79, (Age 36-50)
 - Workforce: 21% 2015 drop to 20% 2020
- **Generation Y/Millennial Generation:** 1980-95, (Age 20-35)
 - Workforce 45% 2015 increase to 50% 2020
- **Generation Z/Globals/Gamer Generation:** 1996-later,(age 19)
 - Workforce 1% 2015 increase to 7% 2020

Work-life balance, work anytime/anywhere, can-do attitude, seek new job skill opportunities, highly confident

The screenshot shows a presentation slide with a dark blue header and footer. The main content area is white with a blue border. The slide title is 'King County snapshot: May 2016 labor force'. Below the title is a list of four statistics, each with a blue square bullet point. The statistics are: Unemployment rate (4.4%), Civilian labor force (1,200,361), Unemployed (53,352), and Active UI claims (14,633). At the bottom of the slide, there is a source note and the logo of the Employment Security Department, Washington State. The source note reads: '3 Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics, LAUS and Unemployment Insurance data warehouse'. The logo features a stylized 'E' and 'S' and the text 'Employment Security Department WASHINGTON STATE'. The slide is displayed in a web browser window with a Windows taskbar at the bottom.

Statistic	Value
Unemployment rate	4.4%
Civilian labor force	1,200,361
Unemployed	53,352
Active UI claims	14,633

3 Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics, LAUS and Unemployment Insurance data warehouse

Employment Security Department
WASHINGTON STATE

The unemployment rate fell more quickly for King County than the state.

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Employment Security Department
WASHINGTON STATE

ALERTS (3)

Search

HOME UNEMPLOYMENT JOBS & TRAINING EMPLOYER TAXES EMPLOYER RESOURCES **LABOR MARKET INFO** NEW ROOM

Unemployment

- Apply for unemployment benefits
- UI customer service one-stop
- Basic eligibility requirements
- Handbook for Unemployed Workers
- Reopen your claim
- Report fraud
- (Unemployment home)

Jobs & training

- Job listings
- Jobs with Employment Security
- Train for a new career
- Learn about an occupation
- Improve your job hunting skills
- (Jobs & training home)

Employer taxes

- Get tax forms
- Register your business
- Quarterly reporting
- Paying taxes (EAMS, ePay)
- Frequently asked questions
- (Employer taxes home)

USE AN ONLINE RESOURCE TO:

- Apply for unemployment
- File a weekly claim
- Get claim or wage information
- Pay a benefit overpayment
- File quarterly reports with EAMS
- Pay taxes with ePay

News & resources

- Newsroom
- Employment and economic information
- About your employees
- When your employees file for unemployment

New labor market tools and information

In addition to staple reports and statistics about Washington's labor market, this newly designed section features new interactive tools to visually display data.

[Labor market info section >>](#)

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How to Hire the Right Person

Creating Effective Job Descriptions

- ▶ O*NET OnLine <https://www.onetonline.org/>
 - is a tool for job analysis, has detailed descriptions and is used by workforce development, Recruiters and HR professionals, students, researchers, and more!

The screenshot shows the O*NET OnLine website interface. At the top, there is a navigation bar with the O*NET logo and the text "O*NET OnLine". To the right, there is a search bar labeled "Occupation Quick Search:". Below the navigation bar, there are several menu items: "Help", "Find Occupations", "Advanced Search", "Crosswalks", "Share", and "O*NET Sites".

The main content area displays the search results for "production". It starts with the heading "Quick Search for: production" and a sub-heading "Showing top 20 occupations for production. Closest matches are shown first." Below this is a table with three columns: "How do they match?", "Code", and "Occupation".

How do they match?	Code	Occupation
	51-2022.00	Electrical and Electronic Equipment Assemblers Green
	11-3051.03	Biofuels Production Managers Bright Outlook
	51-1011.00	First-Line Supervisors of Production and Operating Workers
	51-9198.00	Helpers--Production Workers
	43-5061.00	Production, Planning, and Expediting Clerks
	11-3051.00	Industrial Production Managers
	17-3029.09	Manufacturing Production Technicians
	27-2012.01	Producers
	51-9199.00	Production Workers, All Other
	51-8099.01	Biofuels Processing Technicians
	11-3051.06	Hydroelectric Production Managers
	17-3029.05	Industrial Engineering Technologists

The bottom of the screenshot shows the Windows taskbar with various application icons and the system tray displaying the time as 8:21 PM on 7/13/2016.

Resources to Create A Job Descriptions

O*NET OnLine <https://www.onetonline.org/>

Help Find Occupations Advanced Search Crosswalks Share O*NET Sites

Summary Report for: 51-9198.00 - Helpers--Production Workers

Updated 2015
Bright Outlook

Help production workers by performing duties requiring less skill. Duties include supplying or holding materials or tools, and cleaning work area and equipment.

Sample of reported job titles: Assistant Operator, Helper, Laborer, Machine Operator, Material Handler, Press Helper, Production Worker, Service Person, Support Team Member, Utility Worker

View report: Summary Details Custom

[Tasks](#) | [Tools & Technology](#) | [Knowledge](#) | [Skills](#) | [Abilities](#) | [Work Activities](#) | [Detailed Work Activities](#) | [Work Context](#) | [Job Zone](#) | [Education](#) | [Interests](#) | [Work Styles](#) | [Work Values](#) | [Related Occupations](#) | [Wages & Employment](#) | [Job Openings](#)

Tasks

5 of 34 displayed

- Load and unload items from machines, conveyors, and conveyances.
- Operate machinery used in the production process, or assist machine operators.
- Place products in equipment or on work surfaces for further processing, inspecting, or wrapping.
- Examine products to verify conformance to quality standards.
- Start machines or equipment to begin production processes.

[back to top](#)

Tools & Technology

10 of 42 displayed

Tools used in this occupation:

8:24 PM 7/13/2016

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Resources to Create A Job Descriptions

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How to Hire the Right Person

Marketing Job Postings

- ▶ Posting options
 - ▶ Resources
- 

How to Hire the Right Person

Value of Recruiting via Social Media

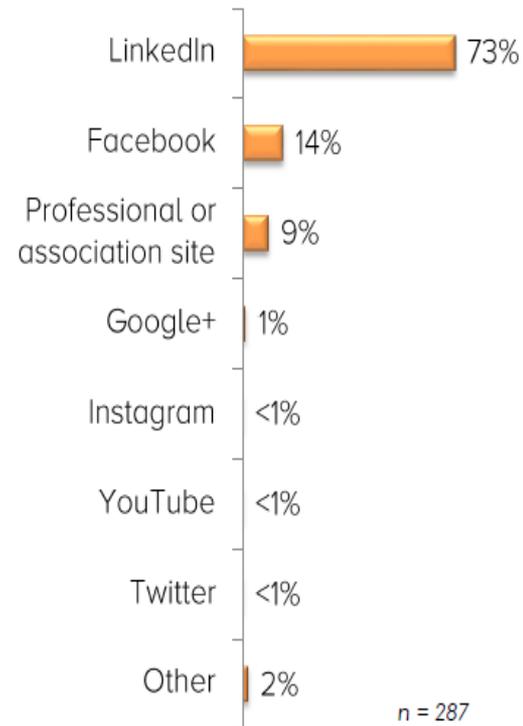
- ▶ Case a wide net
 - ▶ Recruit passive job seekers
 - ▶ Post jobs and source for job seekers
 - ▶ Branding and creating a group page
 - ▶ Target candidates
 - ▶ Cost savings
- 

How to Hire the Right Person

Recruiting Social Media Sites

Social Media Sites Used for Recruitment	2011	2013	2015
LinkedIn	95%	94%	96%
Facebook	58%	54%	66%
Twitter	42%	39%	53%
Professional or association social networking site (other than SHRM Connect)	23%	29%	35%
Google+	*	8%	12%
YouTube	*	8%	11%
Instagram	*	*	7%
SHRM Connect	6%	5%	4%
Pinterest	*	4%	3%
Vine	*	*	1%
Other	6%	2%	5%

Most Effective Site for Recruitment



Source: SHRM –Using Social Media for Talent Acquisition

How to Hire the Right Person

Screening candidates

- ▶ Questions
 - ▶ Resources
- 

How to Hire the Right Person

Internal Interview Training

- ▶ Methods
- ▶ Questions
- ▶ How to measure performance
- ▶ Resources



How to Hire the Right Person

How to Read A Resume /Application

- ▶ Look for key word match from the job posting
 - ▶ Look for consistency, grammar, spelling, and breaks in employment
 - ▶ Should have the information you need at a glance.
 - ▶ Resources
- 

How to Hire the Right Person

Ask Good Screening Questions (example)

- ▶ Read the job posting or job description to the candidate
- ▶ Why are you searching for a new position
- ▶ Why did you apply for this position
- ▶ What are the top three duties in the job you now have or in your most recent job
- ▶ What is your highest level of education
- ▶ What are your strongest skills
- ▶ What are your greatest challenges
- ▶ Is the salary range for this position within your acceptable range
- ▶ If offered the position, when can you start
- ▶ Resources

How to Hire the Right Person

Ask Good Interview Questions

- ▶ Situation
 - ▶ Task
 - ▶ Action
 - ▶ Result
 - ▶ Resources
- 

How to Hire the Right Person

Ask Good Interview Questions (examples)

- ▶ Why should we hire you
- ▶ Is there anything you would like to tell us that has not already been shared
- ▶ What is the worse trouble you have been in
- ▶ Is there anything that may impede your ability to get to work everyday
- ▶ Describe your ideal job
- ▶ Describe you ideal supervisor/manager
- ▶ What would make you go to work everyday
- ▶ Tell us about a time when you disagreed with a co-worker or manager, what was the situation, how did you handle it and how did you resolve it?
- ▶ What do you know about our organization
- ▶ Resources

How to Hire the Right Person

Tools

- ▶ Applicant tracking system, Job posting/job description, Application, Assessments, Performance Measurements, Background Checking and Compliance forms



How to Hire the Right Person

Assessment Tests

According to the [Uniform Guidelines on Employee Selection Procedures of 1978](#) issued by the EEOC, any employment requirement an employer uses is considered a "test." As a result, there is the potential for litigation if a selection decision is challenged and determined to be discriminatory or in violation of state or federal regulations. Therefore, the hiring representative(s) must ensure that the selection process—and any procedures related to other employment decisions—are reliable, valid, equitable, legal and cost-effective. See [Screening by Means of Pre-employment Testing](#)

How to Hire the Right Person

Social Media Recruitment

- ▶ SHRM's 2016 survey, [Using Social Media for Talent Acquisition—Recruitment and Screening](#), found that 84 percent of organizations are using social media for recruiting, that 43 percent are using it to screen applicants and that 66 percent are taking steps to leverage mobile recruiting to target smartphone users.



How to Hire the Right Person

Marketing

- ▶ Creative inviting job posting from the job description and include perks
- ▶ Use the company website and social media to market your job opening and brand your organization
- ▶ Track your resume / applicant
- ▶ Marketing Resources - handout



WorkSource

<https://www.worksourcewa.com/>

The screenshot shows the WorkSource Washington website homepage. At the top left is the WorkSource logo. To the right are links for 'JOB SEEKER' and 'EMPLOYER'. Below these are navigation links: 'My WorkSource', 'Career tools', 'Resources', and 'About us', followed by a search bar. The main banner features a smiling woman in a blue uniform. Text on the left reads 'WELCOME TO WORKSOURCE WASHINGTON'. A yellow box on the right says 'EMPLOYER Find the right candidate.' Below the banner is the text 'Connect to important resources' with a small icon. At the bottom, three icons represent 'Workshops and hiring events', 'Economic information', and 'Unemployment benefits'.

WORKSOURCE
WASHINGTON

EMPLOYER
Find the right candidate.

Connect to important resources

Workshops and hiring events

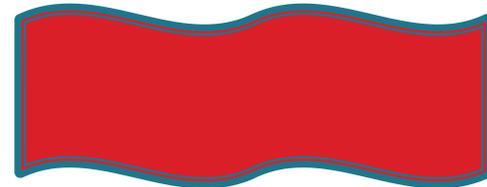
Economic information

Unemployment benefits

How to Hire the Right Person

Danger Signs - Application / Resume

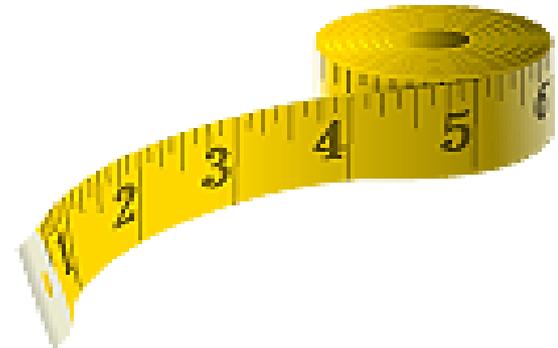
- ▶ Application / Resume
- ▶ Screening - what to look for?
- ▶ Interview - what are red flags?
- ▶ Other concerns
- ▶ Resources



How to Hire the Right Person

Hiring Decisions

- ▶ Employment Laws
- ▶ How to measure performance
- ▶ Making the job offer
- ▶ Resources



Cost of A Bad Hire

Bad Fit (Personality Mismatch) or Lack of Skills cause negative ripple effect through the organization

- ▶ Drop in staff morale 39%
- ▶ Drop in productivity 34%
- ▶ Monetary cost 25%
- ▶ 60% of Managers say bad fit don't get along with co-workers
- ▶ 41% of Managers estimate bad hire cost thousands
- ▶ It takes about 5 weeks to 6 months to fill a position.
- ▶ Bad hires affect your bottomline

ROI & Cost Per Hire



Hire the Right Person Summary

Helpful guidelines and resources for:

- ▶ how to create a job description
 - ▶ read a résumé
 - ▶ ask good interview questions
 - ▶ spot the dangers signs
 - ▶ cost per hire
 - ▶ other helpful tips for those new to the hiring process.
- 

Your Cost Savings When You Hire The Right Person



How to Hire the Right Person

Questions & Comments



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THANK YOU!

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Washington State Human Resources Council (WSHRC)
Affiliate of the Society of Human Resource Management (SHRM)
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