



Recruitment, Selection, and Performance Management

???? Recruitment ????

Where do I start?

What can I
ask a job
candidate?

What shouldn't I
ask a job
candidate?

How do I document
the interview?

How can I tell if
the job
candidate is
being honest?

???? Recruitment ????

- Job Analysis
 - New or Replacement?
- Job Description Review
 - What should be included?
 - What should not be included?
- Advertising
 - Internal, External or Both?
 - Use of Social Media?

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Recruitment - Process

- Job Descriptions should have:
 - Essential Job Functions
 - Knowledge, Skills & Abilities (KSA's)
 - Job Requirements
- Job Descriptions should not have:
 - Any information that is not accurate
 - Any information/requirements that are not applicable to the job

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Recruitment - Process

Advertising:

- Internal
- External
- Both

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Selection – Internal Process

- “Interest” form is completed
- In-person interviews/second interviews are conducted
- Final candidates are determined
- Job offer is made
- Transition plans are determined

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Selection – External Process

- Initial screening of resumes
- Phone interviews
- In-person interviews/second interviews
- Final candidates are determined
- Background checks
- Offer is made

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Recruitment - Process

Social Media

- Can we use information from Social Media?
- Should we use that information from Social Media?

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Selection – Resume Screening

Resume Critique Activity
10-15 minutes

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Selection – Interviewing

Do's:

- Be aware of applicable employment laws
- Introduce yourself and other interviewers
- Provide an "agenda" for the candidate
- Be consistent – ask the same basic questions
- Conclude with the process/timeline
- Document the interview
- Follow up with status

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Selection – Interviewing

Don'ts:

- Ask any questions that are not relevant to the job
- Ask any questions that relate to national origin, race, color, religion, marital status, dependents, disability or medical condition (including pregnancy)
- Make any promises you can't keep

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Selection – Documentation

- Do's
 - Record basic answers to questions
 - Relevant observations
 - Comments on job/cultural fit
 - Overall score
- Don'ts
 - Record non-relevant information
 - Comments on non-relevant appearance

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Performance Management

I think people want to be magnificent. It is the job of the leader to bring out that magnificence in people and to create an environment where they feel safe and supported and ready to do the best job possible in accomplishing key goals.

This responsibility is a sacred trust that should not be violated. The opportunity to guide others to their fullest potential is an honor and one that should not be taken lightly.

– Ken Blanchard

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Performance Management

Basics:

- Create the right environment
- Know what motivates your employees
- Management vs. Assessment
- Performance Management Grid

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Performance Management

Create the Right Environment

- Assume good intentions
- Be supportive
- Communicate openly
- Be fair and consistent

*GOAL - Build trust

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Performance Management

Manager Ranking	Item	Employee Ranking
1	Good wages	5
2	Job security	4
3	Promotion and growth	7
4	Good working conditions	9
5	Interesting work	6
6	Personal loyalty	8
7	Tactful discipline	10
8	Feedback and recognition	1
9	Work/life balance	3
10	Feeling "in" on things	2

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Performance Management

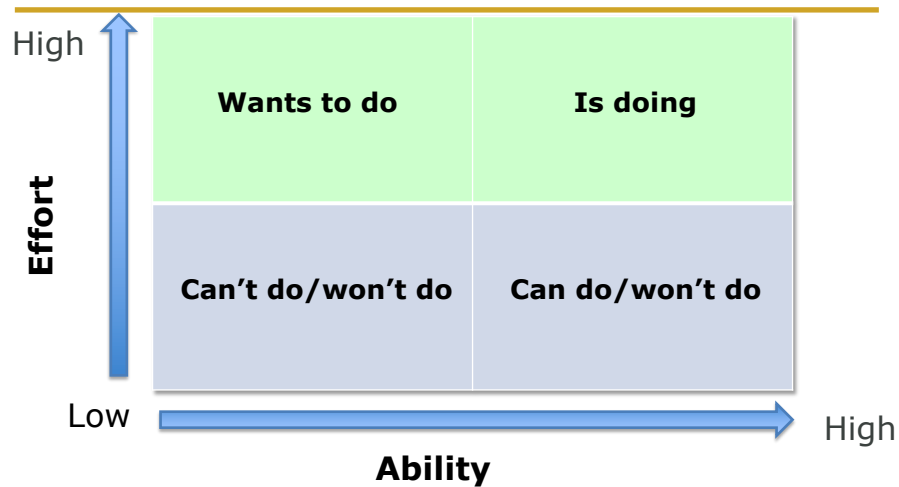
Management vs. Assessment

<u>Management</u>	<u>Assessment</u>
<i>Ongoing</i>	<i>One time event</i>
<i>Prospective</i>	<i>Retrospective</i>
<i>Long term</i>	<i>Short term</i>
<i>Progress steps</i>	<i>Results oriented</i>
<i>Planning/goal setting</i>	<i>Completing form</i>

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Performance Management Grid



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Performance Management – Annual Process

Annual Process:

- Set and communicate goals
- Measure and document performance
- Facilitate discussions on development

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Performance Management – Annual Process

Set and Communicate Goals:

Ideally, goals should be SMART

- Specific
- Measurable
- Attainable
- Relevant
- Time-Based

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Performance Management – Annual Process

Measure Performance:

- Quantity/productivity/goal metrics
- Quality/behavioral observations/feedback
- Other “notable” activities
- Be aware of pitfalls

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Performance Management – Annual Process

Pitfalls:

- Recency Errors
- Halo/Horns Effect
- Central Tendency
- Negative/Positive Leniency
- Similar to Me

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Performance Management – Annual Process

Facilitate discussions for improvement:

- Pre-meeting
- During the meeting
- Acknowledgment

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Performance Management – Annual Process

Pre-Meeting:

- Notify the employee of the purpose
- Anticipate dialogue/reactions
- Prepare all related documents
- Arrange for a private room

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Performance Management – Annual Process

During the Meeting:

- Deliver the feedback
- Stay focused on topic(s)
- Encourage two-way communication
- End positively

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Performance Management – Annual Process

Difficult Reactions - ACE:

- Acknowledge
- Continue
- Express support

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Performance Management – Annual Process

Managing Performance Reactions Activity
15-20 minutes

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Recruitment, Selection & Performance Management

Q & A?

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