Recruitment and Onboarding

???? Recruitment ????

Where do I start?

What can I ask a job candidate?

Can I use social media?

What shouldn't I ask a job candidate?

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

How do I document the interview?

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Employee Value Proposition (EVP)

Answers the following questions:

- Why would a talented, qualified person want to work at this organization?

- Why would a talented, qualified person want to continue working at this organization?

How would you answer these questions?

???? 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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Selection - 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

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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Onboarding

Onboarding new hires at an organization should be a strategic process that lasts at least one year, staffing and HR experts say, because how employers handle the first few days and months of a new employee's experience is crucial to ensuring high retention.

- Society for Human Resource Management

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Onboarding - Orientation

Best/Worst Orientation Activity

15 minutes

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Onboarding – Orientation Best Practices

- Introduction to the Company
  *Who is best suited to do this?
  *Consider Diversity

- Provides Background Information on the Company
  *Historical Overview
  *Mission, Vision & Values

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Onboarding – Orientation Best Practices

- Establishes/Reinforces Organizational Culture
    * Organizational Structure: Hierarchical or Flat
    * Formal/Informal: Decision Making, Communication, etc.
    * General Atmosphere
        - Family Oriented
        - Innovative
        - Performance Based
        - Fast/Slow Paced

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Onboarding – Orientation Best Practices

- Completion of New Hire Paperwork
    * What can be completed prior to start date?
    * What documents will they need to provide?

- Review of Company/Department/Team Policies
    * Acknowledgement
    * Setting Expectations

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Onboarding - Readiness Best Practices

HR/Managers/team are "ready" for the new hire:

- Pre Hire Paperwork/Processes are complete

- Systems, Equipment, etc. is ready Day 1

- Company Tour (i.e. breakrooms, restrooms, etc.)

- Team Introductions

- Training plan in place

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Onboarding - Assimilation Best Practices

Creating a Welcoming Atmosphere:

- Assigning a mentor/employee ambassador (also referred to as a "buddy")

- Soliciting feedback, ideas, new perspectives

- Cross training, career pathing, developmental/ engagement projects and opportunities

- On going coaching and reviews

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Assimilation: Company – Best Practices

- Provide Explicit and Implicit Resources
  * Explicit:
    - Organizational Charts
    - E-Resources for timecards, "leave" forms, benefits, etc.
    - List of acronyms
    - Company "Swag"/Welcome Gifts

  *Implicit
    - "Defining" Stories and "Organizational Forklore"
    - Any other aspects that reinforce the culture

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Assimilation: Manager – Best Practices

Day 1:
- Have a schedule for the first day
- Introductions:
   * Newsletter with picture
   * In person or virtual
- Company Tour
- Have assigned tasks and/or training
- Schedule an individual or team lunch
- Assign a mentor/buddy

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Assimilation: Manager – Best Practices

Short/Long Term:

- Build Trust
- Career Pathing/Training and Development
- Follow Ups
- Feedback/Metrics
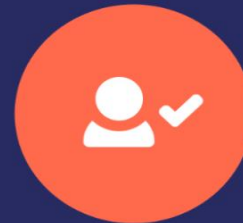
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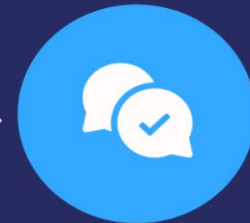
Assimilation: Manager – Best Practices

Assimilation: Manager – Best Practices

- Career Pathing

  * Describe how the current role aligns with company's mission, vision, and values

  * Discuss career aspirations

  * Show different career paths

  * Align training and development opportunities with career paths

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Assimilation: Manager – Best Practices

- Feedback

   * Frequent "Check In's" with new employees on: work, team dynamics, challenges, etc.

   * Gather informal feedback on new hire from team members/buddy

   * Consider having the recruiter or member of HR check in

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Assimilation: Manager – Best Practices

- Metrics

   * Qualitative: feedback from person, team, HR, etc.

   * Quantitative:
    - new hire turnover rates vs. "regular turnover rates"
    - "slice and dice" turnover data by location, manager,
       reason, etc.
    - "quality of hire"

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Assimilation: Department/Team – Best Practices

- Team Building

  * Consider activities for remote and in-person
    teams

  * Opportunities for collaboration and interaction
    - Work Related
    - Social

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New Hire Statistics

➢ 70% of New Hires decide to stay or leave within the first 6 months of employment

➢ 69% more likely to stay 3+ years with a structured onboarding program

➢ 83% of high-performing companies begin onboarding before their 1st day

➢ On average it costs a company 6 to 9 months of an employee's salary to replace him or her

Source: SHRM

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Recruitment and Onboarding

Q & A?

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