

Tips for Finding Talent

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Your Human Resources Guide In Response To COVID-19

During these unprecedented times, the **Human Resources Hotline** provides up-to-date information to help your business.

Sometimes a phone call may not be enough.

Schedule a one (1) hour **NO COST** confidential consultation with HR guidance from certified professionals.

Speak directly to the experts Monday – Friday from 8:00am – 5:00pm on topics such as:

- Re-opening and compliance
- Paid leave and the Families First Coronavirus Response Act
- Retooling to sustain your business
- Employee performance expectations
- And much more!

Confidential guidance on general HR inquiries provided as well. While the Hotline is staffed by certified human resource professionals, they are not attorneys, and are prohibited from providing legal opinions, advice and/or counsel through this Hotline.

The Fresno Regional Workforce Development Board is an equal opportunity program. Auxiliary aids and services are available by request to individuals with disabilities and/or limited English.



Fresno Regional WDB
**Business Services
Center**

A proud partner of America's Job Center of CaliforniaSM network.



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Key Points

- Worker Shortage
- Marketing Approach
- New Screening Filters
- Minimizing 'Ghosting'
- Interviewing and Hiring Strategies
- Differentiating Yourself as an Employer – What Employees and Candidates Need



The image shows a close-up of an unemployment benefits application form. The title 'UNEMPLOYMENT BENEFITS' is printed in large, bold, black capital letters at the top. Below the title, the form is divided into sections. The 'Personal Information' section includes fields for Name (Last), Address (Mailing Address), E-Mail Address, First Name, Middle Initial, Home Telephone, and Other Telephone. The 'Services needed' section has a field for 'Services needed'. A large, red, rectangular stamp with the word 'APPROVED' in bold, capital letters is stamped diagonally across the form, covering the 'Personal Information' and 'Services needed' sections. A black pen with a gold-colored tip is resting on the bottom right corner of the form. The form is placed on a yellow surface.

UNEMPLOYMENT BENEFITS

Personal Information

Name (Last)	PUBLIC	(First)	JOHN	(Middle Initial)		Home Telephone	1111-1111
Address (Mailing Address)	12345 MAIN STREET	(State / Zip)	ANYWHERE	22	999999	Other Telephone	22 22 2222
E-Mail Address	JQPJQPJQP@JQPJQP	APPLICANT UNDER REVIEW					

Services needed

UNDER REVIEW	SUBJECT	REVIEW
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Education (GED) Test Passed? Yes No

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Worker Shortage

7.1 million fewer people holding jobs in 2021 compared to February 2020*

Factors:

- Generous Unemployment Benefits
- Wages that are too low
- Fears of Virus
- Child Care Issues
- Skills Mismatches
- Poor Image of Company or Occupation

* Source: CNBC

Top 10 jobs – Critical Shortage List



1. **Skilled trade workers** (chefs/bakers/butchers, mechanics and electricians)
2. **Drivers** (truck/heavy goods, delivery/courier and construction drivers)
3. **Teachers**
4. **Sales representatives**
5. **Secretaries, personal assistants, administrative assistants, and office support staff**
6. **Management** (executive management/corporate)
7. **Nurses**
8. **Technicians**
9. **Accounting and finance staff** (financial analysts, certified accountants, and bookkeepers)
10. **Engineers** (mechanical, electrical, and civil engineering)

Insert Polling

For which positions are you experiencing a labor shortage?

1. Skilled trades (mechanics/Electricians)
2. Drivers
3. Teachers/Facilitators
4. Sales representatives
5. Administrative positions
6. Managers
7. Nurses
8. Technicians (i.e. HVAC, trades)
9. Finance staff
10. Engineers

Worker Shortage

Unnecessary or superfluous requirements for jobs

- College Degrees
- Training Requirements

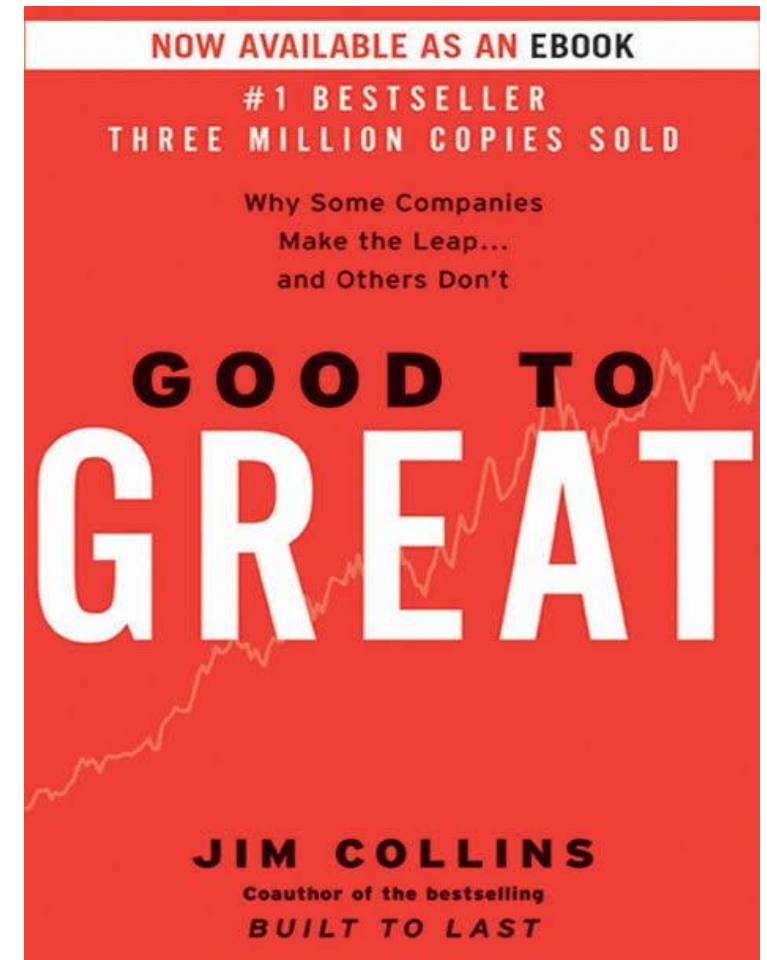
Instead, look for applicable cross-over skills and alignment with core values

Shift corporate focus from shareholder value... to also balance with worker value



The old adage: ‘People are your most important asset’ is wrong. People are not your most important asset. The right people are.

– Jim Collins






Turnover costs are *high*.

- Pre-departure costs – low productivity and poor customer service as an employee with low motivation prepares to quit
- Hiring costs – advertising, screening, and interviewing
- Onboarding costs – training and management time
- Post-hire costs – low productivity and poor customer service as an employee learns the new job (it can take *years* for a new employee to become productive)

On average, **cost to company is about 50% of position's annual salary**



Polling

You have a job opening... what should you do first?

- A. Quickly post the job online to generate applicant traffic
- B. Write the interview questions
- C. Update the job description
- D. Buy new office furniture

Review Job Needs and Update the Description



Before starting the recruiting process, **evaluate your job needs and update the job description.**

- Are any ***new skills*** required (i.e. technology)?
- Will the position have a ***new focus***?
- Are there any ***new market demands*** or ***legislative requirements***?
- Should there be a new ***work schedule, i.e. hybrid remote/office***?

Review Job Needs and Update the Description

Use “T” planning to identify **two types of skills** needed for this position

Technical

- | | |
|---|--|
| <ul style="list-style-type: none">• Computer proficiency• Effective communicator• Basic math skills• Industry experience• Bilingual | |
|---|--|

Review Job Needs and Update the Description

Use “T” planning to identify two types of skills needed for this position

Technical	Performance
<ul style="list-style-type: none">• Computer proficiency• Effective communicator• Basic math skills• Industry skills• Bilingual• CPR Certified/other• Writing skills	<ul style="list-style-type: none">• Attention to detail• Ability to prioritize• Self-starter• Effective collaborator• Builds rapport with clients• Ability to handle stress• Integrity/admits mistakes

Create a Job Posting

What is your recruiting strategy?

- Advertisements – traditional print vs online (i.e. Indeed, LinkedIn, ZipRecruiter)
- Industry/niche publications
- Employee referrals
- Other networking and social media posts
- Professional recruiters



Create a Job Posting

Job posts are a marketing tool (***not*** just a help wanted ad)

Use posts as a 'net' to catch the right fish, rather than a screen to filter people out

Emphasize what's in it for the candidate

Avoid phrases such as “must have” or “minimum requirements”

Describe what they will actually be doing



Create a Job Posting

1. Describe the **company** and **position with flair** - *“Oscar Winning Controller”*
2. Describe the **technical and performance expectations** (highlight the work they will actually be doing)
3. Describe your **Employee Value Proposition**
 - *Community support*
 - *Exciting/meaningful work*
 - *Growth and development*
 - *Lifestyle benefits*
 - *Competitive compensation*
4. Instruct **how, where, and when to apply**



Screen Applicants

First Cut – Resume and Application Screening

- Relevant skills/credentials, no patterns that erode trust
- Thorough and accurate application process followed

Second Cut – Telephone Screening

- Confirming position fit and examples of relevant success
- Professionalism, friendliness, communication, sound judgment/comprehension of questions, integrity

All applicants may initially be screened into three groups:



Yes



Maybe



No



Keep process moving... avoid delays between interviews

Follow through on commitments and timeframes given

Maintain contact with candidates of interest on a weekly basis

Consider sending email updates, personal hand-written card, **useful** branded material (not CPS), i.e. mouse pad, coffee mug

Write Effective Interview Questions

Interview questions should be based on:

- The updated job description, including the technical and performance skills
- Designed to draw out past behavior/related skills and judgment
- Detect motivation level and Integrity
- **Values** of organization

What are your organization's values?

Write Effective Interview Questions

Questions should be *behaviorally*-based:

- Tell me about a time when...
- Describe a situation in which you...
- Give me an example of how you...
- What steps did you take during a time when...

PRACTICE AND APPLY

Think of Job description

Administrative Assistant or position of your choice

Write **one Technical Skill** question for your position, **and**
Two (2) Performance questions.

Hire and promote first on the basis of **INTEGRITY**;
Second - **MOTIVATION**; Third - **CAPACITY**;
Fourth - **UNDERSTANDING**; Fifth, **KNOWLEDGE**; and
last, **EXPERIENCE**.

Without integrity, motivation is dangerous;
without motivation, capacity is impotent;
without capacity, understanding is limited;
without understanding, knowledge is meaningless;
without knowledge, experience is blind.
Experience is easy to provide and quickly put to good
use by people with all the other qualities

- **Dee Hock** founder and CEO Emeritus Visa International



Recap - Before the Interview

1. Review Job Needs and Update the Job Description
2. Create a Job Posting (marketing tool and net)
3. Screen Applicants
4. Write Effective Interview Questions

The 3 Rules of Three

3



Interview three qualified candidates for every position



Interface with finalist candidate three times



Have three people evaluate the candidate

The Interview

In-Person or Remote Platform



Start Right

Start with rapport-building questions, and set expectations for the interview

Caution: Personal conversation is the easiest place to stumble into a legal pitfall

Avoid Legal Pitfalls

Protected Characteristic	Lawful Inquiry
Race, Color, National Origin, Ethnicity	None!
Religion, Creed	None!
Marital Status, Children Status	None!
Sexual Orientation	None!
Disability	"This job requires [TASK]. Are you able to perform that job?" (with <i>or</i> without accommodation)
Age/Birthdate	"Are you 18 years of age or older?"
Language	"In what languages can you write or speak?"
Citizenship	"If offered this position, can you provide proof of your authorization to work in the United States?"
Conviction History	Only inquire after a contingent job offer extended
Salary History	"What salary range are you looking for?"

DURING THE INTERVIEW

Ask Questions Effectively

Asking questions effectively requires you to:

- Think on your feet
- Insist on specific answers, and probe as necessary (“give me an example...”)
- Allow silence, and keep from doing all the talking

Ask Questions Effectively

Other considerations:

- Use a rating sheet to help make hiring decisions more objective and ensure relevance to job requirements
- Consider additional interviews to match actual job schedule
- Consider assignment for finalists that demonstrates relevant job skills (i.e. making a presentation)
- For finalists, consider a panel interview or informal discussions with potential co-workers

Interview Recap

- Start with rapport-building comments or questions
- Set expectations for interview
- Refer to any questions, gaps, career changes, or concerns on application/resume
- Follow your pre-written questions
- Don't forget to probe for specific answers
- Guard against legal pitfalls (family, religion, disability, etc.)
- Close with next steps and timeframes (do not commit)

Conduct a Background Investigation

Unlawful to ask about Salary History

Lawful and effective searches:

- Are based on industry and job-specific requirements
- Don't rely on web-based searches (41% error rate)
- Are in full compliance with Fair Credit Reporting Act and related state and federal law.
- Advise applicants of their rights and make a copy of findings available

Medical and Drug Testing

- Tests may administered pre-hire, but must be after a conditional offer is extended

Examples of Background Investigations:

- State and federal criminal and civil records
- DMV Records (by state)
- Education History Verification
- Employment History Verification
- Professional License or Certification Verification
- Social Security Number Verification
- Credit History (specific restrictions from AB 22)
- Other searches under limited circumstances

Polling

Are you required to keep resumes and applications?

Yes

No

Polling

How long are you required to maintain applications and resumes?

- A. 90 days
- B. 1 year
- C. 3 years
- D. 7 years

Comply with Recordkeeping Requirements

Keep resumes, applications and interview notes for four (4) years following candidate selection – **DFEH Statute of Limitations expanded to 3 years.**

The EEOC definition of a candidate includes:

- Employer acted to fill position
- Candidate specified the open position
- Candidate followed employer's standard application procedures

The DFEH's definition is considerably broader (expressed an interest in the position)

Consider using Interview Rating Sheet to help make each hiring decision more objective and relevant to job requirements.



ACHIEVE

BELONG

CONTRIBUTE

People generally quit because their manager is not meeting their needs

People quit ***people*** ... before they quit companies

Staff are our internal customers



Summary

- Adjust marketing and applicant screening approach
- Minimizing 'Ghosting' by building a connection, keeping the process moving, and staying in touch weekly
- Remember pre-planning for the position by updating the job description and doing "T" Planning for Technical Skills and Performance Skills needed.
- Focus screening and hiring decisions based on integrity, motivation and capacity to learn (vs strictly experience)
- Differentiate Yourself as an Employer – Remember the A-B-Cs of what Employees and Candidates Need

Thank you!
Questions?

