

# When, Where & How to Hire Successfully

Anoka Technical College

Business Partners Group

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# Welcome

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- Who are you?
  - Business Size
  - Industry
  - Session Expectations
- Who am I?
  - Kelly Rietow, Principal, Roo Solutions
  - 20 years HR, 10 years Leadership
  - Multiple industries
  - For profit and nonprofit

# Agenda Session Objectives

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- When to build, buy and rent talent
- How to define new roles
- Where to find talent
- How to interview and select the best candidate
- How to welcome an employee into the organization
- Closing and next steps

# Do I really need an employee?

- Overwhelmed
- Not enough hours in the day
- If only someone else would do x.....
- I'm not good at "x"
- We're growing so fast
- There isn't anyone I can delegate this to

Sound familiar?



# Business Considerations

- Business Volatility
- Duration of need
- Specialization
- Scarcity of Skills
- Core Business Activities



- And.....how much is your time worth?
- And....how much is peace of mind worth?

# Resourcing Options

- Build:
  - ▣ Full Time
  - ▣ Part Time
  - ▣ Intern
- Buy:
  - ▣ Specialized critical positions
  - ▣ Outsource non-core activities - retained services
- Rent:
  - ▣ Temporary staff – peaks and valleys
  - ▣ Projects - Independent Contractors

# When to Build

- Long term need
- Creates intellectual capital
- Not easily outsourced
- Specialized skill critical to the business
- Time to groom talent
- Available bench strength
  
- Types of roles:
  - Controller
  - Functional Manager (R&D, Materials, etc.)

# When to Buy: Employee

- Long term need
- Skill set not present in workplace
- New ideas needed
- Specialized knowledge need to enter new market
- Impacts business success and client satisfaction
- Type of roles:
  - Sales Director – create a distributor network
  - Engineer – specific knowledge of medical regulations
  - Director and VPs – when growth phase warrants



# When to Buy: Outsource

- Non-core activities
- Requires specialization / expertise periodically
- When time or peace of mind is critical
- When you don't need a FT staff member
- Examples
  - IT help desk / management
  - Marketing campaign
  - HR / Recruiting
  - Collections
  - Data Entry

# When to rent

- Interim staff
  - ▣ During search for a replacement
  - ▣ To cover a leave of absence
  - ▣ To coach / groom someone into the role
- Specific projects
  - ▣ IT
  - ▣ Compliance
  - ▣ Training
  - ▣ Legal

# Table Talk

What makes sense to build, buy and rent in your organizations?

# Defining New Roles

# Key Questions: Organizational

- How will the state of the business today affect the business operations of the next 1-5 years?
- What operations are critical to the future of the business?
  - Will they be discontinued or downsized, or will they grow or remain constant?
- Will reengineering, process improvement or technology impact the business in the future?

# Key Questions: Organizational

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- ▣ What job functions, if any, will be consolidated?
- ▣ Will the projected workload volume increase or decrease?
- ▣ Will staffing levels change? If so, how?
- ▣ What skills and abilities will be needed to match these changes?

# Key Questions: Individual

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- What distracts you from growing the business?
- Where do you add value?
- Is that where you spend your time?
- Is it necessary? If yes, do you have to do it?

# Yes, I need to hire!

## 1. Identify the KSAs

- ▣ Knowledge
- ▣ Skills
- ▣ Abilities

## ▣ 2. Identify the “fit”

- ▣ Culture fit
- ▣ Team fit





# Table Talk

Key questions: organizational, individual, KSAs

# Finding Talent

# Statistics....

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- 58% of employers have hired through social media
  - ▣ 89% LinkedIn
  - ▣ 27% Facebook
  - ▣ 14% Twitter
- 80% of candidates visit your careers website

# Finding Talent

## Then: Push

- Newspaper
- Job boards
- Referrals
- Promote from within
- Retained Recruiter

## Now: Pull

- LinkedIn
- Employment Branding
- Company career websites
- Networking events
- Job seeking clubs

WHERE DO YOUR  
POTENTIAL HIRES “HANG  
OUT”?

# Recruiting

# Recruiting – Art or Science?

Art

- Art
  - ▣ Marketing
  - ▣ “Selling candidates”
  - ▣ Culture Fit
  - ▣ Subjective evaluation

Science

- Science
  - ▣ Workforce planning
  - ▣ Job Task Analysis
  - ▣ Pre-employment assessment
  - ▣ Candidate Evaluation
- Must bring it all together

# Do You Need a FT Employee?

Full time or  
Part Time

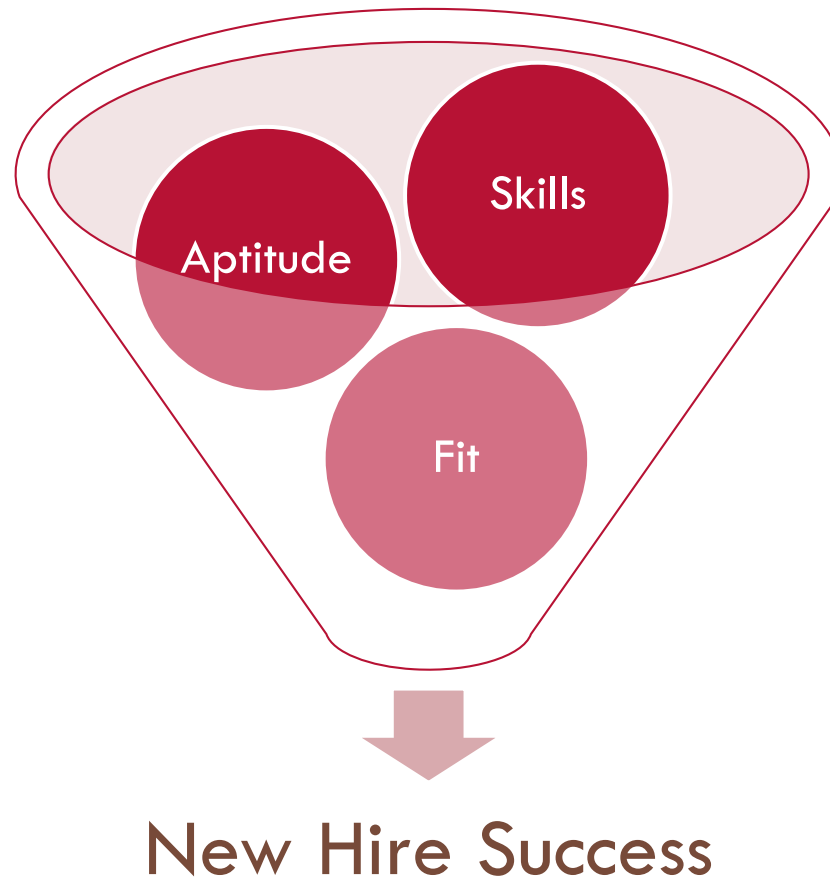
Temporary or  
Interns

Contractor or  
Consultant

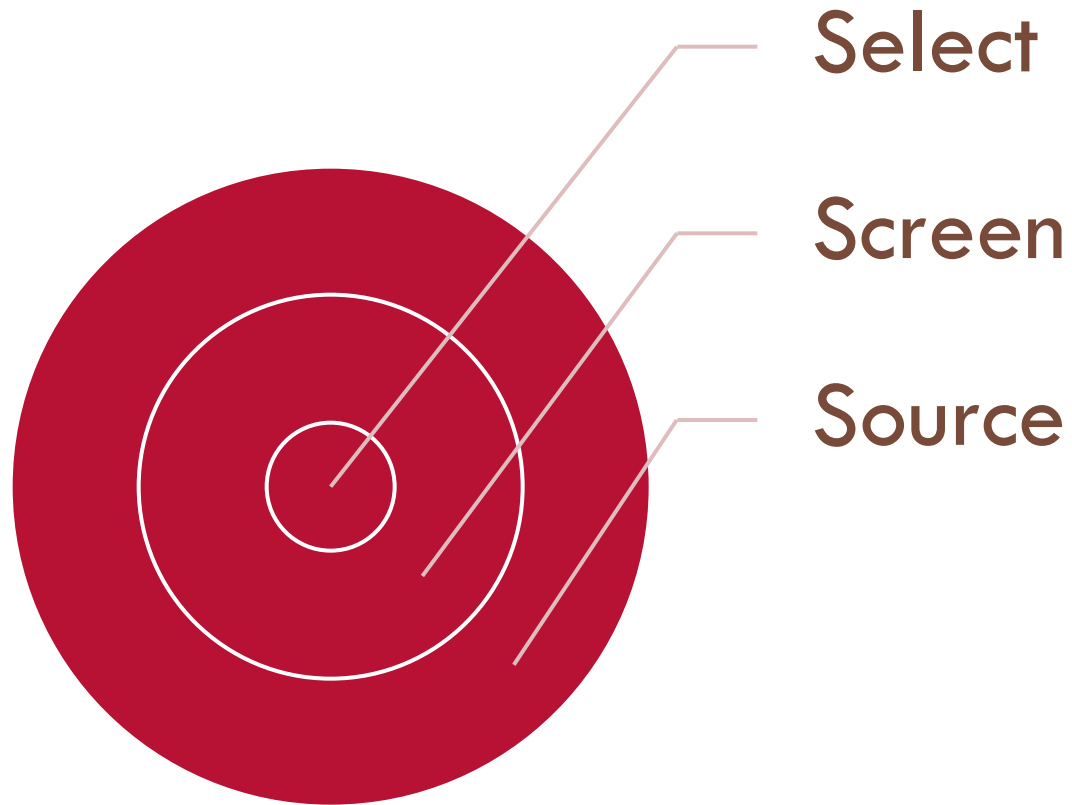
- Core business function
  - ▣ Specialized skill set/ limited supply
  - ▣ Performs a core business or management activity
  
- Temporary / temp-to-hire
  - ▣ Standardized tasks, limited training time
  - ▣ Peaks and valleys
  - ▣ Take a “test drive” of potential hires
  
- Contractor / Consultant
  - ▣ Specialized skill set
  - ▣ Not needed full time or long-term
  - ▣ Project-basis



# Candidate Pool



# Recruiting Process



# Process Overview

- Source
  - ▣ Position Specification / Job Description
  - ▣ Job Posting
- Screen
  - ▣ Resume review
  - ▣ Phone screen
- Select
  - ▣ Interview
  - ▣ Assessment
  - ▣ Offer (or start over)

# Sourcing

- Internal
  - Referrals
  - Associations
  - Social Media Sites
  - Job Boards
  - Schools
  - Competitors
  - Agencies: temporary, project, Professional Services
  - Recruiter (Retained or contingent)
- Sourcing strategy depends on:
- Skill level required
  - Abundance or scarcity of skill set
  - Where candidates “hang out”, professionally and personally
  - Mix of online vs. offline interactions
  - Budget
  - Urgency

# Screening

- Prioritize
  - A, B, C
  - Yes, No, Maybe
  - Out of State folder
  - Pipeline folder
- Red flags:
  - Repeated job changes or several job gaps
  - No dates on resume
  - No specifics

# Phone Screen

- Basic: 5 – 10 minutes
  - ▣ Why are you in the job market?
  - ▣ Why are you interested in our company?
  - ▣ What are your salary requirements?
  - ▣ High level skills assessment
- In depth: 30 – 45 minutes
  - ▣ Technical skills and experience assessment
  - ▣ Culture fit
  - ▣ Candidate likes / dislikes

# Interviewing and Selection

# Interviewing Basics

Schedule

- Initial interview
  - ▣ 30 – 60 minutes, 2 interviewers maximum
  - ▣ Private meeting space
  - ▣ Provide basic company information
  - ▣ Courtesy: water, restroom, candidate questions

Prepare

- Prepare
  - ▣ Standard interview questions – record responses
  - ▣ Schedule 15-minute prep time before interview
  - ▣ Confirm “must have” vs. “preferred” skills

Follow Up

- Follow up
  - ▣ Expected time frames
  - ▣ Actually follow through!



# Typical Interviews

- Untrained interviewer
- Generalities
- Lack focus
- Impressions based on how well we “like” the person
- Do most of the talking, not enough listening
- No clear objective or criterion
  - What does “good” look like?
  - What are the “must haves” vs. “preferred” qualifications

# Getting Specific Information

- Why are candidates vague?
  - ▣ Unclear question
  - ▣ Lack experience or depth
  - ▣ Sometimes....evasive
  
- Dealing with generalities
  - ▣ “Tell me more about....”
  - ▣ “How did you.....”
  - ▣ “What were 3 key considerations when selecting a location for your event”

# STAR Interviewing Method

- S    Specific    Fully explain the situation
- T    Task    What (s)he was working on
- A    Action    What (s)he actually did
- R    Results    Describe the outcome

# Candidate Evaluation

- Must haves vs. nice to haves
  - ▣ Weighting
- Objectivity
  - ▣ Ranking
- Are all votes equal?
- Beyond the numbers
  - ▣ Fit
  - ▣ Style

# Welcoming: balance

- What she wants to know
- What you need her to know



# Welcoming your new employee

- Be Prepared: office supplies, PC, business cards
- New hire buddy: cultural norms, acculturation
- Set expectations: learning plan, time to productivity
- Make time: regular check ins, Q&A. Down time
- Re-recruit – avoid buyers remorse

# DISCUSSION & QUESTIONS



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