

When you hire people that are smarter than you are, you prove you are smarter than they are.

~ R. H. Grant ~

There is something that is much more scarce, something rarer than ability. It is the ability to recognize ability.

~ Robert Half ~

After finding no qualified candidates for the position of principal, the school board is extremely pleased to announce the appointment of David Steele to the post.

~ Philip Streifer ~

Recruitment and Selection Using Candidate Engagement and Core Competencies



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Employment Selection Using Core
Competencies



Course Outline:

- Job Order Considerations
- Recruitment
- Interviews
- Selection Tools
- Exercises



Objective:

- To build on knowledge of effective employment selection that complies with legal requirements, best practices, and Ad-VANCE Practices resulting in the best qualified candidate.
- To be familiar with the concept of Core Competencies and apply these required competencies to employment selection.



Job Order Considerations

- Information Collection
 - Company Mission, Vision
 - Describe “ideal employee”
 - May I speak to your highest performer?
- Consulting
 - Advise on candidate likely to be available
- Service Level Agreements
 - Timetable, Expectations



Why Develop Core Competency Interviewing?

- To align intangible aspects of applicants against the needs of the organization.
- To recruit and select a standard set of skills enterprise-wide.
- To endorse the concept of hire for attitude, train for skill.
- To communicate a standard to applicants on what besides skill sets, experience, and education are necessary to be successful.
- Framework for selection, performance mgmt., promotion, etc.
- For the agency, it points to something besides minimum quals.



Recruitment:

- Goes beyond “Who walks in” or “Forwards the Resume”
- A Recruiter “Recruits all the Time”
- The Scout mentality
- Vehicles of Recruitment
 - Referrals: Ask the highly qualified
 - Networking: Get Involved
 - Outreach: Reach out to the public
 - Relationships: Make others successful



Prescreening Tools:

- Application Review
- Testing
- Applicant Profile (written)
- Written test
- Letter of Interest
- Problem solving test
- Applicant Project



The Interview:

- “The best predictor of future behavior is past behavior”
- Telephone Interview
 - 15 minute “Freak Check”
 - 3-5 direct questions
 - Evaluate voice/tone/behaviors when comfortable



The Interview:

- Panel (360 Interview)
 - Coordinator, Admin., Manager
 - Client HA, Subordinate, Coordinator, Customer
 - Silent BOB
- One-On-One
- Peer
- Customer
- Subordinate



Evaluation Criteria:

– Core Competency

- Traits to include personality, attitude, tendencies, and organizational fit.
- Usually established through organization or model
 - Mission/Vision
 - Best Employee
 - Tied to Strategic Philosophy
- Has nothing to do with education, experience, technical skills, etc.
- Has significant weight when considering new hire
 - 50/50 or 60/40 is popular

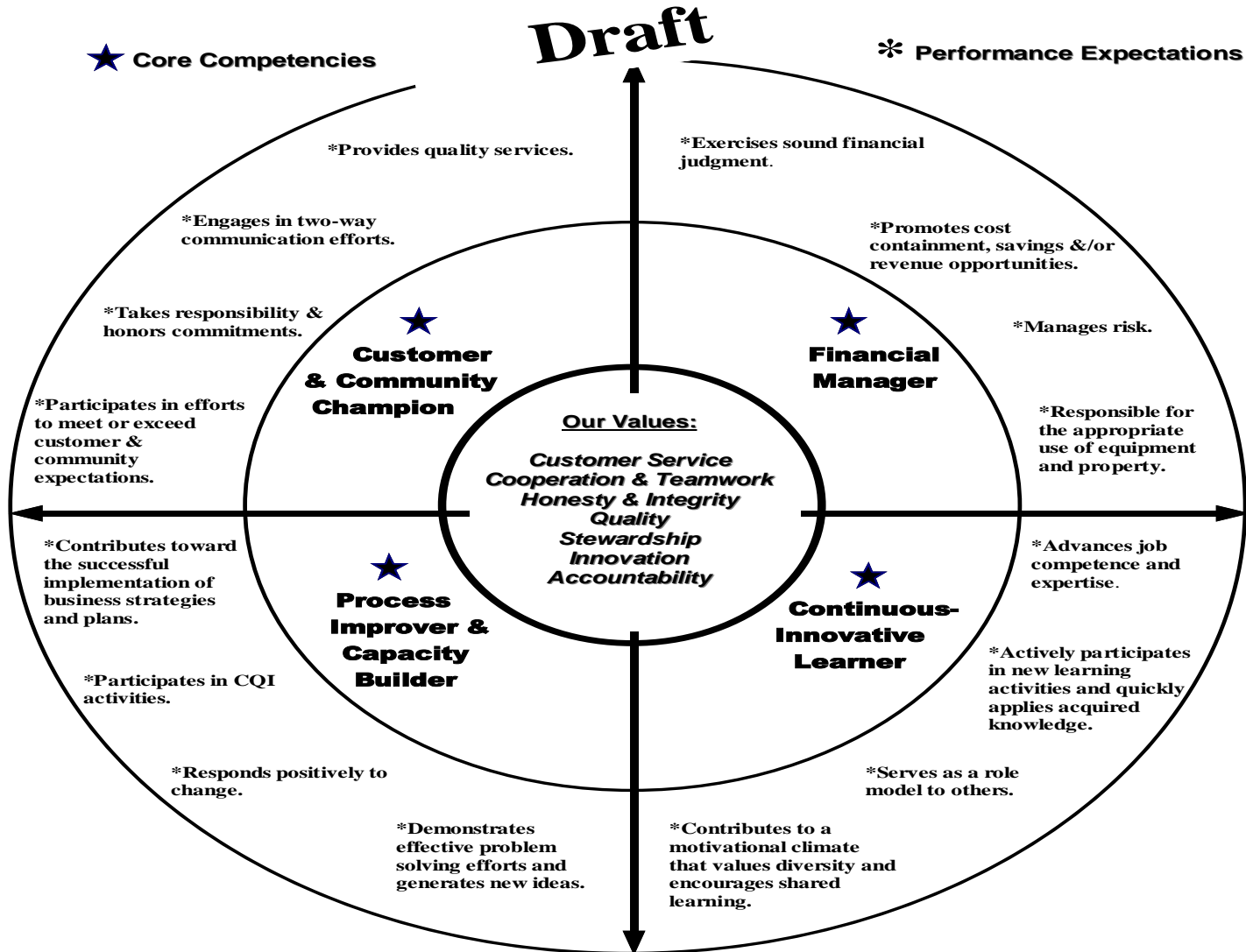


The Balanced Scorecard

- Developed by Robert Kaplan/David Norton of Harvard Business School in the 1990's.
- Strategic Planning Model used for Business Planning and Goal Creation.
- Goes beyond just financial goals to identify organization success.

SCG Core Competencies - Employees

A New Look at Performance Expectations & Skill Development



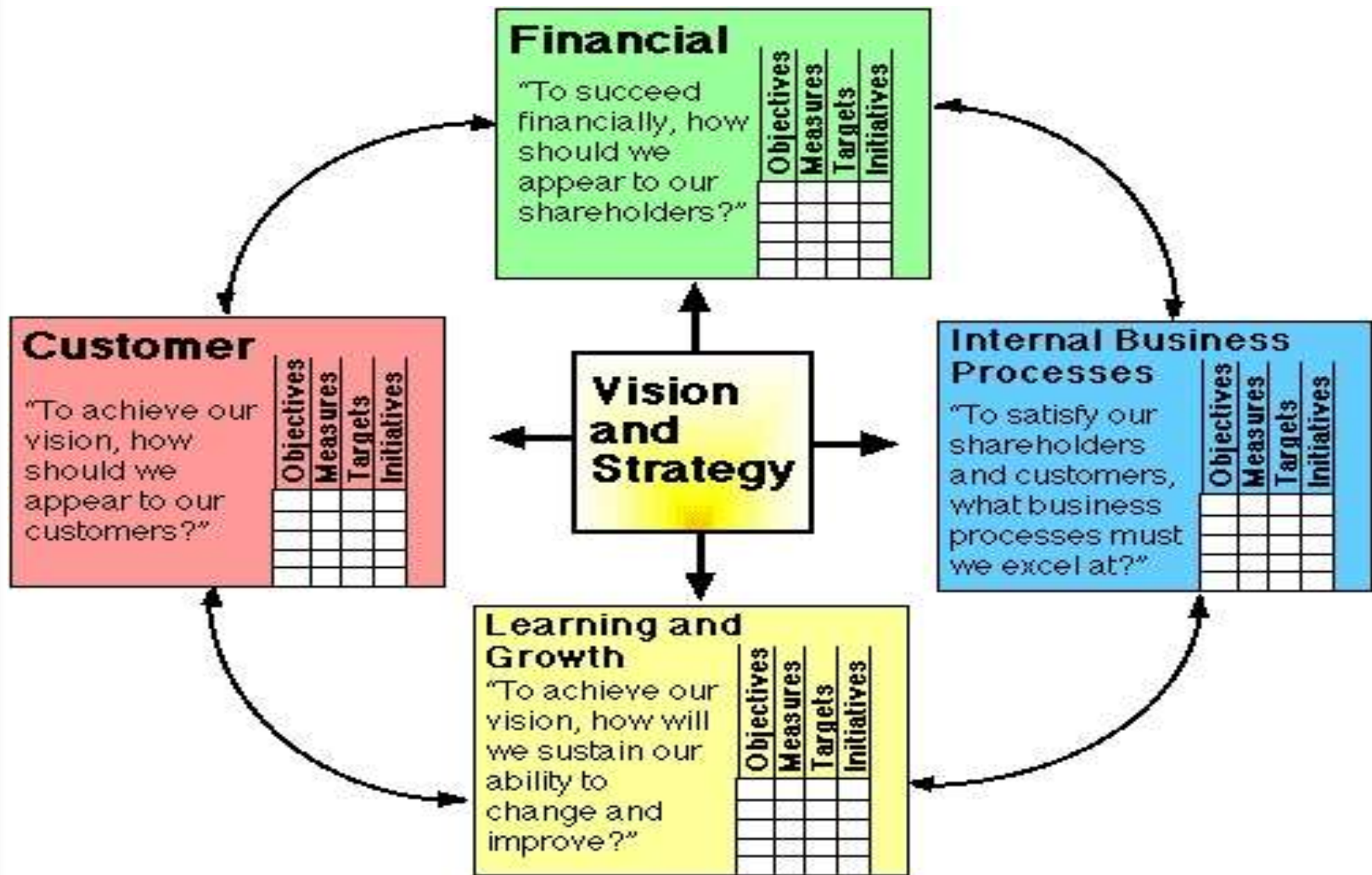
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Employment Selection Using Core Competencies

The Balanced Scorecard:





Other Types of Questions:

- Historical: Application Validation
- Situational: What would you do?
- Behavioral: Give me an example.....
- Problem Solving: Microsoft Quarters Question
- Holistic Questions: “The best interview question of all”.



The Interview Process:

- Greeting.
- Introductions.
- Describe position, duties, benefits, and challenges.
- Conduct a "Realistic Job Preview".
- Describe expectations of the positions and factors for success.
- Knowledge, Skills, Abilities Questions.
- Core Competency Questions.
- Enterprise Values Questions.
- Answer applicants questions.
- Describe benefit information (if applicable).
- Describe next stages of process.
- Follow-up by phone, email, or mail after making final decision.



The Core Competency Interview: Roles and Characteristics

■ The Applicant

- Impression Management: Impression Motivation/Impression Construction
- Verbal Cues
- Non-Verbal Cues
- State of Mind

■ The Interviewer

- self-awareness
- Primacy Effect: First Impressions
- Perceptual Errors
 - Similarity Error: Halo Effect
 - Contrast Error
 - Overweighing of negative information
 - Race, Sex, Age bias
 - First Impression Errors



Core Competency Interview:

- Behavioral Interviewing Technique
- Form Contents
- Interview Technique
- "Look For(s)"



Balance Scorecard Interview: Questions

- Customer Champion
- Financial Manager
- Process Improver
- Continuous Learner
- Enterprise Values
- Traditional Interview Questions
- Leadership/Supervisory Questions



Selection Worksheet:

- Sections
- Applicant Rating
- Candidate Selection
- Candidate Selection with one or more interviewers
- Record Collection and Retention

Employment Selection Using Core Competencies



QUESTIONS?