Recruiting with Confidence

Strategies for Hiring
The Presenters

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The Audience

- Consistent with the nonprofit sector’s economic outlook, all survey respondents said they were looking to hire within the next six months.

- Recruiting challenges have consisted of:
  - Lack of qualified applicants
  - Lack of applicants
  - Inexperience hiring a paid employee with a volunteer-based staffing model
  - Lack of quality applicants for pay offered

- Interviewing challenges have consisted of:
  - How to describe organization to attract high-quality applicants
  - How to document
  - How to update questions and procedures

- Some organizations perform committee interviews, others one-on-one.

- Fairly even split between confidence, lack of confidence, and no confidence in knowledge of appropriate interview questions and confidence in crafting a job description.
What We’ll Cover

● Challenges specific to recruiting in the nonprofit industry.
● How to craft meaningful job descriptions.
● How to market your organization and where to post your jobs.
● How to identify top talent.
● Methods and best practices for interviewing and hiring.
● Onboarding your new hire.
Opening Activity

What four questions do you think employees ask most in deciding whether to join or stay at an organization?

➔ Is this a winning organization I can be a part of?

➔ Can I maximize my performance on the job?

➔ Are people treated well economically and interpersonally?

➔ Is the work itself fulfilling and enjoyable?
Millennials Share Same Career Goals as Older Workers

<table>
<thead>
<tr>
<th>PERCENTAGE OF RESPONDENTS WITH THE FOLLOWING LONG-TERM GOALS</th>
<th>Millennials</th>
<th>Gen X</th>
<th>Baby Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make a positive impact on my organization</td>
<td>25%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Help solve social and/or environmental challenges</td>
<td>22</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Work with a diverse group of people</td>
<td>22</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Work for an organization among the best in my industry</td>
<td>21</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Do work I am passionate about</td>
<td>20</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>Become an expert in my field</td>
<td>20</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>Manage my work-life balance</td>
<td>18</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Become a senior leader</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Achieve financial security</td>
<td>17</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Start my own business</td>
<td>17</td>
<td>12</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: HBR
Opening Activity

- What is the average cost per hire over the average 42-day period it takes to fill a position? ➔ $4,129.00

Source: SHRM
State of the Economy, Nonprofit Sector & Staffing Challenges in the Nonprofit Sector

And How to Deal
State of the Nonprofit Sector

The Size and Impact of the Nonprofit Sector

- Over 1.4 million nonprofit organizations
- $905.9 billion contributed to U.S. economy
- $358.38 billion donated to charities
- More than $2.26 trillion in revenue produced

Hiring Plans in 2016

- Create New Positions:
  - Yes: 57%
  - Maybe: 25%
  - No: 18%
- Eliminate Positions:
  - Yes: 8%
  - Maybe: 15%
  - No: 77%
- Gradually Reduce Staff:
  - Yes: 5%
  - Maybe: 5%
  - No: 91%
- Freeze Hiring:
  - Yes: 4%
  - Maybe: 9%
  - No: 87%

In 2016...

- 57% of nonprofits anticipate creating new positions.
- 36% of for-profit companies plan to hire.*

Source: Nonprofit HR
State of the Economy

- Many fed officials believe we are nearing full employment.

- This is good news, but it also means that it is now a candidate’s market.

- A candidate’s market puts pressure on employers to:
  - Sell the organization.
  - Sell the opportunity.
  - Adopt a focused, dedicated recruitment strategy.
Staffing Challenges

- Inability to pay a competitive wage
- Difficulty finding qualified staff
- Retention of staff under age 30

➔ Establish a strong employment brand.

➔ The shift from an employer’s market to a job seeker’s market means spending time crafting a thoughtful job description becomes increasingly important.

➔ Provide non-monetary benefits like flexible work arrangements, professional development opportunities, and employee recognition programs.

Source: Nonprofit HR
What’s the Takeaway?

- A tight labor market means finding top talent becomes increasingly difficult.
- When finding top talent becomes increasingly difficult, retaining staff becomes increasingly important.
- Nonprofits that create and use a formal recruitment and retention strategy and engage in meaningful retention practices benefit from decreased turnover and hiring costs, as well as increased employee engagement and job satisfaction.
- Though many organizations struggle with finding a budget to put towards recruitment and retention efforts, they will spend much more in failing to recruit the right staff and retain them.
So, You Have a Job to be Done.

Now What?
Let’s Rewind...

- How did we arrive at the decision to hire?
  - An organization will examine its strategic plan and then develop a staffing plan to achieve goals associated with the strategic plan.
  - Staffing plans must be aligned to the strategic plan to take into consideration where an organization is today and where it wants to be.
  - It will attempt to find qualified people to fill these roles.
  - In order to do so, it must craft job descriptions.
Craft a Thoughtful Job Description

- Benefits:
  - Recruitment purposes
  - HR planning
  - Training
  - Safety and accommodation
  - Comparison of like positions for compensation purposes
  - Prospective employee screening - crafting interview questions
  - For the future: gives employees written definitions of their jobs and can be used as a basis for the performance appraisal

- Exhibit A: Sample Job Description
Job Description Components

- Position title and summary
- Essential duties, including supervisory responsibilities and/or reporting structure
- Competencies (successful candidates will have these skills in their toolkit)
- Qualifications and experience level: entry, some experience, experienced
- Internship opportunity or paid position
- Part-time, full-time or temporary
- Hours of work: rigid schedule or flexible?
- Classification by FLSA: exempt or non-exempt
- Location of work: on site, from home, multiple locations
- Physical demands (for ADA accommodation purposes)
- Rate of pay / salary range: pros and cons
Employment Application

- Do you need an application? It depends. If you have an application, or decide to develop one for your organization, Exhibit B outlines application basics.

  - Pros:
    - Great for non-exempt (hourly) positions with basic skill requirements where a resume may not be needed
    - May catch exaggerations on resumes
    - Establishes consequences for falsifying information
    - Forces applicant to supply answers to questions you want to know vs. sifting through a resume.

  - Cons:
    - Time-consuming to develop from scratch
    - Another layer of paperwork to sort through as you screen candidates
    - More paper to retain at the close of a search
    - May not be appropriate for all positions
    - May create an unintended bias about a candidate
Now, You Need an Employment Brand.

Say What?
Employment Branding

- Your organization probably already has a well-developed brand to promote its services. It needs an equally well-developed employer brand to promote itself to current and future employees.

- Establish an Employer Value Proposition (EVP) so you can easily identify reasons job seekers will choose to work for your organization.
  - Define a compelling answer to the question, “Why should employees work for us?”
  - Solicit feedback from current employees. Ask them why they stay.

- Reinforce your EVP through all recruiting methods.

- Today’s candidates want more information about jobs than just the employer’s perspective. They’re seeking information from previous candidates and applicants at sites such as Glassdoor.
Finally, It’s Time to Advertise. But Where?
Where to Recruit: Fee-Based Options

- Traditional newspaper advertising (classifieds)
  - Pro: visibility; print ads now come with an online post for 30 days
  - Cons: can be expensive, not appropriate for all jobs

- Main players:
  - Our recommendation: Indeed
Where to Recruit: Social Options

● #1 source of hire: Employee Referrals
  ○ Studies estimate that 46% of referred hires stuck around for at least one year after they were hired, which was far above the 33% of people hired through career sites and 22% hired through job boards.

● Social media
  ○ 76% of applicants viewed an employee’s LinkedIn profile 6 months prior to applying for a job at that company
  ○ 62% of job seekers visit social media channels to evaluate an employer’s brand
Where to Recruit: Social Options

- Job Fairs
- On-campus (local school districts and colleges/universities)
  - An opportunity to shape the workforce you need
- Through Local Partners
  - DCNP
  - Chamber of Commerce
- Networking at Community Events
  - Talk to anyone that will listen. Your network may surprise you!
So, You’re Receiving Resumes.

Now What?
Methods of Reviewing

● Two methods:
  ○ Establish application window
  ○ Review as you go

● Benefits of establishing an application window.

● Benefits of reviewing candidates as you go.

● Either way, reviewing for the most suitable candidate for the position.
  ○ When in doubt, refer back to your job description against applicant materials.
Pink Flags and Green Flags

- Job hopping
  - Were job changes due to temporary assignments or downsizing?

- Misspellings on application materials
  - Is there a glaring inability to communicate or a simple one-off typographical error?

- Taking a long time to complete a degree or large gaps in employment history
  - What life experiences did the candidate have in the gaps?

- Lack of upward movement/decreasing responsibilities at a job

- Work experience is applicable to your open position
- Tenure at an organization
- Easy-to-follow (clear, concise) application materials
- Increasing level of job responsibility over time
- Skills on application materials align with minimum qualifications/essential functions in job description

* The most important takeaway about pink flags is that they should be viewed holistically.
Address Unqualified Applicants

- Divide candidates into groups
  - A good match with job requirements/skills
  - Meets some job requirements
  - Does not meet minimum qualifications

- Communicate, communicate, communicate
  - In general, under-promise and over-deliver when it comes to deadlines for following up with candidates

- **Exhibit C**: Sample Regrets Email

- Keep specific candidate feedback to a minimum.
Interviewing Qualified Applicants

- Determine if you will perform a phone screen first
  - Can be a great option to narrow the in-person interviews and establish first contact

- Determine interview type
  - Hiring Committee
  - Individual

- If committee, predetermine interview questions.
  - Behavioral-Based Interviewing Questions
  - Exhibit D: Behavioral Based Interviewing Guide

- If individual, have in mind a handful of behavioral-based interview questions, but don’t feel married to a script.
Basic Interview Questions

While behavioral-based interview questions are wonderful, sometimes you just need the answers to basic questions, but don’t know how to ask them legally.

<table>
<thead>
<tr>
<th>Questions to avoid…</th>
<th>But should ask instead…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anything that does not directly relate to the job description.</td>
<td>➔ The normal hours of the position are x to y, with occasional weekend commitments on __. Are you able to work on these days?</td>
</tr>
<tr>
<td>Gender and/or Family</td>
<td>➔ Can you perform the duties of this job with or without reasonable accommodation?</td>
</tr>
<tr>
<td>Age</td>
<td>➔ Can you tell me about your membership with XYZ professional organization?</td>
</tr>
<tr>
<td>Race and/or National Origin</td>
<td>➔ Are you authorized to work in the United States?</td>
</tr>
<tr>
<td>Religion</td>
<td></td>
</tr>
</tbody>
</table>
Legal Interview Notes

● A note on note-taking:

○ Refrain from taking candidate notes in the margin of the resume.

○ Remember what you write could become a legal document in a court of law.

○ Do not write down anything that you would not wish to be made public.

○ Avoid “I think” or “I feel” statements. Stick to the facts.

○ When in doubt about how to make a helpful note, refer back to the candidate’s experience against the job description.
So, You Found Your Hire.

Now What?
First: The Verbal Offer

- Call candidate with salary offering and desired start date.
- Give the candidate 24-48 hours to decide, then follow-up.
- You can expect about half of the job offers you make to include salary negotiations.
  - In general, candidates aren’t leaving jobs for less than a 10% bump in pay.
Second: The Formal Offer

- The formal offer letter is often contingent upon successful completion of favorable background screening and reference checks.
  - Exhibit E: Reference Check Guide
  - Exhibit F: Sample Offer Letter

- Apply appropriate background check screening
  - The level of background check depends on the job duties.
  - Third-party vendors will have appropriate forms for the candidate to sign to comply with law.
Next: Housekeeping

- Close your search / send your regrets to unqualified applicants (if you haven’t already).

- Retain records related to the search
  - Gather all application materials and all interview notes.
  - File these items with the date of the employment decision and date of retention expiration.
    - There are many laws surrounding record retention, but the general advice is to keep unqualified resumes/applications for at least one year from the date of the hiring decision.
  - Retain the successful candidate’s materials with his/her employment file.

- Prepare new hire paperwork to present to employee on first day of hire or transmit to employee prior to his/her first day
  - Demographic information form
    - Forms required by law: Form I-9, W-4 (Federal and State)
Finally: Onboarding Your Employee

- Onboarding is not the first week on the job, it is the first 90 days.

- Some statistics:
  - 69% of employees are more likely to stay with a company for 3 years if they experienced great onboarding.
  - Up to 20% of employee turnover happens in the first 45 days.
  - New employees who went through a structured onboarding program were 58% more likely to be with the organization after 3 years.
  - Organizations with a standard onboarding process experience 50% greater new hire retention.

Source: Clickboarding
Let’s Wrap it Up

- Challenges specific to recruiting in the nonprofit industry.
- How to craft meaningful job descriptions.
- How to market your organization and where to post your jobs.
- How to identify top talent.
- Methods and best practices for interviewing and hiring.
- Onboarding your new hire.