Selecting the Right Talent to Fill Your Vacant Position

Shellie Haroski, SPHR
FGP HR Consulting

It Sounds So Simple...

- Who are you as an organization?

- What position do you need to fill?

- What qualifications do you need?

- Who is the right "fit" for that position?

Defining Your Organization

- *__Mission__* – near-term view, statement of purpose, answers how we plan to realize our vision

- *__Vision__* – long-term view, desired future state, short, memorable, inspirational, blue sky

- *__Values__* – behaviors that define our interactions with all stakeholders, how we live our vision

- *__Culture__* - learned behavior, attached values, beliefs, way of life, cumulative knowledge, experience, attitudes, meanings

These should be infiltrated throughout the employee's life cycle (i.e., recruiting, interviewing, on-boarding, evaluation process, training, etc.)

What position are you filling?

- *<u>Competencies</u>*
  - Linked to values of the organization
  - Blend of skills, attributes and behaviors
  - Usually consistent across positions in the organization
  - Most likely determine success or failure in a role and within the organization
  - Can be indicated on job descriptions, performance evaluations, other relevant employee documents
  - Helps determine *<u>fit</u>* for the position you are hiring
- *<u>Job Descriptions</u>*
  - Qualifications, Experiences, Requirements

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Competency – Time Management and Organization

- Tell me about a time when your workload was unusually heavy. How did you maintain your focus on important, rather than urgent matters?

- When scheduling your time, how do you determine what constitutes a priority? Give me some examples.

- You said you work for several Vice-Presidents in the XXXX department. How do you handle multiple demands on your time? How do you please everyone?

- How fast do you work in comparison with your co-workers? Is faster better or worse and why? Tell me about a time when you worked perhaps a little too fast? Too slow? What did you learn from that experience?

- Tell me about a time when you had to plan/organize a large project. Where did you start? How did you select the resources you needed? How do you know it was successful? What did you learn from that experience?

Job Descriptions

A Job Description is a written description which includes information regarding the *__general nature of the work__* to be performed, *__specific responsibilities__* and *__duties,__* and the *__employee characteristics and experiences__* required to perform the job.

If written correctly, Job Descriptions also serve as documents to help __protect__ your organization.
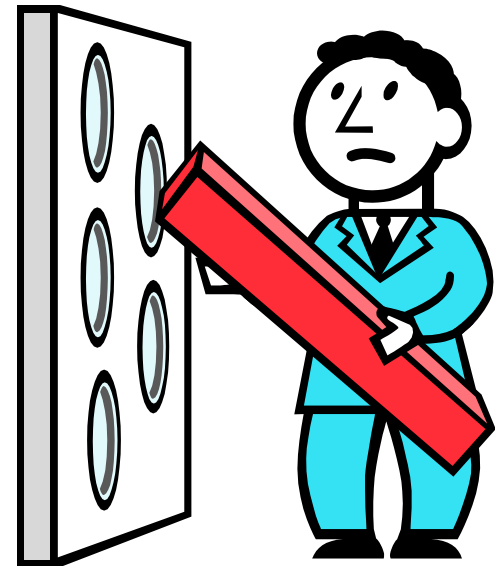
What Does a Job Description Include?

- **Title** -Communicates the level, responsibility and type of work.

- **Classification** - FLSA status , exempt/non-exempt

- **Reports To, Date**

- **Summary/Objective** - Summary of overall objective of the position

- **Essential Functions** – American's with Disabilities Act

- **Competencies**

- **Supervisory responsibilities** (if applicable)

- **Work environment** - Describe working environment. (e.g., office, outside, indoors, noise level, lighting, other work conditions)

- **Physical Demands and Travel** –Describe physical demands of the job (like bending, sitting, kneeling, lifting, driving, etc.)

- **Position Type and Expected hours of work** - (FT, PT, days of the week, etc.)

- **Required Education and Experience, Preferred Education and Experience**

- **Additional Eligibility Requirements** - Certifications, industry experience, etc.

- **EEO Statement, At-Will language, Signatures**

- **Job Descriptions**
- **Assessments/Testing** – valid, reliable, consistent
- **Drug Testing, Background, Credit Checks** – appropriate releases being utilized, when administered, where are results maintained, consistent for position
- **Interview Process**
  - Consistently applied
  - Applications vs. Resumes
  - Interview guide, interview questions
  - Evaluation process
  - References
- **Interviewers**
  - Trained, knowledgeable
  - Legally compliant questions

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- Match Interview results of Candidates with:
  - o Mission, Vision, Values, Culture
  - o Review any Assessments with desired traits
  - o What do you want in this person? What do you need?
- Does the candidate possess the required ***Competencies***?
- Can the candidate perform the requirements indicated in the ***Job Description***?
- Create an ***Evaluation*** form to establish an unbiased and objective method to select the right candidate.

- Ensure you are prepared
- Ensure the right people are trained
- Ensure you are compliant
- Ensure you are thorough and consistent
- Bad hires/wrong decisions = $$$
- Ensure the process will help you hire the right *"FIT"* for your job

Shellie Haroski
sharoski@fgp.com
864.553.7253