

Finding Good Employees – The Needle Stack Conundrum

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High Unemployment

Finding good employees is still like
finding a needle in a hay stack,
during high unemployment –

it's just a bigger haystack .

Candidate Pool

- Passive candidates are not actively looking
 - Keeping head down and off the radar screen
- Employed candidates actively looking
 - Looking though employed – chronic job hoppers
 - Underemployed
- Unemployed candidates
- Spaghetti candidates
 - Throw their resume at ANY job

Passive Candidates

- Tough to find
(Why employers call recruiters)
- Passive candidates are sometimes afraid to look
- Prospect for passive candidates
 - Web sites, associations, clubs
 - Purchase lists – RightNow Tech in Bozeman, MT
 - Call, call, call
 - Build rapport and interest
 - Keep in touch
- Develop a farm team

Recruiting Passive Candidates

- Social networking
- Former employees as source of candidates
- Use contests to recruit young talent
 - Inc magazine, 2009 November issue
- Hang where they hang. YPC, Cisco
- Recruit from your customer pool – Cabela's
- Effective employee referral program (\$\$)

What's In It For Them?

- What will they get to do?
- What will they get to learn?
- What will they get to accomplish?
- Who will they work with?
- How will they be recognized and rewarded?

The whole truth, nothing but the ...


- 53% of job applications contain false information
- 44% of applicants lied about work experience
- 23% fabricated credentials or licenses
- 41% lied about their education



The Cost

- Employee theft and dishonesty – **\$40 billion a year**
- Workplace violence – **\$36 billion a year**
- Employee substance abuse – **\$640 per US worker**
- Half of all new hires “don't work out” – **\$7,000 to \$40,000**
- Total = **Lots of Money**





Cost of employee disengagement
\$350 billion per year is lost
due to employee
disengagement.

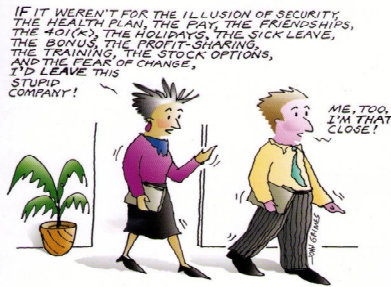
Profiles International



Better hiring

- Know what you are looking for
 - Have a good job description
 - Understand your company, culture, and current employees – what is your employer “brand” ?
 - Skills can be learned but you can’t teach attitude
- Screen candidates out, not in
 - Get to know the candidate
 - Make sure they fit the description and the company characteristics

Don't ask why employee leave, ask why employees stay



Your Employer Brand

Good	Ho-Hum
Start here. Go anywhere.	Join our team
Employees are the heart of our success.	Grow with us
Want to be a big fish, little pond?	Small Company Environment – Big Company Impact
We have the latest and greatest technology – come play with us!	High tech organization
We'll give your career an edge.	Great place to learn

Slow to Hire

- Have every interviewee fill out an application and authorization to check references
- Have more than two interviews
- Three preferably – group, individual, lunch or job shadow for a half day
- Perform reference/background checks
- Personal references are ok
- Assessment for skills and personality for behavior
- Make sure the interviewee
- Understands the company and will fit in



The number one rule in recruiting

**Past performance is
the best indication of
future behavior**

Behavioral Based Interview Questions

1. Tell me about the best boss you've ever worked for? The worst?
2. In the past, when have you not been successful and why? (Biggest disappointment professionally?)
3. What has been the thing you are most proud of professionally?
4. What percentage of your day do you spend on specific tasks?
5. What are three things you would change about your current job?



Interview Questions

6. Tell me about any "best practices" you've instituted that you are particularly proud of.
7. Did you ever put a program in place that wasn't successful? What was it and what did you learn?
8. Describe a situation where you made a mistake. How did you handle the error?
9. Describe a couple of instances, big or small, where you took a different or creative tack in achieving an objective than was the company standard?
10. Hand them a job description and ask, what do YOU think will be the biggest challenge if you get this position?



Interview Questions

- In my world, employees do one of three things:
 - Make money
 - Save money or
 - Improve the process

Which of these are you?

Follow up...

Realistic job preview.

Reference check.

Criminal background check.

Quick to Fire

- Most of the time; the minute you have a doubt about an employee it's over
 - Counsel, document, counsel, document, document, document, document
- Well written handbook
 - Can protect you
 - Sign-off that they have received a copy



Questions?

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