

RECRUITING QUALIFIED CANDIDATES

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Agenda

- Position Descriptions
- Recruiting
 - Employee Value Proposition
 - Social Media
 - Networking
- Hiring
- Onboarding

Why Use Job Descriptions?

- Determines exempt/non-exempt status
- A well crafted, future-oriented job description makes the hiring process simpler from start to finish.
- This is the foundation for the job listing and provides guidelines for what is expected from the position.
- Communicates major duties / responsibilities.
- Establishes a basis for performance evaluations.
- Assists in benchmarking jobs for compensation purposes.
- Improves employee onboarding and training / development opportunities as well as retention rates.
- Legal reasons.



Basic Job Description Template

1. List title, reporting relationships, exempt/nonexempt status, position summary & essential duties and responsibilities.
2. List essential functions required under the Americans with Disabilities Act (ADA) and Fair Labor Standards Act (among others).
3. Indicate minimum and preferred education and experience requirements.
4. Outline the required and preferred special skills.
5. List special requirements of the position (CPA, JD, etc.).
6. Describe the physical requirements and work environment.
7. Do not include minor duties/responsibilities or less than 5% of responsibilities.

Position Analysis Questionnaire (PAQ)

Completed by incumbents, reviewed with each employee and approved by supervisor.

- Position Summary
- Major Duties and Responsibilities
- Education
- Work Experience
- Knowledge, Skills and Abilities
- Certificates or Licenses
- Language Skills
- Reasoning Ability
- Supervisory Responsibilities
- Physical Demands
- Additional Information



Major Duties and Responsibilities

List tasks and responsibilities in their order of importance to the job. Also indicate the percentage of time spent doing this task. Think in terms of a typical week or month. The total percentages should not exceed 100%.

Begin each duty or responsibility with an action word such as "*plans, installs, calculates, operates, schedules, supervises, etc.*"

- ***Importance Scale***

- 4 = Is one of the most critical and essential functions of this position.
- 3 = Is among the more important and essential functions of this position.
- 2 = Is among the less important parts of this position.
- 1 = Is a minor and relatively unimportant part of this position.

Education

- Select the level of education and/or experience needed to successfully accomplish the essential duties of this job.
 - Level 1 : No prior experience or training
 - Level 6 : Bachelor's degree (*B.A.*) from four-year college or university; or one to two years related experience and/or training; or equivalent combination of education and experience.
 - Level 9 : Doctoral degree (*Ph.D.*) or equivalent; or more than ten years related experience and/or training; or equivalent combination of education and experience.



Physical Demand	ADA- Compliant Words	Job Description Language Example
Stand or Sit	Stationary position	Must be able to remain in a stationary position 50% of the time.
Walk	Move, Traverse	Must occasionally move about inside the office to access file cabinets, office machinery, etc.
Use hands/fingers to handle or feel	Operate, Activate, Use, Prepare, Inspect, Place, Detect, Position	Constantly operates a computer and other office machinery, such as a calculator and copy machine.
Climb (stairs, ladders) or balance	Ascend/Descend, Work atop, Traverse	Occasionally ascends/descends a ladder to service lights and ceiling fans.
Stoop, Kneel, Crouch or Crawl	Position self (to), Move	Constantly positions self to maintain computers in the lab, including under desks and in the server closet.
Talk/hear	Communicate, Detect, Converse with, Discern, Convey, Express oneself, Exchange information	Frequently communicates with students who have inquiries about their tuition bill or financial aid package. Must be able to exchange accurate information in these situations.
See	Detect, Determine, Perceive, Identify, Recognize, Judge, Observe, Inspect, Estimate, Assess	Must be able to detect funnel clouds from long distances.
Carry weight, Lift	Move, Transport, Position, Put, Install, Remove	Frequently moves Audio/Visual Equipment weighting up to 50 pounds across campus for various events.

Hiring

- The position description serves as the basis for job postings
- Sourcing/networking for applicants
 - Sets the minimum qualifications for knowledge, skills, abilities, education and experience
 - Ensures you are attracting the right candidates for the position with the proper qualifications
- Use to create interview questions



How to Leverage Social Media to Recruit Top Talent

- Focus on building your school’s brand:
 - LinkedIn, Twitter, Facebook, Instagram, and Pinterest.
- Pitfalls of “Traditional Advertising.”
- Other sourcing resources:
 - Previous applicants
 - How did current employee find out about openings?
 - Networking with other / nearby school systems
 - Previous applicant notification system
 - Pure Michigan Talent Connect
 - Community newsletter
 - Internal referral program
 - Associations (MSBO)



What makes your school a great place to work?

- The importance of “selling” an applicant:
 - Opportunity to work with children and share your knowledge to influence future generations.
 - Dynamic environment with a purpose / mission.
 - Results-oriented environment.
 - Constant personal development (e.g. confidence, communication, leadership, etc...).
 - Assist other educators in providing a meaningful education for all students while fostering a supportive working environment.
 - Fresh challenges daily while working with an eclectic mix of people.
 - Longer holidays (~13 weeks/yr.).
 - Generally good benefits.

What is your employee value proposition (EVP)?

- The balance of rewards and benefits that are received by employees at work.
- Employer branding.
- What do your employees say?
 - Employee engagement / satisfaction survey.
 - Exit interviews.



Rank	Attraction Drivers	Retention Drivers
1	Base pay/salary	Base pay/salary
2	Job security	Career advancement opportunities
3	Career advancement opportunities	Physical work environment
4	Challenging work	Job security
5	Opportunities to learn new skills	Ability to manage work-related stress
6	Reputation of the organization	Relationship with supervisor/manager
7	Health and wellness benefits	Trust/confidence in senior leadership

Source: Willis Towers Watson, *2016 Global Talent Management and Rewards*, and *Global Workforce Studies*.

How is new employee pay determined?

- How do you know if you are paying appropriately?
- Role of:
 - External competition
 - Incumbent background
 - Education
 - Experience
 - KSAs...
 - Position description
 - Performance



General Compensation Review

- What are your benefits as a percent of payroll? (SHRM-47%)
 1. Voluntary (19%) – medical / dental / vision / prescription plans, and flexible spending accounts.
 2. Mandatory (18%) – unemployment, workers compensation and social security.
 3. Pay for time not worked (10%) – vacation, holidays, personal days, bereavement and sick leave.
- What is “Total Compensation?”
 - Why is this important?
 - Do you share this with employees?

Interview Questions

- “What has you searching for a new opportunity at this time?”
- “What would former supervisors share about your strengths, weaknesses and general performance?”
- “What is unique in your background that will be of value to our organization?”
- “Are there any questions that we can answer to clarify information about the position or our company?”
- Situational based questions specific to what they would encounter in the position.

Review and Selection

- Guidelines:
 - Use specific criteria based on the skills, knowledge and abilities identified in the job description.
 - What skills are transferrable?
 - Could this candidate learn new skills?
 - How does this candidate fit into our future plans?
 - Assign weight to each criterion to objectively evaluate candidates.
 - Look at the entirety of the candidate's application:
 - (1/3) - Interview / Reference Checks
 - (1/3) - Education / Experience
 - (1/3) - Assessments



Onboarding

- Position description serves as a road map for new employees
- Gives a general idea of the scope and major responsibilities of the position
- Smooths the transition to a new job, reduces stress
- Clear expectations reduce turnover



Questions?

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