



DWFS OPPORTUNITY PROCESSING OUTLINE: HIRING THE RIGHT PEOPLE

DWFS TEAM MEMBER Neil Lead	JOB POSITION Center Manager	DAYS WITH THE COMPANY 6 months
STEP 1: NEIL'S INTRODUCTION <ul style="list-style-type: none"> • WHO ARE YOU? • WHAT'S YOUR POSITION? • WHAT'S YOUR QUESTION? 	STEP 2: PARTICIPANT FEEDBACK <ul style="list-style-type: none"> • CLARIFYING QUESTIONS • NEIL'S IDEAL OUTCOME* • BARRIERS & CHALLENGES • SOLUTIONS 	STEP 3: BEST-PRACTICE SPEAKER SHERRY DAWSON TALKS ABOUT THE BEST-PRACTICES BEHIND HIRING THE RIGHT PEOPLE

HOW DO I: (PRESENTED BY NEIL)

- How do I hire employees that I know will be a good fit for the job and culture?

CLARIFYING QUESTIONS: (ASKED BY PARTICIPANTS)

- What qualities are you looking for in a candidate right now?
- What positions are you hiring for?
- Are you looking for a culture fit in your project specifically, or the organization as a whole?
- Are there education requirements or qualifications needed to fill the two roles?
- What's more important to you? Experience or soft-skills?
- Are you looking for a candidate internally or externally?
- How many interview phases do you typically conduct?
- What about people who fit the culture but might need more development for the position?
- What are some of your biggest challenges when it comes to hiring?
- Do you have job descriptions for both positions?
- Do you have a mental short list of people you would consider promoting?
- What is the interview style? 1-on-1? Panel?
- Do you conduct any assessments before the interview or hiring process?
- How do you decide what to document/notate during the interview process?
- What does a 5-star interview look like to you?
- What are you currently doing to 'get the word out' about this position?
- What position is the bigger need for your team?

MY IDEAL OUTCOME IS: (PRESENTED BY NEIL)

- Hire engaged, productive employees who share our values, fit our culture, and are interested in growing within the company over the long-term.

WHY IS IT SIGNIFICANT TO ANSWER NEIL'S QUESTION? (ANSWERED BY PARTICIPANTS)

- Culture is key- more time with co-workers than family
- Important to have a strong team
- Reduces turnover
- Helps maintain productivity
- A poor fit can damage team morale
- You want to make sure you can build a team of strong leaders
- Important to have the same goals and culture
- The person hired will drive the growth of the team in whatever capacity – Lead or CN
- You can coach and develop a leader, but culture is key
- The wrong hire is worse than an empty position in regards to productivity and morale

- **You want the new hire to be part of a team**
- **People willing to grow in the company will be willing to push for success**
- **Important to invest in people who want to grow in the organization**
- **We want to make sure the new hire is adaptable because of constant changes in our business**
- **Harmony in the workplace is important**
- **Make sure the new hire is invested and doesn't quit early**
- **Builds teamwork and morale**
- **It costs \$\$ to hire people**
- **We are in the business of helping people find jobs; we need to be able to do this internally**
- **It builds trust with the current staff and leadership when you make the right hires**
- **Attitude of new hires reflects leadership**
- **A good team creates great opportunities for our workforce and customers**

BARRIERS & CHALLENGES – WHAT ARE NEIL'S BARRIERS & CHALLENGES?

- Lack of qualified applicants
- Skills gaps
- Good interviewers are not always good employees and vice versa
- Does not have set interviewing questions or instructions
- Lots of experience but lacking education in applicants
- Allowing personal views to effect our decisions
- Lack of trust and transparency during the interview process
- Maybe we are just looking for an easy fix instead of a long term solution
- Pre-determined selections
- Dynamic HR makes selections for interviewers; maybe a disconnect to local staff; local culture disconnect
- Not aware of our own biases
- Limited time for scheduling interviews right now
- No virtual solution
- Maybe Neil feels pressured to fill the position too quickly
- Doesn't have skill assessments
- Does not have pre-screening assessments
- Maybe Neil is being too picky
- Lacks confidence in his ability to hire
- Lack of a solid interview process
- Lack of local leadership
- Lack of energy
- Several good candidates and it's hard to decide
- Lack of panel interviews; not collaborative
- Not being picky enough
- Not enough accommodations for the interviewee
- Overthinking potential outcomes
- Not understanding what notes to take; how to document the process
- Maybe too many responsibilities to prepare for interviews

SOLUTIONS – WHAT ARE SOLUTIONS TO NEIL’S POTENTIAL BARRIERS AND CHALLENGES?

- Have your team interview with you
- Be as detailed as possible with requirements
- Create prescreen questions
- Create an interview panel
- Clear and concise job descriptions
- Create a list of questions with HR so the interviews are more consistent
- Define what ‘the right fit’ means with the hiring panel
- Create a set of universal interview questions that require critical thinking
- Create REAL scenarios
- Create pre-assessments & proficiency test
- Slow down and have confidence that you’re qualified to make a great hire – trust your gut!
- Create a comfortable interview setting
- Collaborating with local leadership
- Begin with soft skills questions
- Be prompt
- Have the team create a vision board
- Start with a reasonable number of candidates
- Let the potential employee speak with someone doing the job
- Have a partner staff join the panel
- Giving yourself time to discuss the interview/strengths/challenges right after the session so it’s fresh information
- Create a pros and cons list for all applicants
- Don’t rush to fill the position
- Take clear and concise notes during the interview process
- Asking clarifying questions when you don’t understand
- Open-ended questions during the interview process
- Make your own list of skills and soft skills that you’re looking for
- Use Motivational Interviewing techniques
- Collaborating and connecting with HR if you’re stuck or confused

BEST PRACTICE SPEAKER: (SHERRY DAWSON ANSWER NEIL’S QUESTION)

- #1 – The Power of Planning
 - Making sure you really understand what you’re looking for (prepare in advance)
 - Many supervisors think they can just start interviewing without preparing beforehand – nope!
 - What are you looking for now? AND, what are you looking for in the future?
 - Need to know what our vision is for the future so we know what to look for
 - Who is the ideal candidate? Not just duties and skillset; we want to hire people who have certain attributes that we are looking for
 - Sit down and itemize – what’s most important to us? What do we HAVE TO HAVE?
 - What’s the process?
 - How many interviews?
 - Who talks to the applicant?
 - What else is needed
 - Reviewing resume and identify clarifying questions you might need to ask the candidate ahead of time
- #2 – Realistic Job Preview
 - It is important that we are able to SHOW the candidate what the job is going to be like
 - Be able to create expectations for the applicant
 - Show a video that explains to the candidate ‘what’s it like to work in workforce centers?’
 - Job shadowing – talk to someone who is currently doing the job
 - Does not need to be a ‘formal interview,’ but give other staff the chance to talk to the applicant and share job details
 - Include a list of day-to-day tasks; what do they do from the time they arrive to the time they leave?

- How do we measure success with staff?
 - Explain our model to applicants – we are person-centered, but we need to explain how people will be measured
 - Make sure this is the right job for the applicant! Is this something that they will be happy with?
- #3 – Identifying Core Values (Core Values Interview, conducted by HR)
 - Core values interview based on ECS and Dynamic Cornerstones (by Brittany Loest @HR)
 - Hiring people that are growth minded
 - Hiring people that are flexible in our environment
 - We will provide HR training opportunity for Hiring Managers
 - Show examples of interviews that have been conducted – explain what she is looking for
 - Why did someone pass to round 2?
 - Why did other fail?
 - What’s this look like?
 - How do I screen?
- #4 – Three Ways to Assess Skills
 - #1 – Use behavioral interview questions
 - Open-ended questions
 - Use a what/if scenario (hypothetical question)
 - Past behavior questions (this tells us how a person will behave! Past behavior is the best predictor of future behavior)
 - “Tell me about a situation similar to XYZ that you had in the past and tell me how you handled it.”
 - Make the interview more conversational
 - Don’t read directly from the interview script!
 - “Tell me about a time when you had a conflict with a coworker.” THEN, let them talk. When the FINISH, ask “How did that work out? What did you do to solve the problem?”
 - Ask one question at a time to make the conversation flow better
 - #2 – Using assessments
 - In the process of identifying assessments that we might be able to use as part of the hiring process
 - Soft skills
 - Technical skills (excel assessments, as an example)
 - Writing skills
 - #3 – Work product
 - An assessment that is specific to what the applicant needs to do on the job
 - For example, if you’re hiring a facilitator or someone who will speak publicly, part of the interview process should be asking the applicant to prepare a presentation for the interview panel
 - Asking for a writing sample from case managers who will be expected to case note
 - Give the case manager a scenario, then ask the applicant to write a case note
 - Think about day to day activities and create assessments based on tasks
 - Gives you insight into skillset, organization skills, prioritizing skills, etc.
- #5 – Past, Present, and Future
 - You MUST check references!
 - Insight into what previous work was like & previous behaviors
 - Failing to check references can be called ‘negligent hiring’
 - Better indication of future behavior
 - Additionally, asking for performance evaluations from previous positions
 - If you cannot get a reference, at least verify employment to show you ATTEMPTED to get information
 - Reference Checking Template – shared w/ PDs

QUESTIONS:

- **DWFS HR PROVIDES A CORE SET OF QUESTIONS. CAN I ADD QUESTIONS TO THE LIST?**
 - **YES!**
 - **NEW HIRING TEMPLATE IS BEING DEVELOPED TO HELP YOU WITH THIS PROCESS**

- **HOW DO YOU HANDLE PROBLEMS WITH STAFF THAT HAVE PRIOR 'HISTORY' FROM A PREVIOUS EMPLOYER? WE DIDN'T LEARN THIS UNTIL AFTER WE HIRED THE INDIVIDUAL.**
 - **SITUATIONAL, BUT...**
 - **CRIMINAL ISSUE? WE HAVE TO ADDRESS IT AND COMMUNICATE WITH HR**

- **IS IT APPROPRIATE TO OFFER THE BOARD AN OPPORTUNITY TO INTERVIEW CANDIDATES AS WELL?**
 - **DEPENDS ON THE POSITION**
 - **IN MOST CASES, THE BOARD DOES NOT MAKE HIRING AND FIRING DECISIONS**

- **ON A SCALE OF 1-10, HOW IMPORTANT ARE NON-VERBAL CUES AND BODY GESTURES?**
 - **10. YOU CAN LEARN MORE ABOUT THE PERSON FROM NON-VERBAL CUES THAN WHAT THEY SAY**
 - **IF THERE IS A DISCONNECT BETWEEN WHAT THEY ARE SAYING AND HOW THEY ARE BEHAVING, THE BEHAVIOR IS THE BETTER PREDICTOR**

- **HOW CAN WE BE PART OF THE HIRING PROCESS IS THE LEADERSHIP TEAM WANTS TO DO IT INDEPENDENTLY?**
 - **ULTIMATELY, IT'S THE LEADERSHIP TEAMS DECISION, BUT...**
 - **HAVE A PRIVATE CONVERSATION WITH YOUR SUPERVISOR. EXPLAIN THE REASONS FOR IT! PRESENT THIS INFORMATION AS A 'SOLUTION' TO THE HIRING PROBLEM**

- **WHAT MAKES THE BIGGEST IMPRESSION ON YOU DURING AN INTERVIEW?**
 - **1ST IMPRESSION: PROFESSIONALISM**
 - **BE ON TIME**
 - **BE DRESSED APPROPRIATELY**
 - **BE 'APPROPRIATE' FOR THE POSITION – NOT OVERLY FRIENDLY, NOT OVERLY STANDOFFISH**
 - **WHEN I START ASKING QUESTIONS, I'M LOOKING FOR:**
 - **CLEAR ANSWERS**
 - **COMPLETE ANSWERS**
 - **SOMEONE WHO HAS A GRASP ON HOW TO HANDLE SITUATIONS**

- **LET'S SAY WE HAVE A QUALIFIED PERSON WHO WANTS A SALARY OUTSIDE OUR RANGE. WHAT FLEXIBILITY DO WE HAVE TO ACCOMMODATE? WHO MAKES THAT DECISION?**
 - **CONTROLLED BY THE BOARD AND THE FINANCE TEAM***
 - **NEEDS TO BE DISCUSSED AND APPROVED WITH PD AND PROJECT ACCOUNTANT**
 - **WE HAVE SALARY RANGES IN OUR JOB POSTINGS TO HELP THIS**

- **WHAT'S YOUR VIEW ON ONLINE ASSESSMENTS AND ALTERNATIVE METHODS THAT WE CREATE?**
 - **ASSESSMENTS THAT WE CREATE OR GET ONLINE MUST BE VALIDATED**
 - **SOMEONE MUST TEST THEM TO MAKE SURE THE ASSESSMENT IS ACCURATE AND APPROPRIATE**
 - **THESE ASSESSMENTS MUST BE SPECIFIC TO A PARTICULAR JOB**
 - **CASE NOTE EXAMPLE ABOVE**
 - **EXCEL/TECH EXAMPLE ABOVE**
 - **FACILITATING EXAMPLE ABOVE**
 - **RECOMMEND DOING ASSESSMENTS WHILE ON-SITE; WE WANT THEM DOING IT INDEPENDENTLY**

- **WHEN WILL NEW INTERVIEW STUFF FROM HR COME OUT?**
 - **THIS QUARTER! IT'S COMING SOON!**
 - **OVER THE NEXT TWO MONTHS**
