



Strategic Human Resource Management: Recruiting Good Employees

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Main Objectives of the Session

- **Strategic Approach to HRM**
 - **Recruitment:** planning, job announcement, recruitment strategies
 - **Selection:** narrowing the pool, conducting interviews, finding a good fit
 - **Onboarding** as the alternative to a traditional orientation
 - **Special topics:** workforce diversity (including generational differences)
 - **Small Group Session:** Developing an Effective Recruitment Strategy
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Strategic Approach to Human Resource Management

- **Context for the Strategic HRM: technological changes, increasing long-term fiscal pressures, massive shifts in the workforce** (aging, increasing diversity, dynamism).
 - **Strategic HRM Tenets:** 1) An agency effectively responds to environmental pressures via HRM practices; 2) Focus on organizational mission, core objectives, and employee productivity; 3) Employees are viewed as stakeholders.
 - **Properly selected and integrated employees** ➡ **lower employee turnover, improved retention, higher organizational productivity.**
 - **Public sector constraints:** we can't offer the same kinds of incentives as private sector companies do. **How do we improve the recruitment process considering the constraints?**
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Planning: Five Elements that Affect the Effectiveness of Recruitment

1. **The size of the labor pool and the location of jobs**
 2. **The breadth and quality of the process** (Does it embody organizational goals? Are we using appropriate strategies to reach qualified, interested, diverse candidates? Is the process clear and cost effective? Does it encourage the best candidates to apply?)
 3. **Pay & benefits** (only about 10% of employees identify pay as the key factor; 28% favor job security, 12% - advancement opportunities; 10% - challenging & interesting work – U.S. MSPB)
 4. **Job quality** (job security, advancement potential, likelihood of interesting work, working conditions, professional perks – travel and training)
 5. **Organizational image** (prestige; perceptions about culture, collegiality, innovativeness; public service opportunity; experience & network connections)
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Strategic Planning and Management of Vacancies

- 1. Labor market survey:** position parity studies - availability, salaries, education levels (Bureau of Labor Statistics' occupational outlook handbook - <https://www.bls.gov/ooh/>; local and regional data from large jurisdictions)
 - 2. Assessing current needs and quality of previous recruitments** ('red flags': poorly qualified staff in recent positions; poor person-department fit; no applications from best candidates or already found jobs by the time position is offered)
 - 3. Position-related decisions:** modifying descriptions; internal versus external recruitment; specialists (efficiency due to technical background, require little training) versus generalists (broader perspective, cross-training opportunity, people skills).
 - 4. Approvals:** formal - by union, informal – by colleagues.
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Internal versus External Recruitment: Advantages & Disadvantages

✓ **Internal**

- ✓ Cost effective
- ✓ Good for employee morale and rewards
- ✓ Based on past performance
- ✓ Succession of promotions
- ✓ Risk of organizational inbreeding
- ✓ Burden on training & development
- ✓ Potential of political infighting

✓ **External**

- ✓ New ideas/talent
 - ✓ Getting needed competencies
 - ✓ Cross-industry insights
 - ✓ Helps EEO/AA
 - ✓ May result in misplacement
 - ✓ Recruitment costs
 - ✓ Potential morale problems for internal candidates
 - ✓ Longer orientation or adjustment time
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Position Announcements: Elements of a Full Format

Common Elements

- Title and agency affiliation
- Salary range
- Classification
- Description of job duties and responsibilities
- Minimum qualifications
- Special conditions (travel, location, unusual hours, safety)
- Application procedures
- Equal opportunity employment

Additional Elements

- Specific competencies (e.g. critical thinking, collaboration, conflict resolution, innovation, information management, problem solving)
- Carrier potential (opportunities for promotion, training & education, special experience).
- Special benefits (seasonal vacations, extra pay, work with distinguished people, retirement programs)



Quality Job Announcements: Things to Consider

1. Design the **message to ‘sell’ the job and agency**, present it as the **employer of choice**
 - **Style and tone:** from neutrality & standardization to sounding inviting and interesting.
 2. **Clear, accurate, current, and realistic description** of the job and its requirements
 - Job announcement writing can also help to revise an old description & trigger a new job analysis.
 3. Reduce the **length of vacancy announcements**
 - Require the least amount of information to determine basic qualifications; request more information later in the process.
 4. Reduce the use of **negative, legalistic, threatening language**.
 5. Straightforward **instructions on how to apply**.
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11 Recruitment Strategies: From Passive Posting to Social Media Recruitment

- 1. Physical job posting:** posting in public places; in-house job bulletins; newspapers; standard communication media.
 - 2. Electronic posting:** agency websites; job boards (HR departments, state personnel boards, civil service commissions, publicservicecareers.org & private boards – monster.com, careerpathservices.org)
 - ✓ EP is the second most important method, after friends or relatives, through which applicants learn about positions.
 - ✓ Web site quality indicators: quality of images, videos, testimonials; usability; links; feedback capacity; personalization; tracking; online testing; job matching.
 - 3. Newspaper recruitment:** for local and regional offerings.
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11 Recruitment Strategies: From Passive Posting to Social Media Recruitment

4. Personal contact recruitment: current/former employee referrals; recruitment at job fairs, on-campus recruiting, individual solicitations (less common in public sector)

- Job fairs are reported to be more important than centralized websites for reaching potential candidates under age of 30; older job seekers rely more heavily on centralized and agency web sites (U.S. MSPB data).

5. Social media platforms: LinkedIn, YouTube, Facebook, Twitter, Flickr.

- Rarely initial or final point of prospective employee contact, but offer effective cultivation techniques and organizational publicity.
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11 Recruitment Strategies: From Passive Posting to Social Media Recruitment

6. Trade journals and newsletters, professional magazines.

- PA Times, ICMA Newsletter.

7. Mail (and email) recruitment.

- College graduates, professional organizations (ASPA).

8. Educational & internship recruitment (career fairs & targeted).

- Training, acculturation, job preview, longevity benefits.

9. Headhunting (relying on employment firms).

10. Noncompetitive recruitment (the use is highly restricted).

11. Institutional capacity recruitment/employment branding.

- Applicants consider an agency in general (visit job application web site rather than apply for a specific position).
 - Billboards, media coverage, advertisement.
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Employment Branding as a Recruitment Strategy

➤ **Goals of Employment Branding:**

- ✓ Create a positive, compelling *image of the organization*
- ✓ Provide a clear and consistent message about *what it is like to work at the organization* (teamwork, work/life balance)
- ✓ Give (current & prospective) employees a *sense of pride* in their organization
- ✓ Reinforce the *public image* of the organization
- ✓ **Encourage the best candidates to apply.**

➤ **Branding Strategies:**

- web site, social and regular media, brochures;
 - representation at job fairs and conferences;
 - participation in community events;
 - employee awards and organizational rankings.
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Narrowing the Pool: Candidate Assessment Methods and Their Validity

- ✓ Work sample tests – .54
 - ✓ Structured interviews – .51
 - ✓ General mental ability tests - .51
 - ✓ Job knowledge tests - .48
 - ✓ Training and experience (behavioral consistency model) - .45
 - ✓ Job tryout procedures - .44
 - ✓ Unstructured interviews -.38
 - ✓ Biodata measures - .35
 - ✓ Reference checks - .26
 - ✓ GPA - .20
 - ✓ Years of job experience -.18
 - ✓ Training and experience (point method) - .11
 - ✓ Years of education – 0.10
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Employee Selection: The Importance of a Good Fit

- **Right education and technical qualifications may not guarantee a good “fit”**
 - **Character fit** - generic work habits – conscientiousness, motivation, initiative, resilience, public service motivation, self-discipline, absence of dysfunctional behaviors.
 - **Job fit** – traits that lend themselves to particular jobs – the ability to handle stress, assertiveness, friendliness, self-confidence, decisiveness, flexibility, willingness to take responsibility.
 - **Organizational fit** – alignment of the candidate’s personality with cultural aspects of the organization (the reward and incentive system; organizational citizenship; org. values).
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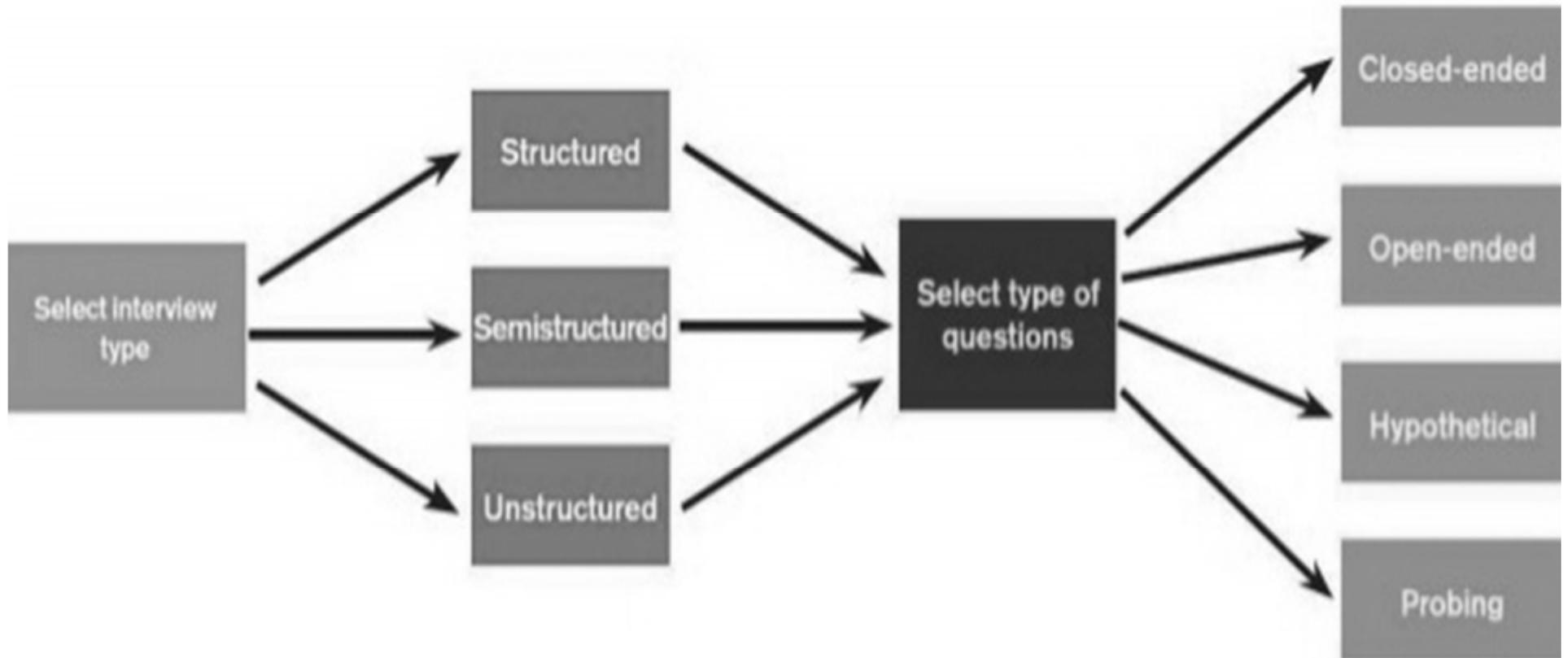
Employee Selection: Key Issues to Watch For/Clarify

Potential “red” flags

- Insufficient education or experience* to fulfill the minimum job requirements;
 - Significant *unexplained gaps in employment* history;
 - Frequent *job changes*;
 - A *downward spiral of jobs* with less responsibility and authority;
 - Blanks in/missing application materials.*
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Employee Selection: Types of Interview





Types of Interviews

- **Structured interview** - equitable approach - same information from all candidates
 - **Patterned interview** – same knowledge, skill, or ability area but different questions
 - **Directive interview** – interviewer keeps control, asks specific questions
 - **Nondirective interview** – open questions, interviewee answers guide next questions
 - **Stress interview** – interviewer assumes an aggressive posture
 - **Behavioral interview** – examples of past performance
 - **Situational interview** – candidate comments on hypothetical situations
- Group interviews:**
- **Fishbowl interview** – several job candidates and staff work in a true-to-life setting
 - **Team interview** – multiple interviewees (360-degree model)
 - **Panel interview** – structured questions from different experts
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Examples of Behaviorally Anchored Questions & Situational Judgements

- Can you describe a difficult project that you were required to handle?**
 - Tell us about working with a hostile customer, and how you resolved the situation**
 - Describe leading groups: when you were a formal leader, and when you were not**
 - Can you describe a situation of dealing with a difficult employee?**
 - Tell us how you deal with repeated interruptions and concurrent projects**
 - Critique or evaluate something; lay out a plan for [...]**
 - Solve a hypothetical problem**
 - Role-play a hypothetical situation**
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Interviewing: General Considerations

1. **Planning:** place, participants, roles; who meets the candidate.
 2. Focus on **job functions**, include **challenges** and **opportunities** for **realistic job preview**.
 3. **Minimize distractions** and focus on **active listening**; provide opportunities for **candidates' questions**.
 4. Have a **specific list of written questions** for all candidates.
 5. Be careful about signaling **employment prospects**, but give an estimate of **when candidates will hear back**.
 6. Complete **notes** while impressions are fresh.
 7. Beware of **interviewer biases**.
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Next Steps Post-Selection: Typical Orientation versus Strategic Onboarding

Typical Orientation

- Transactional focus & goals
- Less than one week
- Owned and executed by human resource managers
- Addresses some new employee needs (basic information and contacts)
- Employee attends
- New hires complete paperwork and get some general information

Strategic Onboarding

- Strategic focus and goals
 - Entire first year
 - Integrates multiple offices, functions, people
 - Addresses all employee needs (information, equipment, accounts, training, networking)
 - Employee is actively engaged with vested interest in success
 - New hires complete successful first year, maximizing engagement and retention
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Key Advantages of Strategic Onboarding

- **Improved performance:** performance can improve by up to 11.3 percent by communicating performance expectations, providing feedback, involving coworkers and peers, and providing training.
 - **Organizational fit:** assessing a new hire's strengths and weaknesses, and whether she or he is the right fit for the job.
 - **Enhanced employee engagement:** organizations that invested in onboarding enjoyed higher employee engagement.
 - **Increased retention:** 90 percent of employees decide whether to stay with the organization during their first six months. Effective onboarding can improve retention by 25 percent (turnovers are costly!).
 - **Improved time-to-productivity ratio:** full productivity is reached two months earlier.
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Strategic Onboarding Model

Partnership for Public Service, Bob Lavigna

Figure 2: Onboarding Model

PRINCIPLES

Align to Mission and Vision **Connect** to Culture, Strategic Goals, and Priorities **Integrate** across Process Owners **Apply** to All Employees

ROLES

+ Process Owners

+ Process Champions

+ Employee

PROCESS PHASES AND KEY ACTIVITIES

Before First Day ▶	First Day/Orientation ▶	First Week ▶	First 90 Days ▶	First Year ▶
<ul style="list-style-type: none"> ■ Extend personal welcome to employee ■ Communicate first day logistics to employee ■ Send paperwork in advance and/or online portal access ■ Prepare for employee 	<ul style="list-style-type: none"> ■ Focus on sharing the mission and values ■ Incorporate senior leadership ■ Orient employee to organization and office norms ■ Introduce employee sponsor ■ Meet immediate requirements for employment 	<ul style="list-style-type: none"> ■ Ensure direct managerial involvement ■ Set performance expectations and job scope ■ Assign meaningful work ■ Communicate resources or networks required for work 	<ul style="list-style-type: none"> ■ Provide essential training ■ Monitor performance and provide feedback ■ Obtain feedback through new hire survey and other means 	<ul style="list-style-type: none"> ■ Recognize positive employee contributions ■ Provide formal and informal feedback on performance ■ Create employee development plan

OUTCOMES

High Employee Job Satisfaction Level • Retention of High-Performing Employees • Continued Employee Engagement and Commitment • Quicker Productivity



Workforce Diversity





Promoting Diversity in Recruitment

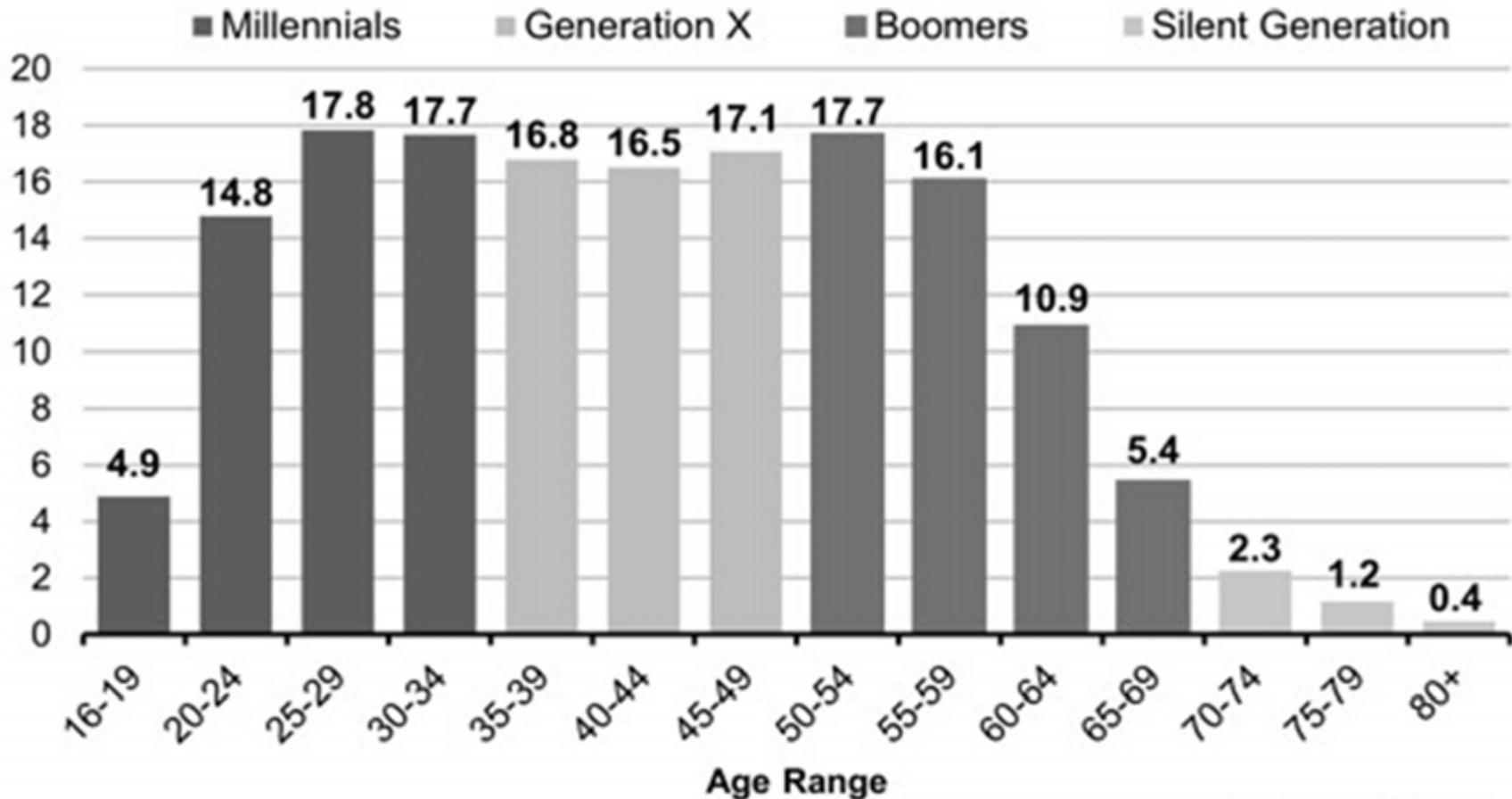
- **Promotion of diversity as an ethical and management necessity**
 - **Many forms of diversity:** race & ethnicity, gender, national origin, language, socioeconomic status, veteran status, family structures, sexual orientation, persons' background & experience, generation (OMB, 2016).
 - **Diverse recruitment:** combining e-recruitment (social media and Internet) with other methods helps attracting geographically diverse pool as well 'passive' job candidates.
 - **Special minority recruitment efforts:** referrals from minority employees; job fairs at minority serving colleges; campus minority organizations; minority alumni groups, professional societies & civic groups; advertising in minority press.
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Generational Diversity

The Workforce in 2015

Projected size of U.S. labor force (in millions) by age, for the year 2015



Source: Department of Labor | WSJ.com



Considering Generational Differences in the Workforce

- **Generational Cohort Theory** (Strauss & Howe, 1991)
 - **Traditionalist/Silent** (1929-45); **Boomer** (1946-64);
Generation X (1965-79); **Generation Y/Millennials** (1980-99)
 - **Generations are a social construct:** individuals born in a certain time period are influenced by historical and social context & specific events \implies shared values and attitudes
 - **Generational cohorts possess a unique set of preferences** that distinguish their workplace tendencies.
 - **Common perceived differences:** use of technology, communication, work climate, leadership and feedback, work-life balance, team orientation, involvement and empowerment.
 - **Competing explanation:** Life Stage Theories.
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Generational Differences in the Workforce: The Millennials

- **Generation Y** is *technology-driven, multitasking, confident, optimistic, skeptical* (need an explanation why), *higher turnover rates* as compared to their older counterparts.
 - Prefer a *culturally sensitive, fun-at-work* workplaces.
 - Prefer a *team-oriented work environment*, bosses with whom they can relate and who value employee input.
 - Prefer constant and instantaneous *feedback from leaders*.
 - Value *work-life balance* and prioritize *engagement with family and friends* over work commitments.
 - Workplace policies: mentoring programs, more employee development, team-based environment, flexible work arrangements, performance-based rewards, more technology.
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Strategic HRM: Effective Recruitment and Onboarding Strategies

- **Small-Groups Session: Employee Recruitment & Onboarding Brainstorming**
 - **Sample Job Description:** Is it designed effectively to attract the best candidates? Does it give a realistic job preview? What would you do differently?
 - **Recruitment Worksheet:** design your recruitment strategy
 - Additional Resources on Recruitment and Onboarding:
 - Books and articles
 - Reports (*Partnership for Public Service, ICMA*)
 - Web sites
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Organizational Image: How to Leave a Good Impression in the Process of Recruitment (by Sara Rynes)

- **Time recruitment steps to minimize anxiety:** timely notifications of the status; prompt follow ups; enough time to make choice among offers.
 - **Provide feedback to optimize scarce job resources:** notifying the eliminated candidates once the short list is made.
 - **Offer information that makes distinctions:** give a realistic job preview and detailed enough information about the job.
 - **Use enthusiastic, informative, and credible representatives:** this includes a well-planned interview process.
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Staffing Process in Public Sector Organizations

The civil service staffing process

Recruitment

Planning and approval for staffing



Position announcement



Selection of recruitment strategies

Selection

Selection of „tests”



Screen, interview, and checks (reference and other)



Final selection / Negotiate and hire



Postselection considerations



Recruitment Effectiveness

Short-term considerations

- Average time required to recruit applicants
- Selection and acceptance rates of applicants
- Cost per applicant
- Quantity of applicants
- Quality of applicants
- EEO implications
(consistency of recruitment procedures)

Long-term considerations

- Performance of hires
 - Turnover
 - Absenteeism per hire
 - Training costs
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Organizational Policies that Support Diversity: Flexible Working Arrangements

- **Job satisfaction reports indicate the increasing demand for flexible work schedules and other work accommodations.**
 - **Flextime:** varying starting and ending times.
 - **Compressed workweeks:** fewer than five days.
 - **Regular part-time:** less than full-time status.
 - **Job sharing:** two part-time employees sharing a full-time job.
 - **Phased retirement:** gradually reducing hours before retirement.
 - **Telecommuting:** regularly working at a site other than office.
 - **Accommodating diversity:** individual preferences, cultural and spiritual needs, age-related needs.
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Organizational Policies that Support Diversity: Life-Work-Balance Incentives

- **Dual Career and Spousal Assistance Programs**
 - **Employer-Sponsored Child Care:** parental leave, on or near-site facilities, financial assistance, referrals, emergency needs.
 - **Adoption Assistance:** paid & unpaid time off (use of sick and other leave), reimbursement for legal and medical expenses.
 - **Elder Care:** paid & unpaid time off, referrals, assistance with insurance paperwork, information and support services, care management services, discounted backup homecare.
 - **Family-Friendly or Single Hostile?** Life-style friendly policies (paid education, professional development, etc.).
 - **Stress-Reduction Programs:** wellness programs & employee assistance programs; assessment, observation, feedback and coaching; workshops on time & stress management.
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