



# Human Resources Recruitment Tips and Tricks

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# Current Challenge and Opportunity

- Unemployment Rate fell to 4.2% November 2021
- Recruiting and Attracting Talent
- Successful Hiring and Onboarding
- Complying with New/Evolving Regulations
- Planning and Managing DEI
- Employee Engagement and Retention



# 2021-22 Employment Issues Organizations Face and Recruitment Tips & Tricks

## Issues:

- Recruitment in a Tight Labor Market –  
Attracting (Qualified) Candidates
- Improving the Hiring and Onboarding Process
  - ✓ Diverse Team Interview Format
  - ✓ Standard and Unique Questions
  - ✓ Background Checks and Second chance hiring
- Retaining best employees

## Tools:

- Utilize Recruitment Marketing - “The process of nurturing and attracting talented individuals to your company using marketing methods and tactics”
  - Target Recruitment based on company needs and requirements (veterans, minorities, disabled)
  - Promote Your Company’s Value Story

# Top Recruiting Trends for 2021-22

Candidates want to know what you can do for them

- ▶ What do you have to offer? Tell your story through social media. Market your organization as a great place to work so that candidates come to you
  - ✓ Stable employment, working with a purpose, solving real problems for the public...
  - ✓ Benefits – 10 paid holidays, education reimbursement, professional and personal development, EAP...
- ▶ What is your organization best known for?
  - ▶ Publicize awards and achievements your organization has received
  - ▶ How do you make a difference in the community/what services do you provide
- ▶ Social media presence
  - ▶ Building relationships with candidates through Texting, Social Media Sites such as Facebook, Linked In, Twitter, YouTube and Instagram is important, especially for recruiting/attracting Gen Y and Z
- ▶ Targeted Recruitment Strategy - a predetermined plan to advertise job openings in specific places and ways that attract candidates with certain experience, skills, or characteristics.
  - ▶ Benefits of Targeted Recruitment :
    - ✓ Improve Quality of Applicants
    - ✓ Reduced Cost Per Hire
    - ✓ Fill Difficult Positions
    - ✓ Increase Workplace Diversity



# Recruiting in a tight labor market – creating and maintaining your employment brand

- ▶ Online presence must tell candidates what they can expect if they join your organization – generate content that reflects your culture
- ▶ Another benefit of having a great employment brand and engaging with candidates via social media is that it allows you to build a talent pool – candidates you have already engaged with who can fill future positions
  - ▶ Reduces time to hire and recruiting costs
  - ▶ Use social media networks and text messaging to proactively search for candidates and encourage them to apply
- ▶ Stand out from competitors - use current staff as brand ambassadors – upload virtual tours of your working environment, tout company benefits and feature staff testimonials and photos
  - ▶ Linking your website to Google Analytics (provides insight into visitors' experience on your website, Facebook and linked in career pages)
- ▶ Encourage happy employees to post five-star reviews on Glassdoor and Facebook



# Polling Question # 1

- ▶ Is Targeted Recruitment legal in Florida?
  - a.) Yes
  - b.) No
  - c.) Only for the Private Sector
  - d.) Only for the Public Sector

# Hiring in a Tight Labor Market

## Interview Techniques

### Types of Interviews



**BEHAVIORAL**



**SITUATIONAL**



**GROUP**



**CASE STUDY**



# Hiring in a tight labor market

## 4 Types of Interviews - Advantages & Disadvantages

### Behavioral Interview

Focus on actions that candidates have taken in previous jobs. The interviewer assesses how people approached and resolved various work problems.

- Advantages:
  - Evaluates how personal attributes and job skills were applied to key tasks.
  - The principle behind these assessments is that past performance can predict future behavior.
- Disadvantages:
  - Can require persistent follow-up questions to determine just how the person was able to achieve a goal.
  - It might be impossible to determine how much of a project's success can be credited to the job seeker as opposed to his or her team.





# Hiring in a tight labor market

## 4 Types of Interviews - Advantages & Disadvantages

### Situational Interview

- Situational questions get at how candidates might react to a scenario or problem they could face in the new job.
- They might be asked to respond to a hypothetical event or an actual business issue.
- Advantages:
  - Explores the person's ability to work through and solve problems and to think quickly on his or her feet.
  - Test attributes and skills that would apply to the position that the organization is trying to fill.
- Disadvantage:
  - May not shine much light on the individual's work history or problems the person had in previous jobs.




# Hiring in a tight labor market

## 4 Types of Interviews - Advantages & Disadvantages

### Group Interview

- In group or panel interviews, several people from the hiring organization meet simultaneously with each job candidate.
- Panel members take turns asking questions, though some in the group might be present only to observe.
- Advantages:
  - Allows multiple people with different positions and perspectives to ask a variety of job-related questions.
  - The more people involved in the panel, the more opportunities to identify strengths or weaknesses in each applicant.
  - These sessions can include behavioral and situational questions and can reveal a person's social skills.
- Disadvantages:
  - Results can be skewed if panelists fail to ask the same questions of each interviewee.
  - Untrained or undisciplined participants might be influenced by the person they like best as opposed to who is the most qualified.



# Hiring in a tight labor market

## 4 Types of Interviews - Advantages & Disadvantages

### Case Study Interview

- Each applicant is given a hypothetical or existing business situation or problem to analyze.
- The person must draw on his or her knowledge and creative abilities to produce a solution and explain how he or she arrived at it.
- These exercises can be completed between interviews or during them.
- Some employers require candidates to make a presentation to hiring managers based on their work.
- Advantages:
  - Provides an in-depth look at how the interviewee thinks and works through problems.
- Disadvantages:
  - Requires a lot of work to analyze these studies.
  - They are particularly burdensome when there are many worthy applicants.



# Polling Question #2

What type of questions get at how candidates might react to a scenario or problem they could face in the new job?

- a.) Behavioral
- b.) Situational
- c.) Case Study
- d.) None of the above



# Hiring in a tight labor market

## Effective Interviewing and Hiring

### Five Important Tips and Tricks

**1. Be professional, personable, positive**

Your organization will be more attractive to candidates- You're being interviewed too

**2. Sell what you can do for the candidate**


Tell the candidates why they should work for your organization (stability, benefits, professional/personal growth, community service etc.)

**3. Keep the candidates informed/share information promptly and often**

Complete interviews with promising candidates asap. Communicate your hiring process and timeline. Let them know who they can call if they have questions.

**4. Avoid Ghosting,** which occurs when a candidate, without explanation, ceases all contact and no longer responds to communication attempts.

\*Ensure frequent communication with candidates; reduce interview scheduling delays; interview after hours and weekends to accommodate working candidates.



# Hiring in a Tight Labor Market Interview Tips and Tricks

## Hiring the right people

- ▶ Team interview format, especially for hiring managers
  - ✓ Racially/Ethnically Diverse panel
  - ✓ Use the most hungry, humble, smart staff (EI)
  
- ▶ Standard and unique questions
  - ✓ What's something you tried new at work recently?
  - ✓ What's a misconception about you that your co-workers didn't get?
  - ✓ What would your least favorite co-worker tell us about you?
  
- ▶ Hire for character/culture not IQ/skill

# Hiring in a Tight Labor Market

## Hiring the right people

### Competency Matrix



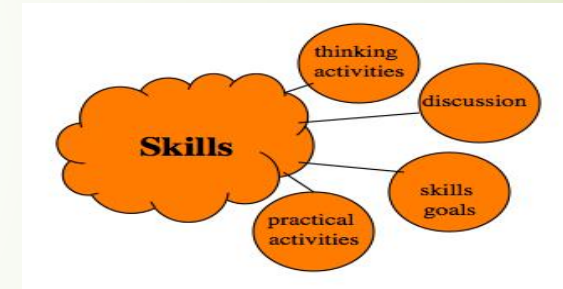
#### Heart-Set

A range of qualities and desired behaviors to perform certain duties with passion.



#### Mind-Set

The established set of attitudes held by someone.



#### Skillset

Range of skills and abilities that are required to perform the job duties.



# Polling Question #3

- What is “Ghosting”?
  - a.) Job abandonment
  - b.) An applicant’s reaction to a situational interview
  - c.) When a candidate no longer responds to communication attempts
  - d.) None of these above






# Effective Hiring and Onboarding

- ▶ Benefits of hiring mature workers, retirees, veterans, citizens with a criminal record and those differently abled
  - ✓ These individuals typically are experienced, loyal and committed; they're more motivated by a sense of belonging and stability, not so much compensation;
  - ✓ They have new and updated skills and knowledge from education, training and development provided by non-profit organizations like, Career Source Polk,/FL
  - ✓ Possible tax credits/incentives
- ▶ Second Chance Hiring is the practice of hiring individuals with criminal records and/or in recovery, or other applicants whose life choices and situations have disadvantaged them in obtaining stable employment.
  - ▶ Second Chance Hires:
    - ✓ are highly loyal and productive employees
    - ✓ have lower turnover rates
    - ✓ can advance organizations diversity and inclusion initiatives
- ▶ Background checks
  - ✓ know the limitations on what information employers in Florida can use
  - ✓ relax restrictions where possible and don't use convictions as an automatic disqualification
  - ✓ EEOC requirements before taking adverse action (severity of offense; time lapse; job relation)



# Polling Question #4

- ▶ Benefits of hiring mature workers and veterans include that they are
  - a.) More experienced
  - b.) Loyal and committed
  - c.) Don't need compensation
  - d.) A & B



# Employee Engagement and Retention Best Practices

## ▶ **Invest in Your Talent**

- ▶ Create a culture of employee feedback and input (EAC, Hold roundtable meets...)
- ▶ Provide personal and professional development and complete professional development plans for employees
- ▶ Promote high performing employees
- ▶ Offer Succession Planning – conduct succession planning gap analysis
- ▶ Offer education/college assistance to employees
- ▶ Provide employee appreciation/recognition programs
- ▶ Leverage tenured employees to coach and mentor less tenured

## ▶ **Address Poor Managers who may cause turnover**

- ▶ Coach and counsel them consistently
- ▶ Require continued training and development, including sensitivity training
- ▶ Impose disciplinary action as needed



# Employment Law Updates in the Sunshine State Affecting Employers and Employees

## **Minimum Wage Increase –**

- ❖ Long-Term Impact on local government
  - FL minimum wage increased from \$8.65 to \$10.00 Sept. 30, 2021
  - Increases by \$1.00 every year for 5 additional years until \$15 reached by Sept. 30, 2026

## **COVID 19 Pandemic and the Omicron Variant**

- ❖ Unvaccinated Workers
- ❖ Federal Mandates
- ❖ What's an Employer to Do?

## **EEOC Regulations**

- ❖ Diversity Equity and Inclusion (DEI)
- ❖ Workplace Discrimination



# Polling Question #5

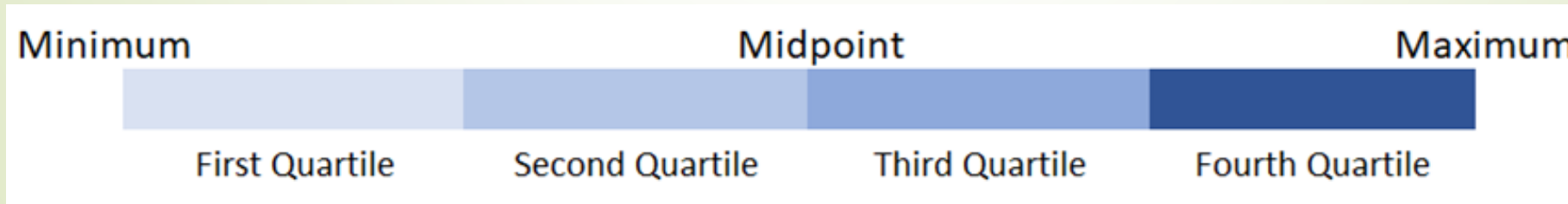
- ▶ One way to Invest in your organization's talent is to
  - a.) Promote tenured employees
  - b.) Discipline managers
  - c.) Eliminate tuition reimbursement programs
  - d.) None of the above

# Employment Law Updates in the Sunshine State

## Minimum Wage Increase

### Common Questions

1. What is pay compression?
2. Do we have to adjust all pay ranges or just the ranges below \$15.00?
3. What are “pay range quartiles?”



# Employment Law Updates in the Sunshine State

## Minimum Wage Increase

### Potential Challenges

01

#### Pay Compression

- Can hinder recruitment of top talent / best qualified candidates
- Employee salaries possibility of rising above low-level managers in highly skilled positions

02

#### Pay Considerations For Seniority

- Possible turnover of long-time employees making less than or equal to new hires in a similar position

03

#### Pay Grade Adjustments

- Finding a balance between pay scale adjustments and minimum starting salaries

# Florida Minimum Wage Annual Increments

Date	New Minimum Wage	Increase Percentage
January 1, 2021	From \$8.56 to \$8.65	1%
September 30, 2021	\$10.00	15.6%
September 30, 2022	\$11.00	10%
September 30, 2023	\$12.00	9.1%
September 30, 2024	\$13.00	8.3%
September 30, 2025	\$14.00	7.7%
September 30, 2026	\$15.00	7.1%





# Polling Question #6

- ▶ True or false: Florida's Minimum Wage laws only apply to private sector employees:
  - a.) True
  - b.) False

# Pay Ranges and Compression Issues



- If you are at \$10/hour or greater:
  - Slide all pay ranges by a min of \$1.00 per year to avoid compression
  - Essentially giving everyone in the range at least \$1.00 per hour (\$2,080/year) to avoid new hires earning more than current staff



Questions?



# Sources/Resources

- ▶ 2021 Paychex Pulse of HR Report July 07/26/2021  
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- ▶ Candidate Ghosting – Effective Tips for minimizing this growing menace by Dr. John Sullivan. <https://www.ere.net>
- ▶ What to Know About **Second Chance Hiring** and Why It Could Help Solve Your Labor Problems  
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- ▶ Hiring and Retention Essentials for Local Government by LeaderGov  
[www.leadergov.com](http://www.leadergov.com)
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