

We are going to cover two themes around recruitment:

Good process and documentation to support that

Interview techniques to get as much **insight** into candidates as possible **in limited time** frame

Two key things I have learnt about recruitment over the years

The recruiter is in an **unnatural position of power** – your approach to deciding on the right candidates to **shortlist** or **decline**, **interview** and hire or not hire has a direct and significant **impact** on **peoples lives**

Recruitment is **time consuming** and almost always a critical task on **top of usual busy day to day commitments**.

Effective processes are the best way to **limit the time needed** to get to an outcome.

That's where we want to get to. In a very short space of time - get real insight into the candidate. I am going to **start with processes** and we will get onto this principle in the second half of the workshop.

We are going to start with **good process** and how that will cut through your recruitment time commitment and ensure your **reputation as an employer is enhanced**.

Step 1 – What are we looking for?

We have **deal breakers** and **nice to haves**.

Often we focus on **technical skills** and relevant experience in recruitment but often a poor recruitment decision is around **attitude and team fit**.

You need to spend some time considering **who the successful person will be working** with and what style is going to be a good fit.

Think about the **person who is leaving** and what worked and what didn't in regards to team fit and technical skills

You need to consider how much **management time** is **available** to support the role, the **pace the team works** at, open plan, **noise**, need to respond to **multiple and changing priorities** or more **methodical, repetitive, detailed tasks**.

So – let's make some assumptions to unwrap how this will affect the recruitment process.

Distribute brief

Now – in your groups define what the **top three technical requirements** are for the role – skills and experience and the **top three personal attributes** you will be looking for.

Correlate the deal breakers. This is an **exercise you can do with your team and/or colleagues**.

This will **shape** your development of **interview questions** and what you are looking to understand about the person both from the candidate and their **referees**.

Phone screening

This is critical – take your time going through the applications – CV's and cover letters **with your list of key attributes at hand**.

It's **OK** to include some **wildcards** at this stage – you just never know. You will be able to put to one side some applications as they are **clearly a poor fit** – eye for **detail** essential and the cover letter is full of spelling and grammar **errors**, no **relevant experience**, not **legally** able to **work** in NZ etc

Your **short list for phone screening** should be kept to **4 or 5 with a plan B pile** as back up.

Your phone screen should **eliminate** candidates for purely **practical reasons**.

- Availability versus hours of work,
- salary expectations versus budget,
- police vetting process etc.

So here's a **basic** phone screen **template**. This is fine as is but you may want to include other role specific questions like

- rate yourself on a scale of 1-10 on data entry (speed/accuracy),
- specific software,
- availability to work extended hours/weekends periodically,
- drivers license, etc

You should **always cover salary**

Check their **availability for an interview** so your next contact can be via **email**.

EG – Youthtown Assessment Centres – phone screening

Right – so now we get onto **interviewing** your top 2 or 3 candidates and the **relevance** of the **icebreaker** about your **name**.

The best way to understand a candidate is to get them to tell stories.

It is common for instance for candidates to say they are a **real team player** but are **happy to work autonomously** also.

They can work with a **hands off manager** but are also comfortable having a **very present manager who like to check work**.

While most of us are **adaptable** we have a **preferred working environment where we are most productive**.

So, let's compare different ways of asking questions in order to better understand the candidate (see handout with interview questions)

Handout of generic questions that you can use as a base. You should also **Google** it. There's plenty of resources available around **narrative** style interview **questions**.

Rules around conducting interviews:

Be prepared

Send an email invitation for the interview.

Make up a **template** detailing

- where and when,
- who will be in the interview including their job titles,
- parking arrangements,
- what they need to bring (ID for Police Vetting and what types are acceptable) and
- the fact that you will be conducting an interview that will require that they **bring examples and stories** about their experience and skills so they can be prepared.

Have the **interview room** set up at a comfortable **temperature**, **water** available, all the **paperwork** you need – application form, Police Vetting form, **interview questions** and copies of CV and cover letter and **phone screen** notes.

Decide

- **who** will be asking what **questions**,
- who's taking **notes**,
- who does the initial **introduction**
- **Turn off** your phones and remind the candidate to do the same.
- At the end of the interview **explain next steps**. Always slightly **inflate the timeframe** of when they can expect to hear back from you. Say 1 week but aim for 3 working days.

Start the interview with a **commentary** on the **school, your role, and the team** – helps to settle the candidate in

At the **end** of the **interview** always give **space** for the **candidate** to ask **questions**

Debrief with co-interviewer making notes straight after the interview.

- Do you think you will **second interview**?
- If so what areas would you **focus on expanding** on at second interview stage?
- Will you be **testing** at 2nd interview?
- Are they **definitely unsuitable** – let them know within 1-2 days

If there is a **clear front runner** and a **good 2nd option** don't decline the second candidate until the first has accepted your offer

Reference checking

This is a **critical** part of the process.

Try and get **most recent managers** and **land lines** and **work email addresses** to assist with ensuring their **validity**. I'm sure you've heard of people falsely representing themselves – **Dr's., Snr academics**

If you are proceeding with reference checking **tell the candidate to let the referee know** so they can collect their thoughts and potentially give **suitable timing** (day of week, time of day) to contact them.

Referees from **schools** can be very hard to get hold of due to not being able to take calls through most of the day.

Never contact someone **without** the candidates knowledge or **permission**. It's very tempting if you know someone who would have worked with the candidate but it's illegal and you simply can't do it. Current **employer** may not they're in **job market** etc

Reference check questions should be verifying key attributes

Verifying answers in interview. eg **role in a team**, **management** style, **rate proficiency** of technical skills

Also – reliability, communication skills, attendance, hire again?

Always ask at the end if there's **anything else** that may be **helpful** for us to know in making **recruitment decision** – can get really good info when you go 'off script'

Making an offer – see the generic checklist. You must cover all these points when making a verbal offer. Check the list and date for your records.

Some golden rules

Stay in touch.

- Send acknowledgement of application within 2-3 working days,
- send decline emails as soon as you can,
- update live candidates regularly

This is about your employment brand/school brand. People will talk to friends and colleagues about their experience

It is the **single biggest complaint for job seekers** – the employer or agency does not respond in a timely manner or at all. Remember that **unnatural position of power** – this is peoples' lives.

Get in the habit of using checklists (see your pack) **risk analysis**,

Your processes will save you time and help to get to the **best candidate**

Story telling rather than **closed questions** or **questions** that invite a **theoretical answer**

- Never make assumptions about candidates
- Don't settle for the best of a sub standard lot
- Better to have an empty house than a bad tenant