

THE SCIENCE OF HIRING – How to Source, Screen, and Select Employees Effectively

Overview

- Setting up your candidate search for success.
- Science based assessments that are available to screen candidates.
- How to conduct an effective selection process.

Why are Hiring Decisions Important?

- "Hire right, because the penalties of hiring wrong are huge." - Ray Dalio, author and investor
 - Employee departures can cost more than 1/3 of the worker's annual earnings.
- Employee morale/productivity
- Brand
- Recruitment
- Severance



Setting Up Your Candidate Search for Success

- Understand your organization
 - Employers and employees are increasing focus on culture
 - Establish and communicate your culture, values, mission, and vision



Setting Up Your Candidate Search for Success

- Create the right job description:
 - Position summary
 - Essential job functions
 - Required knowledge/skills (education and experience)
 - Physical requirements
 - Include duties to support exemption, if applicable
 - Add a disclaimer and equal opportunity employer statement



Setting Up Your Candidate Search for Success

- Tap into the right sources of talent:
 - Focus on finding a diverse pool of candidates
 - Employee referrals and recruiters
 - Technology
 - Social media
 - Ads
 - Hashtags
 - Website
 - Colleges, Universities, Trade Schools



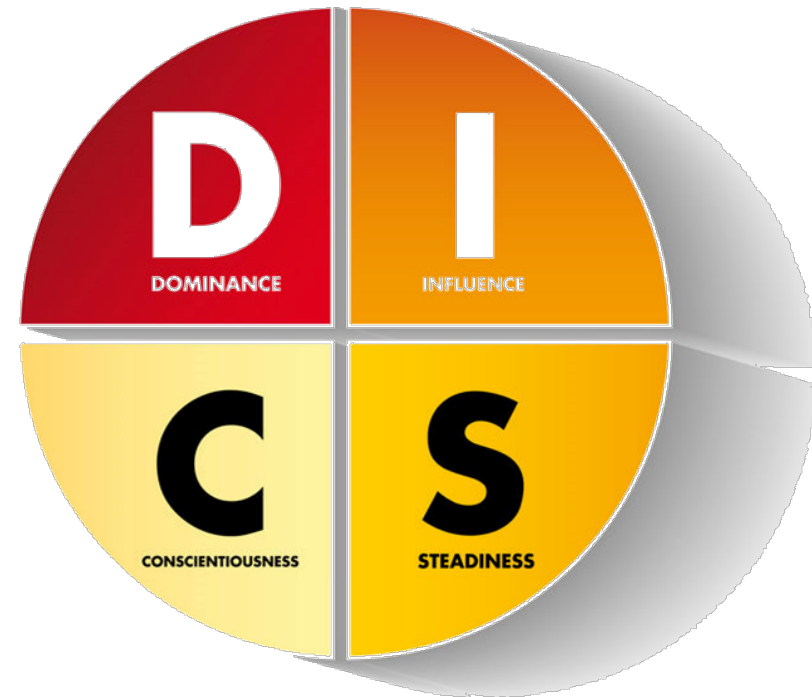
Science Based Assessments to Screen Candidates

- Assessments are general predictors of a candidate's future performance and behavior
 - Precautions:
 - Should always be used in combination with other tools in the selection process
 - Ensure the assessment has a high degree of validity



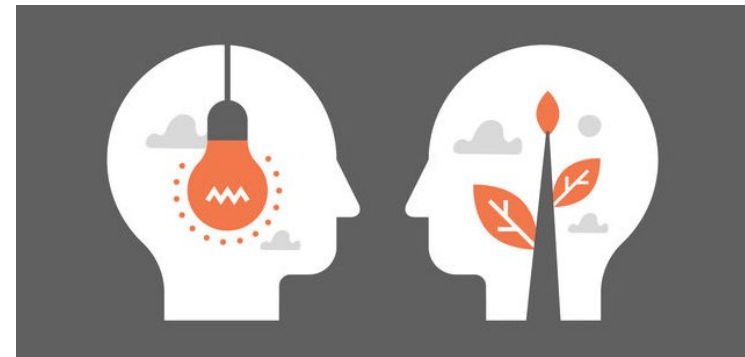
Science Based Assessments to Screen Candidates

- Applicant Tracking Systems
- Leadership Assessments
 - Meyers-Briggs Assessment
 - Emotional Intelligence Assessments
- Behavioral and Motivator Assessments
 - DISC and Motivators Assessment
- Skills Assessments
 - Hard skills
 - Work sample
 - Cognitive ability



Hiring Assessments and Discrimination

- Hiring assessments can lead to disparate impact discrimination, which is illegal under Title VII
 - Walmart settled a nationwide sex-discrimination complaint with the EEOC for \$20 million in August 2020. Walmart violated Title VII by using a physical abilities test that had a disparate impact on female applicants.
- Hiring assessments can also help to avoid unconscious biases



Conducting an Effective Interview

- 1st Interview – Hiring manager should establish the level of qualification and gaps that may exist, as well as “gut feel” for how the person will contribute to (or detract from) the culture and perform.
- 2nd Interview – Cross-functional leaders/superiors should explore any gaps that may have been identified in the first interview, and assess how the candidate is able to work across the organization.
 - Consider using a panel.
- 3rd Interview (if necessary) – Senior leader of the group should confirm the final recommendation or choose between two qualified candidates.

Conducting an Effective Interview

- Keep it legal!
 - Do not make statements creating a contract of employment or guaranteeing the job.
 - Do not ask questions about a candidate's protected class.



Conducting an Effective Interview

- **Federal Protected Classes:**

- Race
- Sex
- Color
- National origin (exception – I9 form)
- Religion
- Age
- Genetic information
- Disabilities (exception - may ask whether the person can complete the job with reasonable accommodation)

- **State of Michigan:**

- Misdemeanor arrests which did not result in conviction
- Height
- Weight
- Marital status
- Family status
- If hiring in another state, you should check that state's protected classes.

Conducting an Effective Interview

- Look for the best candidate, not the best interviewer.
 - Phone screens
 - Assessments
 - Behavioral Based Interviews
- References and background checks.

