Finding the Right Fit

Interviewing and Hiring Techniques for Employers
Workshop Agenda

- My background
- How today’s workforce has changed
- Adapting to these changes
- The hiring process
This Session is For...

- Individuals who hire staff
- Those who WANT to hire staff
- Students or recent graduates who are looking for jobs.
## How the Workplace Has Changed

<table>
<thead>
<tr>
<th>Old Paradigm (Baby Boomers)</th>
<th>New Paradigm (Generations X &amp; Y)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide competitive wages</td>
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</tr>
<tr>
<td>Standard benefit package</td>
<td>Flexible benefit package</td>
</tr>
<tr>
<td>Leadership determines benefits</td>
<td>Employees participate in determining benefits</td>
</tr>
<tr>
<td>Highly structured work environment</td>
<td>Relatively unstructured work environment</td>
</tr>
<tr>
<td>Working confined to a specific job function</td>
<td>Participating via opinion and suggestions</td>
</tr>
<tr>
<td>Annual employee review; perhaps recognition</td>
<td>Ongoing recognition for individual and group accomplishments</td>
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<th>Old Paradigm (Baby Boomers)</th>
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<td>Recruit traditionally, based on standard benefits and position</td>
<td>Recruit through internet and staff; promote fulfilling work environment</td>
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<tr>
<td>Rigid work rules and significant attention to “the clock”</td>
<td>Workers want a balance of work/family/leisure</td>
</tr>
<tr>
<td>Traditional 8-5 pm schedule</td>
<td>Flexible hours and teleworking</td>
</tr>
<tr>
<td>Loyalty and longevity</td>
<td>Loyalty is dead</td>
</tr>
<tr>
<td>Work was serious business</td>
<td>Now we have fun at work</td>
</tr>
<tr>
<td>Workers served their time and may have been rewarded with a promotion</td>
<td>Employees are impatient – they want advancement and they want it now</td>
</tr>
<tr>
<td>Workers did things the old fashioned way</td>
<td>Technology is expected</td>
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Today’s Attitudes

- Work to live
- Skeptical
- Don’t give loyalty easily
- Disdain for techno-phobic bosses
- Multi-tasking is the norm
- 12-hour days and 7-day work weeks = incompetent managers
What Can Employers Do?

- Fun and flexible workplace
- Clear goals and expectations
- Frequent feedback
- Tools and technology
- No micromanaging
- Lateral moves and learning opportunities
- Here-and-now benefits
- Training and development
- Rewards for excellence
- Positive work environment
- Fairness
- Growth, development and job enrichment
The Cost of Turnover

- Cost of termination
- Hiring and training a replacement
- Vacancy cost incurred until a job is filled
- Loss of productivity with a new hire
- Impact on service to clients, athletes and members
How to Reduce Turnover

- Employing a comprehensive hiring, reference checking and verification process
- Offering thorough training
- Providing a challenging job
- Avoid hiring those who move around a lot
- Hiring referrals from current employees
- Selecting high-performing employees
- Ensuring employee satisfaction
The Hiring Process: How to Succeed

- Take the time to do it right
- Find out as much as you can about the applicant’s
  - Education/credentials
  - Job experience
  - Special skills
- Discover the type of person the candidate is
  - “People get hired for what they know, and fired for who they are.”
The Hiring Process

- Evaluate the position and determine qualifications
- Publicize the position
- Screen the applications
- Conduct a phone interview
- Bring the candidate in for paperwork and testing
- Interview
- Verify Information
- Extend an offer
- Shorten decision time to hire
- Ensure you’ve hired the right person
- Let undesirable employees go