



How to Recruit and Onboard Like a Pro

Hiring in 2021

Prepared and facilitated by:
Niki Ramirez, MBA/PHR/SHRM-CP/ THRP
Founder, HRAnswers.org

The Plan ... What We'll Cover:

- Benefits of great hiring practices
- How to recruit good candidates
- Excellent practices in prescreening
- Conducting interviews and tours
- Rating and comparing candidates
- Making a hiring decision, offer and on-boarding



What hiring question is top of mind for you today?



You're Not Alone



Recruiting great employees is the #1, top challenge for employers in 2021

- (#2: Workforce planning)
- (#3: Workplace Safety)

What Lies Ahead?

- 50% of businesses anticipate adding jobs this year.
- Need to address skills gaps
- Top candidates get multiple offers



Caution!



- 80% of respondents to an [American Staffing Association](#) survey indicated that they would seek a new job this year.
- *What this means:*
Recruiting and retaining top talent is tougher now than ever.

But Whyyyy Though?



Roy Maurer, SHRM:

“Respondents gave a variety of reasons for wanting to move on to new opportunities, including disengagement and burnout, as well as the typical career-oriented contributing factors like wanting a promotion or raise.”



HR Answers

Let's Focus: Benefits of Effective Hiring Practices

- ✓ Decrease turnover
- ✓ Increase productivity
- ✓ Improve employee morale
- ✓ Increase profits
- ✓ Reduce legal risks and costs



2021 Trends/Tips in Recruiting & On-Boarding



- Most activities are still virtual
- A multi-step process is best
- Where appropriate, use technology to expedite the process
- Focus on building positive relationships – even (especially) with those that you do not hire
- Streamline on-boarding



Get Prepared.

- Before you can hire, you need to find and reel in great candidates



Get Prepared – Advertise & Market!

Focus on the 4 P's of
Recruiting:

1. Price – (pay rate)
2. Product – (job details/company information)
3. Promotion – Get people talking about it – and help them know what to say!
4. Place – Where should interested candidates apply?



Current Trends: How Job Seekers Land their New Role

1. Word of Mouth
2. Job Board Websites
3. Employer Websites
4. “Newspaper” and help-wanted ads or listings
5. Contacts at prospective employers



Top Online Job Boards: 2021

Apply online



- Indeed (all types of jobs)
- ZipRecruiter (all types of jobs)
- LinkedIn (full-time, supervisory and above)
- Facebook (front-line workers, hourly jobs)
- Snagajob (hourly and PT jobs)
- Handshake (college students)



Don't Overlook the Power of Community-Based Resources!

- Job skill/professional development programs
- State & County-based Career Offices
- Non-profit organizations that offer training
- <https://arizonaatwork.com/resources-job-seekers-and-employers>



Ask others to spread the word!

- Employee referral program?
- Referral gift for vendors/others?



ACTION ITEM #1

How will you get the word out?!

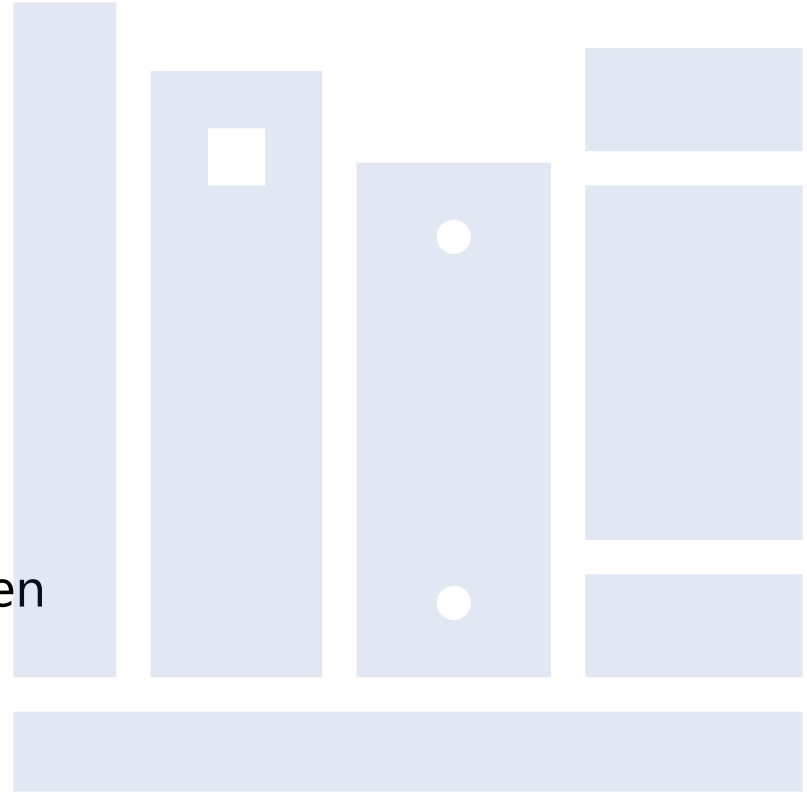
1. Word of Mouth: List 3 people you will tell about your open job(s)
2. Online presence: List 2 places you'll share your job ad/link





Get Prepared

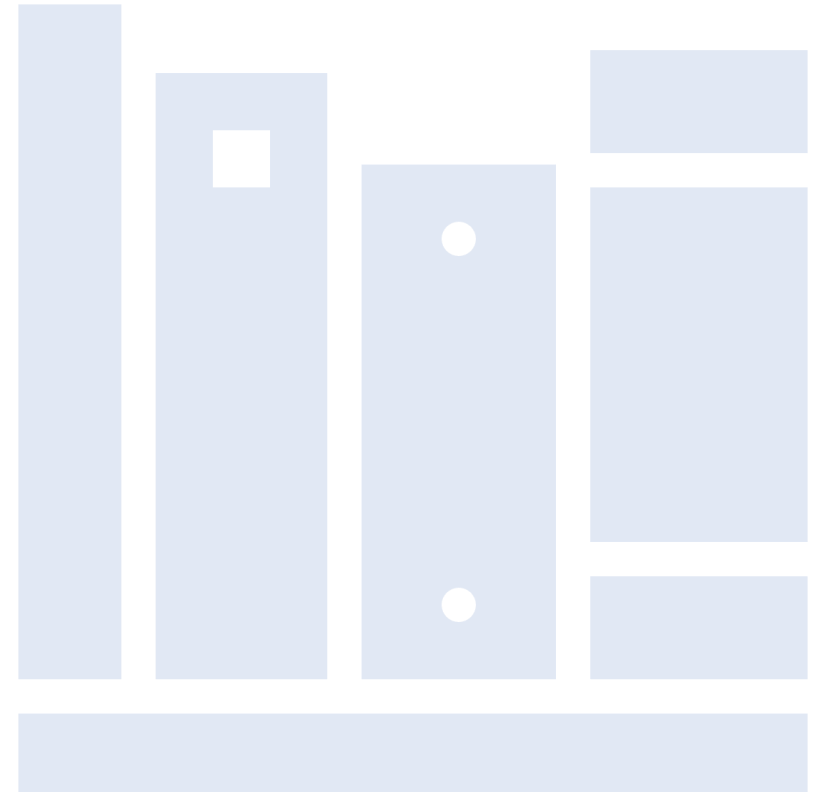
- First, analyze the job, team and culture, then you are ready to build your process and questions!



Prepare Your Questions – Job Analysis



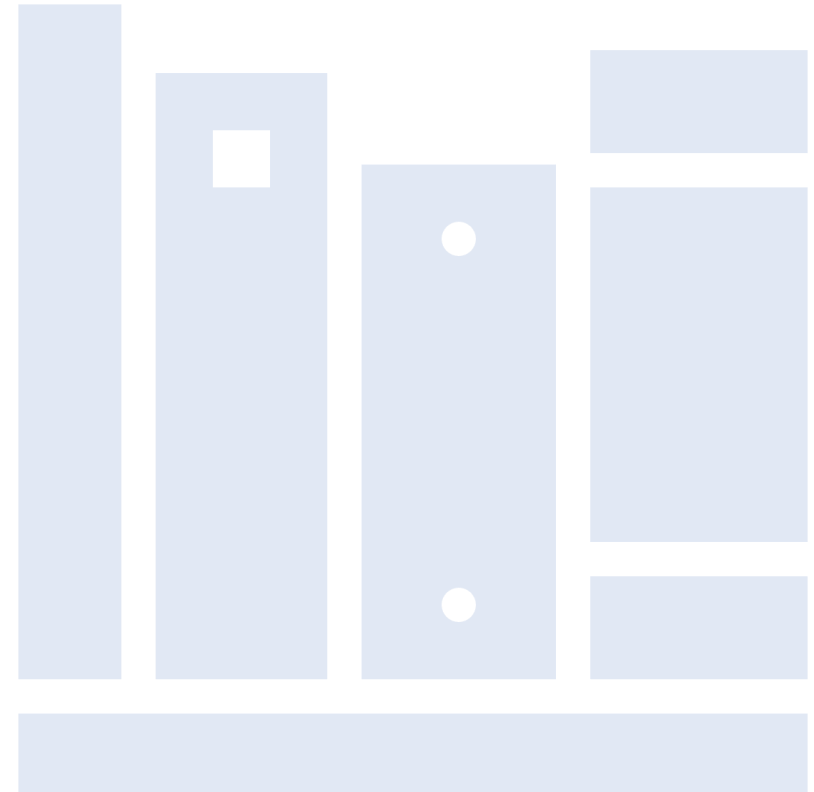
- Create/review your job description.
- Ask questions that will reveal if your candidate has specific experience, skills or attributes.



Prepare Your Questions – Ideal Candidate Profile



- Skills
- Abilities
- Attitudes
- Programs/systems
- Education / certification
- Experience
- Availability



Prepare Your Questions – “Knockout” Questions



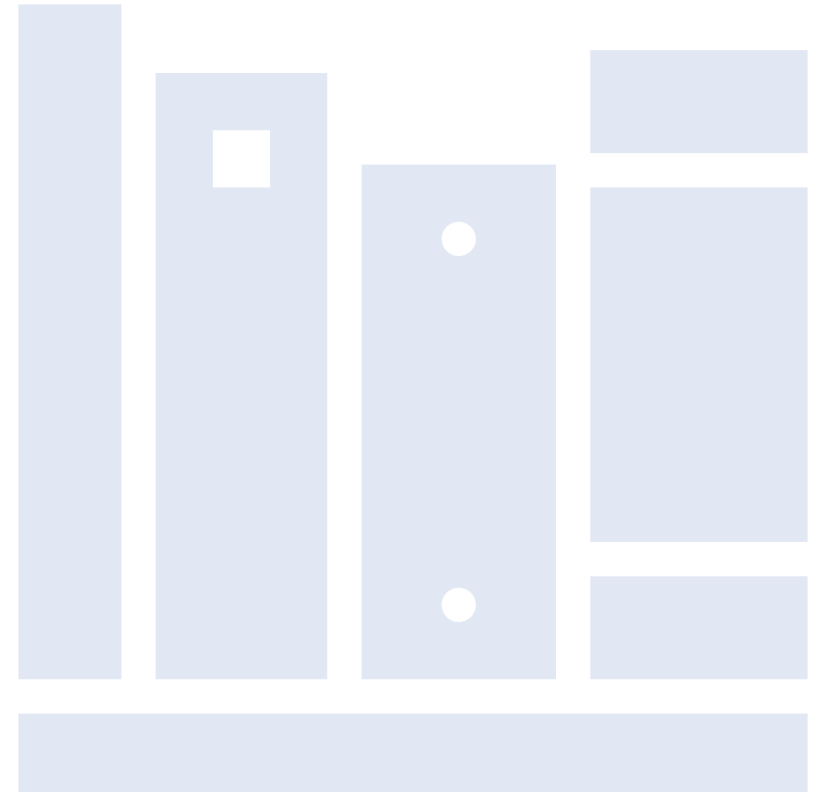
- What job-related qualifications, experience, etc. are not negotiable?
 - Can you work nights / weekends?
 - How many hours per week do you want to work?
 - How many months/years of experience do you have in...
 - Do you have a valid driver’s license
 - Do you have an ABC certification?



Prepare Your Questions – Types of Questions



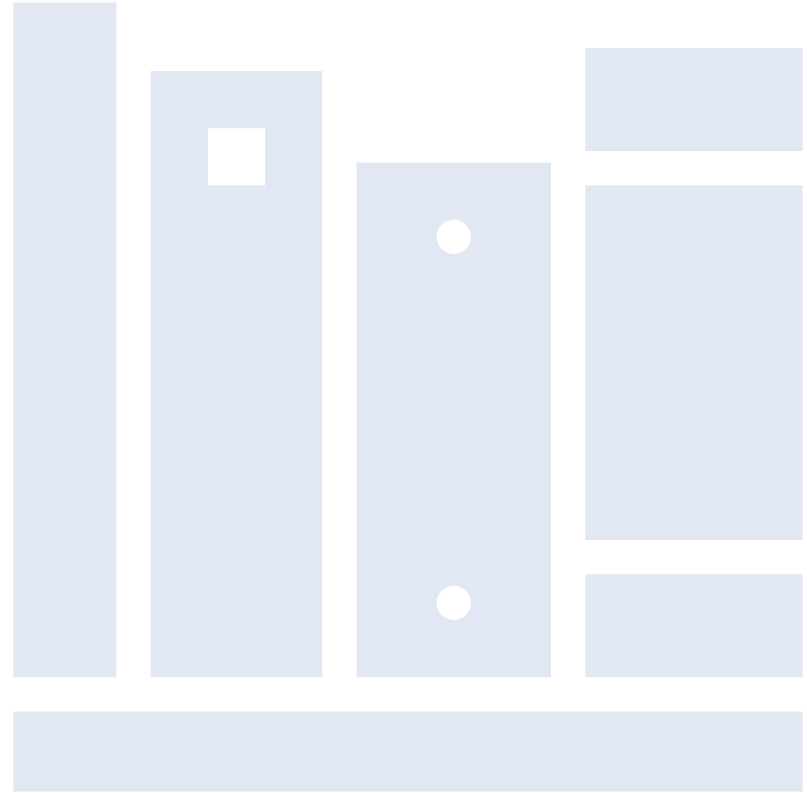
- Behavioral questions: *Tell me about a time when ...*
- Technical questions: Tell me what steps you take to ...
- Theoretical questions: *What would you do if ...*



Prepare Your Questions – Samples



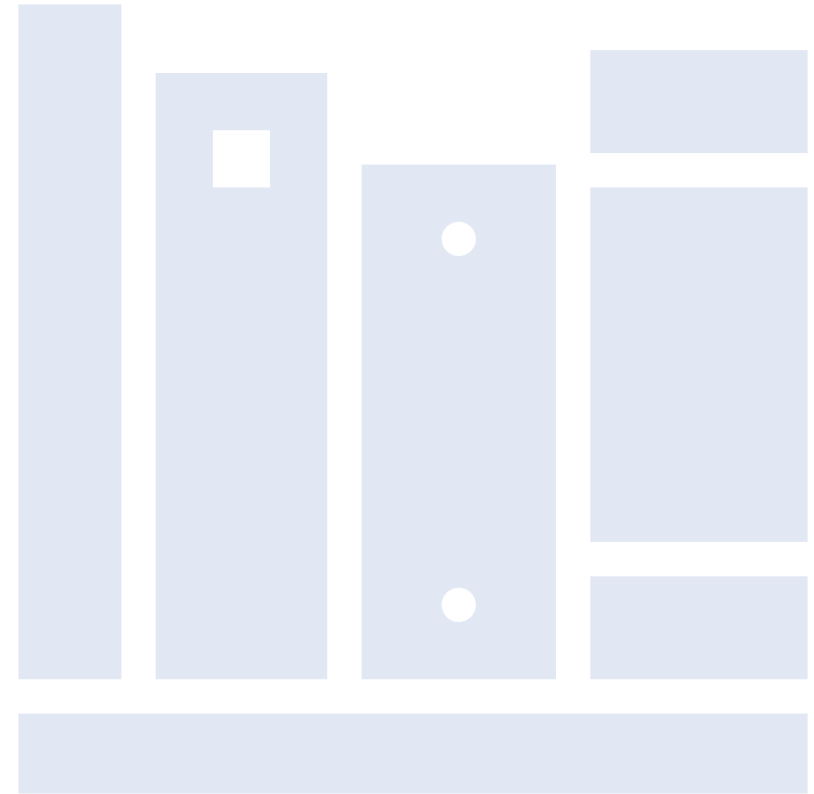
Behavioral question: *Tell me about a time when you made a mistake at work. What happened? What was what the result of the mistake? What did you learn from it?*



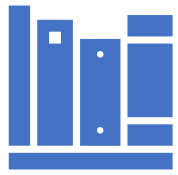
Prepare Your Questions – Samples



Technical question: *We use Microsoft outlook for email and calendars. On a scale of 1 to 5 (1 meaning you're unfamiliar with the program, 5 meaning you can teach others how to use it, how comfortable are you with Outlook? Tell me how you've used Outlook in your previous jobs.*



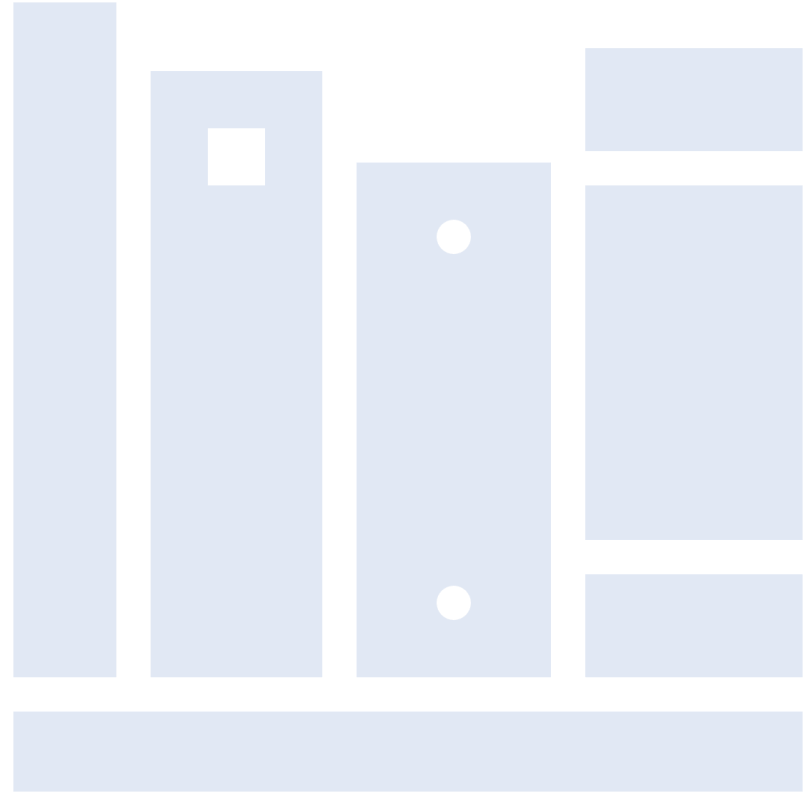
Prepare Your Questions – Types of Questions



Theoretical question:

What would you do if you discovered that your client left a poor review of your services online?

Our supervisors provide feedback and coaching on the job. What would you do if you learned your supervisor was not 100% pleased with your performance?

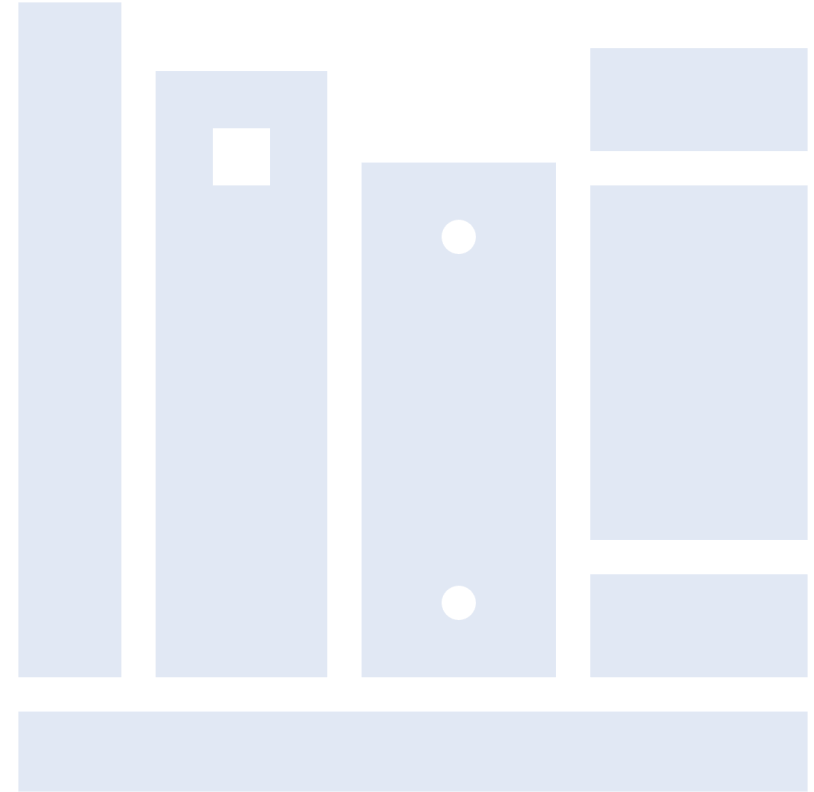


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Prepare Your Questions – Topics to Avoid



- What is your date of birth / how old are you?
- What church do you go to?
- How many kids do you have?
- Are you married? What does your spouse do for a living?
- What was your maiden name?
- Do you have a disability?



Prepare Your Process

In order to move quickly, you need a process:



1. Make contact with new candidates quickly (best: 3 business days)
2. Incorporate automated “knockout questions”
3. Phone screen
4. Quick message exchange
5. Live interview
6. Practical activity or “realistic job preview”

ACTION ITEM #2

Process Improvement

1. What is one thing that you will add/take away from your current process?





Evaluate Your Options

- Interview tips and techniques.



Evaluate Your Options – Be Prepared

Review Resume/Application prior to interview

- Review details prior to speaking with the candidate

A Phone Interview 30-min max.

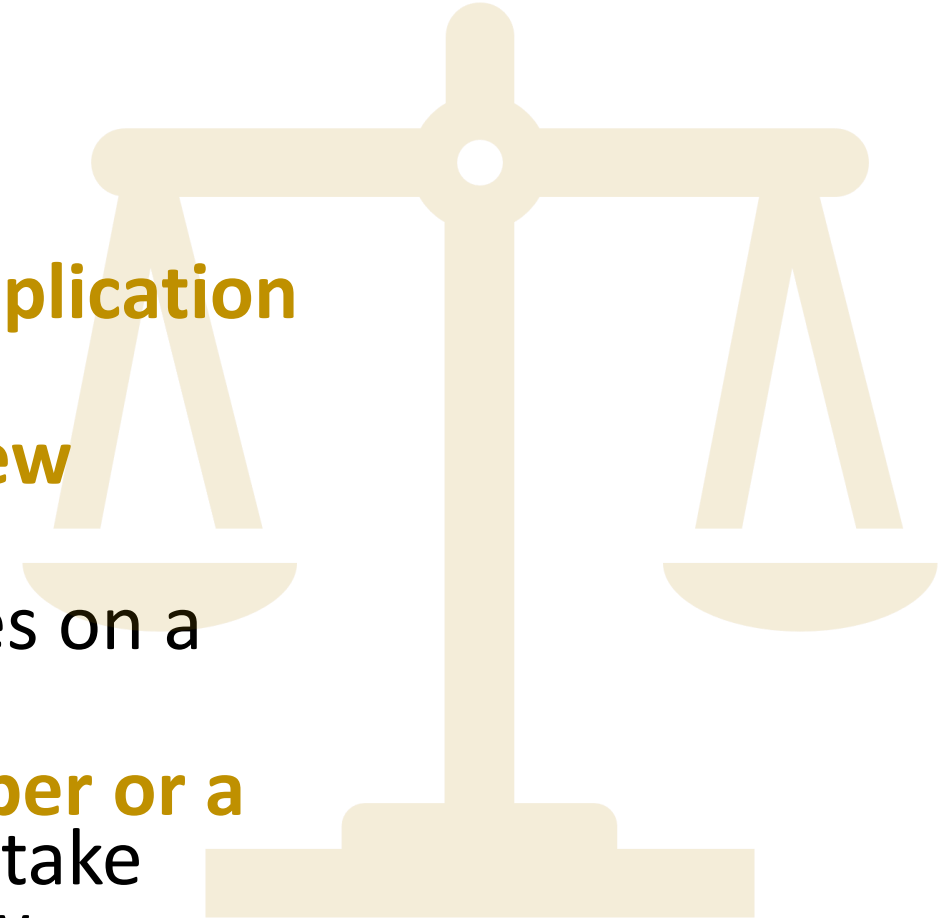
- Call at a scheduled time
- No more than 5 questions



Evaluate Your Options – Don't “Wing It”



1. Prepare by **reviewing the candidate's resume or application ahead of time.**
2. Prepare **standard interview questions** ahead of time.
3. **Write questions** and notes on a separate piece of paper.
4. Have a **blank sheet of paper or a questions sheet** ready to take notes during the interview.



ACTION ITEM #3

What information do you need from candidates before you interview them?

- Application for employment?
- Resume?
- Skill test?
- Knockout questions?
- Verification of certification/training?



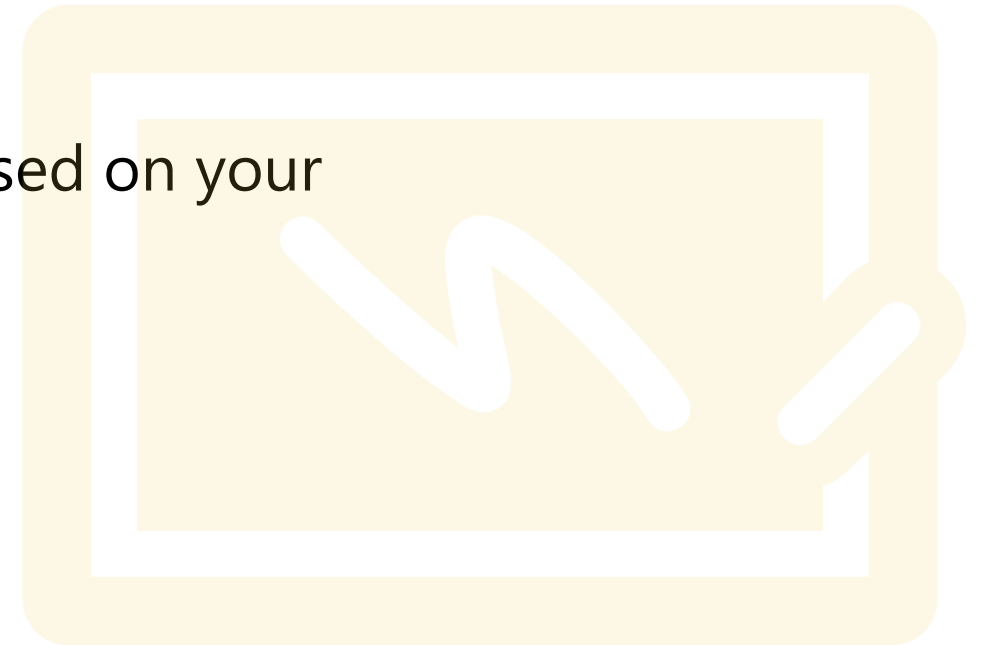
Confirm & Organize Your Data



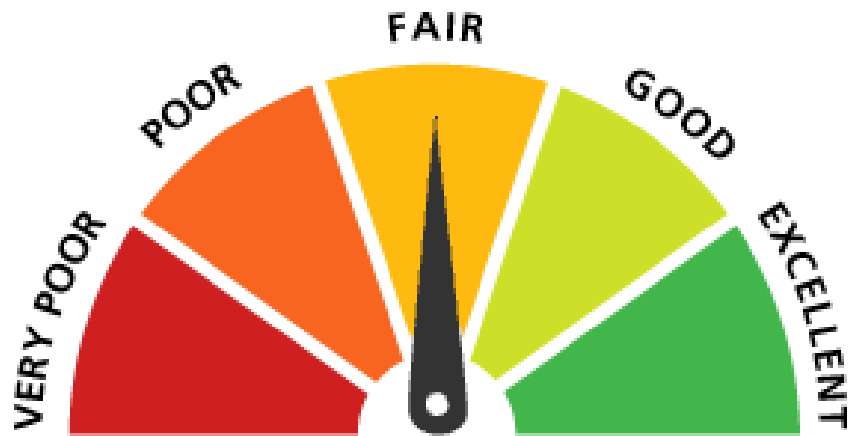
Confirm & Organize Your Data



- Review your candidate profile based on your interactions
- Ask any follow-up questions
- Verify past employment
- Speak with references
- Background check
- Verify educational and credentials
- Re-affirm scheduling and other non-negotiables



Evaluate & Rate Your Candidates



- *How closely does your candidate(s) meet your ideal candidate profile?*
- *What job skills can/are you willing to train?*



Communicate Your Offer



Communicate Your Offer

Once you select a great candidate, you need to make a verbal offer of employment.

It can sound something like this:

- “Thank you for your time at our interview on _____ [date].
- I’m contacting you today and am excited to offer you a [full or part-time] position as _____ [job title] with _____ [Company name].
- The starting rate of pay is _____ [hourly rate of pay].
- [List other benefits, Paid Sick Leave, holidays, paid training, etc.]
- If you accept, we’d like you to start work on _____ [date].



Communicate Your Offer

After your top candidate verbally accepts your offer – formalize it in writing.

Send an offer letter that includes, at a minimum:

- Name and address of the company
- Supervisor's name
- Job title
- Job status (exempt/non-exempt); contract or at-will
- Pay rate/salary
- Start date
- Benefits eligibility information
- Details/important information about on-boarding



ACTION ITEM #4

Make an attractive offer.

- What is one thing that you can do to create a better “offer” process?



Trends in On-Boarding: 2021

First 180 days – Main objectives:

1. Streamline Technical Components

- Getting the employee's tax information
- Entering their demographic information into payroll and HRIS systems
- Providing employees with critical documents like a copy of your Employee Handbook, job description, safety procedures, etc.

2. Create Conditions for Success

- Help the employee get acclimated, learn how to be successful on the job, and build a sense of belonging.



0 – 90 Days

- Introductions: who's who?
- Tours
- Assign an ambassador
- Sharing and training on day-1, week-1 essential job duties (don't try to do it all at once!)
- On-going training (don't abandon your new team member!)
- Shadowing and on-the-job training
- New Hire Survey, part 1
- New Employee Evaluation (keep it simple)
- Weekly 1:1's



90 – 180 Days

- Focus on continued professional growth and goal setting
- Expanding knowledge about the company; expanding relationships
- Provide exposure to other teams and other team members
- Offer “stretch assignments”
- Do something fun to celebrate 6-months
- Gift? Incentive? Bonus? Pay raise?
- New Hire Survey, part 2
- Bi-Weekly 1:1’s



Action Item #5

- List two things that you will do to refine your onboarding process?



Quick Summary: What we've covered today

- ✓ Know what you're up against
- ✓ Get creative!
- ✓ Plan your process
- ✓ Ask great questions
- ✓ Verify your feelings
- ✓ Evaluate your candidates
- ✓ Make a clear offer
- ✓ Onboard with purpose



Let's Keep The Conversation Going. What is One Question that you have?

- *Reach out to your HR Consultant:
Niki Ramirez, MBA/PHR*

call: (602) 715-1300

email: nramirez@hranswers.org

- Schedule a conversation:
<https://go.oncehub.com/NikiRamirez>



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