

BEST PRACTICES FOR RECRUITING & INTERVIEWING YOUR NEXT HIRE

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AGENDA

- Why Diverse Teams Win
- Broadening Your Candidate Pool
- Writing Interview Questions for Skills You Want
- Tips on Conducting a Successful Interview
- Q&A
- Resources



WHY DIVERSE TEAMS WIN

**DIVERSITY AND STEPS TO BUILD MORE
DIVERSITY INTO YOUR TEAM**

DIVERSITY

- Creativity
 - “The more your network includes individuals from different cultural backgrounds, the more you will be creatively stimulated by different ideas and perspectives.” (*Chua and Iyengar, January 2011, HBR*)
- Profitability
 - “All-women and mixed-gender US fund teams outperformed all-male portfolio management teams so far this year, according to a Goldman Sachs analysis” (*Flood, The Financial Times, September 2, 2020*)

STEPS TO BUILD MORE DIVERSITY & INCLUSION INTO YOUR TEAM

- Self Education
 - Local Library
 - National League of Cities (NLC)
 - League Racial Equity Toolkit
- More Effective Meetings
 - Agendas
 - Materials Ahead of Time
 - Give credit where credit is due
 - Allow open dialogue

STEPS TO BUILD MORE DIVERSITY & INCLUSION INTO YOUR TEAM

- 2-D Diversity
 - Two dimensional diversity, leaders who have diversity traits themselves AND have experienced diverse environments
 - “By correlating diversity in leadership with market outcomes as reported by respondents, we learned that companies with 2-D diversity out-innovate and out-perform others.” (*Hewlett et al, December 2013, HBR*)
- Interview Teams
 - Diverse teams bring in diverse hires
 - “Unless we bring a diverse set of perspectives to solve the most difficult technical problems, we are not going to reach our full potential as a company.”
Danielle Brown, Intel’s former vice president of human resources. (*Lewis, June-July 2017, Working Mother*)

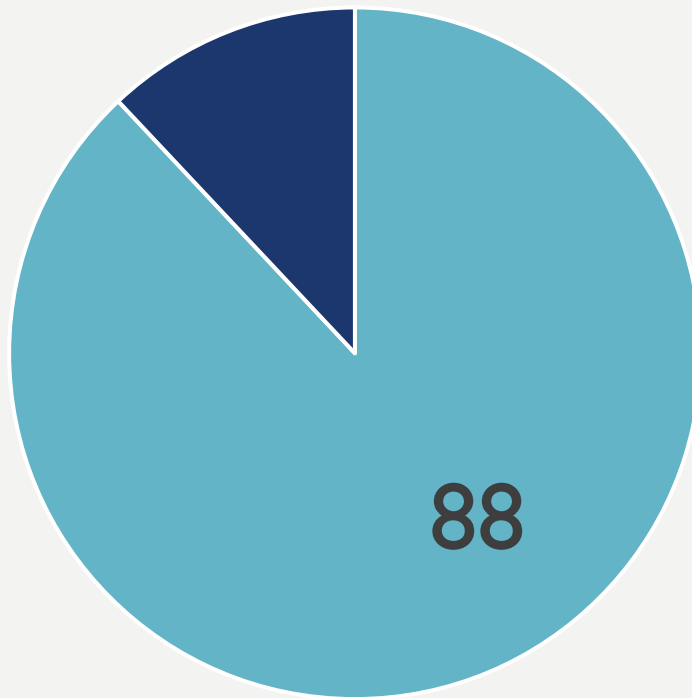


BROADENING YOUR CANDIDATE POOL

BEYOND THE USUAL SUSPECTS

EMPLOYEE REFERRALS

Highest Quality Candidates
Career Builder Survey



■ Employee Referrals

Benefits According to SHRM:

Quality of Hire

Retention Rate

These benefits a byproduct of:

Informal Mentorship

Cultural Inclusion

Maurer, Expanding Employee Referral Networks Increases Competitive Advantage, Society of Human resources Management, May 27, 2015

Mauer, Employee Referrals Remain Top Source for Hires, Society of Human resources Management, June 23, 2017

COMMUNITY NETWORKING

- Gorilla Networking
 - Roadside Postings
 - Incentives
 - Churches
 - Veterans Organizations
 - Grocery Stores
 - Coffee Shops
- Using Agencies
 - Position
 - Confidentiality
 - Difficulty to fill
 - Weigh the cost

SOCIAL MEDIA IS YOUR FRIEND

AFTER YOU POST THE POSITION

1. Email the League to post on our website
2. Professional Organizations
 1. Wisconsin Municipal Clerks Association (WMCA)
 2. American Public Works Association (APWA)
3. FREE - Create posts on your social media accounts and link your post (not job posting)
 - LinkedIn
 - Facebook
 - 1-minute video

WHERE THE 20 SOMETHINGS ARE LOOKING

- LinkedIn
- Indeed.com
- Glassdoor.com
- Facebook



WRITING INTERVIEW QUESTIONS

HOW TO GET GOOD INFORMATION

THE RIGHT QUESTIONS MATTER

TYPICAL QUESTION

- What do you think makes a successful team?
- What is your biggest weakness?

BETTER VERSION

- Tell me about the most successful team you've worked on. What made it successful?
- What kind of professional development could we offer that would help you be successful in this role?

BEHAVIORAL AND SITUATIONAL BASED INTERVIEWING

- **“Behavioral.** An interview technique that focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of when he or she has demonstrated certain behaviors or skills as a means of predicting future behavior and performance.”
- **“Situational.** An interview technique that gives the interviewee a hypothetical scenario and focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of how the candidate would respond given the situation described.”

Society of Human Resources Management (SHRM)



SITUATIONAL AND BEHAVIORAL BASED INTERVIEWING

- In the moment response
- Describing past behavior
- Shows decision making / analysis process
- Shows how they interact with others
- Indicator of future performance

Khompi, June 12, 2019, Society of Human Resources Management, Competency-Based Interviewing Can Lead to Better Hires

Behavioral Questions to Ask Candidates, Indeed for Employers

WRITE DOWN 3 KEY SKILLS YOU WANT IN YOUR NEXT HIRE

1)

2)

3)





LET'S CREATE SOME
QUESTIONS

FOLLOW UP QUESTIONS

- Tell me more.
- How did you accomplish that?
- What was your role in that project?





TIPS FOR CONDUCTING A SUCCESSFUL INTERVIEW

CHECKLIST DOWNLOAD INCLUDED

SUCCESSFUL INTERVIEWS

1

Get on the
same page

2

Set the
scene

3

Best foot
forward

4

Debrief

5

Follow up

[Link to Downloadable Checklist](#)

LEGAL INFORMATION ON INTERVIEWING, HIRING, AND EMPLOYMENT

League's Human Resources Matter

<http://www.lwm-info.org/1561/Human-Resources-Matter>

US Office of Personnel Management

<https://www.opm.gov/>



CULTURE MATTERS



SUCCESSFUL WORKPLACE CULTURE

BAD WORKPLACE CULTURE

- No one wants to look ignorant, negative, or incompetent
- Common behaviors of:
 - not asking questions,
 - not bringing up out of the box ideas,
 - not admitting mistakes,
 - not asking for feedback, and
 - not challenging the status quo
- Leads to low contribution, low learning, low innovation

GOOD WORKPLACE CULTURE

- Psychological Safety
 - Okay to speak up with concerns, mistakes, and new ideas
- Frame work is a learning problem
- Invite all voices into the challenge
- Acknowledge own fallibility
- Model curiosity, ask questions

SUCCESSFUL WORKPLACE CULTURE

In times of uncertainty and interdependence



Edmondson, Building a psychologically safe workplace, TEDxHGSE, May 4, 2014
<https://www.youtube.com/watch?v=LhoLuui9gX8>

QUESTIONS





RESOURCES

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