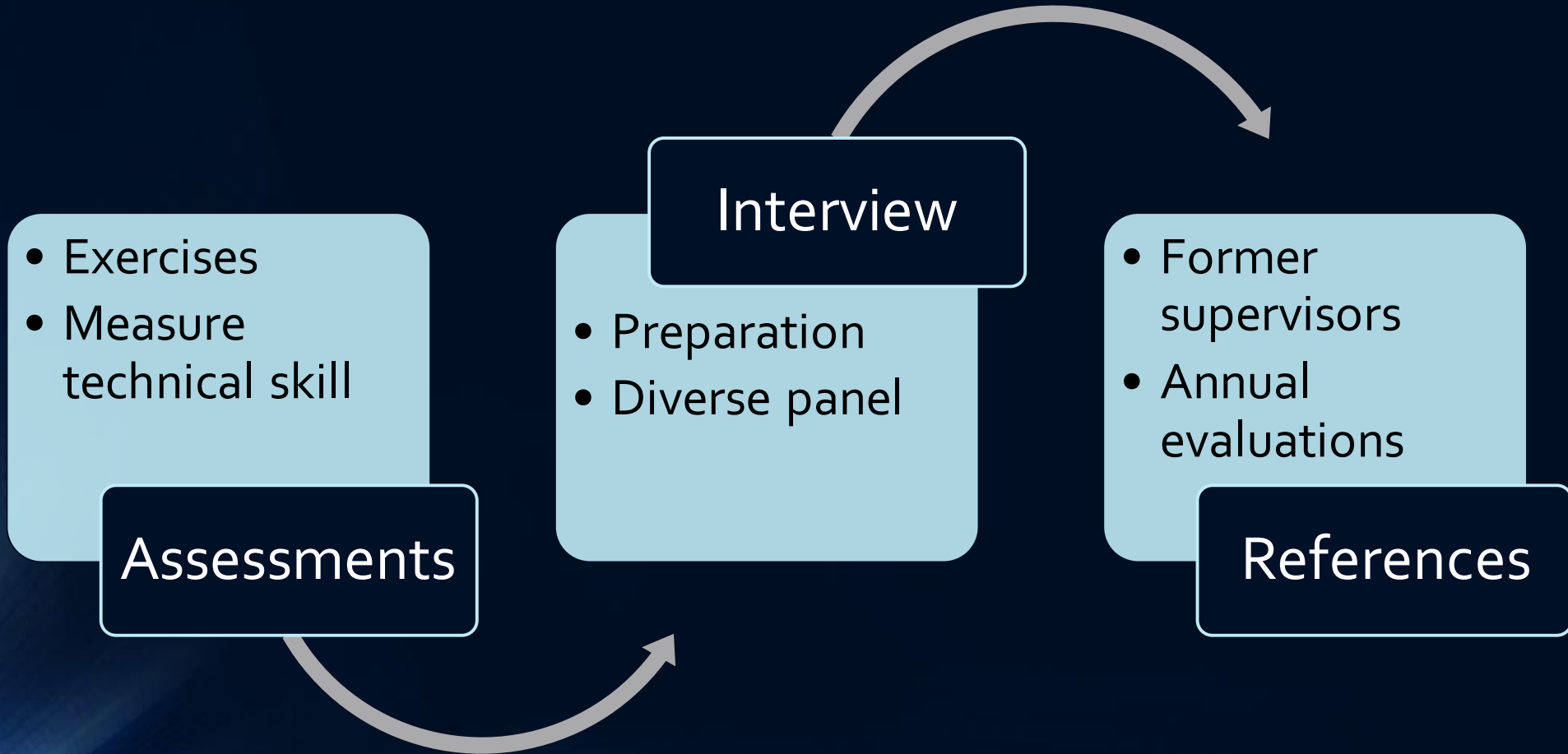


The background is a dark blue gradient with a complex, abstract pattern of curved lines and a grid-like texture that creates a sense of depth and movement, resembling a tunnel or a futuristic architectural structure.

Blueprint for Hiring

MICHELE VINEAYRD, PHR, IPMA-CP

Components of the Hiring Process



Preparation

INTERVIEWING IS A SKILL NOT JUST A PROCESS

Be Aware of the Urgency Pitfall

- Dispel the myth that a candidate can “hit the ground running”
 - Things that have to be learned:
 - Culture
 - How things get done
 - Tribal legends
- Being over eager can cloud your judgment
- Emotions – impatience and frustration

No Substitution for Preparation

- Your own attitude about the hiring process
- What are the job requirements?
 - What outcome do you want?
 - Develop interview questions that deal with the specifics of the job to be performed
 - Determine if the candidate has specifically done this in the past
- Evaluate what skill set is currently missing on your team

Be Aware of Personal Biases

- Consider the lens in which you are viewing candidates
- Candidate may look great on paper (the right credentials)
 - Familiarity (i.e. same schools, similar interests)
 - Be cautious of likable factors
- Seems like a perfect candidate
 - Acknowledge a part of you want to keep it that way
 - May lead you to pitch softly and not ask the pressure cooker questions

Interviewing

INTERVIEWING IS A SKILL NOT JUST A PROCESS

Behavioral Based Interview Questions

- Open ended questions
 - Tell me about a time when...
- Get the candidate talking about himself/herself
- Patterns in behavior
- Follow-up with probing questions – this is key
 - Can candidate speak conceptually and answer technically?
 - Knowledge drill down with details



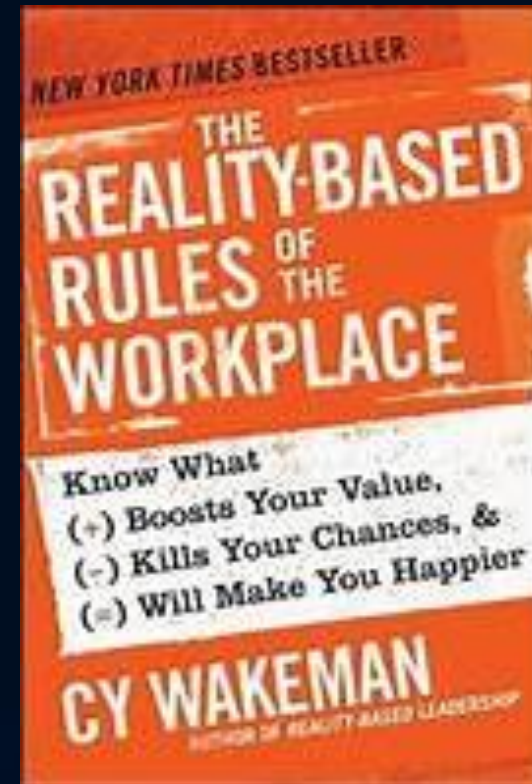
Behavioral Based Interview Questions

- Listening for:
 - Drama
 - Did they suffer?
 - Did they add value?
 - Did they follow through?
 - How did they use their energy?
 - Support decisions they didn't agree with?
 - Can they give and receive constructive feedback?
 - Did they find opportunity in the face of challenges?

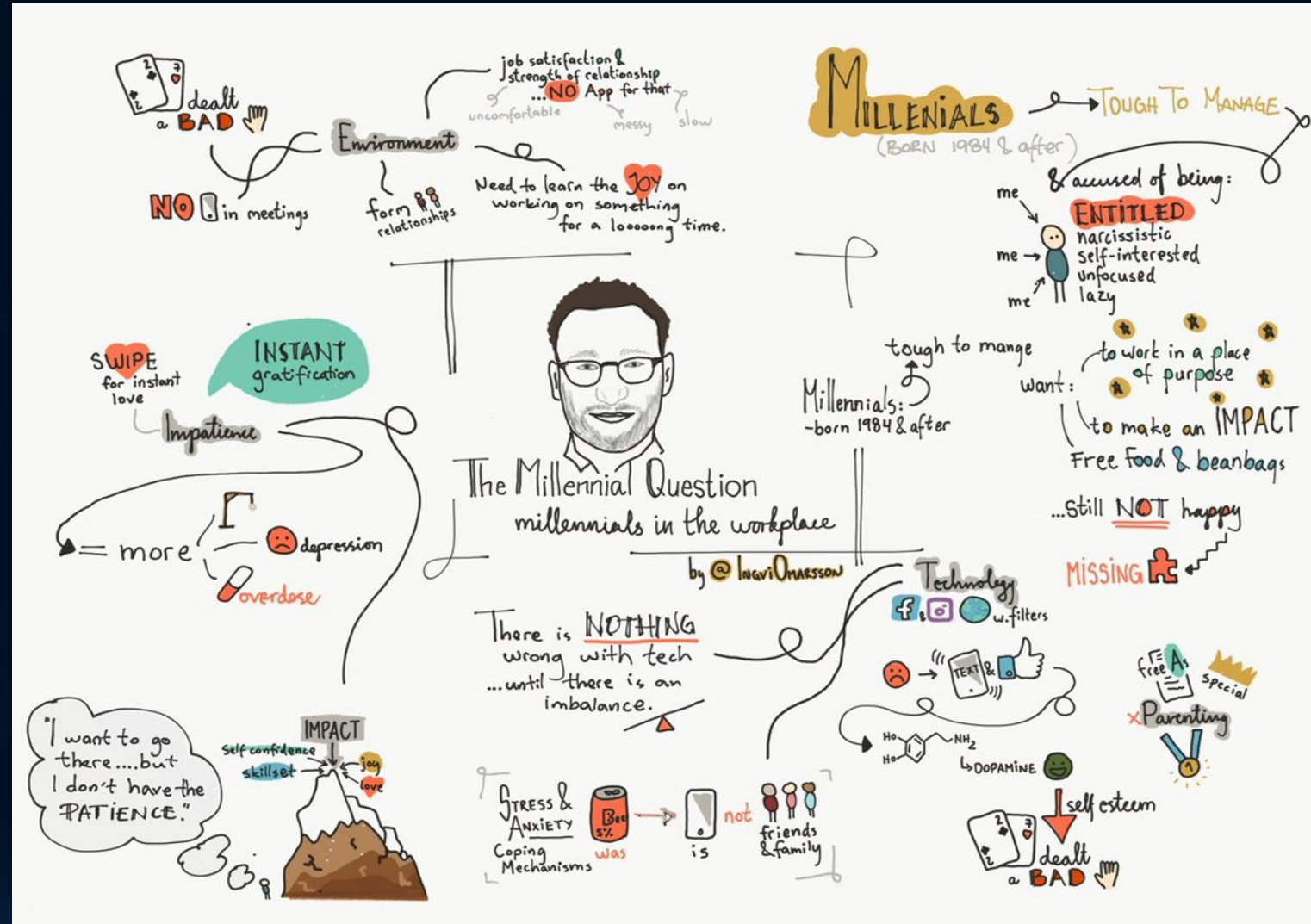
Listening for Accountability

- 4 Components of Personal Accountability
 - **Commitment** – willingness to do what it takes to get the desired results
 - **Resilience** – ability to stay the course even with obstacles and setbacks
 - **Ownership** – accept consequences of our actions without blame or argument
 - **Continuous Learning** – use successes as well as failures consciously to fuel future success

-Cy Wakeman



Millennials

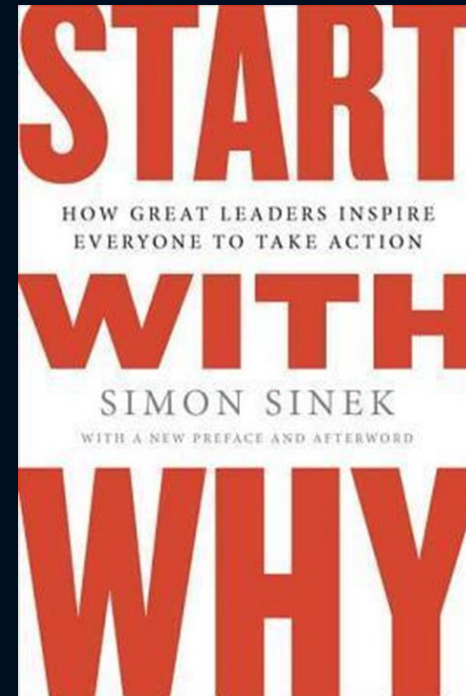
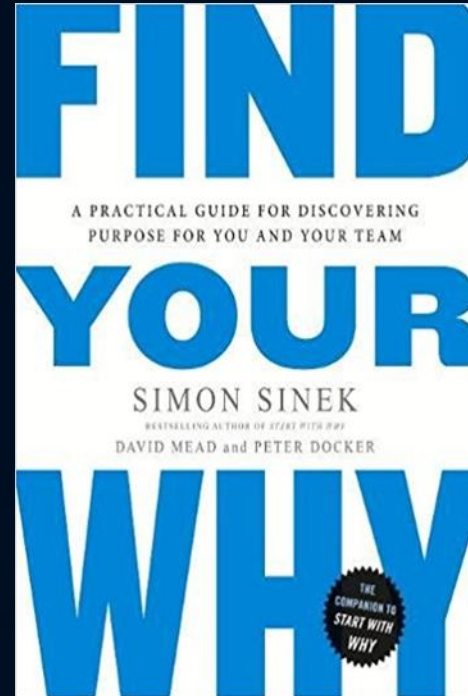


Generations in the Workforce

- Still talking about Millennials?
- The iGen has already entered the workforce
- Gen Alpha is coming to work within the next 13 years

Generation	Born Between	Age Today
Baby Boomers	1946-1964	54-72
Gen X	1965-1979	39-53
Millennials	1980-1994	24-38
Gen Z/iGen	1995-2012	6-23

Simon Sinek



<https://www.youtube.com/watch?v=As8XkJNaHbs>

You've found the Perfect Candidate (finally)

- Don't overlook what the candidate wants in the job
 - We often only consider what we want in an ideal candidate
- Use your value proposition:
 - Why someone should join your organization
 - Articulate what makes it a desirable workplace
- Do your desired outcomes from the candidate fit his/her desired ambitions and dreams?

Resources

BOOKS

- Cy Wakeman, *The Reality Based Rules of the Workplace*
- Paul Falcone, *96 Great Interview Questions to Ask Before You Hire*
- Simon Sinek, *Start With Why and Find Your Why*

OTHER SOURCES

- IPMA HR NEWS, June 2018 edition "Recruitment and Talent Management" and May edition "Workforce and Succession Planning" at ipma-hr.org
- The Definitive Guide to Onboarding by bamboohr.com
- Society for Human Resources at shrm.org
- How to Smoke Out Imposters in Job Interviews by Rapid Learning Institute

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