



Recruitment, Selection, and Performance Management

???? Recruitment ?????

Where do I start?

What can I ask a job candidate?

What shouldn't I ask a job candidate?

How do I document the interview?

How can I tell if the job candidate is being honest?

???? Recruitment ?????

- Job Analysis
 - New or Replacement?
- Job Description Review
 - What should be included?
 - What should not be included?
- Advertising
 - Internal, External or Both?
 - Use of Social Media?

Recruitment - Process

- Job Descriptions should have:
 - Essential Job Functions
 - Knowledge, Skills & Abilities (KSA's)
 - Job Requirements
- Job Descriptions should not have:
 - Any information that is not accurate
 - Any information/requirements that are not applicable to the job

Recruitment - Process

Advertising:

- Internal
- External
- Both

Selection – Internal Process

- “Interest” form is completed
- In-person interviews/second interviews are conducted
- Final candidates are determined
- Job offer is made
- Transition plans are determined

Selection – External Process

- Initial screening of resumes
- Phone interviews
- In-person interviews/second interviews
- Final candidates are determined
- Background checks
- Offer is made

Recruitment - Process

Social Media

- Can we use information from Social Media?
- Should we use that information from Social Media?

Selection – Resume Screening

Resume Critique Activity
10-15 minutes

Selection – Interviewing

Do's:

- Be aware of applicable employment laws
- Introduce yourself and other interviewers
- Provide an “agenda” for the candidate
- Be consistent – ask the same basic questions
- Conclude with the process/timeline
- Document the interview
- Follow up with status

Selection – Interviewing

Don'ts:

- Ask any questions that are not relevant to the job
- Ask any questions that relate to national origin, race, color, religion, marital status, dependents, disability or medical condition (including pregnancy)
- Make any promises you can't keep

Selection – Documentation

- Do's
 - Record basic answers to questions
 - Relevant observations
 - Comments on job/cultural fit
 - Overall score
- Don'ts
 - Record non-relevant information
 - Comments on non-relevant appearance

Performance Management

I think people want to be magnificent. It is the job of the leader to bring out that magnificence in people and to create an environment where they feel safe and supported and ready to do the best job possible in accomplishing key goals.

This responsibility is a sacred trust that should not be violated. The opportunity to guide others to their fullest potential is an honor and one that should not be taken lightly.

– *Ken Blanchard*

Performance Management

Basics:

- Create the right environment
- Know what motivates your employees
- Management vs. Assessment
- Performance Management Grid

Performance Management

Create the Right Environment

- Assume good intentions
- Be supportive
- Communicate openly
- Be fair and consistent

*GOAL - Build trust

Performance Management

Manager Ranking	Item	Employee Ranking
1	Good wages	5
2	Job security	4
3	Promotion and growth	7
4	Good working conditions	9
5	Interesting work	6
6	Personal loyalty	8
7	Tactful discipline	10
8	Feedback and recognition	1
9	Work/life balance	3
10	Feeling “in” on things	2

Performance Management

Management vs. Assessment

Management

Ongoing

Prospective

Long term

Progress steps

Planning/goal setting

Assessment

One time event

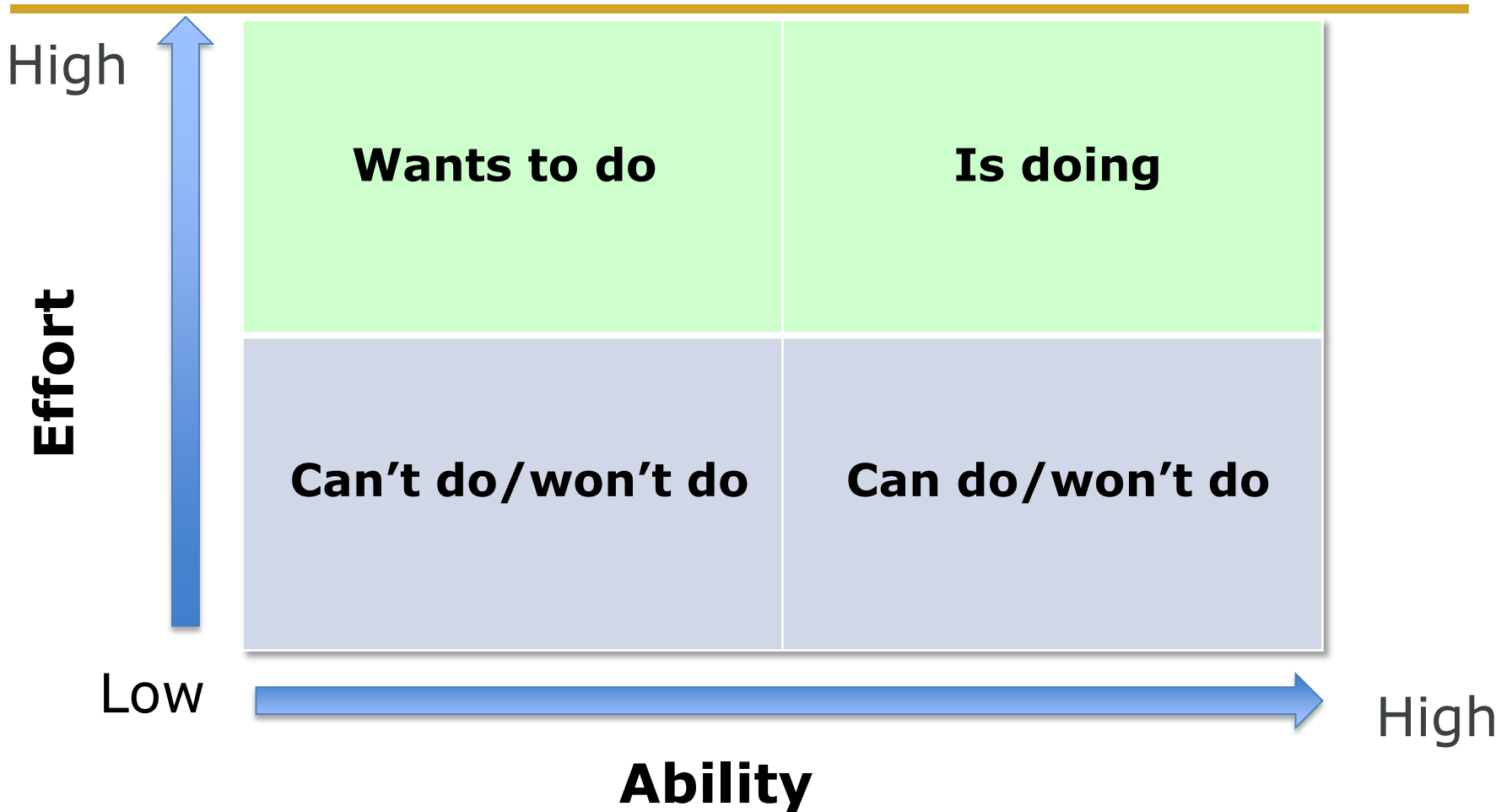
Retrospective

Short term

Results oriented

Completing form

Performance Management Grid



Performance Management – Annual Process

Annual Process:

- Set and communicate goals
- Measure and document performance
- Facilitate discussions on development

Performance Management – Annual Process

Set and Communicate Goals:

Ideally, goals should be SMART

- Specific
- Measurable
- Attainable
- Relevant
- Time-Based

Performance Management – Annual Process

Measure Performance:

- Quantity/productivity/goal metrics
- Quality/behavioral observations/feedback
- Other “notable” activities
- Be aware of pitfalls

Performance Management – Annual Process

Pitfalls:

- Recency Errors
- Halo/Horns Effect
- Central Tendency
- Negative/Positive Leniency
- Similar to Me

Performance Management – Annual Process

Facilitate discussions for improvement:

- Pre-meeting
- During the meeting
- Acknowledgment

Performance Management – Annual Process

Pre-Meeting:

- Notify the employee of the purpose
- Anticipate dialogue/reactions
- Prepare all related documents
- Arrange for a private room

Performance Management – Annual Process

During the Meeting:

- Deliver the feedback
- Stay focused on topic(s)
- Encourage two-way communication
- End positively

Performance Management – Annual Process

Difficult Reactions - ACE:

- Acknowledge
- Continue
- Express support

Performance Management – Annual Process

Managing Performance Reactions Activity
15-20 minutes

Recruitment, Selection & Performance Management

Q & A?



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