The Network for Social Work Management

THE NETWORK FOR
SOCIAL WORK MANAGEMENT

Invest in your Career: Join the Network

Starting on July 1, 2013 Membership to the Network became **free for Individual Members**

Please note that due to these changes, membership applications are not currently being accepted

Benefits of Joining The Network

- **Exclusive Networking Opportunities**
- **Mentorship of Future Organizational Leaders**
- **Network at National and Regional Conferences**
- **Interactive Webinar Series**
- **Opportunities to Serve on Network Committees**
- **And many more…**

Hiring High Performers

November 3, 2014 at 10:00 AM PDT/1:00 PM EDT

Presenter: Larry Wenger, MSW
Owner, Workforce Performance Group

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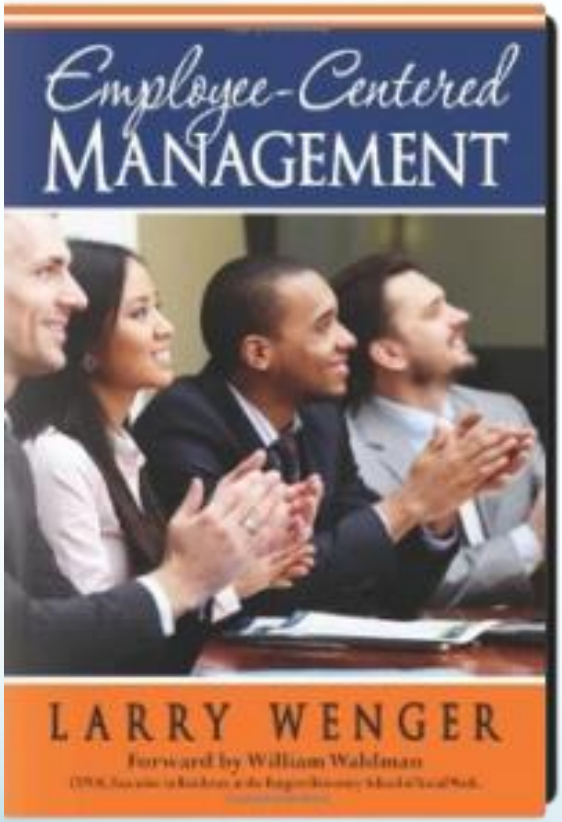
Employee-Centered Management



Offers practical initiatives that social service organizations can take to better care for their employees and create a work environment that encourages workers to buy in and grow personally and professionally. Designed as a discussion and training tool, this guide offers supervisors and managers a list of activities that will help organizations not only survive, but actually enjoy sustainable success.

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How Good Are You at Making Hire Decisions?

How did you do as an applicant for the job you currently have?

When was the last time you interviewed someone?

What was the best job interview you ever had and why?

As an Agency, What is Our Most Important Resource?

Money?

Time?

People?

Answer…

The *Right* People –

The High Performers

Hiring Process Should Lead to…

Knowing as much about a new employee as we do about a new copier.

What Happens When We Hire the Wrong People?

- **Turnover is expensive and defeats quality**
- **Clients are dissatisfied**
- **Staff become “burned out”**
- **Operational mistakes**
- **Investment in orientation and training wasted**
- **Bad reputation in the community**

Goal is to *Reduce* the Number of Hire Mistakes

Jack Welch:

15% Hire Mistakes

70% Consistently Satisfactory Performers

15% Superstars

Hiring is Expensive

It Begins With Our Attitude

Is it possible to improve our ability to hire high performers?

8 Problems which Challenge our Hiring Process

What Are Our Hiring Issues?

1. **Many overqualified qualified people looking for work**
2. **Candidates with emotional challenges**
3. **Internet is a big resource for applicants**
4. **We've never been trained as interviewers**
5. **Reliable references hard to get**
6. **No Standardization**
7. **Process not subject to quality standards**

14 Tips to Become a Better Interviewer

1. **Remember Your Goal: Get as much info as possible about applicant; get behind the mask. Applicant's Goal: Hide weak areas; get job offer.**

2. **This is not a relaxed, social conversation, not about developing a good relationship necessarily**

3. **Be prepared.**

4. **Know what the job is all about**

5. **Reduce the effect of a first impression; Halo-Horn effect. Influence of physical appearance.**

Becoming a Better Interviewer Cont'd

6. **Watch out for positive "chemistry"; similar interests; "gut"**
7. **Stay away from canned questions**
8. **Compare applicants to the job skill requirements – not to the rest of the applicant pool.**
9. **Don't ask what would you do? Ask what have you done?**
   - **Make your situation specific;**
   - **Include an obstacle**
   - **Smile and Nod**
10. **Don't let urgency-to-fill, influence your decision**

Becoming a Better Interviewer Cont'd

11.. Applicant should talk 80%…be willing to wait for an answer. (uncomfortable with silence)

12. Don't give applicant a job description or even an agency brochure before interview

13. Watch for "red flags"

- **too many jobs in too little time**
- **poor personal hygiene; inappropriate dress**
- **arriving late or failing to appear for appointment**
- **vague reasons for leaving last job**

14. Listen; Don't be distracted; Be alert; Avoid pre-judgment

LARRY WENGER

Asking the Right Questions and Listening for the Right Answers

Preparing to Interview an Applicant

- **Write a job competency at the very top (normally 12-14)**
- **Write at least two tasks under competency**
- **For each competency prepare 3-5 questions**
  - **What have you done in the past – ask for specificity**
  - **Include an obstacle**
  - **Follow up for more detail/clarification**
  - **Keep them talking – "smile and nod"**
- **For each question, specify a desired response**

LARRY WENGER

What Are You Looking For – Three Important Themes

1. **Can-do Attitude – not always successful but they owned the problem and tried to solve it.**
2. **Passion – they genuinely like the work**
3. **Skills – the "what" of the job**

Finish Up Interview

- **Evaluate each response on a 1-5 scale and the overall interview on a 1-5 scale.**
- **Establish standard for hiring; “our policy is not to hire people who are rated below a ‘3’.”**
- **Decide on where you are prepared to compromise: Skill – Passion – Can-do Attitude**
- **Two interviewers – compare observations – strive for objectivity**
- **Job sampling activity**

Developing Hiring Quality

Means a Continual Willingness to Measure our Results:

-quarterly review of previous hiring decisions

-continual analysis of hiring process

-recommending and implementing changes

-holding hiring managers accountable for their decisions

-PRACTICE

In Conclusion…

- **There are no perfect candidates out there; everyone will have flaws needing to be corrected – areas needing to be strengthened**
- **Can't fire everyone who is flawed**

Regardless of how good a job you do of making hire decisions, employee training and development will always be a critical requirement.

Questions

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