

# In the Era of Can't Ask and Won't Tell - How Do We Handle Interviewing, Recruiting, etc.

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## Recruiting – What hiring signals are you sending?

- Most candidates are using a mobile device to research, search, and communicate. Are you speaking their language? Texting, Facetime, Zoom etc.
- Make the job sound as personal as possible and answer the question, why would I want to work with the manager in charge of that job and that team?
- Use the 80/20 rule. If advertising jobs, be sure to spend most of the time talking about the job (80%) and less time promoting your company brand (20%).
- LinkedIn, Facebook, Glassdoor, Indeed...pages up to date? Are you selling your company AND management team? Who are you targeting?
- Your managers, leaders and you have a brand. What is it and what do you want it to be? How you deal with YOUR “Glassdoor Effect”.
- Website –three clicks and minimal info needed to “connect to” the candidate? Quick responses are critical. Within 2 hours is ideal.
- Encourage current employees to spread the word. Get employees to talk to others in their personal and professional networks.

**Interviewing:** Why do we ask the questions we ask and what did we really do with the information we received? How do we rework the total interview experience so that we are confident in their match and we “prove” their skills and stories?

- Most of us are using the same questions we asked in the 80's and 90's. Laws have changed, and social norms are now different.
- Do you have specific questions, case studies and exercises tailored to the job you are interviewing for? One size fits all interviewing is failing you.
- Use effective questioning techniques. Use questions that will produce full and complete answers that can be evaluated based on job-relatedness.
  - Closed ended questions are not effective. Stay away from leading questions - Don't lead the witness.
- Managers need to be involved from the interview through their start day. It is about staying connected.

- What is the interview experience? Video interviewing, texting, social media. How do they consume their information?
- When on site, get out of the conference room and office.
- The interactions with others around you matter more than you know during the interview.
- Is your workplace digitally attractive?
- Post interview – Assessments? Emotional intelligence, personality, skills, etc.

**Compensation** – “Employees Seek Fair Wages as Organizations Struggle with Hiring and Retention”. What is the Solution?

- Labor costs are one of the most difficult challenges for organizations in today's dynamic employment environment, trying to find the balance between costs as well as balancing competitive salaries to retain and attract top tier talent.
- Does your organization have a thought-out compensation strategy and a defensible compensation structure?
- Does the plan fit the organization? i.e. does it fit the organization’s objectives, culture and financial resources?
- Does the plan reward appropriate actions? Are appropriate rewards tied to desired performance?
- Incentives –
  - Are they clear and understandable?
  - Are they realistic?
  - Are they current and linked to organizational objectives?

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