INTERVIEWING AND ONBOARDING

Presented by:

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Too often, interviews are treated as "pop quizzes" and onboarding as an administrative paper shuffle. That won't work in today's recruitment battle.

It's best to switch from handoffs to seamless transitions in building lasting relationships with our new hires.

Objectives

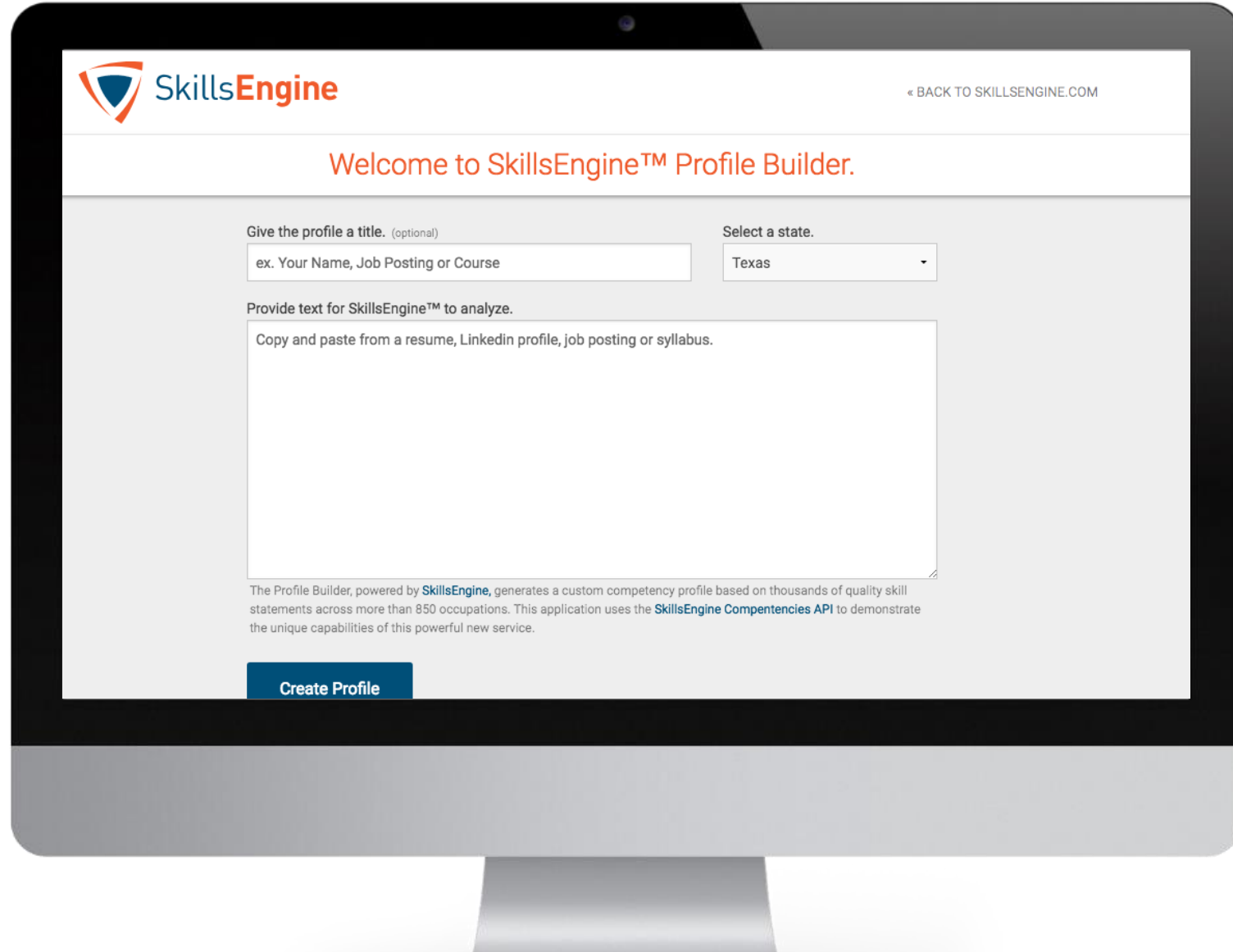**Turbo-boost Employee Retention by …**

- **Using the interview as a relationship builder**

- **Framing win/win questions for you and the candidate**

- **Prioritizing acculturation over administration**

Let's Start at the Start:
Tell Your "Employer of Choice" Story

Today's Competitive Employers …

- Invest in training for employees of all ages.

- Offer flexibility in work schedules, locations, benefits packages.

- Ensure that all employee voices are heard.

- Embrace life experience differences.

- Commit to the elimination of implicit bias

- Use skills-based assessments of employee work.

Using the SkillsEngine to Screening Tool

Advance Candidates with the Right Skills

Skills-based Application Review

Process to follow:

- **Identify unbiased screeners**
- **Screen based on required skills**
- **Eliminate zero-value identifiers**
  - **Name, age, gender, education dates, residence, phone/email**

Hiring manager/team saves time, reviews best qualified candidates

How Is Skills-based Interviewing Different?

► **Focuses on Skills, not "culture and personality fit"**

► **Questions focus on evaluating candidate's skills, behaviors, and values.**

► **Uses skill assessments to validate skill mastery**

Writing Skills-based Questions Formula

▶ **Use behavioral and situational questions**

▶ **Focus on a specific competency**

▶ **Avoid questions that evaluate more than one competency**

▶ **Write inclusive questions**

Conducting structured interviews is _twice as effective_ for selecting candidates and reduces biases.

Framing Questions to Get Win/Win Outcomes

1. Send a verbal cue
2. Describe the situation with clarity
3. PAUSE (briefly!)
4. Ask a behavioral or situational Q

Framing Interview Questions #1: Navigating Conflict

Send a verbal cue …

▶ It's unrealistic to think people never disagree, right?

Describe the problem statement

▶ Tell us about a situation in which there was conflict between two colleagues. It could involve you or others you observed.

BRIEF PAUSE

Then ask a behavioral question on ONE competency

▶ How did you help resolve this situation?

Framing Interview Questions
#2: Specific Job Requirement Experience

Send a verbal cue …

▶ **Project management is of huge importance at our company.**

Describe the problem statement

▶ **Describe your most recent project that comes to mind in which you led or participated with multiple team members to achieve a goal.**

BRIEF PAUSE

Then ask a behavioral question on ONE competency

▶ **What strategies did you use to ensure that team goals were achieved?**

Framing Interview Questions
#3: The Infamous "Weakness" Question

What's a weakness you'd like to improve? REFRAMING ALERT!!!

REFRAME MODEL

Send a verbal cue …

▶ **Of course, no one's perfect, right? We all have things to work on.**

Describe the problem statement

▶ **At our company, we believe in investing in the personal growth and development of every employee.**

BRIEF PAUSE

Then ask a behavioral question on ONE competency

▶ **What's a growth area for you that we can work on together?**
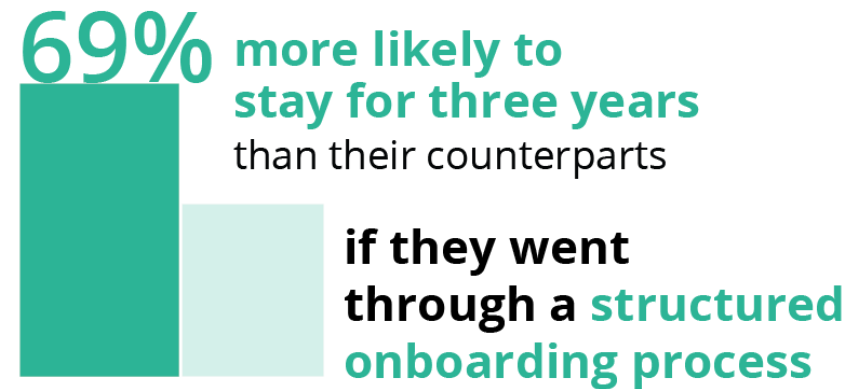
Find interview questions at JobInterviewQuestions

How Is Skills-based Onboarding Different?

- Focused on competencies
- Supportive of training opportunities identified in the interview
- Inclusive of all employees

The SHRM Foundation found that **employees are**

69% more likely to stay for three years than their counterparts

if they went through a structured onboarding process

Components of Skills-based Onboarding

- ▶ **Training: formal skill development (specific to trainable competencies)**

- ▶ **Coaching/Mentorship: sharing staff knowledge about the competency with the new employee**

- ▶ **Interpersonal: What relationships are needed to perform the competency?**

- ▶ **Administrative/Managerial: What resources are needed to perform the competency?**

Orientation Sequence: Part 1

1. **Tell a Compelling Story!**

    ✓ **Introduce the Organization!!!**

    - Shared Purpose

    - Vision and Mission

    - Cultural Norms

    ►**A COMPELLING STORYTELLER!**

Orientation Sequence: Part 2

2. Protect Your Organization

- ✓ **All the required paperwork.**
- ❑ **Essential legal/admin documents**
- ❑ **Orientation checklist**
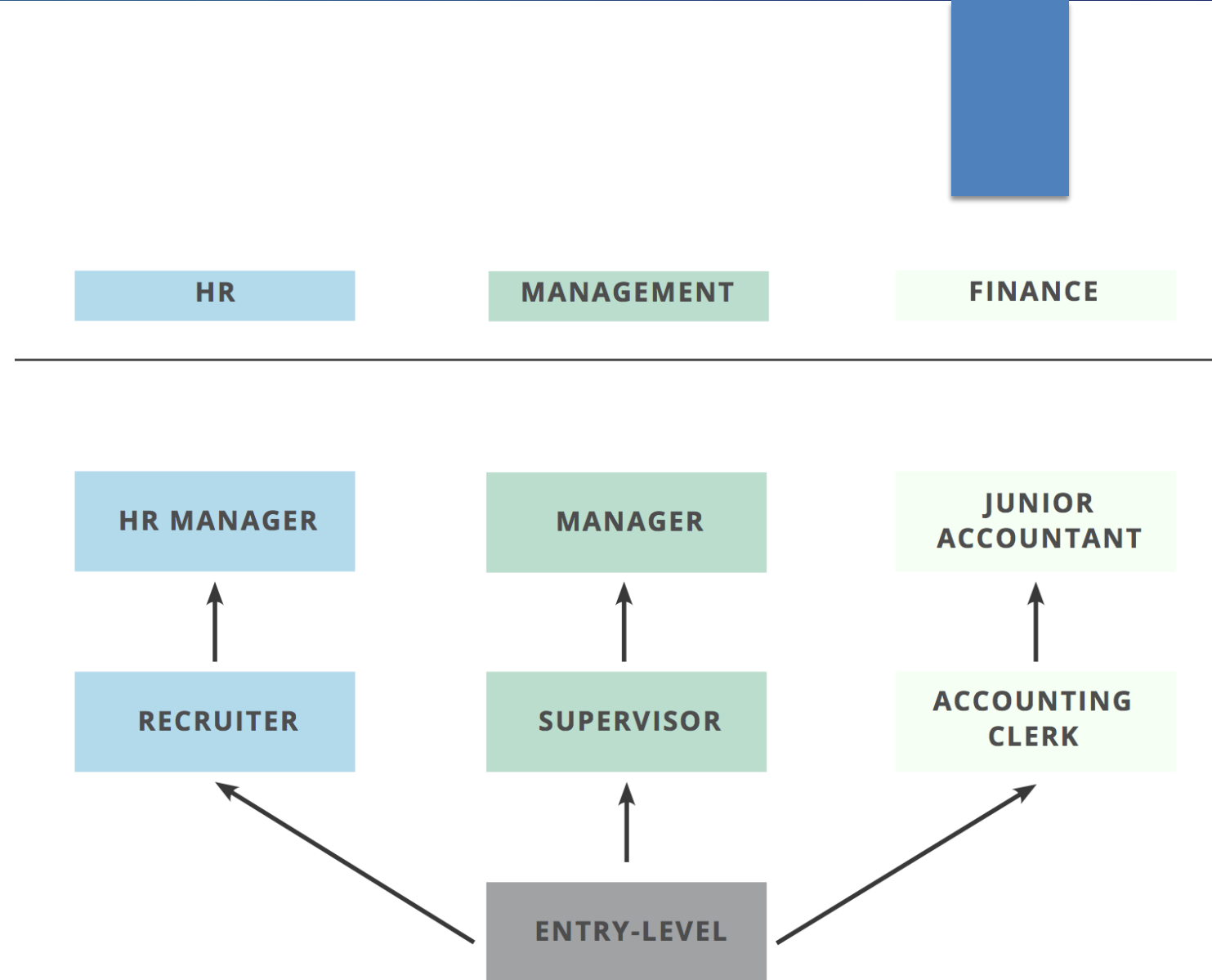
Orientation Sequence: Part 3

3. You made a promise! Keep it!

✓ Reinforce #1 - Organizational Culture

✓ Restate Commitment to Personal Growth

Career Mapping

Traditional model was based on "rising up the company ladder."
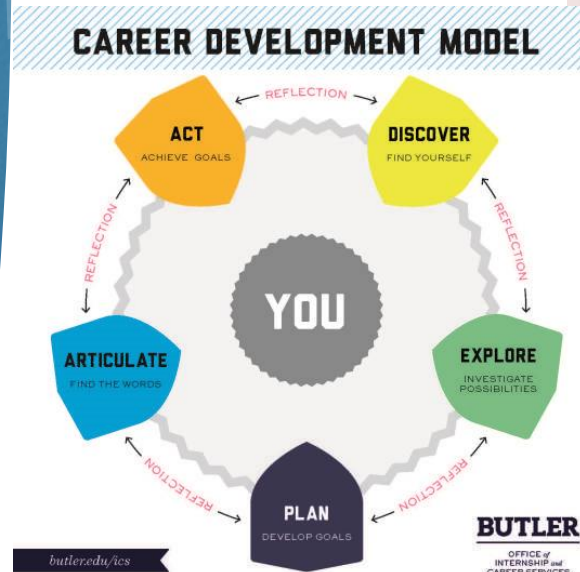
To some, that may still be important and worth noting.

HR	MANAGEMENT	FINANCE

HR MANAGER	MANAGER	JUNIOR ACCOUNTANT
RECRUITER	SUPERVISOR	ACCOUNTING CLERK

ENTRY-LEVEL

Career Mapping – Today!

Personal growth and development is now the highest priority of new hires.

A more organic approach to growth is expected.

The Future of Work in America

"Employers will be the natural providers of training and continuous learning opportunities for many workers."

Concerned CEO: "What if we invest in developing people and then they leave us?"

Wise HR Counsel: "What if we don't … and they stay?"

https://www.mckinsey.com/featured-insights/future-of-work

Finding the Talent You Need, Optimizing the Talent You Have

Skillful Talent Series

- **101: Recruitment and Hiring**
- **102: Screening and Interviewing**
- **103: Selection and Onboarding**
- **104: Employee Retention**

Communication Strategy Series

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Framing Interview Questions

Common Interview Question …

Describe the pros and cons of this question:

What makes you a good fit for this job?

HEADING

- CONTENT