

Connecting The Dots In Hiring

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Agenda

- ❖ Tips to Make the Process More Difficult
- ❖ Selling Your Organization
- ❖ The Importance of thinking Strategically
- ❖ Career Development
- ❖ Nonprofit Hiring Survey
- ❖ Core Knowledge, Abilities & Skills
- ❖ Preparing for the Interview

Tips for Making Hiring & Retaining Staff a Challenge (1)

- ❖ Base Your Position on the past, not the future.
- ❖ Be more impressed with education than experience.
- ❖ Do not think about the chemistry of your team.
- ❖ Provide no training other than what the state requires.
- ❖ *ALWAYS* look outside your organization first.
- ❖ Do not have staffing needs and approaching trends be part of your strategic plan.

Tips for Making Hiring & Retaining Staff a Challenge (2)

- ❖ Expect too much from the interviewee.
- ❖ Always expect more than you are paying for.
- ❖ Provide no training other than what the state requires because the new hire should know how to do the job.

Make Your Organization A Great Place to Work

- ❖ Promote your organization as a viable place to work.
- ❖ Spread a wide net, get the word out about your organization.
- ❖ Network on why it is a great place to work.

Devote the Time to Hiring & Developing Staff

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

Lawrence Bossidy, Former CEO of GE

We Are All Seduced by Strategy

- ❖ We think there is a silver bullet and if we only follow that system we will have success (wouldn't have to think or modify.)
- ❖ A system makes it all so easier.
- ❖ Only problem is, it doesn't work without thinking about the real and future needs you are hiring to address.

Hiring Requires Strategic Thinking

Frequently we
hire randomly
without careful
thought because
we need
someone right
now!



"Chief, this is Bob. He go into the wrong car pool this morning and came to work with us. Can we keep him?"

Before You Advertise, Look to Your Current Staff

- ❖ What skills do you need to align with your future directions?
- ❖ Who in your organization has or could have those skills?
- ❖ Do you have a strategic plan around personnel needs and how you will invest in your staff?
- ❖ How do you develop your staff's skills for the future?

Rule of Thumb

- ❖ People may initiatively accept positions based on pay but they leave for recognition.
- ❖ How are your staff recognized ?

Opportunity Knocks¹² found-1

- ❖ That over one third of the nonprofit employees they surveyed felt strongly that there were no future opportunities for them at their organization.
- ❖ Their organization does not take an interest in their career development.
- ❖ When meaningful recognition for achievements is lacking within organizations, many employees use their pay to assess their value to the organization.
- ❖ The highest turn over rate is persons under 30.

Opportunity Knocks¹² found-2

Not giving employees proper recognition and failing to pay competitively may lead to higher levels of dissatisfaction and subsequent turnover.

2013 Nonprofit HR Solutions Surveyed 588 Nonprofits

- ❖ 90% of nonprofits surveyed did not have a formal strategy for retaining staff.
- ❖ Despite many indicating that retention is an organizational challenge.
- ❖ The top three functional areas experiencing the most growth are also the top three functional areas experiencing the greatest challenges with retention (direct services, program management/support, and fundraising/development, respectively).
- ❖ <http://www.nonprofithr.com/wp-content/uploads/2013/03/2013-Employment-Trends-Survey-Report.pdf>

Recognition Beyond Pay

- ❖ **Mentoring program / Management Training**
- ❖ **Paid time off** (other than vacation and sick leave)
- ❖ **Flex time:** Employees are given control over setting their daily schedules.
- ❖ **Compressed work weeks:** Employees work longer hours but fewer days.
- ❖ **Job sharing:** Two part-time employees share the same full-time position.
- ❖ **Flex place:** Employees work from home (or a location closer to home).

Don't Get Stuck in the Immediate?

- ❖ Do you provide a clear vision of the agency's future Direction for your staff?
- ❖ Do you delineate that vision when you interview and how the open position connects to that vision?
- ❖ Do you evaluate how the interviewee's skills align not only with today needs but where your organization is going.
- ❖ How are staffing needs part of your strategic plan?
- ❖ Think about what support and training the interviewee will need to meet your needs.

With Every Position You Should Know

- ❖ What Core Knowledge,
- ❖ Abilities, and
- ❖ Skills you need?

Sample - Know What You Need- Employment Specialist

What Knowledge
Skill Sets do you
hire for

and

which ones do
you train for?

Knowledge	Must Have	Can Learn
Standard business practice		
How to unbundle tasks		
Translate individual tasks into how it can meet an employer's need		
Current employment trends		
Systemic instruction		
Strategies on how to involve co-workers		
Work flow and processes		

Know What You Need- Employment Specialist

What Abilities
Skill Sets do you
hire for

and

which ones do
you train for?

Abilities	Must Have	Can Learn
Sees the person not the disabilities		
Listens, picks up on subtle clues		
Creative		
Puts people at ease		
Flexible		
Strategies on how to involve co-workers		
Can look at situations from different angles		

Know What You Need- Employment Specialist

What Skill Sets do
you hire for
and
which ones do
you train for?

Skills	Must Have	Can Learn
Task Analysis		
Can identify co-workers who are willing to support the employee		
Communicates clearly to families and job seekers		
Uses data to track employee progress		
Negotiation of additional tasks with supervisor or employer		
Can evaluate approaches for effectiveness and modify		
Advocacy skills		

Prior to The Interview

- ❖ Conduct a “job analysis” of the position:
 - Interviewers should generate a specific list of the most important aspects of the tasks within job.
 - The projected time to perform the tasks.
 - What is required to perform it successfully.
 - How success is measured.

- ❖ This will both inform the interview questions, it will make the interview relevant to the job

When Interviewing Be Prepared

- ❖ Know the questions you want to ask.
- ❖ Now how the questions relate to what you need.
- ❖ Know what type of employee you need.
- ❖ Be careful of your assumptions.
- ❖ Be ready to explain the position and how it fits with the agency's mission.
- ❖ Be willing to answer questions about the company.
- ❖ Be willing to talk about the driving values of the company.

Questions

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