Alabama City/ County Managers Association

Blankenship & Seay Consulting Group

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Why is it so hard to hire the right person?

Selection process

Define success → Recruit

Recruit ↓

On-Board ← Assess/Interview

Recruitment

Passive versus active candidates

LinkedIn?

Referrals

Assessment approaches

STRUCTURED INTERVIEW

ABILITY TESTING

PERSONALITY TESTING

Interview skills

Bad interview

▶ Interviewer does all the talking
▶ Interview is rushed
▶ Interviewer does too much selling

Good interview

▶ A conversation
▶ Interviewer:
  ▶ Is transparent
  ▶ Prepared
  ▶ Takes notes

Interview approaches

▶ Group interview

▶ Submit questions ahead of time?

▶ Include a diverse group of employees to conduct the interview

Benefits of Personality Testing

Use of objective criteria

Can force a discussion of important traits

Uncovering of undesirable behaviors

Comparison of candidates across scales

Benchmark against normative samples

Important personality traits

Conscientiousness

Manageability

Resilience

Sense of urgency

Ownership

Important personality traits

Skill versus Will

Empathy

Humility

Effective employees

What Kind of Mindset Do You Have?

Growth Mindset

I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.

Fixed Mindset

I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

Created by: Reid Wilson @wayfaringpath   Icon from: thenounproject.com

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Problems with personality assessments

Issues with faking

Use of non-work related scales can cause multiple issues

Lack of expertise for interpretation

Trends in hiring

AI and Chatbots

Video interview submissions

Simulations

Summary of best practices

Find passive candidates

Determine competencies

Use multiple assessment methods

Hire slow, first fast

Case Studies

Discussion Question

- Discuss a poor hire you observed in your career. What steps could have been taken to avoid this?

Discussion Question

- Discuss a successful hire. What steps led to this success?