



CULTIVATING *Great Cities*

TCMA CITY MANAGEMENT CLINIC

February 21–22, 2019

Granbury

Hiring the Right Candidate: Best Practices

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Workforce 2019

- ▶ Generational Composition
- ▶ Workforce Motivational Drivers
- ▶ Workforce Challenges

Workforce Supply & Demand

Demand is Up

35% eligible to retire in the next 10 years

Supply is Down

There are not enough skilled workers to fill jobs

Best Practices

- ▶ Preparing for the “Harvest”
- ▶ Strategic Engagement
- ▶ Closing the Deal

Preparing for the Harvest

The background features abstract, overlapping green geometric shapes in various shades, including light lime green, medium green, and dark forest green. These shapes are primarily located on the right side of the slide, creating a modern, layered effect. The text 'Preparing for the Harvest' is centered in a bold, dark green font.

Profile vs. Job Description

▶ Job description

- ▶ Technical skills
- ▶ Experience
- ▶ Education

▶ Candidate Profile

- ▶ Competencies
- ▶ Team Roles
- ▶ Management Style Alignment
- ▶ Organizational Culture
 - ▶ Diversity

Accomplishments

- ▶ Technical Skills
- ▶ Education
- ▶ Work History

Silhouette

- ▶ Key Competencies
- ▶ Team Role
- ▶ Management Style Alignment
- ▶ Organizational Culture Match

Key Competencies

Examples:

- ▶ Leadership
 - ▶ Community Engagement
 - ▶ Boards & Commissions
- ▶ Achieve Results
- ▶ Effective Communications

Team Role

- ▶ Peer Relationships
- ▶ Management Style
- ▶ Organizational/Department Culture

Team Roles - Belbin Theory

- ▶ Shaper
- ▶ Implementer
- ▶ Finisher
- ▶ Coordinator
- ▶ Team Worker
- ▶ Resource Investigator
- ▶ Plant
- ▶ Evaluator
- ▶ Specialist

Identification of roles allows for a greater self-understanding of individual strengths.

Management Style

- ▶ Personal Reflection
- ▶ Executive/leadership Team
- ▶ Congruent Management Styles

Management Styles

Autocratic & Permissive Management Styles

- ▶ Autocratic = Leader makes decisions unilaterally with subordinates not being included in decision making and performance management.
- ▶ Permissive = leader allows subordinates to participate in making decisions. Allow a considerable degree of autonomy in completing day to day work tasks.

Management Styles

Democratic Management Style

- ▶ Includes extensive communication from both managers and subordinates. Subordinates tend to participate more in decision making.

Autocratic and permissive styles can be combined with democratic, in which subordinates are allowed to partake in decision making, and directive, in which subordinates are told exactly what to do.

Management Styles

Persuasive Management Style

- ▶ Leadership controls all decision making but they spends more time with subordinates; goal is to make employees understand the benefits of the decisions made by management.

Management Styles

Laissez-faire Management Style

- ▶ A laissez-faire manager tends to be looked at as more of a mentor than a manager or leader. With laissez-faire management, employees essentially take charge and managers take a back seat role so that employees creativity can flourish.

Management Style Considerations

- ▶ Identify your management style
 - ▶ Helps when identifying candidates that will be successful with your management style.
- ▶ Consider adjusting your management style
 - ▶ Situational leadership
 - ▶ Servant Leadership

Organizational Culture

- ▶ A group of internal values and behaviors in an organization.
 - ▶ Includes experiences, ways of thinking, beliefs and future expectations.
 - ▶ Is intuitive, with repetitive habits and emotional responses. (Corporate Culture)
- ▶ Types of organizational Culture
 - ▶ Models/Theories

Cooke Model of Org Culture

Constructive Culture -healthy interaction amongst the employees is encouraged; individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Encourages discussions and exchange of ideas amongst employees.

Key Features:

Achievement: helps the employees to achieve the targets within the stipulated time frame.

Self Actualizing: employee stays motivated and realizes his full potential.

Encouragement: employees to deliver their level best and strive hard for furthering the image of the organization.

Affiliative: employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.

Cooke Model of Org Cultures

Passive Culture - employees behave in a way contrary to the way they feel is the correct/ideal way. Employee motivation is to please the superiors and secure position in the organization.

Key Features:

- ▶ **Approval:** employees can't take decisions on their own. They need to take their boss's approval before implementing any idea.
- ▶ **Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.
- ▶ **Dependent:** the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders.
- ▶ **Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

Cooke Model of Org Cultures

Aggressive Culture- competition amongst the employees is promoted. Employees compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are deemed incompetent employees. Every individual vies for power, attention and strives hard to win appreciation.

Key Features:

- ▶ **Opposition**
- ▶ **Power**
- ▶ **Perfectionist**
- ▶ **Competitive**

Employees are aggressive, compete against each other.

Culture

- ▶ It is a filter through which people process their experiences and events of their lives.
- ▶ It influences people's values, actions, and expectations of themselves.
- ▶ It impacts people's perceptions and expectations of others.

Activity - Recruitment Strategy

Profile Development- Identify 3 critical competencies of ideal candidate for role as head of a department.

Diversity & Inclusion



Hiring Practices

- ▶ Hire and retain the best talent
- ▶ Respond to the growing diversity of our communities.
- ▶ Fairness is crucial when success is based on ability.
- ▶ Women and minorities are underrepresented in high status occupations.

Unconscious Bias

Unconscious bias comes from social stereotypes, attitudes, opinions, and stigma we form about **certain groups of people** outside of our own conscious awareness.

Impact on Hiring/Retention

Individuals

- ▶ Commitment
- ▶ Job Satisfaction
- ▶ Feelings of belonging and worth.

Organization

- ▶ Business decisions
- ▶ Interviews
- ▶ Promotions
- ▶ Projects

Evaluation of Candidates

Research- In 2 studies* involving a simulated applicant-evaluation setting

- ▶ Results: lower minimum-competency standards were set for females vs males and Black vs. White applicants, but set higher ability standards for the same groups.
- ▶ Impact/Outcome: It may be easier for low status group members (females/Black) to meet standards (lowered)s, these same people must **work** harder to prove that their performance is ability based.

*Biernat, Monica, Kobrynowicz, Diane

Resumes & Unconscious Bias

Names

Resumes with the Anglo sounding names received substantially more callbacks than those with names that appeared to be from non-anglo cultures/ethnicities.

Activities

Activities that sounded more prestigious, like polo or horseback riding skewed the perception of the candidate; more prestigious sounding activities were considered more refined and because of their perceived financial status.

Generational Bias

- ▶ Seeking a candidate with a significant technical component? Assuming the best choice is Generation Y, and not the Baby Boomer is not the best way to make a decision. Your Baby Boomer may be more tech-savvy than you assume.

Mirror Hiring

- ▶ Hiring someone who reminds you someone you know.
- ▶ Letting a past experience shape your current decisions is unfair to you, the potential employee, and the company.

Bias & Assumptions

- ▶ Example: A manager has a high-profile urban project that needs a qualified project manager to get the job done. An African American project manager is selected. When asked about the decision, the manager states that the choice “is a great fit” because the candidate “speaks the language.”

Micro - Aggressions

Subtle comments or behaviors that are considered discriminatory and are adverse to persons of a marginalized/minority group

May be indirect or unintentional

Micro-Insults

- ▶ Subtle snubs that communicate hidden insulting messages.
- ▶ Convey stereotypes, rudeness, and insensitivity that demeans a person's identity

Moving Forward...

- ▶ Unconscious - Explore values, beliefs, and attitudes about others
- ▶ Micro-aggressions & Micro insults = manifestation of unconscious bias
- ▶ Consider whether your recruiting/hiring are inclusive at all levels in the organization.

Strategic Engagement

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Interviews

- ▶ Process/Phases
- ▶ Identify Participants
 - ▶ Panels
 - ▶ Focus Groups
 - ▶ Key Participants
- ▶ Self Assessment
 - ▶ What can the person hired for this job do for me?
- ▶ Position - what skill set is needed for success
 - ▶ Bring to the job
 - ▶ Develop after hire
 - ▶ Critical “must haves”

Interview Do's

- ▶ Develop behavior based questions to assess the identified competencies
- ▶ Develop concise questions.
- ▶ Use body language to show interest—use good eye contact
- ▶ Relax. Sincerely listen to responses.

Sample Questions

- ▶ **Leadership** - *Tell me about the methods you use to keep informed of employee achievements/progress toward goals?*
- ▶ **Achieve Results**-*Describe a situation where, due to resource constraints you submitted project where the quality was compromised.*
- ▶ **Effective Communications**-*Tell me about the most difficult or complex process you have had to explain to someone. How did you achieve success?*

Activity - Interview Questions

Develop three (3) questions that assess the candidates ability based on the critical qualifiers identified.

Identify key aspects of acceptable responses.

Alternatives for Assessments

- ▶ Project/Activity
 - ▶ Advance preparation
- ▶ Peer Assessment
 - ▶ Interactive Activity
- ▶ Problem Solving
 - ▶ Discuss thinking behind the solution

Closing the Deal

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Compensation Considerations

- ▶ Relocation Costs/Housing
- ▶ Flexible Work Schedule
- ▶ Benefits (Paid Time Off)
- ▶ Professional Development

Successful Best Practices

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Summary of Best Practices

- ▶ Preparation
 - ▶ Competencies
 - ▶ Team Roles
 - ▶ Management Style Alignment
 - ▶ Organizational Culture
 - ▶ Diversity
- ▶ Strategic Engagement
 - ▶ Interview Questions
 - ▶ Candidate Engagement
- ▶ Closing the Deal
 - ▶ Critical Components of Job Offer



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