



Hiring and Retaining Top Talent Basics

CRITICAL BEHAVIORS

- Behaviors that are important for the job you are hiring.
- Behaviors can be different for different jobs.
- Job descriptions, past experience and opinions of supervisors and colleagues help define critical behaviors.

DESIGNING INTERVIEW QUESTIONS

- Create questions that allow candidates to demonstrate critical behaviors.
- Ask each candidate the same questions, and evaluate using a formal evaluation tool – this is known as **structured interviewing**.
- Remove any questions that refer to characteristics protected by law including:
 - ⇒ Age
 - ⇒ Race
 - ⇒ Color
 - ⇒ Gender
 - ⇒ Religion
 - ⇒ Disability
 - ⇒ National Origin
 - ⇒ Marital Status/Pregnancy
 - ⇒ Political Beliefs
 - ⇒ Genetic predisposition
- Behavior-based interview questions invite applicants to describe how they behaved in past work situations. These types of questions give you a good view of how they might behave in the future .
 - ⇒ Example: Tell me about a time you had multiple deadlines. How did you handle this situation? How did you decide which project to work on?
 - ⇒ Example: Tell me about a time you disagreed with a colleague about how to do some work.

CONDUCTING EFFECTIVE INTERVIEWS

- Document applicant responses - document what they say, NOT how you feel about their answers.
- Use a **panel interview** - This interview technique has uses two to three interviewers including the hiring supervisor, an HR representative, and a technical person.



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ORIENTATION VS. ONBOARDING

Orientation

Orientation is the logistical paperwork and activities needed to get the employee started at work, including:

- Benefits selection and other paperwork
- IDs, email accounts, and passwords
- Office or work supplies, etc.

Onboarding

Onboarding is the strategic process of making your new employee a productive team member - onboarding activities include:

- Goal planning session
- Review of job description and job expectations
- Assigning a mentor or buddy
- Meeting with your new hire regularly to answer questions, etc.

MOTIVATION

- People are motivated by both external and internal motivators.
- External motivators are things we can hold and sense like money, an award, or a trophy.
- Internal motivators are feelings we get inside that make us enjoy our work like satisfaction or challenge.
- Supervisors should discuss motivation with their employees and try to find ways to help motivate them:
 - ⇒ Supervisors should be aware of what they cannot control such as raises, bonuses, and expensive trainings
 - ⇒ Supervisors should concentrate on those motivators they can influence - these are usually internal motivators
- Supervisors should have periodic discussions with their employees to learn about what motivates them.