Hiring and Onboarding

FEBRUARY 23, 2018

Agenda

1. Introductions
2. Community agreements
3. Hiring Process
4. Onboarding
5. Resources

Introductions

- Name
- Role/Title
- Department/Center
- How long you’ve been a supervisor
- How many people you supervise
Community Agreements

- We are colleagues.
- We will maintain confidentiality.
  - No names
  - Take away the lessons; but leave the stories here
- Others?

Opening Thought

“Hiring the best is your most important task.” - Steve Jobs

“I’d rather interview 50 people and not hire anyone than hire the wrong person.”

-Jeff Bezos
Impact of Poor Hiring Decisions

- Productivity
- Morale/engagement
- Turnover
- Your time commitment

80% of employee turnover is the result of “bad hiring decisions.”

Hiring Process

- Define the job
- Identify & meet with search committee (if applicable)
- Advertising/Sourcing
- Screen applications
- Interviews/Reference Checks
- Make the Offer/Background checks
- Onboarding

Define the Job

- Key responsibilities
- Competencies
- Qualifications

STOP and THINK

- What duties are most important?
- Should any duties be reassigned or eliminated?
- What qualifications are really necessary, and what can be trained?
Identify the Search Committee

- Only for pay level 6 and above
- Maximum of 5 committee members including chair
- If pay level 1-5, the hiring manager and HR administrator do initial screening
- Interviewers offer additional input

STOP and THINK
- Job-related knowledge
- Diversity of committee
- Do you need a content expert?

Initial Meeting with Search Committee

- Review job description
- Discuss evaluation criteria
- Clarify role of committee

STOP and THINK
- Evaluation criteria should be objective.
- Criteria should be clear before candidates are reviewed.

Advertising

- Keep it simple!
- If national venue, talk up the UI and Iowa City community.
  (handout)
- Research venues specific to the field.
Sample Job Advertisement

Administrative Services Specialist

The University of Iowa College of Engineering, Department of Chemical and Biochemical Engineering, seeks qualified applicants for the position of Department Administrator (Administrative Services Specialist). This position provides administrative oversight of departmental operations, including academic program support and financial management, in support of the educational and research missions of the department. Minimum qualifications include a Bachelor’s Degree in Business Administration or related field, or an equivalent combination of education and experience. For a complete list of qualifications and to apply, please go to http://jobs.uiowa.edu/ and see Requisition #*****.

Break

Take 5!

Screening Applications

- Consider each qualification.
- Apply criteria consistently.
- May do phone screens to clarify information.

STOP and THINK

- Be aware of implicit bias!
- Be more inclusive.
- Consider evidence of ability other than job experience.
Resume Review

https://www.ted.com/talks/regina_hartley_why_the_best_hire_might_not_have_the_perfect_resume

Implicit Bias: Common Types

- Affinity bias
- Confirmation bias
- Halo/Horn effect
- Gender bias/Race bias

Implicit Bias: Research

Example of research on implicit bias in the resume review process. This study examined the impact of gender and perceived economic class in a law firm’s review of candidates.

https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
Overcoming Implicit Bias

- Be aware that it exists!
- Project Implicit: https://implicit.Harvard.edu/implicit/
- UI BUILD course: Exploring the Influence of Implicit Bias
- Use a checklist or evaluation grid
- Actively look for evidence that your first impression is wrong
- Use objective criteria such as work sample tests

Interviews

- Every question must have a purpose.
- Assess attitude in addition to skills.
- Use behavioral questions.
- Ask follow-up questions.

Assessing Attitude

Critical traits identified within CoE:
- Initiative
- Drive/Curiosity
- Willingness to go beyond job description
- Collaborative
- Low drama
Reference Checks
- SkillSurvey is available for online reference surveys
- Only accept professional references, not personal
- Should have at least one supervisor, preferably more
- Ask specific questions about critical job skills
- UI is ONE employer
  - HR administrator can contact prior UI departments for information

Making the Offer
- Call first, then send the letter.
- Allow reasonable time to respond.
- Offer a competitive salary, equitable with others in unit.

Onboarding: First Day
- Have a clean work space ready
- Review job expectations
- Department/CoE org chart
- How does their job support the overall mission
- Tour of facility and introductions to co-workers
- Initial projects
Onboarding: First Few Weeks

- Who do they need to meet
- UI new staff orientation
- Check-ins with supervisor
- Set initial goals
- Required trainings

Questions/Round table discussion

Closing Thought

You are only as good as the people you hire.

-Ray Kroc, Founder of McDonald's
Resources

• QuickCoach: Hiring and Coaching for Attitude, Dr. Jan Ferri-Reed
• Project Implicit https://implicit.harvard.edu/implicit/

Thank you for attending!

College of Engineering Human Resources
Jan Waterhouse, JD, MBA, SPHR, SHRM-SCP
Director of Human Resources
jan.waterhouse@uiowa.edu

Sandra Gerard, PHR
HR Administrator
sandra.gerard@uiowa.edu

Sarah Lobb, M.A.
HR Administrator
sarah.lobb@uiowa.edu

https://www.engineering.uiowa.edu/college/faculty-and-staff/engineering-human-resources