

# Module 2

## Recruiting and Hiring



LEAD Connecticut Leadership Institute

# Improving Performance through a Systemic Human Capital Approach

JUNE 2013



DISTRICT  
MANAGEMENT  
COUNCIL

# An integrated approach to developing talent and managing people can improve performance.

## DMC's Human Capital Framework



- Education & Training (Course-based & Clinical)
- Personality & Ambition
- Certification
- Geographic reach

- Interview processes
- Timeline management
- Messaging

- Subjects covered
- Duration
- Intensity
- Mentoring structure

- Evaluation approaches
- Career tracking
- Staffing models
- Professional development

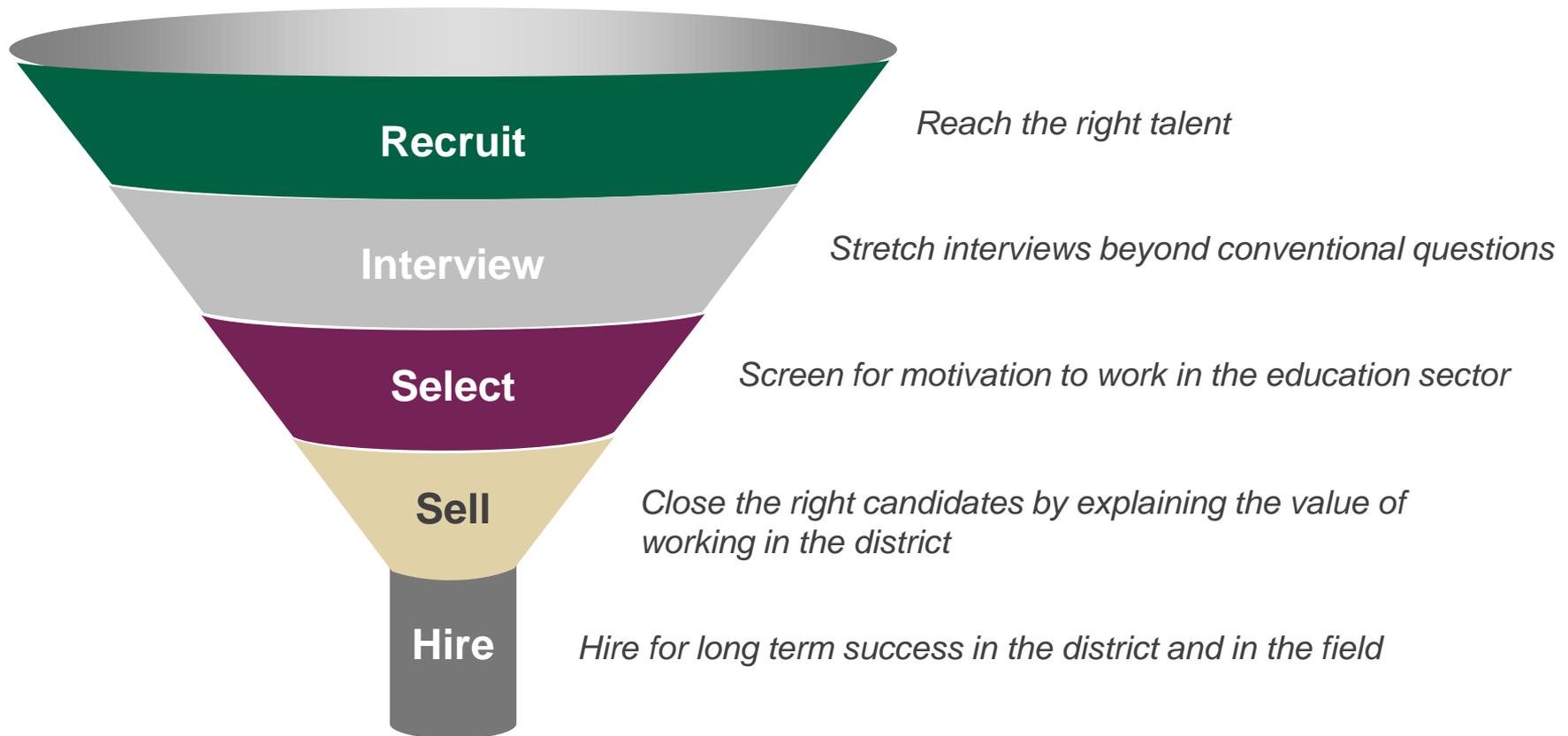
**Do you build a comprehensive recruiting strategy, from recruiting to selecting and hiring?**

Source: DMC

# Hiring the right talent in the first place makes managing human capital in a district a much simpler task.

## Recruiting & Selection Framework

FRAMEWORK SAMPLE



# There is no uniform answer as to whether to select internally or externally, but it is easier to have more information on internal candidates.

## Advantages and Disadvantages of External Recruitment

FRAMEWORK SAMPLE



	Advantages	Disadvantages
<b>Internal</b>	<ul style="list-style-type: none"> <li>Recruiting process per se is lower-cost</li> <li>Motivates by showing upward path</li> <li>Offers more thorough assessment opportunity</li> <li>Allows greater focus when hiring externally</li> </ul>	<ul style="list-style-type: none"> <li>Increases risk of maintaining status quo</li> <li>Causes resentment in those not promoted</li> <li>Elicits political jockeying</li> <li>Will not be effective without strong performance management program</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>Infuses district with “new blood”</li> <li>Recruitment could be cheaper than ongoing development</li> <li>Opens larger pool for best match</li> </ul>	<ul style="list-style-type: none"> <li>New hire has to get up to speed</li> <li>Longer lead time required</li> <li>Organizational pressure to hire early and thus more actively manage the pipeline</li> <li>Higher risk of someone not fitting in</li> </ul>

Having a **blend of internal and external candidates** is the best option

# Broadening the interview format can yield more predictive insight on a candidate's ability.

## Effective Interview Methodologies

FRAMEWORK SAMPLE



# A job preview serves a more informational role in giving applicants a taste of the job.

## Components of a Realistic Job Preview

FRAMEWORK SAMPLE



### Realistic Job Preview

Through a realistic job preview, candidates are able to determine whether it will motivate them and whether they will therefore stay in it.

### A great job preview has the following characteristics:

- 1 It gives an up-close view of a job's true dimensions—the easy and the demanding, the rewarding and the demoralizing.
- 2 It focuses in particular on aspects of the job that cannot easily be communicated otherwise.
- 3 It is used before final interviews and selection to weed out candidates who decide the job is not for them.

*Job Preview examples include: shadowing existing position occupant, watching videotape of classroom or meeting, meeting other employees, etc.*

# A candidate's history can be a predictor of future success and should be considered during interviews and selection.

## Questions to Understand Past Experience

FRAMEWORK SAMPLE



### Deep Dive into Past Experiences

The interview should be used as a way to learn more about a candidate's experiences – both those listed on a resume, and those that are not

#### Conventional Questions

- Why are you leaving your current position?
- Tell us about your three major accomplishments.
- What are your main responsibilities in your current position?
- What courses or continuing education have you taken?



#### “The Deep Dive”

- What have been your favorite and least favorite aspects of each job you have held?
- When was a time you went above and beyond?
- How do you spend the majority of your time in your current position?
- What courses or continuing education would you like to take over the next few years?

# The candidate's level of interest can be assessed without even asking any questions.

## Candidate Assessment Rubric for Interest in Specific Position

FRAMEWORK SAMPLE



### Assessment of Interest

A candidate's behavior during the interview process may provide a clear indication of his or her level of interest in the position

#### Does the candidate...

- **Respond promptly** to scheduling the interviews and follow up after?
- Ask about the **district's vision, theory of action, and priorities**?
- Demonstrate that they **researched the district's recent initiatives** and are knowledgeable on its current challenges?
- Reach out to **other employees or stakeholders** in the district who could offer insight about the position?

# A candidate's motivation may also be assessed using more formal means.

## Motivational Profiling Tools

FRAMEWORK SAMPLE



### Motivational Profiling

There is a wide range of motivational assessment tools, from varying providers, using varying methods, and available at varying cost.

**Myers-Briggs**

“A personality inventory...to assess psychological preferences in how people perceive the world and make decisions.”

**DiSC**

“A personal assessment tool used to improve work productivity, teamwork, and communication...helps people discuss their behavioral differences.”

**Predictive Index**

“A management tool...[to assess] individual needs and drives.”

Source: *Fortune Magazine*; Adler Group; Hay Group; PHILIBRO Consulting

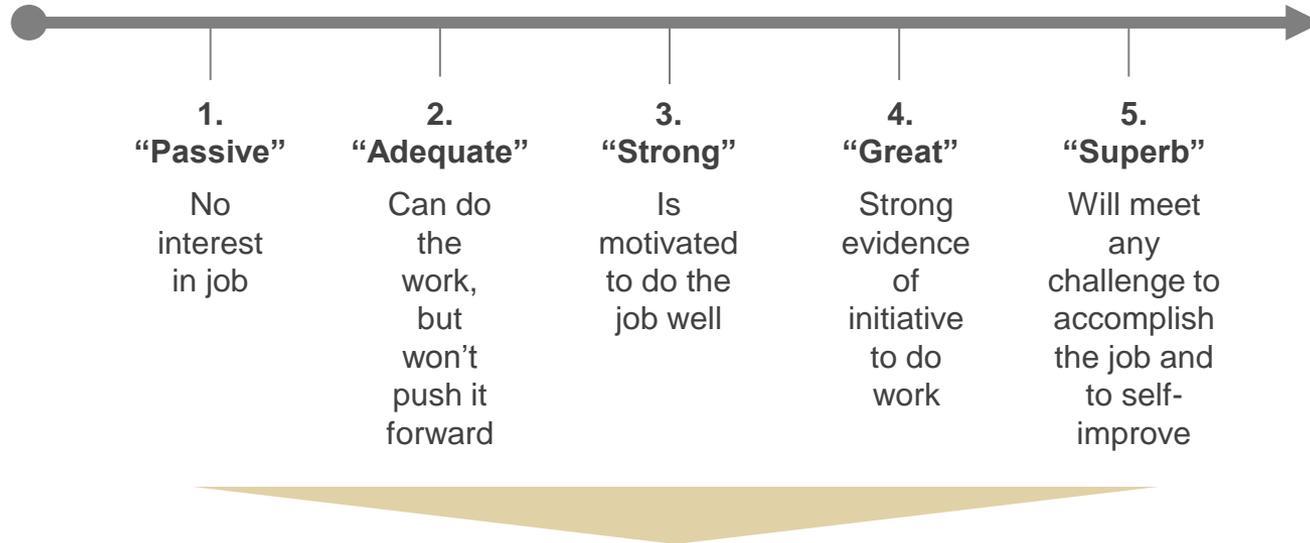
# Both motivation and ability should be utilized to evaluate candidates once all data is collected.

## Candidate Selection Framework

FRAMEWORK SAMPLE



1 Utilize the motivation level rubric to determine a candidate's motivation score



2 Data around performance on the skill-based elements of the interview protocol should be collected based on activities such as:

- Shadowing existing position occupant
- Watching videotape of classroom or meeting
- Demonstrating a lesson
- Meeting other employees

# Success in any job will follow only if the candidate selected is both able and motivated to do the job well.

## The Ability / Motivation Grid

FRAMEWORK SAMPLE



- 3 *The motivation score should be used in conjunction with performance on the skill-based elements of the interview protocol*

Motivation	High	Not Yet Suitable for Considered Role, but Ability Could Potentially Be Developed	Ideally Suited for Considered Role
	Low	Not Suitable for Considered Role	Not Suitable for Considered Role, but May Be Motivated in Current or Another Role
		Low	High
		Ability	

# Recruiting and selection does not end with the extension of an offer, but rather with the “selling” or “closing” of a candidate.

## Tactics for “Closing” Candidates

FRAMEWORK SAMPLE



*The process of convincing the best candidates to join a school district is referred to as “closing” or “selling” a candidate*

- A** Put the candidate in touch with high performing peers who may be able to indicate how the position has helped him / her grow
- B** Ask candidates what they are looking for – and respond in a way that showcases how the district can fulfill those needs
- C** Allow district leadership or direct supervisors to meet 1:1 with the candidate to discuss any reservations the candidate may have about the position
- D** Provide the candidate with ample time to make a decision to join the district or take the new position
- E** Enable direct supervisors and peers to utilize information collected during the interview process (candidate’s experience, motivations) to cater conversations around opportunities for growth

**Each of the above tactics provide an opportunity to shape the district’s message to a candidate**