

Winning Recruitment Strategies | Hiring For the Modern Workforce

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Hiring for the Modern Workforce



- Despite the variety of options and innovation that technology offers, The challenge to recruit top talent candidates remains.
- The challenge to attract and retain the ideal candidate continues to be real.
- The employees' interest have changed due to the uncertain economy, variety of work alternatives, for instance remote and hybrid work.
- The challenges to remain compliant under the complex hiring state and federal laws.
- Meeting the modern candidates' expectations.



Are you ready for the modern work force?

Recruitment and Selection Process.



Recruitment Process

The approach utilize to attract, screen and select the ideal candidate.

Internal recruiting – Promoting within

Word to mouth

Current employees referrals

Website career opportunities

Talent recruiting firms

Walk-ins

Selection Process

The selection process involves assessing candidates, from your candidates' pool, this is the time when you evaluate abilities, skills, this will help you selecting the ideal candidate.

Interviews:

In person

Virtually

Are you ready for the modern work force?

Interview process

Interview Process

During this process have in mind the candidate's qualification, this is a vital component, it is crucially important to consider their long-term career and to evaluate if their goals align with the company's vision and mission.

The interviewer assesses the compatibility of the candidate to decide if the candidate is the best fit for the position.

Employee retention


Recruitment is a costly process on the business operations, and hiring the wrong candidate can lead to significant financial loss and affect the productivity.

Hiring the right candidate will increase the opportunities to employee retention.


Keep in mind

Having a strong recruitment Strategy will decrease the company's turnover and cost.

SHRM estimated the hiring cost per employee to be \$4,969.00 per employee.



Factors to consider, during the interview and when hiring.



What are you offering?

Are you offering what candidates are looking for?
Flexibility, is the job remote, hybrid, do you Foster diversity, inclusion and promote a culture of growth

Interact with the candidates

Treat the candidates with dignity, make them feel valued, ask the right questions, make the process smooth, don't make the interview too long be precise.

Provide support and make allies

Provide support to the hiring manager, collaborate and get their collaboration, perfect opportunity to update your job description, have a timeline of when for hiring the ideal candidate for the position waiting too long to make a decision could affect you in a negative way.

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HIRING

Review the Qualifications

- Review and update job description at least annually (semi-annually)
- Job descriptions are used as the standard for measuring qualifications and determining whether the rationale for the hiring decision is credible
- Review all job descriptions and ads with HR (and staffing agency) to be sure that they accurately reflects requirements of the job

The Employment Application



Use the Company's comprehensive application and have **every applicant** complete and sign it.

- Important details
- Representations

Screening For Potential Problem Employees

- Incomplete responses
- Employment gaps
- Job hopping
- Career changes
- Relocation
- “See resume”
- Reasons for leaving
- Laid off/terminated/resigned/personal
- No references
- Transportation/other job conflicts

Hiring Issues

True or False?

You should never take notes regarding your interview with an applicant.

Hiring Issues

True or False?

You should never take notes regarding your interview with an applicant.

FALSE

You may certainly take notes (and likely should), but NEVER write on the employment application.

Hiring Issues

True or False?

When you decide not to hire someone, you do not need to give them the reason you decided to hire someone else.

Hiring Issues

True or False?

When you decide not to hire someone, you do not need to give them the reason you decided to hire someone else.

TRUE

Unless you are relying on a background check, you generally are not legally required to give them an explanation.



THE INTERVIEW

It Takes 10 Seconds To Make A First Impression

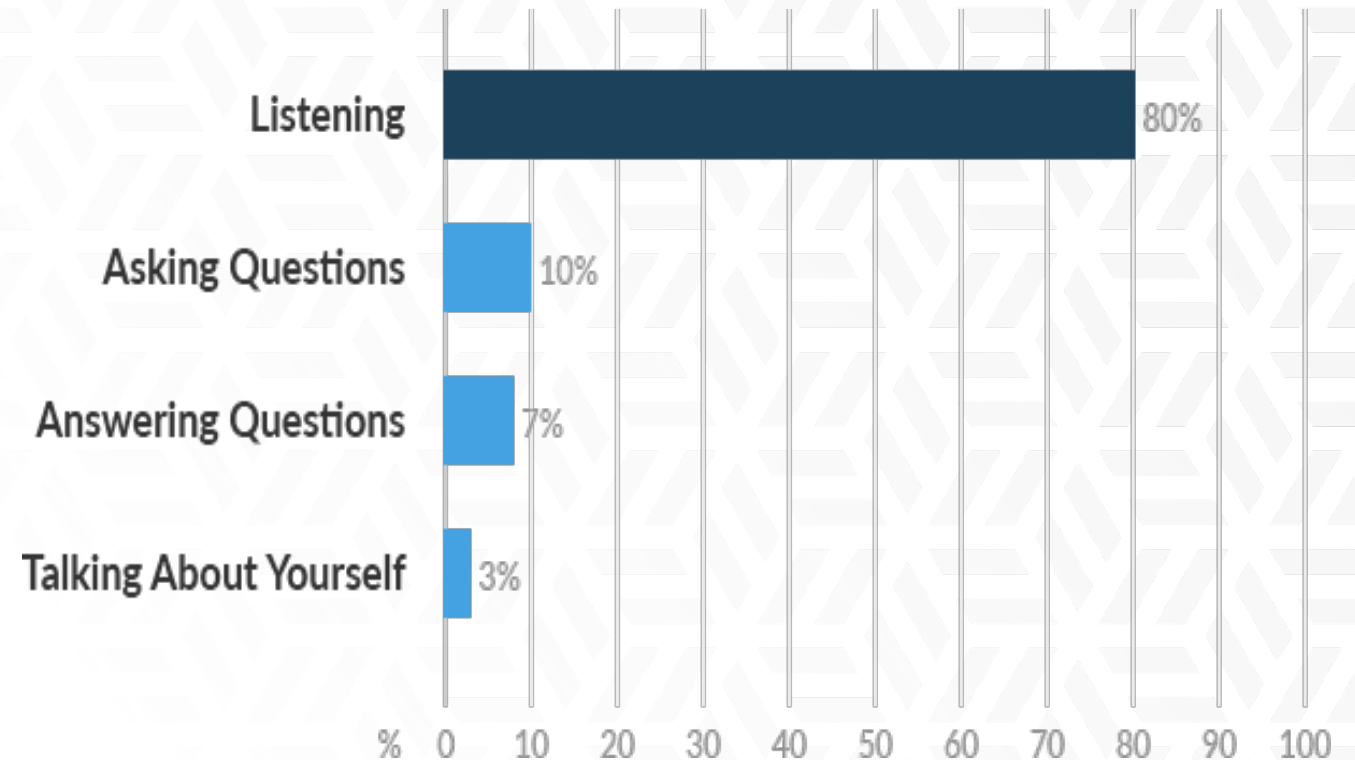
Trust your gut!!! Is this candidate:

- Qualified
- Teachable
- Accepting of supervision
- Able to lead/follow/take direction
- 80/20 Rule
- Positive
- Goal driven
- Someone you want to work with FOREVER!



The Interview

- Prepare a script of job-related questions
- Conduct yourself in a professional manner
 - Honesty and integrity
 - No harassment or discrimination
- Consistency with each interviewee is key
 - Inconsistency raises inference of discrimination



Interview Questions

- Questions should be:
 - **Direct** – *What was the name of your prior employer?*
 - **Open-ended** – *What were your job duties?*
 - **Situational** – *Provide an example of a time you were challenged by a new task at work?*
 - **Problem-solving** – *How would you solve...?*
 - **Include follow-up** – *Explain what you mean by flexible/team/player/goal oriented...?*

The Interview

Questions to Avoid



1. Do not inquire as to the applicant's ancestry, racial or ethnic background.
2. Do not ask the applicant's age, date of birth, date of high school graduation, etc.

The Interview

Questions to Avoid



3. Do not ask what church or synagogue the applicant attends.
4. Do not ask applicants about their plans for a family, how many children they have, etc.

The Interview

Questions to Avoid



5. Do not ask about health condition, workers' compensation history, or about health problems or disabilities.

“Medical” Questions



- **Pre-offer** → nothing, other than ability to perform essential duties with or without reasonable accommodation
- **Post-offer/Pre-hire** → anything job-related, so long as consistent with business necessity
- **Post-hire** → job-related and consistent with business necessity

Why Avoid These Questions?

Liability

If you're asked about it or said it in the interview, jury may assume you considered it in your employment decisions

Mistakes to Avoid

- Doing all the talking
- Asking questions that call for a yes or no answer
- Allowing the applicant to distract you from your script
- Not exploring reasons for frequent job changes and gaps in employment
- Basing decision on impermissible basis (i.e., protected class)

Avoid Troubling Comments

- Stereotyping Statements
 - I admire your people because they are good at ...
 - Women have babies and leave
 - You didn't sound ... on the telephone
- Possible Discriminatory Attitudes of Others
 - It may be difficult because you will be the only ... in the group
- If you have any doubt, don't ask it or say it

Other Statements To Avoid

- “You can look forward to a long career here.”
- “After your introductory period, you’ll be a permanent employee.”
- “Just do a good job and you won’t have to worry about job security.”
- “Nobody ever gets fired here, unless there’s a really good reason.”

Do NOT jeopardize the at-will relationship!



Interviewing Exercise

Legal OR Illegal????

- Are you physically able to perform the functions of this job (with or without a reasonable accommodation)?
- Have you ever been arrested?
- Is that Ms. or Mrs. Smith?
- Have you ever held a managerial role?
- How many years of experience do you have in this industry?

Interviewing Exercise

Legal OR Illegal????

- What languages can you speak fluently?
- What prescription drugs are you currently taking?
- You went to ABC High too? What year did you graduate?
- Can you meet the attendance requirements of this job?
- How old are your children?
- You've been an active leader at church? What church is that?

Illegal Interview Questions

Not OK

- ❖ How old are you?
- ❖ When did you graduate?
- ❖ Were you in the military?
- ❖ Where is your accent from?
- ❖ Are you legal, or are you an illegal alien?

OK

- ❖ Are you 18 or older?
- ❖ Do you have a degree?
- ❖ What did you do in the military?
- ❖ Are you bilingual, or do you speak Spanish?
- ❖ Can you provide proof of authorization to work in the US?

Illegal Interview Questions

Not OK

- ❖ Do you have reliable child care?
- ❖ Do you have children?
- ❖ How is your health?
- ❖ Have you ever been hurt on the job?

OK

- ❖ Can you work flexible hours?
- ❖ Can you work nights and weekends?
- ❖ Can you perform essential functions?

Legal Interview Questions

Do you feel that your current job is stressful?

What is the most stressful part of your current job?



Legal Interview Questions



**Do you have
adequate
transportation to
work?**

Legal Interview Questions

**Have you ever been
fired or asked to
resign from a job?**



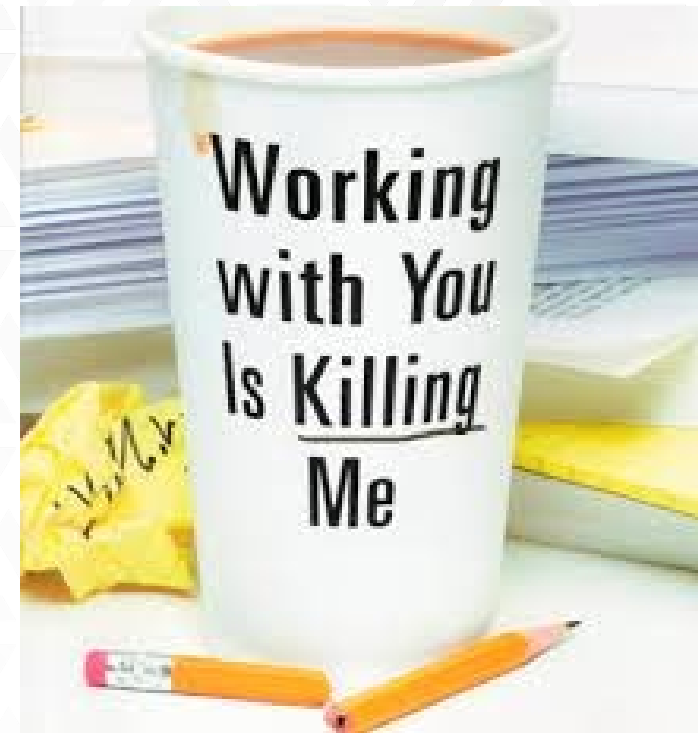
Legal Interview Questions

**How do you think
your current
supervisor will
respond to my
request for a
reference?**



Legal Interview Questions

**How well do
you get along
with your
current
supervisor?**



Legal Interview Questions

**What policies of
your current
employer do you
disagree/agree
with?**



Legal Interview Questions

**Do you
currently
use illegal
drugs?**



Documenting The Interview

- Note taking is an important part of the interview process
- Without notes, interviewers recall less than ¼ of facts discussed in interview
- Complete interview notes help the interviewer recall information discussed during interview and help establish employer's effort of fair employment practices
- Notes also can support the legality of your decisions

DO NOT write notes on the application!

Documenting The Interview

- Juries believe documents, not people
 - If it's important enough to weigh in your decision, document it
- Make notes during the interview
 - Your handwritten notes can be less than perfect
 - Convert them to an electronic document ASAP
 - These should be “perfect”
 - Clean up any sloppy/potentially damaging notes
 - Then, destroy your handwritten notes

Documenting The Interview

Don't Create Problems for Yourself!

- Never include any “illegal” information in your notes, even if the information was volunteered
- Don't use “codes” to indicate protected characteristics (e.g., age, race)
 - If you noted it → the Company knew it when it made its decision
 - May be construed as evidence of unlawful motive in a later lawsuit

Making The Decision

- Review documents carefully
- Apply legal, consistent, job-related selection criteria
- Document those criteria
- Could you explain the reason for your decision to a judge and jury?
 - Is it supported by the documents?
 - Would it seem credible?
- Monitor disproportionate exclusion of any protected group

Social Media

- Social Media profiles can indicate an applicant's:
 - Age
 - Disability
 - Race
 - Religion
 - Sexual Orientation
- An important defense for a failure to hire claim is ignorance of the protected characteristic
- You should NOT be looking up or friending applicants on social media

Points to Remember

- Develop job-related selection criteria
- Carefully script interview questions based upon the criteria
- Consistently follow the script
- Make selections based upon job-related qualifications
- Document the basis for the selection or non-selection of candidates
- **TRAIN YOUR INTERVIEWERS**



INTRODUCTORY PERIOD

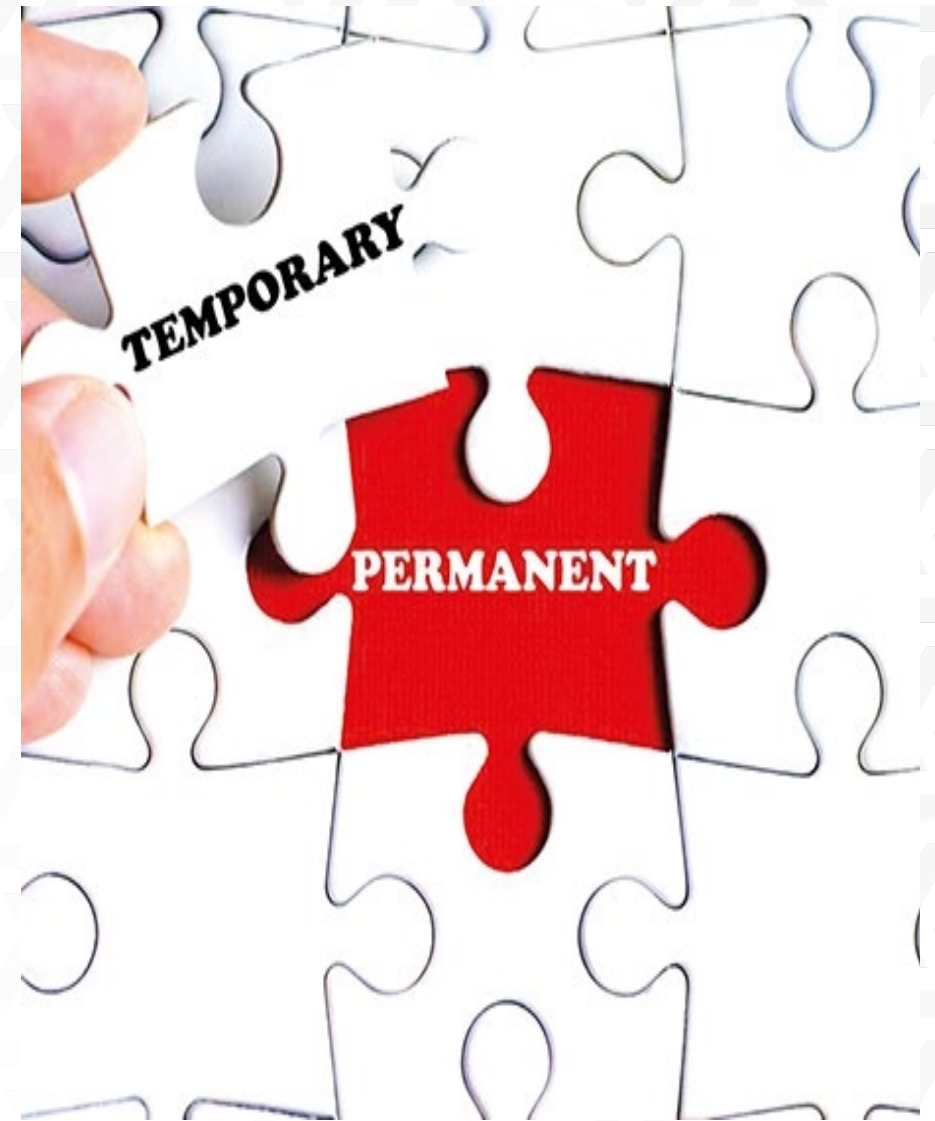
Introductory Period

- This is a “look and see” period
- Employer sometimes makes a mistake in hiring
- Easier to weed out bad hires during the first 90 days
- Easier to explain
- Less feeling of entitlement
- Less risk of legal action



Introductory Period

- The Company has invested in this new hire. Give feedback in the Introductory Period. Keep notes of your efforts in case the person doesn't work out.
- If you are going to separate due to failure of the Introductory Period, you need to do it **BEFORE** the 90 days expires.



Remember Limitations

- The introductory period does not change any of your responsibilities as an employer or reduce/diminish the employee's rights under any of the employment laws.
- ***It does give the employer some financial benefits***
 - If the employer notifies employees within 7 days of hire that they are under an introductory period and terminates for “unsatisfactory performance” within the 90 calendar day period, the employer will not be charged with unemployment for that individual.

QUESTIONS?

THANKS



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