

AGENDA: November 8th

ADM 3333 Staffing Organizations

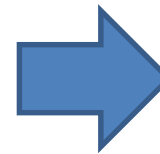
- 7:00pm – 7:10pm: Administration Details / Questions
- 7:10pm – 8:10pm: Applicant Screening and Resumes or CVs
- 8:10pm – 8:30pm: Break
- 8:30pm – 9:15pm: Interviews and Individual Reflection Exercise
- 9:15pm – 9:50pm : Discussion / Questions

ADM 3333 Staffing Organizations

Sessions 1 – 7

Summary of Key Points to Date:

- Overview of Staffing Organizations
- The challenges to building teams and retaining good people
- Best practices in recruitment and selection
- Challenges (and solutions) to selection
- Social / Economic Factors affecting recruiting
- CHRP Edge and Legal issues / balance with developing staff / teams
- Job Analysis and effective, relevant interview
- Job Performance and criteria for staffing



**STAFFING
ORGANIZATIONS**

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**BUILDING WINNING
TEAMS**

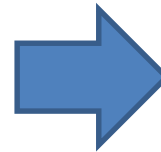


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STAFFING ORGANIZATIONS STRATEGY

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1. **GETTING NEW TALENT**
2. **FIXING the LEAKY BUCKET**
3. **CREATING ADVOCATES**



RESUMES

How to get YOUR Dream Job and How to Review Applicants



Screening Methods

- Application Forms (Blank)
- Weighted Application Blanks
- Biographical Data
- Biodata
- Biographical Information Blank (BIB)
- Résumés
- Reference Checks
- Background Checks

What do recruiters look for in a résumé and a covering letter?

Application Blanks

- **Application blank:** a form completed by job candidates to provide an employer with basic information about their knowledge, skills, education, or other job-related information

Weighted Application Blanks

- **Weighted application blanks:** a method for quantitatively combining information from application blank items by assigning weights that reflect each item's value in predicting job success

Weighted Application Blanks

- **Benefits**
 - Good predictors for many types of work behaviour
- **Concerns**
 - May not adequately represent a job's complex performance domain
- **When to Use**
 - Often used for rapid screening and may be combined with other predictors

Biographical Data

- **Biographical information blank (BIB):** a pre-selection questionnaire that asks applicants to provide job-related information on their personal background and life experiences

EXAMPLE OF A BIOGRAPHICAL INFORMATION BLANK

Personal Information

Name: _____
Last First

Mailing Address: _____
Street, City, Province, Postal Code

How long have you lived at your current address? _____
Do you consider your net worth to be low _____ moderate _____ or high _____?
Have you ever been turned down for a loan? Yes _____ No _____
How many credit cards do you have? _____

Education and Training

Highest level of education completed:
High School _____ Vocational _____ College _____ University _____ Postgraduate _____
What educational degrees do you have? Diploma/Certificate _____ B.A. _____ B.Sc. _____ B.Comm. _____
M.B.A. _____ Master's _____ Other (Identify) _____
What subjects did you major in? _____
What was your grade-point average in college or university? A _____ B _____ C _____ D _____
Did you graduate with honours? Yes _____ No _____
Did you receive any awards for academic excellence? Yes _____ No _____
Did you receive any scholarships? Yes _____ No _____
List the extracurricular activities you participated in during school: _____

Information about You

Did you find school stimulating _____ boring _____?
Did you hold a job while attending school? Yes _____ No _____
How did you pay for your post-high school training? (Check as many as appropriate)
Parents paid _____ Loans _____ Scholarships _____ Paid own way _____
Have you ever held a job where you earned commissions on sales? Yes _____ No _____
If "Yes," were your commissions low _____ moderate _____ high _____?
Five years from now, what do you expect your salary to be? _____
Do you enjoy meeting new people? Yes _____ No _____
How many social phone calls do you receive a week? _____

Recruitment and Selection Today 7.1 (cont'd)

Do people count on you to “cheer up” others? Yes _____ No _____

How many parties do you go to in a year? _____

Do you enjoy talking to people? Yes _____ No _____

Rate your conversational skills:

Excellent _____ Very Good _____ Good _____ Fair _____ Poor _____

How often do you introduce yourself to other people you don't know?

Always _____ Sometimes _____ Never _____

Do you enjoy social gatherings? Yes _____ No _____

Do you go to social gatherings out of a sense of duty? Yes _____ No _____

How many times a year do you go out to dinner with friends? _____

Do you enjoy talking to people you don't know? Yes _____ No _____

What are your hobbies? _____

What sports, recreational, or physical activities do you engage in? _____

How confident are you in your ability to succeed?

Very Confident _____ Confident _____ Somewhat Confident _____

Résumés

- Intent of the résumé is to introduce the applicant to the organization through a brief, written self-description
 - Applicants voluntarily provide autobiographical information in their résumés
 - Résumés are not standardized
 - Résumés are unique
 - Electronic résumés are more popular today

First Impressions with Résumés/Covering Letters

- Résumés create the first impression of the applicant and they should be accompanied by a well-written covering letter

Writing a Résumé

- A résumé should include:
 - The applicant's name, address, and phone number
 - Education and training
 - Employment history
 - Names of references and their contact information
 - A brief statement of employment goals and objectives
 - Information on hobbies and interests

Writing a Résumé

- It should be well organized
- It should highlight key information
- It should use a typeface size (usually a 12-point font) that is easy to read

Recruitment and Selection Notebook

7.1

- **Five Steps to Writing an Effective Business Résumé**
 1. Complete a self-assessment and create a skills inventory
 2. Define your accomplishments: use the STAR method (situation, time, action, result)
 3. Use résumé sections/headings to emphasize your value

Recruitment and Selection Notebook

7.1

4. Ensure your résumé is easy to read and error-free; review the packaging, positioning, power information, personality, and professionalism
5. Ensure your résumé reflects exactly what you want to represent to the employer. Consider:
Does my résumé reflect the brand I want to represent, and does it effectively communicate this brand to employers?

Note: a Facebook URL is not recommended because Facebook is a social network rather than a professional organization

Screening Résumés

- Difficult today because of the volume of résumés
 - Organizations have had to develop procedures for efficiently and systematically processing résumés

Recruitment and Selection

Today 7.3

- **What to Look for When Examining a Résumé**
 - Unexplained gaps in work or education chronology
 - Conflicting details or overlapping dates
 - Career regression, or a “downward” trend
 - Use of qualifiers such as “knowledge of” and “assisted in” to describe work experience

Recruitment and Selection

Today 7.3

- Listing of schools attended without indicating receipt of a degree or diploma
- Failure to provide names of previous supervisors or references
- Substantial periods in a candidate's work history listed as "self-employed" or "consultant"

Reference Checks

- **Reference check:** information gathered about a job candidate from supervisors, coworkers, clients, or other people named as references by the candidate
 - The information is usually collected from the references through telephone interviews

Recruitment and Selection Notebook

7.3

- **Guidelines for Avoiding Negligent Hiring**
 - Train staff on selection and hiring
 - Implement a hiring and reference check policy
 - Require applicants to sign an authorization form
 - Conduct reference checks in keeping with employment and human rights legislation
 - Ask about past job performance
 - Ask questions on recent job performance

Recruitment and Selection Notebook

7.3

- Verify all licences (e.g., driving records)
- Verify degrees/certificates
- Check references by telephone
- Verify gaps in résumé (e.g., work experience)
- Use qualified professionals or trained staff to check references
- Avoid invasive/discriminatory questions

Class Activity

1. What is the CAREER path YOU want
2. How will YOU GET it
3. What will you include in your resume and cover letter
4. How will you make yours stand out