



Human Resource Training II



Welcome & Introduction



Oluwatoyin Sodipe

People Development Partner, HR Professional, Career
Coach & Author

RECAP

- The Elements of HRM
- HRM Activities
- HR & Its Importance to the workforce
- Determining Start-up Staffing needs
- Different Types of team members
- Benefits that can be improved for unpaid team members
- Different strategies in recruiting for paid vs unpaid positions

Focus

03



- *Reviewing applications/CVs and what to look for in a candidate*
- *How to conduct interviews with candidates*
- *Making a final hiring decision*
- *Creating employee-employer expectations/goals*
- *Tips for team cohesion*

REVIEWING JOB APPLICATIONS

- **Job application form** is a document used to gather information from job applicants during the hiring process.
- This form covers essential personal and professional data/information to help make a hiring decision. Also known as an employment application or application for employment form.
- A job application is reviewed based on set requirements by the recruiter or hiring manager



INFORMATION TO BE PROVIDED BY HIRING TEAM

- About the company (goals & vision),
- Job title
- Contract type (how long is the job for), permanent, full time, 6 months etc.
- Job description (what is the job to be done)
- Job requirements (who can do this job)
- Salary range (how much is to be paid)
- Reporting line
- Submission method (mail, apply through a job board)
- Application deadline
- Specify when they should expect a call back (or already on website)



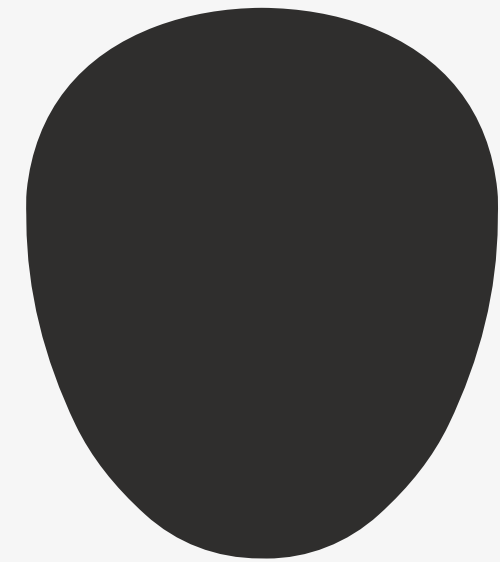
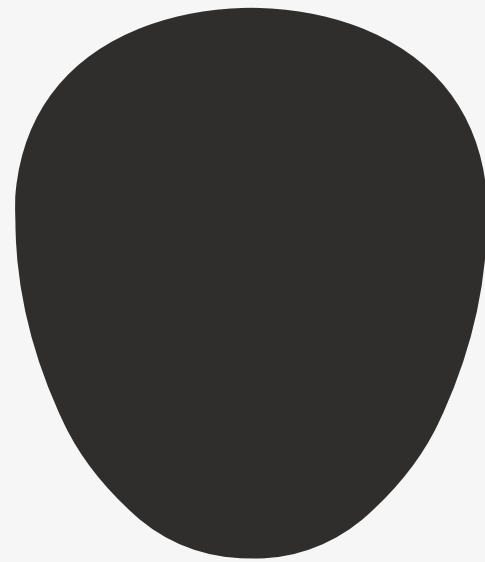
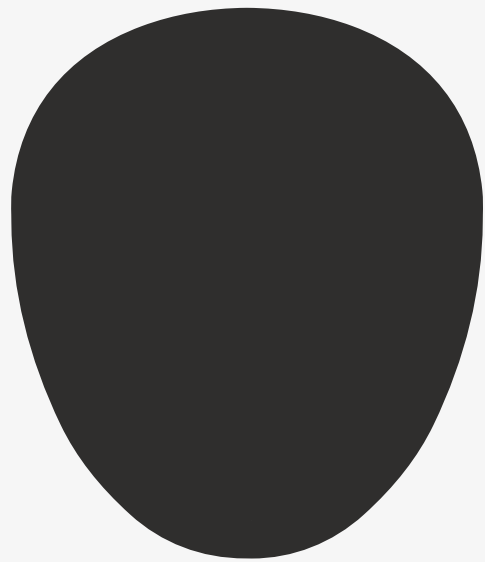
WHAT TO LOOK OUT FOR IN A CANDIDATE'S CV/APPLICATION

- Personal details (Name, gender, location)
- CV & Cover letter-
- References (now or would be requested if shortlisted)
- Employment History
- Educational/professional qualifications
- Answers to scenario based questions (e.g what would you do if?)
- Reason for applying
- Salary expectations
- Date available to start





CHOOSING A FINALIST



SHORTLISTING APPLICANTS

Shortlisting is the process of identifying the candidates from your applicant pool who best meet the required criteria and you are willing to move forward with in the application process.

A person wearing a blue shirt is shown from the chest up, holding and looking at a large white document. The background is a solid light blue.

52%

of talent acquisition leaders say
the most difficult part of their job
is shortlisting the right candidates
from a large applicant pool

ideal.

Step 1: Determine your shortlist Criteria

- **Determine your shortlist criteria**

- education
- work experience
- skills and knowledge
- personality traits
- competencies

Decide on Essential criteria (must have e.g. ability to work in country where company is located, years of experience) vs **Desirable criteria** (nice to have, professional certification, ability to use a particular software)



Step 2: Create a shortlist scorecard

- Take the essential and desirable criteria you’ve identified above and create a shortlist scorecard for your candidates.
- The purpose of this scorecard is to list out each criteria so that you can assign a rating for each screened in candidate.
- This ensures you are applying each criterion fairly and consistently across candidates.
- This also allows you to easily identify and rank who the strongest candidates are to move forward.

Scorecard of Screening Process for Shortlisting Retail Associa

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

Candidate Name	Education Level	Retail Experience	Customer Service Experience	Communication Skills	Fit/Unfit For Job
	(1=Min;2=Desired)	(1=<Year;2=a Year;3=>Year)		(1=Poor;2=Average;3=Strong)	
Connor Taylor	1	1	2	3	Unfit
Jimmy Schroeder	2	2	2	1	Fit
Javion Merritt	2	3	3	2	Fit

Step 3: Determine the number of candidates you are able to shortlist and interview

- How many candidates do you have to shortlist to get a successful hire?
- How many people do I have resources and capacity to interview
- For high volume recruitment roles like customer service representatives where you need to hire hundreds of people, you might shortlist any candidate that meets your criteria.



CONDUCTING INTERVIEWS



INTERVIEW ELEMENTS

- Competency Based Assessment (CBA): To test skill, knowledge and abilities of candidates/Oral Interview
- Ask technical & behavioural questions (scenario-based questions)
- Panel should be made up of HR Manager, Line manager of role you're hiring for and any other person as you deem fit
- Give room for candidates to ask questions at the end of interview
- Appreciate candidate for coming



Competency Based Assessments

Assessing Behavioral Competencies	
Leadership Skills	<p>How would you describe your leadership style?</p> <p>How will you manage an instance of violation of code of ethics?</p> <p>How will you manage a low performing resource?</p>
Communication Skills	<p>Describe a time when you had to be careful talking about sensitive information. How did you do it?</p> <p>How would you explain a complicated technical problem to a colleague with less technical understanding?</p> <p>How have you handled working under someone you felt was not good at communicating?</p>
Integrity & Work Ethics	<p>Discuss a time when your integrity was challenged?</p> <p>Will you falsify records on a senior's directive? Why/why not?</p> <p>Have you ever faced any instance of conflict of interest? How did you deal with it?</p>
Conflict Resolution	<p>Tell me about a time when you disagreed with your boss.</p> <p>Tell me about a time you had to respond to an unhappy customer or client.</p>
Assertiveness	<p>How do you differentiate between being assertive & being aggressive?</p> <p>Describe a situation when you had to try hard to put across your point? How did you deal with it, were you successful?</p>
Initiative	<p>Describe your most impactful initiative to date?</p>

Tips for Effective Interviews

- Identify your own biases (stereotypical, recency effect, halo effect, horn effect, etc)
- Learn to discard “noise” (irrelevant information.) e.g dressing may matter for sales executives, who are usually in customer-facing roles, but not so much for developers.
- Slow down your decision making, wait till all candidates have been interviewed before making final decision
- Focus on job-related characteristics and ask questions that align
- Resist hiring in your own image.(you end up missing out on the best candidates, build homogenous teams, lose diversity’s advantage and fail to fill team skill gaps.

MAKING A FINAL HIRING DECISION

- Review your scorecards and notes to determine which candidates meets all requirement and is most qualified for job. (collate feedback and panel's assessment)
- Request references (who meet specific requirements) to verify and confirm candidates information
- Conduct final interview with manager (where necessary to align interests and other agreements)
- Prepare contract detailing job description, location to resume, time, salary and other benefits etc
- Make candidate an offer



CREATING EXPECTATIONS AND GOALS

**Offer has been
made and accepted,
What next?**



CREATING EMPLOYEE-EMPLOYER EXPECTATION

- **Contract of employment**

- Written contracts (expressed, implied, incorporated)
- Psychological contracts (a set of unwritten reciprocal expectations between an individual employee and the organisation' (Schein, 1978:48) trust, status, promotion, flexibility, challenging work etc

- **Duties of employer to employee**

- Duty to pay wages and salaries
- Duty to provide work
- Duty to ensure safety of employee at work
- Duty to indemnify employee

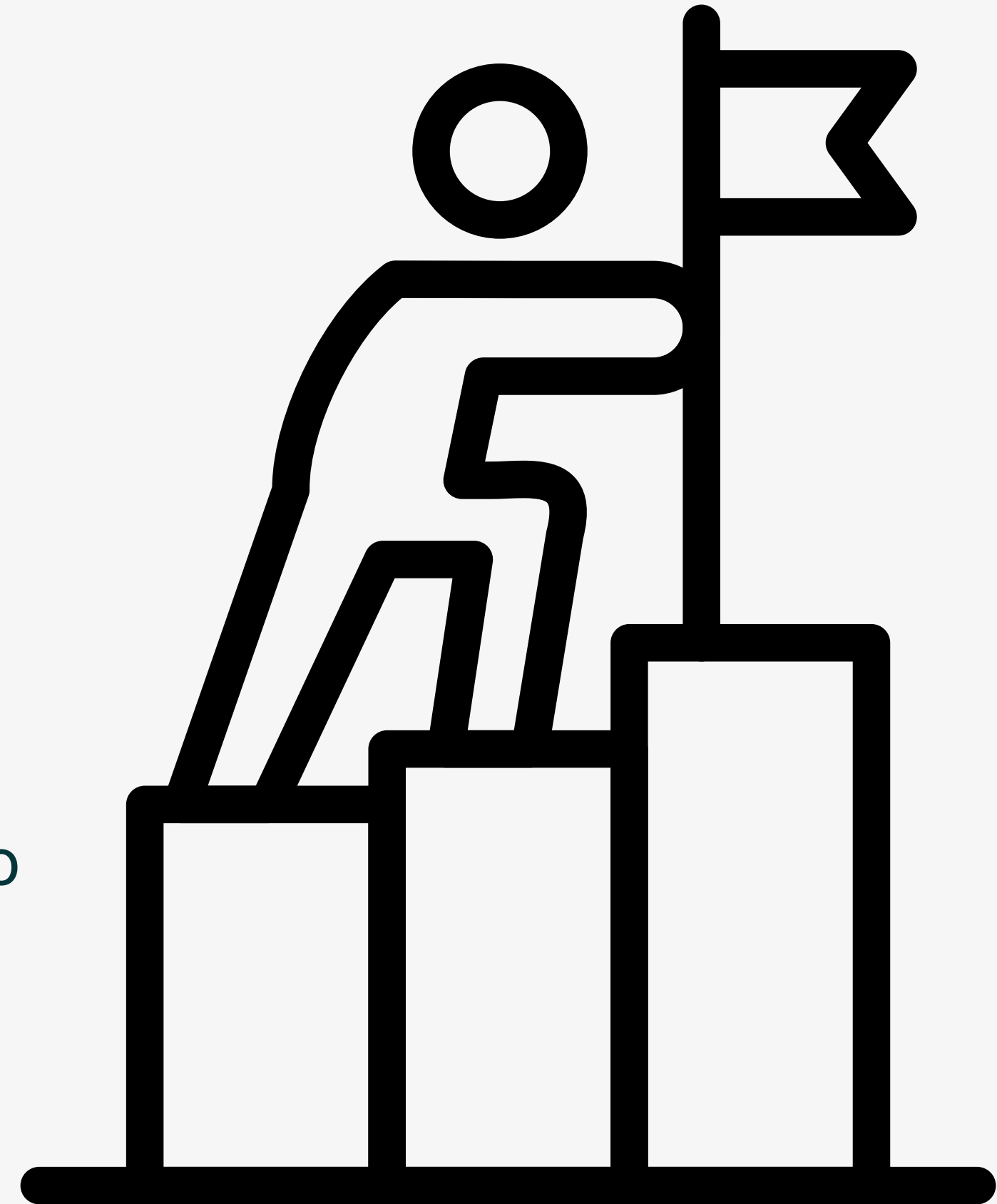
- **Duties of employee to employer**

- Duty to obey restrictions
- Duty to use skill and expertise
- Duty to act in good faith
- Duty to not misuse employer's confidential information
- Duty to not make secret or un disclosed profit



CREATING GOALS

- Craft clearly written job descriptions
- Set SMART goals
- Set Key performance indicators (KPI)
- Adjust and agree on performance metrics
- Regularly conduct performance assessments and review sessions
- Identify skill gaps and provide learning opportunities to close gaps



TIPS FOR TEAM COHESION

Develop clear purpose and ensure everyone on the team understands

Establish rules of engagement (policies & procedures)

Model and encourage respectful argumentation

Help team understand that “conflict” is normal and perhaps a necessary part of team development.

Define clear commitments and responsibilities

Encourage trust and openness

Learn about each other on the team

Share a meal

Conclusion

Creating your ideal team is a wholistic process and it begins from the moment you recognize the need to fill a role.

In order to build a team that satisfies your requirements, you must ensure that you are using appropriate parameters to measure and assess the candidates who have applied for a position.

There's no perfect candidate but there are ideal candidates and so you must avoid looking for perfection and focus on essential qualities that are needed to succeed on the job

**Any
questions?**



Thank You