Hire Top Talent in Today's Market

If you're experiencing tough times in today's market when it comes to hiring the right candidate for the right job, you're not alone. Even with the most recent activity on Wall Street, the economic forecast still dictates that it's an employee's market when it comes to job seeking. Competition for talent has become as much as an imperative in many organizations as it has for new location wins. This white paper will provide insight on how to source a higher number of candidates that better align with job expectations, interviewing techniques to assess the candidate's technical skills and behavior attributes and lastly, evaluate talent objectively to ensure the best people are hired.

Hiring Top Talent in Today's Market - Whitepaper

Overview

Today's career seeker has changed the way companies source candidates for open positions materially:

- ✓ *In 2014, 36% of the workforce was Millenials; that percentage is going to increase to 46% by 2020. 90% of Millenials stated they will stay with the current employer for only a three year period if they don't advance or develop their career.*
- ✓ *Today's career seeker relies heavily on social media and mobile usage to search for opportunities and apply for positions. They access up to 18 different resources when exploring an opening and mobile searches have jumped 110% between 2013 and 2014.*
- ✓ *In the 2015 Career Seeker survey conducted by the Marlyn Group, 90% of respondents said they would be "high likely" to consider a new opportunity; 51% are actively searching and of those, 30% came from the Private Operator sector.*

These statistics provide a good news/bad news outlook for employers: while the workforce will continue to increase with the 20-somethings who are highly motivated to consider new opportunities, they may or may not be open to a long term tenure with their employer. They also expect to learn as much about the company's culture as the position itself during their search and they are fast – the average candidate stays on the market for a substantially less amount of time than in the past and employers are feeling the impact: in the past twelve months the average search has increased to 8-12 weeks from job post to employment offer.

The objective of this whitepaper is to provide you with proven methods to improve both the quality and speed in which you hire top talent, specifically:

- ✓ *Better understand today's typical candidate and how companies need to shift from passive recruiting practices to active talent acquisition.*
- ✓ *How to increase the number of applicants through social media and your company's website.*
- ✓ *Identify your "ideal" candidate profile and ensure the job description, interview process and evaluation align with both technical skills and behavioral attributes requirements.*

1.0 Shift from Recruitment to Talent Acquisition

If the extent of your company's effort when it comes to candidate searches roughly entails posting a canned job ad on Craig's list and doing a quick search on Linked In, there's a lot of opportunity to improve both the quantity and quality of applicants currently being captured.

The first step is for Hiring Managers and HR to shift from traditional recruiting to strategic talent acquisition. The table below lists both the differences and examples of how any organization can make this change for better results.

Recruiting	Talent Acquisition
Passive Attracting applicants largely relies on pushing out job ads and responding to applicants.	Active Given career seekers are using up to 18 different resources to search, employers need to also use a multi-faceted approach to attract applicants, including: • Company website • Social media: Facebook, Linked In, Twitter, etc. • Internal referrals and networking
Technical Skills Traditionally, operators favored interviewing only those candidates who possessed a number of years in the parking industry and considered behavioral attributes secondary to achievements listed on the resume	Behavioral Attributes Companies today use the phrase "hire for behavior, train for skill" as a discipline when recruiting and interviewing. Given today's career seeker is as interested in cultural fit as the job itself, organizations have balanced their interview questions to gauge both technical skills and behavior attributes. Companies are now more open to hiring from like industries as well: hotels, car rentals (including Zip Car and Car to Go) property management and retail.
Telling Legacy job ads list only the job description and baseline requirements for applicants to consider the opportunity.	Selling More and more organizations lean on their marketing resources to update job ads to better sell the benefits, in terms of compensation and career development, offered as part of the opportunity.
Transactional Hiring Managers and HR only search for candidates when an opening occurs.	Strategic Today's companies are constantly networking and connecting with candidates to build a talent pipeline for future openings and company growth.

2.0 Analyze and Update Souring Strategy and Tactics

Company Website Review and Update

Consider the following statistics as you analyze your current use of the company's website and social media to attract candidates:

- ✓ *In 2014, 338M people started their job search on Google, Yahoo or Bing every month.*
- ✓ *That translates to 76% of career seekers starting with a search engine, 59% going directly to a company's website and only 23% still relying on traditional job boards.*
- ✓ *Given the rise in mobile usage when applying for an open position, Google will "punish" those companies whose career pages aren't mobile friendly as part of their search results listing.*

To improve the number of hits you receive with a job posting start first with examining your company's website from the perspective of the job seeker with these click stats in mind:

- ✓ *From the home page to the actual application is three;*
- ✓ *From home page to career page is one;*
- ✓ *From career page log in to application is two; and*
- ✓ *To complete the application is four.*

In research conducted by The Marlyn Group of 15 either national or regional parking operators, we found:

Operator Career Sites	Data
All Sites:	✓ Had one process for both hourly and salaried positions ✓ Went well beyond the number of acceptable clicks to apply for a position. ✓ Required the applicant to first create a User Id and Password before he/she could actually apply.
Few Sites	✓ Were mobile friendly

Scrutinize the applicant process carefully and ask questions like:

- ✓ *Does a salaried position applicant really need to acknowledge he/she has a valid driver's license?*
- ✓ *Does the online form require applicants to provide some information too early in the process, (e.g., emergency contact information), bogging down the efficiency and overall experience?*
- ✓ *What does your company do with the User Id and Password information collected from applicants?*
- ✓ *Does the career page itself sell your employer brand as well as the openings themselves?*

If you're looking for a good example of a company website that sells its value proposition to prospective candidates and provides a seamless process to apply, go to gopassport.com. To get to the career page is only two clicks, the top of the page explains who the company is and why one would want to work there in a very engaging manner. The video included on the page sells well the passion and culture of the company and to apply, all candidates have to do is send their resume, a brief paragraph about

themselves and what they have to offer to an email address. In speaking with the company's Talent Acquisition Manager, he stated he receives more volume on any given day than the company needs, it's manageable for him to vet the resumes himself and those that he wants the company to consider are entered into an Applicant Tracking System at that point. He also shared that a large number of applicants comment that the video played a key role in their own interest.

Link Your Company Website to Your Social Media Sites

When examining the same 15 operators' Facebook and Linked In pages, we found:

All had links to Facebook & Linked In

Only 3 Had a Careers Tab on Facebook

All 3 Linked to the Company's Career Page

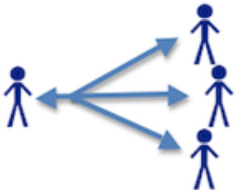7 Were updated within the last week

Only 1 had a Reviews Tab on Facebook

Considering 36% of career seekers are viewing company Linked In sites and 83%(!) are looking at Facebook, your company has a great opportunity to sell its culture and open positions to a very broad audience. Make sure there is one individual who is the business owner of your social media and is consistently updating the pages with content and visuals that are engaging to customers, clients and potential candidates.

Data Matters!

Companies can learn a lot about the return on investment when it comes to recruiting from a data driven perspective. If your organization has an Applicant Tracking System, you can easily pull the following reports:

- ✓ *Hire by Source Type;*
- ✓ *Time to Hire;*
- ✓ *Applicant to Hire ratio;*
- ✓ *Interview to Hire ratio; and*
- ✓ *Employee Referral to Hire ratio*

Plainly speaking, if your Craig's List posting is drawing 100 candidates, but the applicant to hire ratio is 3%, the company could be wasting time and money vetting 97 applications that don't move further in the recruitment process. Conversely, study after study proves that the best applicant to hire ratio remains employee referral. Tie that to today's social media dependency and the numbers become very compelling:

- ✓ The average individual has 150 contacts on Social Media sites.
- ✓ For every 100 employees, this number translates to a potential candidate pool of 15,000 referral candidates.
- ✓ On average, 7% of all applications received are from referrals; of those 40% are typically hired – and tend to stay longer with the company as well.

3.0 Identify the Ideal Candidate Profile and Adjust the Interview

Identify the Ideal Candidate

One of the best quotes in the recruitment industry describes well the importance of clearly defining the ideal profile for any given position: "If you don't know who you're looking for, any candidate will do."

To gain that clarity, form a work group of hiring managers and HR representatives and complete the following exercise:

1. Brain storm all the possible attributes that describe the technical skills and behavioral attributes required for the position being considered. A sample table on the following page illustrates the type of descriptors you may be looking for, using an Operations Manager as an example.

Technical Skills	Behavioral Attributes
Finance and Accounting	Holistic Leader
Technology	Customer Services
Operational Expertise	Conflict Resolution
New Biz Development	Critical Thinking
Client & Customer Acquisition	Effective Communicator
Data Analytics	Team Player
People Hiring	Cultural Fit

2. Once the brainstorming is complete vote as a group those descriptions those are "must have's" for the position and those that are more "nice to have's".
3. The last step in the exercise is to then stack rank the most to least important from the "must have's list".

Once complete, take the stack ranking and compare it to the commonly used list of interview questions currently in use. Update the list to align each of the identified descriptors with the questions and make sure the list itself reflects the ranking the team had already agreed upon.

Other tips when updating the interview list include:

✓ *Make sure the questions themselves are a good blend of "what" and "how questions; i.e., when you ask a candidate what his experience has been with a particular attribute of the job, ask also what he has specifically done in that space and as importantly, the achievement gained as a result.*
✓ *Request the candidates bring to the interview samples of their work product and ask them to speak to the deliverable in terms of the objective, their process to develop and the results.*
✓ *Ensure the interview process itself reflects the employer brand and company culture – "treat the candidates as you would wish to be treated".*

Conversely, avoid asking the following questions:

✓ *Where do you see yourself in five years?*
✓ *What are your greatest weaknesses?*
✓ *What are your greatest strengths?*
✓ *Questions that "test" integrity and honesty.*

Over time, these questions have proven out that they provide little to no value when evaluating the candidate and given how dated they are, the candidate may not have the best impression of the company's cultured if asked any of the above.

Questions Prohibited by Law to Ask

The following lists examples of *questions that cannot* be during an employment interview. Please note this is not an exhaustive list; check with Human Resources if you have any questions before you conduct your next interview.

- Are you a U.S. citizen?
- Were you born here?
- Where are you from?
- What is your ethnic heritage?
- What is that accent you have?
- What languages do you speak?
- How old are you?
- When were you born?
- What is your weight or height?
- What's your father's surname?
- What's your mother's maiden name?
- Are you married/ single/ divorced/ widowed?
- Where does your spouse work? Where does your mother/father/sibling work?
- Do you have any children? Who cares for your children while you are at work?
- Are you planning to have children? Are you pregnant? (Any questions about family status are not job-related and should not be asked.)
- What school do your children go to?
- What disabilities do you have?
- Have you ever been incarcerated?

- When did you graduate from high school?
- What church do you go to?
- What clubs or organizations do you belong to?
- In what branch of the military did you serve? What type of discharge did you receive?
- Have you ever served in the armed forces for another country?
- What is the name of your bank? Do you have any outstanding loans or debt?
- Have you ever had your wages garnished? Have you ever declared bankruptcy?
- Do you have a car? How will you transport yourself to and from work?
- Have you ever filed a worker's compensation claim? (You may not ask this question or any related question during the pre-offer stage.) Do you have AIDS or are you HIV-positive? (There is no acceptable way to inquire about this or any other medical condition.)

While the law prohibits the use of the above questions, you may still want to ask similar questions for reasons that have nothing to do with discrimination based on age, race, gender, sexual orientation or religious preference. Listed on the next pare are some examples of how to ask a particular question that is acceptable:

Acceptable v Unacceptable Interview Questions.

Topic	Acceptable	Unacceptable	Why is it Unacceptable?
Attendance/reliability	What hours and days can you work?	How many children do you have?	Could be viewed as discriminatory toward females
Attendance/reliability	Do you have responsibilities other than work that could interfere with specific job requirements such as flexibility with the scheduled hours?	Who watches your kids while you're at work?	Could be viewed as discriminatory toward females.
Citizenship/ national origin	Are you legally eligible for employment in the United States?	What is your national origin? Where are your parents from?	Could be considered national origin discrimination
Disabilities	Can you perform the duties of the job you are applying for?	Do you have any disabilities?	Could be considered discrimination against disabled persons
Military record	What type of education, training and work experience relevant to job did you receive while in the military?	What type of discharge did you receive?	Irrelevant and could be considered racial discrimination
Language	What languages do you speak and write fluently? (if the job requires additional languages)	What is your native language? How did you learn to read, write or speak a English?	Could be considered national origin discrimination
Organizations	Ask about an applicant's membership in organizations that the applicant considers relevant	List all clubs, societies and lodges to which you belong.	Could be considered racial or national origin discrimination
Weight, height, eye color	Only if there is a bona fide occupational qualification	How tall are you? What size do you wear?	Could be considered racial or national origin discrimination
Attendance/reliability	Are there specific times that you cannot work?	Does your religion prohibit you to work certain days of the week?	Could be viewed as religious discrimination

4.0 Objectively Evaluate the Candidate

One study concluded that 90% of hiring decisions were largely based on the first impression gained within the first 15 seconds of the interview. This affect, often called the "halo or horn", actually will modify the interview from the evaluator's perspective in that based on that first impression the individual will start to see the candidate and his/her responses through this subjective lens. That lens then carries through to the evaluation and often times, we rely on our "gut" to tell us who hire.

Not only is this approach largely not helpful, it can also cause hiring managers and HR to actually select the wrong individual for the wrong job.

To objectify the process, design a candidate evaluation, similar to the example below, that lists the interview questions already identified with the agreed upon weighting.

Sample Candidate Evaluation Form

	Category	Commonly Asked Questions	Scoring (Please enter a 1, 2 or 3 in the highlighted fields)
1	Customer Service		3
		What do you find satisfying by providing customer service to guests?	
		What do you like to do or say to ensure your guests receive a positive first impression?	
		What are your least favorite parts of providing customer service?	
2	Working With Others		2
		If I interviewed your last manager, what would he/she say are your best attributes?	
		Biggest accomplishments?	
		Areas that you need more coaching?	
		Describe the qualities that make a successful team member.	
		Describe the traits of your most and least ideal manager.	
3	Customer Issue Resolution		1
		What have you found to be successful ways to resolve a customer's issue?	
		On rare occasion a guest may use words that you find insulting; what have you found to do, say or think to no react to these types of customer comments?	
		Tell me about a particular challenging customer issue that you were able to resolve?	
	Evaluation Scoring	(Recommended that if score is less than 13, candidate is not hired.)	6

Immediately after any given interview, all involved should score the candidate independently using a form similar to the one above. Once complete, the group can then tally the results and base their conversation and decisions on the data collected, as opposed to how any one particular individual "felt" about the candidate.

Understanding today's market, career seekers' priorities and your own company's ideal candidate profile will drive immediate and positive results when it comes to recruitment and hiring the right individual for the right job, while completing this process with speed and a much higher degree of success!

Hire Top Talent in Today's Market

marlyn **group**

✉ letsconnect@marlyngroupllc.com
📞 800.825.6310

marlyngroupllc.com

We partner with parking organizations to craft solutions that drive financial results through the performance of people in the areas of human resources, employee development and strategic planning.

With over 40+ years of combined industry experience, we put our expertise to work for you. We're champions for your business, working together for your success.