The Right Match

Strategies for Realistic Recruitment and Screening

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NC Child Welfare Workers Say

- Intention to remain on the job is related significantly to:
  - Accurate job portrayal
  - Match between their skills and the job
Realistic Recruitment

- Presents an accurate picture of the job and the organization
- Promotes a more informed decision by the applicant
How Realistic Recruitment Works

- Vaccination
- Self-selection
- Coping
- Personal Commitment

Wanous (1992)
Research-based Recruiting Practices

Recruitment source

- Job survival was 24% higher for employees recruited using inside sources than for employees using outside sources (Wanous, 1992, in a summary of 12 studies).

- Significantly more new hires who stayed 12 months had heard about the job from an inside source, compared with new hires who left (Larson, Lakin, & Bruininks, 1998).
Promising Recruitment Practices

- Increased prehire knowledge associated with lower turnover (Williams, Labig, & Stone, 1993).

- Use of inside recruitment sources results in increased information about the job, improving the extent to which prehire expectations are met and improving job survival (Saks, 1994; Taylor, 1994; Zottoli & Wanous, 2000).
Promising recruitment practices

Using correlational research results—such as “desire to help”—to craft recruitment practices:

- Colorado Association of Community Centered Boards developed a statewide recruitment campaign to look for people who wanted to “make a difference in the lives of others” (Collins, 2000 as reported in Larson & Hewitt, 2005).
LOW pay, a ton of paperwork, a massive caseload, upset parents?

SURE, SIGN ME UP!


It’s for people who believe they can make a difference in a world of challenges and hard knocks.

You know who you are. Find a job that matters.

Contact your County Department of Social Services.
Recruitment Strategies

- Link to mission and public image
- Expand outreach
  - older workers, racial diversity, immigrants, international
- Expand strategies
  - print, TV, internet
- Agency staff as recruiters
- Streamline the process
Best Practices in Streamlining the Recruitment Process

- **South Carolina**
  - Eliminated merit system
  - Central job bank of position announcements
- **Wisconsin**
  - Continuous recruitment practices
- **Michigan and Delaware**
  - Pool of pre-screened and trained workers
- **Federal government**
  - On-the-spot job offers to candidates with needed skills
Sample Advertisement

CW Agency is a fast paced, supportive and stimulating place to work. We are looking for child welfare workers who desire challenging, meaningful work and welcome the opportunity to make a difference for families and children. If this describes you, consider applying for a public child welfare position at....

You’ll never be bored!
Expand the Pool of Recruits

- **Students**
  - High school and young college students
  - Volunteering, loan forgiveness, stipends

- **Older workers**
  - Stress job security, benefits, flexibility
  - Appeal to experience and maturity

- **Applicants of color**
  - Feature in targeted ads
  - Deploy minority recruiters
Recruitment Strategies Checklist

- Recruitment bonus for current employees
- Hiring bonus for new recruits
- Comprehensive and targeted marketing plan and materials
- Recruitment videotapes
- TV and radio ads
- Website recruitment
- Marketing to nontraditional sources
- Presentations about careers in human services
- Open houses
- Volunteer programs
Research on Realistic Job Previews

- RJP improved retention rates by 9%-17% (McEvoy & Cascio, 1985).

- RJP increased retention of employees 12% for agencies with annual retention rates of 50% and 24% for those with rates of 20% (Premack & Wanous, 1985).

- RJP delivered after a job offer has been made, but before decisions, are more effective in reducing turnover than earlier in the process (Phillips, 1998).
RJP Strategies

- Structured observation
- Meetings with current workers
- RJP video
- Photo album or scrapbook
- Booklet or brochure
- Web-based multimedia RJP
- Panel of agency staff
- Internships or volunteer opportunities
Impact of a Realistic Job Preview: University of Michigan

Workers who saw the RJP were significantly more likely to:

- Indicate a commitment to remain in child welfare for five years
- Say that the application and selection process helped them cope with job pressures
- Say that the agency’s honesty made them feel more loyal, and

Less likely to say they would “never have taken the job if they had known what it was like.”
Competency-based Selection

The better the fit between the requirements of the job and competencies of the jobholder...

The higher job performance and retention will be.
Search & Hiring Model

To do this job

In this organization

Requires this person

Job duties, reporting relationships

Organizational structure, climate, staffing mix

Skills, knowledge, competencies
Best Practice in Screening

- Job related
  - validity
- Objective
  - focus on competencies
- Multiple assessments
- Consistent
Validity of Research-based Selection Strategies (Hermelin & Robertson, 2001)

- Structured interviews: High
- Cognitive ability as assessed by standardized test: High
- Biographical data: Medium
- Personality and integrity tests: Medium
- Work sample tests or assessment centers: Low to medium
- Unstructured interviews: Low to medium
- The “big five” personality traits: Low
Focus on Underlying Competencies

KSs

Attitudes & Values

Motives & Traits
Underlying Competencies

- Interpersonal Relations
- Adaptability
- Communication Skills
- Observation Skills
- Planning and Organizing Work
- Analytic Thinking
- Motivation
- Self Awareness/confidence
- Sense of Mission
- Teamwork
Multiple Job Related Assessments

- Standard Interview
- Fact Finding Interview
- Written Exercise
- Second Interview
- Reference Check
Common Interview Errors

- Inconsistent interview administration
- Contrasting applicants
- Stereotyping
- Closure
- Halo and pitchfork effect
- Leniency error/Central tendency error
# Consistency: Structure

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Interviewing Tips

- Allow the candidate to do most of the talking
- Do not show surprise or disapproval
- Use empathic statements
- Avoid arguing
- Avoid using nonverbal cues
- Maintain occasional eye contact and pleasant expression
Types of Questions

- **Opinion:** provides insight into the candidate’s thinking and self-awareness.
  - “Briefly describe why you are interested in this job.”

- **Past Behavior:** based on theory that behavior in actual past situations can predict future behavior on the job.
  - “Describe a time when you have been uncomfortable with a course of action...”
Types of Questions, continued

**Situational:** questions about behavior in hypothetical future situations can predict job performance because they measure intentions. The most immediate antecedent of behavior is intention.

“Assume you are a child welfare worker. You are making a home visit; you knock repeatedly on the door but no one responds. Inside, you can hear a baby crying. What do you do?”
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