



# Recruitment, Interview & Selection

June 2021

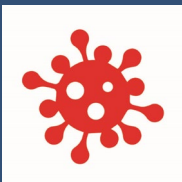
*Leadership and learning are indispensable to each other. John Fitzgerald Kennedy*



# Session Outcomes

At the end of today's session, you will be able to:

- Explain why selecting best fit talent is beneficial and necessary to align and maximize across all HR functions for cost and compliance reasons
- Describe the different stages of the recruitment, interviewing and selection process
- Utilize the different resources and tools available to support your department and position specific recruitment and hiring needs
- Successfully implement the new and improved recruitment processes, resources and tools to effectively select and retain best fit talent
- Recognize the significant and unique impact of COVID on hiring for candidates, team members, ourselves, and the organization so we can start to move forward into post-pandemic times



# True Costs of Bad Hires- Direct and Indirect

What are some of the direct and indirect costs of bad hires?



# True Costs of Bad Hires- Direct and Indirect

- Initial recruitment & advertising fees
- Manager & HR time to interview, screen, hire and onboard
- Cost of Background Check and Drug Test
- Training costs
- Time to manage poor performing employees
- Bad hire wages and benefits
- Replacement costs-Recruitment and training
- Loss of talent if hire and company are not aligned culturally
- The negative impact on team performance, morale and productivity
- The disruption to incomplete projects
- Customer service errors-Lost current and future customers
- Safety-Residents and team members
- Weakened employer brand and damaged reputation.-Future employees
- Unemployment costs
- Legal fees & lawsuits: DOL, EEOC, & other regulatory branches and laws
- COVID





# Bad Hires Cost More Than You Think-Turnover Costs

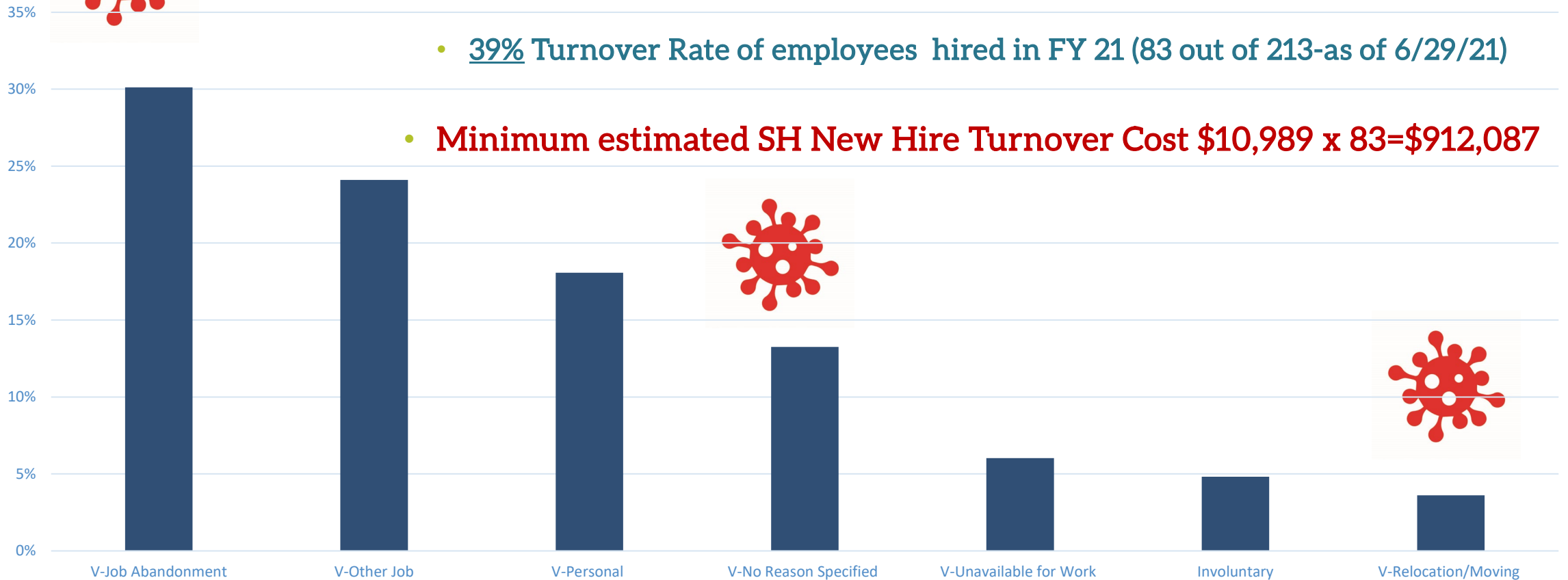
- U.S. DOL reported average cost of a bad hire= 30% of first year employee wages
  - Example: Minimum wage AZ employee= \$25,272 x 30%= \$7,582
- \*Remember wages are separate than cost of benefits=Total Compensation
  - [U.S. Bureau of Labor Statistics-March 2021 Employer Cost for Compensation by region](#)

	Percentage	Minimum Wage	M.W. Annual	Manager
<b>Wages and salaries</b>	69%	\$ 12.15	\$ 25,272.00	\$ 50,000
<b>Benefits</b>	31%	\$ 5.46	\$ 11,356.80	\$ 22,465
<b>Total</b>	<b>100%</b>	<b>\$ 17.61</b>	<b>\$ 36,629</b>	<b>\$ 72,465</b>
<b>Total Turnover Cost</b>	<b>30%</b>		<b>\$ 10,989</b>	<b>\$ 21,740</b>

- Society for Human Resource Management (SHRM) reported Manager Level Positions Cost to replace (in terms of recruiting and training costs)= 6-9 months of annual salary
  - Example: \$50,000= \$25,000-\$37,500

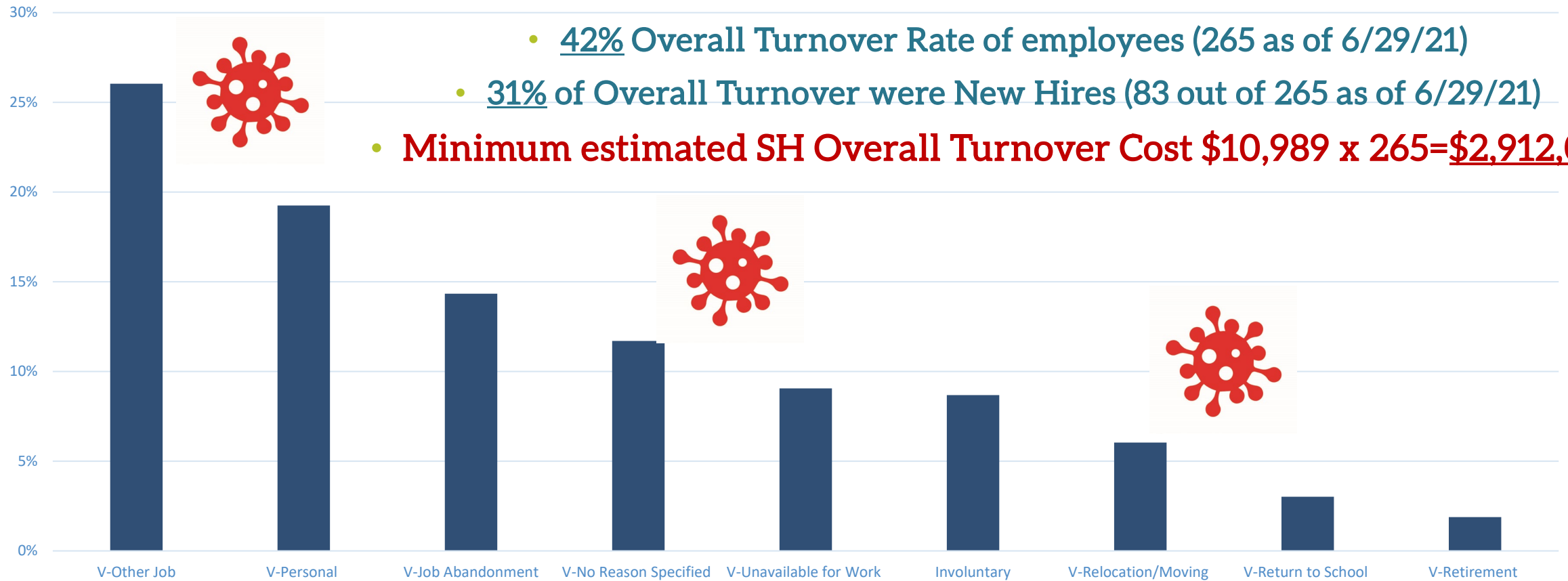
# Sun Health FY 21 New Hire Turnover Rate and Cost

FY 21 New Hire Turnover



# Sun Health FY 21 Overall Turnover Rate and Cost

FY 21 Overall Turnover



- 42% Overall Turnover Rate of employees (265 as of 6/29/21)
- 31% of Overall Turnover were New Hires (83 out of 265 as of 6/29/21)
- **Minimum estimated SH Overall Turnover Cost  $\$10,989 \times 265 = \underline{\underline{\$2,912,085}}$**



# Attrition vs. Turnover?

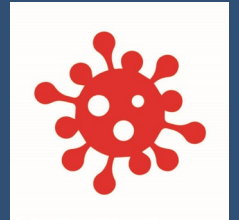
## Attrition: Externally motivated

- Moving out of town
- Retiring
- Returning to school
- Starting a family or taking care of a family member

❖ This is normal reasons why people leave an organization.

## Turnover: Internally motivated

- Poor fit for the employee
- Hostile work environment
- External promotion
- Lack of opportunity
- Involuntary Termination



❖ These types of situations are toxic to the organization, and we want to decrease this behavior.

What can we do to reduce turnover?

What

do

YOU

think?



# How to Reduce Employee Turnover

We can't reduce to zero, because attrition and turnover are normal parts of employment, but we can do our best to reduce the rates by:

- Make great hires- great fit for the candidate AND Sun Health
- Ensure new team members have resources-Employee Portal
- Check in regularly with your individual and group team members
- Provide learning development and promotional growth opportunities
- Recognize team members for big and small things
- Address conflict immediately and be objective and fair about it
- Give team members flexibility where appropriate

# The Sun Health Recruitment Process



# Best and Worst Employees Activity

Break out room activity-10 minutes

- Quickly introduce yourselves- Name, department & title.
  - Designate a person from your break out room to write down and share the groups feedback on the [Google Document](#)
    - Each group will have 3 minutes to share their best and worst. Please do not duplicate what other groups share to preserve time
1. Think of the BEST employee you've ever had, and what made them so awesome. Share the characteristics of the employee with the group.
  2. Think of the WORST employee you ever had, and what made them so terrible. Share the characteristics of the employee with the group.



# Job Opening & Preparation- Manager

1. Have all the information you need: [Forms](#) page of the Employee Portal under the Managers Forms & Guides section.
    - [Job Requisition Form](#) (JRF) w/ HR verified new hire pay ranges
    - [RESOURCE: Current Benefit Options](#)
  2. Know what you are looking for in a successful candidate to expedite process
    - Job Description
    - [Application](#)
    - Interview Guide ([Leader](#) & [Team Member](#)) + job specific standardized [Behavioral Interview Questions](#)
    - [New Employee Reference Checklist](#)
  3. Set aside time on your calendar every week to review and interview.
- ❖ **The efforts you prepare, plan, and invest in can reduce your time to hire and cost**



# Job Opening & Preparation-Position

To start the Job Requisition process the following information needs to be reviewed:

- Check your budget
- Determine if changes need to be made to the position (full time, part time, P.R.N, etc.)
  - Changes will determine benefit and pay (P.R.N.)
- Review the job description (submit changes where needed)
  - Remember changes need to align with all Sun Health hires in the same role.
  - Job description (174) updates are underway
  - Your input is important!
  - The job description impacts every step of the hiring process
- Review Behavioral Interview questions to support you in finding the right fit for the position



❖ **Keep in mind having complete information can affect the timeline for posting the job**

# Job Opening & Preparation-Candidate Sourcing

Determine the source of target candidates

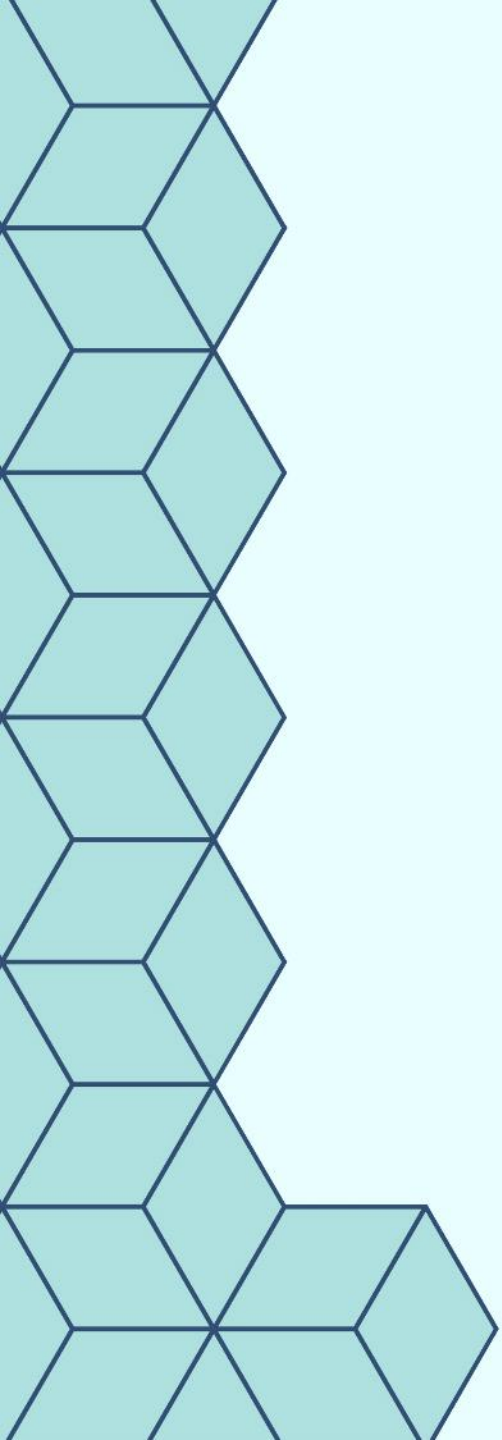
- Internal candidates?
- How can we maximize budget with effective recruitment channels to reach the target candidates?
  - (Indeed, social media, position specific job boards, community partnerships)
- Workforce pipeline development partnerships
  - Internal training
  - Certification programs
  - Higher education-CC & University
  - External community workforce groups

- ❖ Additional recruitment resources may be available based on position and budget availability.  
**HR can help brainstorm strategies and options**



# Knowledge Check In

1. What information is most helpful for you to be able to recruit effectively?
2. What questions or feedback do you have so far?



What

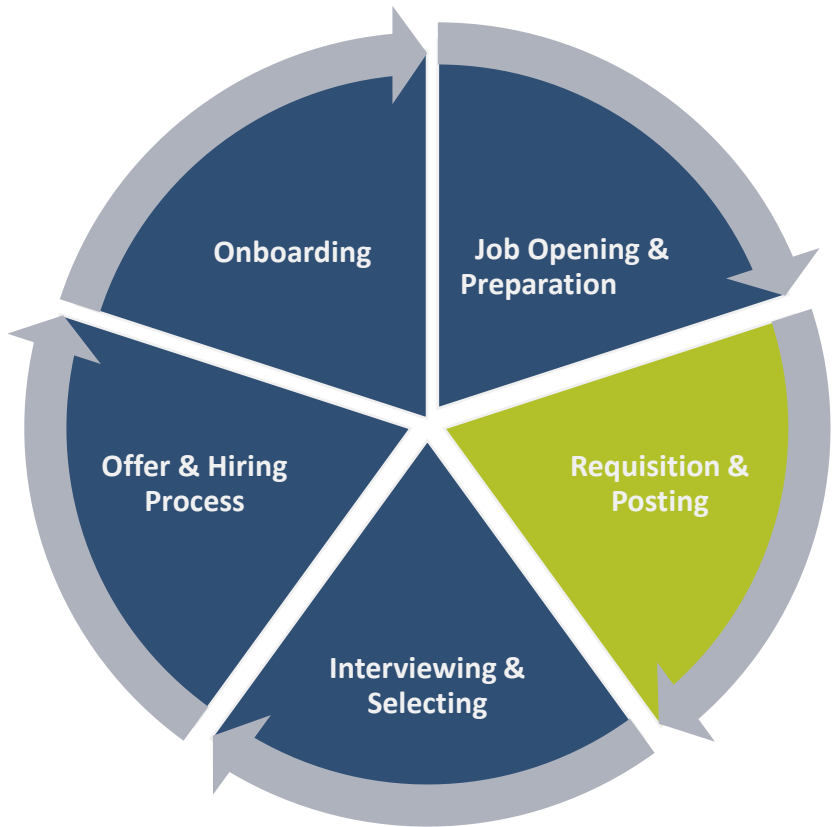
do

YOU

think?



# Requisition & Posting



- **Job Posting = The process of announcing job openings to employees**
  - This determines who can apply for positions
  - Job information must be made available to all employees for all openings Director level and below
  - Three days minimum for an internal posting
- **Internal only postings**
  - Only available to those current employed
  - Internal Transfer Application + Updated resume
  - Are posted and available 24/7
  - 1. Current Job Opportunities Flier - Employee break rooms & timeclock as well as on the Employee Portal (#2 link below)
    - ❖ Identifies Employee Referral Bonus eligible positions
  - 2. Employee Portal- Career Opportunities & Referral Bonus page
- **External**
  1. & 2. Internal locations
  3. Indeed: Sun Health Company Jobs Page
  4. Sun Health Website Careers Page

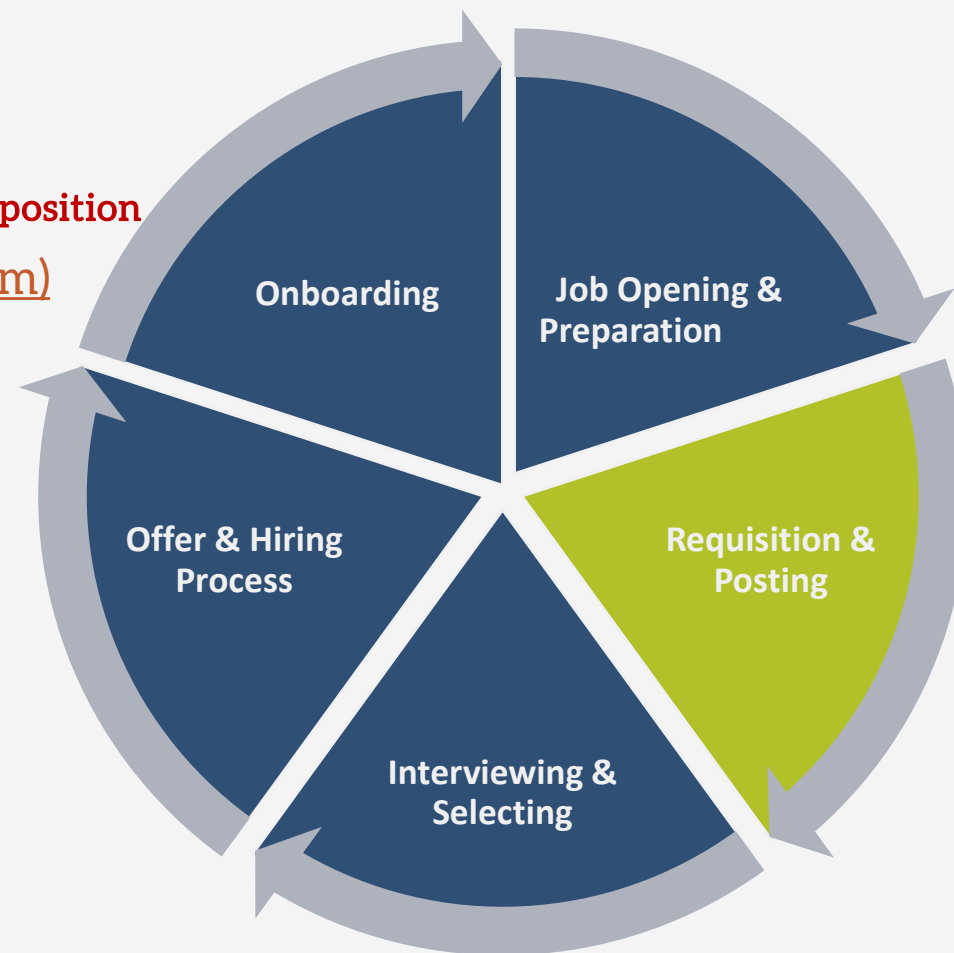
# Requisition and Posting

- Complete the *entire* [Job Requisition Form](#)

\* **Keep in mind submitting incomplete forms can affect the timeline for posting the position**

[\(GUIDE: Recruitment Resources, Job Requisition Process & Form\)](#)

- HR will confirm the new hire pay range
- Some recruitment options require Executive Director approval-Employee Referral Bonus
- **Provides clarity for HR, hiring manager & candidates**
- All posts will require regular status updates
  - Reduce Indeed waste
- Turnaround for job posts is 1-3 business days
- Current Job Opportunities poster updates are released 2 times a week, more frequently as needed
- Job Posting Templates in progress of creation
  - [Interview Support Summary](#)-On The Spot Interview Pilot at LLV
- [Indeed Job Post](#)



# Interviewing & Selecting

## 3 parts to Interviewing & Selecting

1. Candidate Review
2. Interview
3. Selection

### Reminders:

1. Use the Tools & Resources available to support the recruitment process
2. Preparation will expedite the process and reduce your time and cost to hire
3. The recruitment process needs to be fair and objective (and legally compliant to avoid liability)
4. Get in the hiring mindset- You are the first impression to Sun Health and a Vibrant Living brand ambassador.



**Core Purpose: Empower people to enjoy living longer.  
We're looking for people who are invested, thorough & big-hearted!**



# Diversity, Equity & Inclusion: A Competitive Advantage

- ❖ DE&I starts with hiring!
- ❖ Part of Strategic Plan to be an Employer of Choice
  - Makes a Great Place to Work
- ❖ Inclusion starts with I
  - Recognize own assumptions and biases helps us grow
- ❖ Benefits are Endless



# Discrimination Issues in Hiring

According to Equal Employment Opportunity Commission (EEOC) what are the protected classes that are illegal to ask candidates questions about?





# Discrimination Issues in Hiring

According to the Equal Employment Opportunity Commission (EEOC), it is *illegal* to ask a candidate questions about their:

- Race, Color, or National Origin
  - Religion
  - Sex, Gender Identity, or Sexual Orientation
  - Pregnancy status
  - Disability
  - Age or Genetic Information
  - Citizenship status
  - Marital Status or Number of Children
- ❖ You also need to ensure you don't discriminate based on a candidate's stated union affiliations.



## 12 Seemingly Innocent Interview Questions *What makes them illegal?*

1. I've never met anyone with your name? What's the origin? **National Origin or Race**
2. I see you're pregnant. Congratulations! When are you due? **Pregnancy Status**
3. I see you went to NAU. Were you in a fraternity? What year did you graduate? **Age**
4. Nice ring. When's the big day? **Marital Status**
5. What does your husband/wife do? **Sex, Sexual Orientation, Gender, Marital Status**
6. Do you have kids? **Number of children**
7. Where are you from? **Economic Background/Minority Group**
8. What are you doing for the holidays? **Religion**
9. Any disabilities or work restrictions? **Disability**
10. Have you ever been arrested? **Race, Minority-Arrest does not equal conviction**
11. Are you able to work on weekends? **Religion**
12. Do you own a car? **Minority Group, Race**

❖ **Using these types of questions creates risk and liability for the organization.**

We've created standardized behavioral interview guides to help!



# What is Behavioral Interviewing?

- A structured form of interviewing with standardized questions
  - Creates an objective and fair foundation for candidate selection
- Involves asking candidates to provide specific examples of when he or she has demonstrated certain behaviors or skills
- Focuses on a candidate's past experiences, behaviors, knowledge, skills, and abilities
- Past behavior is the best indicator of future performance

**Experience ≠ Accomplishment**

**Education ≠ Competency**

**A Given Responsibility or Activity ≠ Positive Result**

# Traditional Interviewing

## Traditional Interviews

- Loose framework
- Discretionary content
- Conversational flow
- Candidates may be asked different questions
- No standardized rating scale
- Interviewers do not need to agree on acceptable answers
- Susceptible to legal challenges
- Appearance of candidate can create bias

## Ineffective Questions

- What are your greatest weaknesses?
- With so many good candidates, why should I hire you?
- What would your last boss say about you?
- What Disney character best describes your personality and why?
- What do you bring to our department?
- *These questions have nothing to do with the job.*

- ❖ By asking the candidate questions in a non-structured way, it would be almost impossible to ask the same questions of other candidates
  - Makes the interviews unfair
  - Prevents you from being able to objectively evaluate multiple candidates
  - Can be a slippery slope legally

# Behavioral Interviewing

## Behavioral Interviews

- All candidates are asked the same questions in the same order
- All candidates are evaluated on the same rating scales
- Interviewers come to agreement on acceptable answers before interviews
- Consistency reduces legal challenges
- Helps to defend the decision NOT to hire – you hire the person most qualified for the job

## Effective Questions

- What was the biggest mistake you've ever made on the job, and what did you learn from it?
- Tell me about a time you worked with someone you did not like and was difficult to have a good relationship with. How did you manage that situation, and what was the result?
- Describe a time you worked with a co-worker who was not shouldering a fair share of the workload. What did you do about this, and how did things work out?



# Behavioral Questions

Use the STAR model (Situation, Task, Action, Result)

- **Situation**: Tell me about a time when you had to resolve a conflict on your team.
- **Task**: What did you decide to do to resolve it and why did you decide to handle it that way?
- **Action**: What action did you take and what skills did you use?
- **Results**: What did you achieve? How did your team benefit?



Many candidates need to be redirected to provide specific situations instead of explanations of what they *usually do*.

**Feeling overwhelmed by all this information?**  
**We created behavioral interview guides for you!**



# Interviewing: Get Prepared!

Make sure you have all your tools and resources before you start to review candidates and interview to expedite the hiring process.

Forms page of the Employee Portal

1. Job Requisition Form
2. Job Description
3. Application
4. Interview Guide (Leader & Team Member) + job specific standardized Behavioral Interview Questions
5. RESOURCE: Current Benefit Options
6. New Employee Reference Checklist
7. Permission to Obtain Information
8. Employee Information Sheet

# Interviewing & Selecting-Candidate Review through Indeed

[GUIDE: Indeed Manager Access](#) & [GUIDE: Indeed Interview Options](#)

1. Applicant Qualification responses
2. Completed Candidate Screening Results
3. View and download resume & cover letter
4. See if candidate applied to other Sun Health positions
5. Candidate specific notes-Will retain in candidate profile if applies for other positions

# Interviewing & Selecting- Interviews

## Why Are Interviews Important?

### Candidate

- Learn about Sun Health
  - How is Sun Health unique?
    - Communities, Foundation & Wellness
    - Vibrant Living culture
- First impression of manager & department
- Provides information about position to attract candidate to consider employment
  - Key is to find out what motivates them
- Opportunity to find the best fit of a career

### Sun Health Managers

- Gauge for personality and soft skills
  - Communication skills, confidence, body language, & social behavior
  - How would they fit in on your team?
- Builds bridge to future relationship between candidate and manager
- Helps assess candidate strengths, weaknesses, and suitability for the job
- Provides the information you need for making the best hiring decisions
- Compliance and legal support for hiring decisions

# Types of Interviews



- Pre-screen phone interview
- In-person interview: Can include other people for support
  - Direct hiring manager
  - Other team leaders
  - Team members
  - Panel
  - Multiple stage
    - Can be done back-to-back
  - Group candidates



## ❖ Virtual interview

- Indeed
- Zoom





# Interview & Selecting-Candidate Resume Review

## Resume Red Flags:

- Job hopping or relocations over short periods
- Major gaps in employment
- Poor appearance and format
- Unprofessional email address & personal details included on resume
- Bad spelling and grammar
- Too wordy
- Irrelevant, expected or generic skills
- Missing accomplishments or credentials

## Internal Candidates

- Resume-Relevant to position
- Internal Transfer Application manager ratings
- Performance/disciplinary issues
- Motivation for transfer



## Best Resume Qualities

- Clean & professional resume
- Concise, but complete
- Relevant experience to job applying for
- Decent employment length in positions
- Includes information to suggest good fit with position needs- education, experience, skills & accomplishments.



# Pre-Screen- How to Conduct Overview

- Have all your necessary materials:
- The Pre-Screen phone call should only be 15-30 minutes
  - We are looking to see if they meet the basic job qualifications and reasonable salary expectations
- Prepare your standardized questions & review the resume prior to the call
- Provide a brief introduction, then conduct the screening
  - Can probe for information about resume gaps and short time in positions
- Take detailed notes on their answers
- Ask follow up probing questions as needed
- Speak less, listen more
- With top candidates, schedule an in-person interview as soon as possible
- ❖ Remember: This is their first impression of Sun Health. Not only do you need to convince them they want to be on your team but that they are interviewing us as much as we are interviewing them.

We need to be able to sell ourselves as leaders and the things we love about Sun Health.





# Pre-Screen-How to Conduct

- Be warm, friendly and professional
  - Provide a brief introduction:
    - “I received your resume in response to our \_\_\_\_\_ job posting for (specify location). I have a few quick questions for you. Is now a good time for you?”
  - Conduct the pre-screen
    - Tell me about your experience in this position (or similar type of position).
    - What was it about the job posting that interested you?
    - Why are you interested in working for Sun Health in this role?
    - Why are you leaving your current role?
    - How far are you willing to commute to work?
    - What are your salary expectations?
  - Ask the candidate if they have any questions for you.
  - With top candidates, arrange an in-person interview as soon as possible
    - Share information on when, where and who-Plan on 30-60 minutes
    - Follow up with an email confirming details and include the Sun Health employment application
- ❖ If they said they “applied” on Indeed, they did not complete the Sun Health application because it is not available on Indeed.

# Pre-Screen- Red Flags

- Unprofessional phone communication skills
- Low energy
- They talk negatively about current/past job or boss.
- They talk about money too much
- Information they shared on the phone vs. resume do not match
- They don't know anything about Sun Health or the position they applied to



❖ If your gut tells you something isn't right... Listen to your instincts!

You can end the phone interview as soon as you decide the candidate is not the right fit.

Protect your time and energy

# Set the Stage for the Interview

What can you do to help make the candidate comfortable and confident in the job interview?

- Have all the necessary materials
- Review the candidate resume and application to refresh yourself on the candidate and review for discrepancies
  - All in person interviews require an application prior to the interview so information is available for references
  - Remember: The application is a legal document for compliance
- Arrange for a quiet, private meeting place
  - Candidates can complete application if you need time to prepare and review
- Prevent interruptions by silencing phones
- Round table-neutral
- Thank them for coming in and offer water

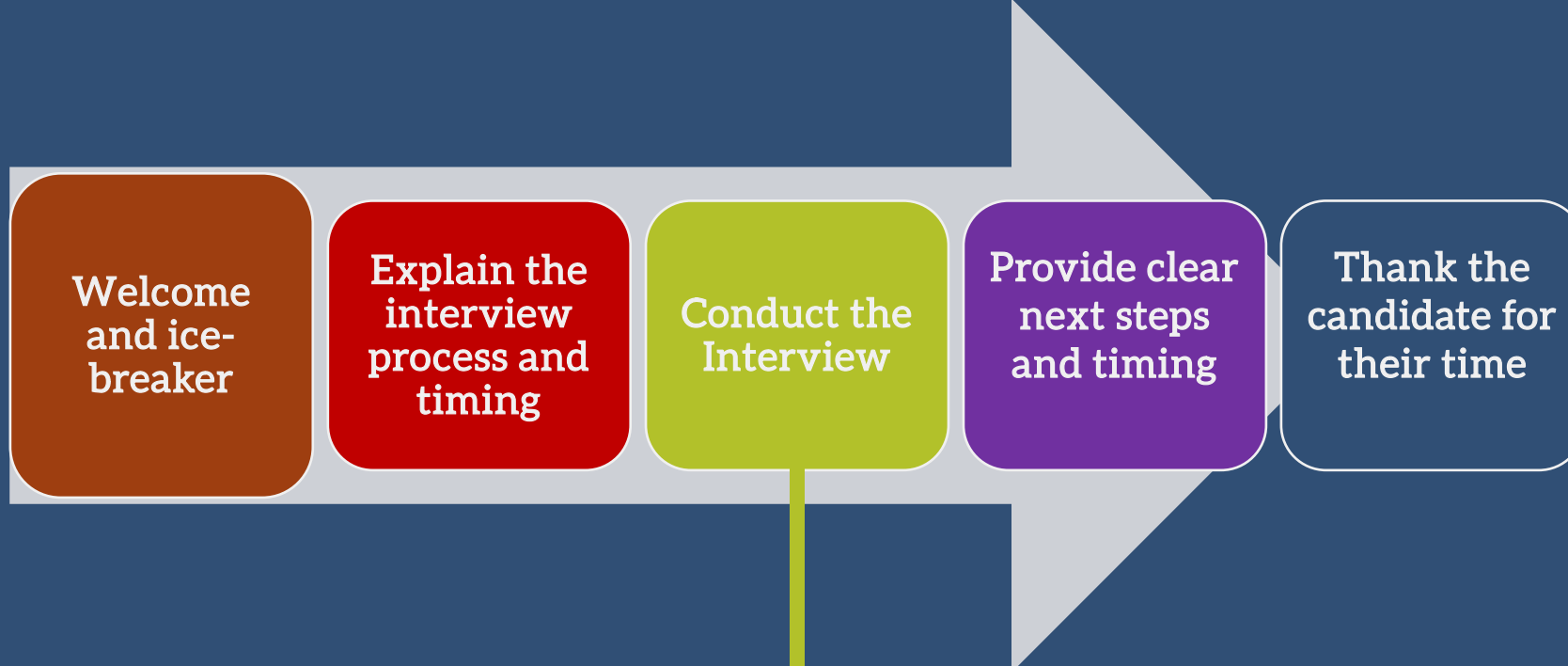


# Conduct a Structured In-Person Interview

1. You will provide a high-level description of the position
2. Candidate will walk through their work experience as it relates to the job
3. The interviewers will ask behavioral and any job-specific questions
4. Let them know you will be taking notes during the interview to make sure you remember key points



# Conduct a Structured In-Person Interview



1. Ask pre-selected standardized questions from the Interview Guide
2. Take notes on the interview guide only, not the resume or application.
3. Allow thinking time for the candidate
4. Reference Vibrant Living culture & the 6Cs
5. Ask the candidate if they have questions throughout the process.

# Active Listening Tips

Using active listening ensures you are focused and can avoid misunderstandings between the communicators. This is key to the behavioral interviewing process.

- Maintain eye contact
- Lean forward to indicate interest
- Nod to demonstrate understanding
- Mirror facial expressions to demonstrate empathy or sympathy
- Allow the speaker to complete his/her thoughts completely  
Don't interrupt
- Remain neutral
- Repeat and summarize information to ensure understanding





# Use Probing Questions

Follow up on your questions to get more information:

- Why – Why did you do that in that way?
- How – How did the customer react?
- When – When did this happen?
- Where – Where was your boss during all of this?
- Who – Who else was involved?
- What – What was the outcome?
- Tell me more.
- Give me an example.
- Lead me through the process.



❖ Investing time into the interview and candidate vetting process can help save you time and future turnover

# Additional Interview Questions

## *Ask 1-2 of these after your behavioral questions*

- What are the qualities you look for in your immediate supervisor and why?
- To date, what professional achievement are you most proud of?
- Tell me about what you didn't like about your past role.
- What are your career goals?
- What are three traits or attributes that make you stand out for this role?
- What questions do you have about the job or company? (this is the 4<sup>th</sup> step in the recruitment process)



❖ These questions can help you identify candidates who fit the company culture that you may want or need in the future. If they aren't a perfect fit for the position today, hang on to their application for later.

# Note Taking Tips

- Take notes only on the interview guide – NO notes on the resume and application!
  - Do not write novels of candidate notes
- Notes should be factual – do not include opinions or personal biases
- Balance your note taking and your eye contact
- Avoid rating a candidate's response before they have left the interview
- Rate the candidate's responses as soon as possible after the interview ends
- Ensure that your notes support or justify your ratings
- Include job-related information only (no personal information)

# Ending the Interview + Next Steps

Welcome and ice-breaker

Explain the interview process and timing

Conduct the Interview

Provide clear next steps and timing

Thank the candidate for their time

1. Gauge their interest in the position
2. Let them know you may be contacting references
3. Give a timeframe as to when to expect status update

## Post-Interview:

1. Call references immediately for top candidates to verify years of experience for potential job offers, debrief, and selection.



# Reference Checks: Legal Liability

Reference checks are *required* for

- compliance with DHS regulations,
- to verify the candidate provided truthful information,
- to verify years of experience for offered pay rate, and
- to avoid legal liability.





# Selection: Making the Final Decision

Reduce candidates down to top 3 candidates and rank in terms of overall qualifications to determine most qualified based off

- Education, experience, & credentials
- References
- Culture
- Position readiness
- Future Potential

Once the decision has been made notify Talent Acquisition Manager to paused the position





# Offer & Hiring Process

- Call the candidate to say that we would like offer them the position
  - Keep backups in case first choice declines offer
- The offer will be contingent on results of drug and background checks
- Provide resume, application, completed references, and Employee Information Form (EIF) to HR to get the process started
  - Manager and above positions will include an offer letter
- HR will kick off the pre-employment screening and hiring process
- Inform other candidates that you've filled the position once it has been accepted by the selected candidate. Give all applications to HR to be filed for mandatory 1 year record retention
- Notify Talent Acquisition Manager of candidate name who has accepted the position to close on Indeed



# Onboarding



HR cannot onboard new team members unless:

- Necessary paperwork is received
  - Resume
  - Application
  - Employee Information Form
- Drug Test and Background checks are clear
- References are completed
- Licenses and credentials are submitted

**HUMOR MOMENT:**

Everybody Do Your Job: Help Me Help You-Jerry Maguire

# Key Points to Remember

- Interviews are an essential part of the hiring process
- Have all your materials and know your responsibilities in the hiring process
- We want to hire focused on diversity, equity and inclusion while trying to avoid potentially discriminatory questions and assumptions
- You need to be a skilled behavioral interviewer
- You must be able to plan, conduct, and evaluate interviews with job candidates
- Call Human Resources for support and guidance

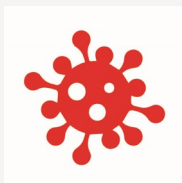
[LEAD Recruitment, Interview & Selection Manager Overview](#)



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- Describe the different stages of the recruitment, interviewing and selection process
- Utilize the different resources and tools available to support your department and position specific recruitment and hiring needs
- Successfully implement the new and improved recruitment processes, resources and tools to effectively select and retain best fit talent
- Recognize the significant and unique impact of COVID on hiring for candidates, team members, ourselves, and the organization so we can start to move forward into post-pandemic times





**Contact your HR team!**  
**Thank you!**





**Please share your feedback about today's session**

# Resources & Links

## Resources:

Slide 14

[Job Requisition Form \(JRF\)](#)

[RESOURCE: Current Benefit Options](#)

[Application](#)

[Interview Guide \(Leader & Team Member\)](#)

[Behavioral Interview Questions](#)

[New Employee Reference Checklist](#)

Slide 19

[Internal Transfer Application](#)

Slide 20

[\(GUIDE: Recruitment Resources, Job Requisition Process & Form\)](#)

[Interview Support Summary](#)

Slide 30

[Permission to Obtain Information](#)

[Employee Information Sheet](#)

Slide 31

[GUIDE: Indeed Manager Access](#)

[GUIDE: Indeed Interview Options](#)

Slide 50

[LEAD Recruitment, Interview & Selection Manager Overview](#)

## Links:

Slide 14

[Forms](#) Managers Forms & Guides section

Slide 19

Current Job Opportunities Flier is located on the Portal

[Career Opportunities & Referral Bonus](#)

[Sun Health Company Jobs Page](#)

[Sun Health Website Careers Page](#)

Slide 20

[Indeed Job Post](#)

