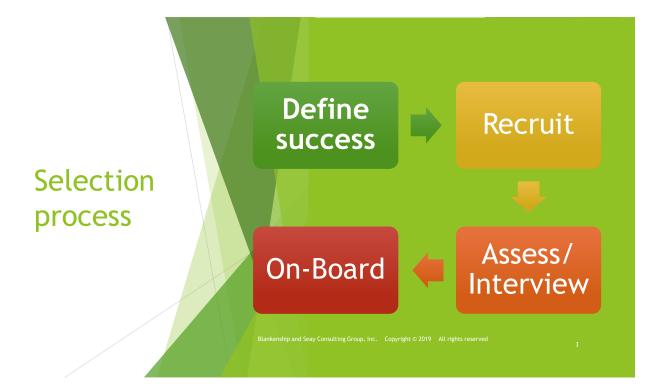
Alabama City/ County Managers Association

Blankenship & Seay Consulting Group Duncan Hulsey, Ph.D. January 23, 2020



Why is it so hard to hire the right person?





Recruitment

Passive versus active candidates

LinkedIn?

Referrals

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Interview skills

Bad interview

- Interviewer does all the talking
- Interview is rushed
- Interviewer does too much selling

Good interview

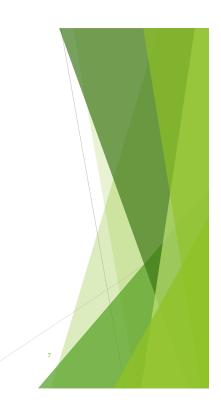
- A conversation
- Interviewer:
 - ► Is transparent
 - ▶Prepared
 - ► Takes notes

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Interview approaches

- ► Group interview
- Submit questions ahead of time?
- Include a diverse group of employees to conduct the interview

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Benefits of Personality Testing

Use of objective criteria

Can force a discussion of important traits

Uncovering of undesirable behaviors

Comparison of candidates across scales

Benchmark against normative samples

Important personality traits

Conscientiousness

Manageability

Resilience

Sense of urgency

Ownership

Important personality traits

Skill versus Will

Empathy

Humility

Effective employees

What Kind of Mindset Do You Have?



Problems with personality assessments

Issues with faking

Use of non-work related scales can cause multiple issues

Lack of expertise for interpretation

Trends in hiring

Al and Chatbots

Video interview submissions

Simulations

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Summary of best practices Find passive candidates

Determine competencies

Use multiple assessment methods

Hire slow, first fast





Discussion Question

 Discuss a poor hire you observed in your career. What steps could have been taken to avoid this?



Discussion Question

 Discuss a successful hire. What steps led to this success?