

# **OUTSOURCING TALENT ACQUISITION AND PRE-EMPLOYMENT ASSESSMENTS**

**MSBO/MASA DRIVE IN CONFERENCE 2018**

*FEBRUARY 26<sup>TH</sup>, 2018*

*LANSING, MICHIGAN*

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# HIRING TRENDS IN EDUCATION

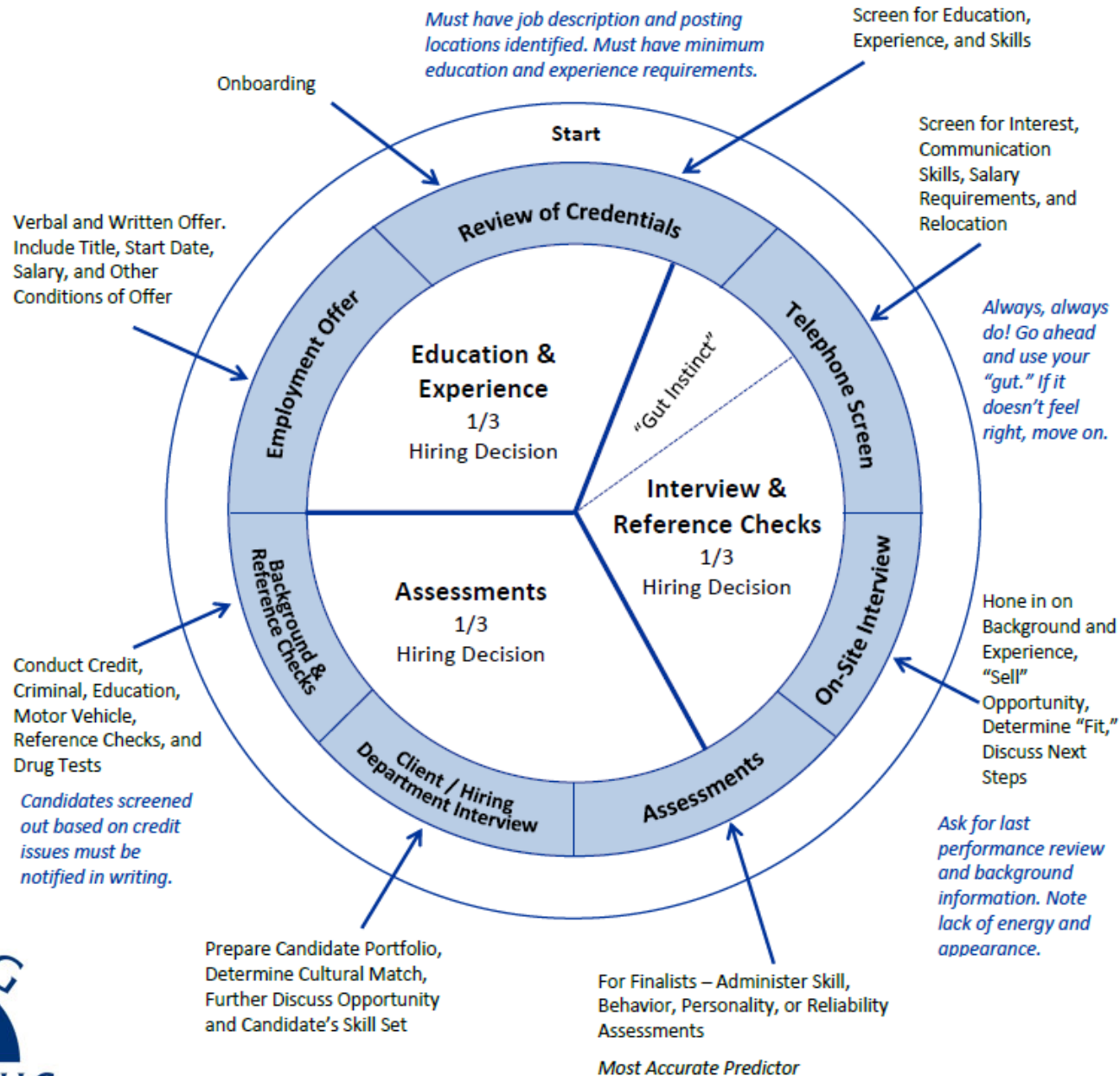
- In a competitive marketplace, “human capital is an organization’s only sustainable competitive advantage.” (Barney, J. 1991. Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17 (1), 99 – 120).
  - Teacher turnover costs the nation’s districts \$7 billion annually for recruiting, hiring and training (National Commission on Teaching and America’s Future).
  - Recruiting via social media is growing with 84% of organizations using it currently and 9% planning to use it.(Society of Human Resource Management).
  - According to the Bureau of Labor Statistics, between 2008 and 2018 employment of vocational teachers is expected to increase by 9% (10,100) which is as fast as the average of all occupations.

# OUTSOURCING TALENT ACQUISITION

## ○ The when, why, and how of outsourcing:

1. **Time** – an outside firm can devote dedicated resources and may be more efficient.
2. **Expertise** – knowing how to conduct a comprehensive search is a skill.
  - HR/Administrative staff may not have the skillset.
  - Knowing how to network for applicants.
  - Process orientation.
  - Creative approach.
3. **Systems** – social media software is expensive and takes dedication and experience to use effectively.
4. **Lack of staffing** – many schools simply don't have the HR staff to perform the work.
5. **Objectivity** – outside consultants can bring objectivity to the hiring process that may help validate the selection.
6. **Limited talent pool** – with the economy improving and unemployment relatively low, talent is scarce.
  - The strongest candidates are likely not looking.
7. **Greater selection of candidates** – outside firms strive to bring multiple candidates to select from.

# WHAT DOES A GOOD PROCESS LOOK LIKE?



# TALENT ACQUISITION- BEST PRACTICES

1. Up to date position description(s)
2. Identify and execute a successful sourcing campaign
3. Credential review
4. Telephone screens
5. On-site interviews
6. Assessments
7. Hiring department interview
8. Background / reference checks
9. Employment offer



# PRE-EMPLOYMENT ASSESSMENTS

- **Why use them?**
- **What type should we use?**
  - Mental Acuity (cognitive ability)
  - Personality Dimensions
  - Leadership
  - Employee Reliability
  - Skills (e.g. Microsoft Word / Microsoft Excel)
  - Validated
- **Studies show they accurate predictor of future job success when evaluating potential candidates.**



# COGNITIVE ABILITY AND PERSONALITY

## ○ Cognitive Ability

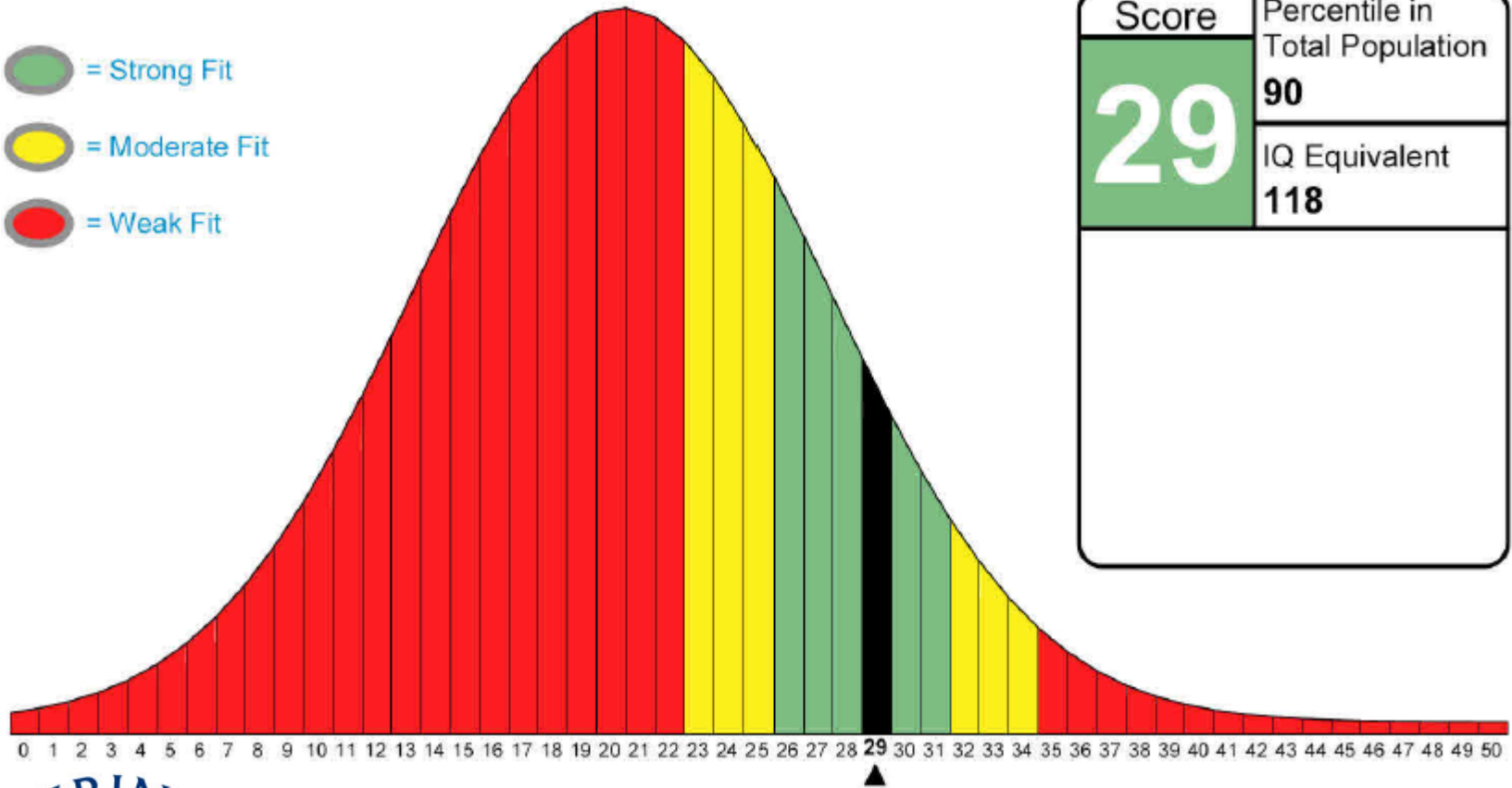
- Measures ability to learn or I.Q.
- Used widely to determine fit based on normative data
- Can be combined with personality assessments

## ○ Personality Dimensions

- Energy
- Flexibility
- Organization
- Communication
- Emotional Maturity
- Assertiveness
- Competitiveness
- Mental Toughness
- Questioning / Probing
- Motivation

# COGNITIVE ABILITY ASSESSMENT

-  = Strong Fit
-  = Moderate Fit
-  = Weak Fit





# COGNITIVE ABILITY AND PERSONALITY: SAMPLE REPORT

## Mental Aptitudes

		1	2	3	4	5	6	7	8	9		
<b>Mental Acuity</b>	Slow to Learn						[ ● - ● - ● - ● ]			<b>9</b>		Fast to Learn
<b>Business Terms</b>	Uninformed						[ ● - ● - ● - ● ]			<b>6</b>		Knowledgeable
<b>Memory Recall</b>	Unaware						[ ● - ● - ● - ● ]			<b>9</b>		Aware
<b>Vocabulary</b>	Limited						[ ● - ● - ● - ● ]			<b>7</b>		Strong
<b>Numerical Perception</b>	Imprecise						[ ● - ● - ● - ● ]			<b>8</b>		Accurate
<b>Mechanical Interest</b>	Indifferent				<b>4</b>							Interested

## Personality Dimensions

		1	2	3	4	5	6	7	8	9		
<b>Energy</b>	Restless						[ ● - ● - ● - ● ]			<b>6</b>		Calm
<b>Flexibility</b>	Flexible						[ ● - ● - ● - ● ]			<b>6</b>		Rigid
<b>Organization</b>	Disorganized	<b>1</b>					[ ● - ● - ● - ● ]					Planful
<b>Communication</b>	Reserved						[ ● - ● - ● - ● ]			<b>5</b>		Interactive
<b>Emotional Develop.</b>	Impatient						[ ● - ● - ● - ● ]			<b>6</b>		Tolerant
<b>Assertiveness</b>	Cooperative						[ ● - ● - ● - ● ]			<b>6</b>		Authoritative
<b>Competitiveness</b>	Team Player						[ ● - ● - ● - ● ]				<b>9</b>	Individualist
<b>Mental Toughness</b>	Sensitive						[ ● - ● - ● - ● ]			<b>8</b>		Tough
<b>Questioning/Probing</b>	Trusting				<b>4</b>							Skeptical
<b>Motivation</b>	Security										<b>9</b>	Recognition

## Validity Scales

		1	2	3	4	5	6	7	8	9		
<b>Distortion</b>	Frank Answer						[ ● - ● - ● - ● ]			<b>6</b>		Exaggerates
<b>Equivocation</b>	Chose Alternate				<b>4</b>							Chose Middle

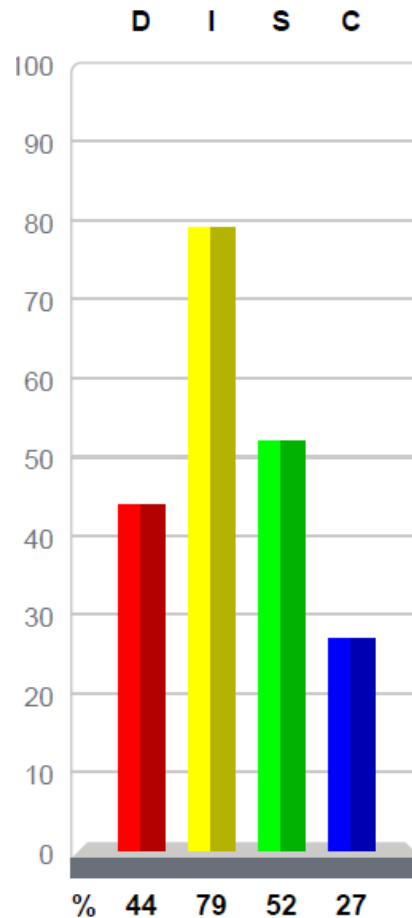
# LEADERSHIP STYLE

- DISC stands for:
  - *Dominance, Influencing, Steadiness, Compliant*
  - Measures formal or informal leadership traits.



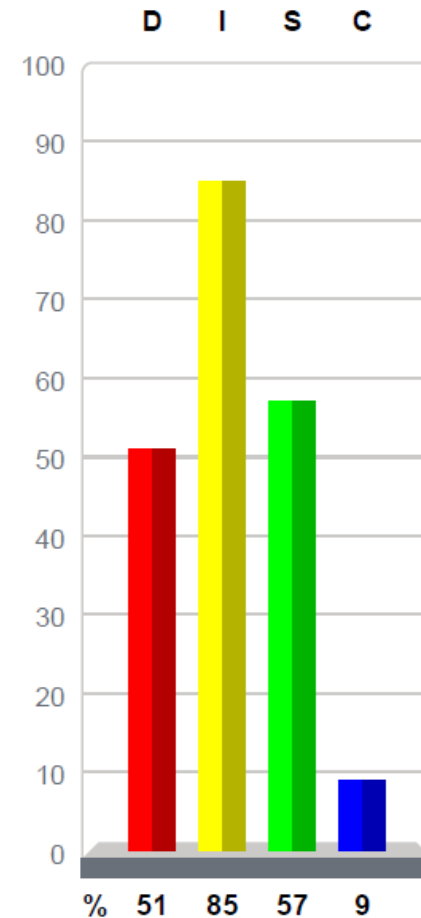
Adapted Style

Graph I



Natural Style

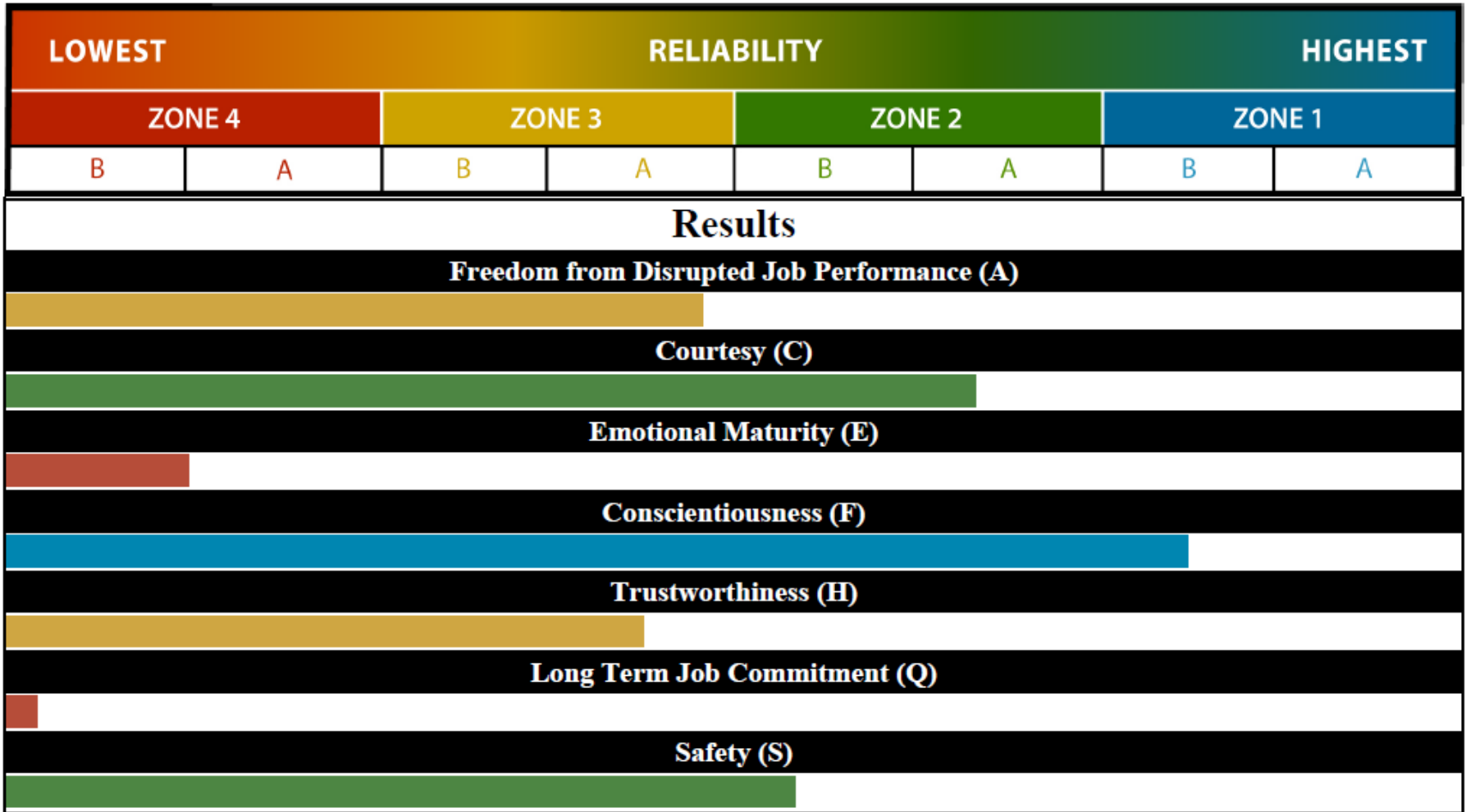
Graph II



# RELIABILITY ASSESSMENTS

- Measures reliable work behavior
  - Freedom from disruptive alcohol and illegal drug use
  - Courtesy
  - Emotional maturity
  - Conscientiousness
  - Trustworthiness
  - Long term job commitment
  - Safe job performance
  
- Typically used for non-exempt positions

# EMPLOYEE RELIABILITY SAMPLE REPORT



# SKILLS

- Microsoft Based:

- Word
- Excel
- Access
- PowerPoint
- Etc...



# QUESTIONS?

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