Rethinking Hiring Practices for a New Generation of Applicants

May 7, 2019
AAEA/ASBA Joint Leadership Conference
Wyndham Riverfront Hotel
NLR
We will explore...

- Understanding Millennials and Homelanders
- How do I need to change the way I think about this generation?
- How do we reframe the way we interview this generation?
- What do we do after we hire them?
Millennials (Gen iY after 1990)

- the largest population in earth’s history (80 million in the workforce)
- 30% struggle to support themselves; 40% of them are unemployed, yet 79% hold college degrees
- 2010-2015-between 60-80% of kids moved back home after college
- 8% take their parent to a job interview in those same years
- 75% of our youth in 2012, were not eligible for the military; WHY?
- Obesity, criminal records, or failure to graduate
- First generation that doesn't need a leader/teacher to get information
Millennials in the Workplace

Dr Tim Elmore, author and expert on generations makes several observations about Millennials in the workplace.

**Job-hopping: (2010 statistics)**

- 21% of Millennials changed jobs in the last year.
- 3 times more than non-Millennials.
- Millennials' turnover is costing the economy 30.5 Billion a year.
Millennials in the Workplace

Search for meaning; not just money:

• This generation wants to be a part of an organization that matters.
• They want to know they can help make the world a better place
• They want their work to be transformational not merely transactional
Millennials in the Workplace

Low tolerance for jobs that fail to provide speedy rewards:

• This is a result of the “instant generation”

• Consider their years at home; gamer mentality-rewards at every level

• One HR Exec actually hired “Praise Consultants” to roam the office and offer consistent feedback to the new team members.

• This generation likes feedback constantly and instantly

• 5% of iYers start their own business rather than fit into a system they feel is irrelevant in their eyes.
Homelanders (Gen Z)

- Online contest by Forbes magazine
- 9/11, War on Terror, Homeland Security
- Kept more at “home”, sense of “homeland” was no longer safe
- born between 2000-2006
What we know so far...

- Extremely protective parenting (healthier)
- Most ethnically and racially diverse generation
- Turn towards traditional
- They don’t see diversity; unless it is absent
- New push for academic achievement
- In 2000=50,454 centenarians; in 2100=5.32 million (U.S Census Bureau Predictions)
- Strange Paradox: **Extinction** of childlikeness & **Extension** of childishness
Take Five
Recruiting Millennials
(School CEO, Spring 2019)

"The emphasis for this generation has switched from paycheck to purpose." Gallup CEO, Jim Clifton

A Gallup poll has growth opportunities, great management and meaningful work as top reasons why they are choosing jobs (salary is not in the Top 5)
Recruiting Millennials
(School CEO, Spring 2019)

- Create impressive social media sites and webpage of your district
- Medical benefits and retirement benefits are not impressing these candidates
- BUT, how a district supports the growth of their educators IS
- Aside from salaries; School Culture, Location, and School Leadership are the TOP 3 factors in determining where one teaches.
Recruiting Millennials

Don’t market the position that needs to be filled; **market the school and the culture**. (Teacher suggestion to administrators in Gallup survey)
Recruiting Millennials

- Many companies are hiring Chief Culture Officers
- Thoughts from teachers…
  - “Schools need to have a reputation for empowering and supporting their teachers.”
  - “Teachers talk! Make your current teachers happy, and they will get you more!”
  - “Teachers want to work in a school with great leadership and school culture. We want that family feel.”
Rethinking Interviews

As an employer, interviewing potential candidates for a position should be one of our most important tasks.
Questions for a new generation

• **THE QUESTION:** What can I expect from you in the first 100 days on the job? — Rebecca Henderson, Strategic Priorities Consulting

• **WHAT I’M LOOKING FOR:** It really helps them gel their thoughts, shows how they think under pressure, and reveals their plans for the future.

• **THE QUESTION:** What does it mean to you to be on a team? — Cheryl Todd, Pot of Gold Estate, Liquidations/AZFirearms.com

• **WHAT I’M LOOKING FOR:** I listen for evidence they not only understand their responsibility to be a colleague, but also that they are comfortable seeking out help from others.
Questions for a new generation

• **THE QUESTION**: How many pennies does it take to fill this room? — Evan Doss, Summit Imaging, Inc.

• **WHAT I’M LOOKING FOR**: I’m usually hiring for computer help desk positions, so I’m looking for natural problem solvers. I’m searching for people to actually try and figure it out. Answers like “A lot” or “I don’t know” are wrong answers.

• **THE QUESTION**: What can you do to help take our company to the next level? — Fernando Saucedo, Aerostar Aerospace

• **WHAT I’M LOOKING FOR**: I ask this to hear any great ideas and to see if they have a vision for the future.
Questions for a new generation

• **THE QUESTION**: What have you done to improve yourself in the last two years? — Troy Meachum, ACR Supply Company

• **WHAT I’M LOOKING FOR**: I ask this question to see if the applicant has any desire to grow personally, professionally, or spiritually. At ACR Supply, we hire people who are humble, hungry, and smart, so we want to know if they have a healthy dissatisfaction with the status quo.

• **THE QUESTION**: What is your personal mission statement? — Kezia Rivera, Meier Plumbing

• **WHAT I’M LOOKING FOR**: Most people don’t have one, so it puts them on their toes and really makes them think. I want to see how they process the question. Also, I am interested in what they think their purpose is and how it applies in their work style.
Questions for a new generation

• **THE QUESTION:** What can you tell me about our business? — Cheryl Todd, Pot of Gold Estate Liquidations/AZFirearms.com

• **WHAT I’M LOOKING FOR:** It helps me determine if this is a well-thought-out decision to come and be a part of our team or if I am just one of many stops on their way to finding a J-O-B.
Other strong questions?
Social Media

- Check their social media presence. Do they post pictures or statements that would conflict with your team’s vision, mission, or culture?
Check References

- Typically, candidates provide 3-5 personal or professional references.
- Before you hang up, ask them if there is someone that you would recommend they call that might have a different or another perspective on this candidate?
Now what?

What do we do after they are hired?
What do they need from you... the leader? (Jennifer Abrams, Ed Leadership, May 2018)

- Anticipate new teachers’ needs to keep them supported and engaged
- They need us to respond quickly and provide plenty of timely information
- Your on-boarding and orientation should align with the needs of these new teachers
Onboard Quickly & With Attention

- Contact new teachers immediately after they are hired and share information they need to know.
- Connect with a buddy teacher quickly so they can begin corresponding with the new teacher.
Be Clear on Policies Up Front

- Millennials like details and the ability to ask specific questions and get clarifications.
- Words without actions will be met with skepticism and frustration.
Get Technology in their Hands ASAP

- Ensure email accounts are set up quickly
- Inform them of the digital tools and software available to them
- Orient them on the district website and social media
Give them Homework

- Provide new teachers with resources they can review soon after they are hired (staff handbook, section 3 policies, curriculum, etc)
- Connect them to the instructional team; allow them to feel a part of the team right from the beginning
Support Them with a Coach

- This can dramatically increase teacher retention
- This new generation wants to be seen as valued partners and have mentors to bounce ideas off of to create change
Other successful on-boarding ideas?
Passion is so key that one should hire passion over education or talent every time.

–Dave Ramsey, Entre Leadership
Dr. Mark Gotcher
Twitter: @mlgotcher
mark.gotcher@russellvilleschools.net
c. 479.970.1082