



COLTON REDLANDS YUCAIPA
REGIONAL OCCUPATIONAL PROGRAM
Inspiring Possibilities

2015-2016

Employability Skills Advisory



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2015-2016 Employability Skills Advisory

This year CRY-ROP educators met with 100 business partners from eleven different industry sectors. Discussion topics at this year's advisory meetings went beyond the technical skills that employees need and focused on the employability and character skills necessary for success in the modern workplace.

Question 1

How do you find/recruit employees and what does your current hiring process look like?

Question 2

What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Question 3

What is your current interview process (e.g., group interview, performance interview, etc.)?

Question 4

What are your favorite interview questions to ask? What are you looking for in the answers?

Question 5

What skills are most lacking in the employees you find?

Question 6

What are your projected labor needs in the next few years?

Question 7

What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Question 8

What are the most common reasons for losing employees?

Industry Advisors

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Todd K.	Service Manager	Toyota of Redlands
Todd H.	Asst. Professor of Geography	San Bernardino Valley College
Vickie M.	Office Manager	Dr. Kenneth Browning
William H.	Detective	San Bernardino County Sheriff's
Winona E.	Ambulatory Care Supervisor	Arrowhead Regional Medical Center

General Answers (All industries)

Question 1: How do you find/recruit employees and what does your hiring process look like?

Recruiting Methods:

- Word of mouth
- Employee referrals
- Websites: Monster, Craigslist, Snagajob, company website, social media
- Newspapers, community events and schools

Application Process:

- Most use online applications via mentioned websites or company website
- Some request resume to be attached
- References are required
- Other occasional requirements: background checks, cover letters (most didn't require a cover letter)

Interviews:

- All employers require interviews

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

First Impressions:

- Dress appropriately (look professional)
- Smile and be outgoing
- Ask for manager or interviewer by name
- Be prepared for interview the first time you approach the business
- Be friendly to all staff (they are ALL evaluating you)
- Longevity and gaps in employment can affect your employability
- Interviewer may have already conducted a "social media" background check before the interview

Resume and Skills:

- Bring error free, customized resume
- Include detailed experience related to the position being applied for
- Certifications that are applicable to the job you would be performing
- Young workers should include related volunteer experience
- Tie the skills and experience in your resume to the position applied for
- Must be up to date

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

- Pre-telephone interviews
- Group interviews
- Advisors split about 50/50 on one-on-one vs. small panel interviews
- Important to research the company and use that knowledge in your answers
- Be confident and competent in your skills
- Turn off your phone during interview
- Most have multiple phases to interview (e.g., one may be a pre-screen with an assistant manager and then final interview with GM)
- Showing your personality is very important
- Dress for success

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

General questions:

- Long-term goals, problem solving and conflict resolution
- Employers want to know: 1. Who are you? 2. Can I trust you?
- It's not just one specific question that is important, but a culmination of how you answer all of them
- "Why do you want to work for us?"

General answers:

- Follow directions, determination, grit, stick to it, perseverance, ability to accept change
- Ability to answer ethical situation-based questions
- It is not just what you say but the quality of your response as well as your actions/body language
- Have "stories" to support answers about your skills, experience, etc.
- Show through your responses that you are a "problem solver"
- Interview responses should show that you have researched the company so that you can show that you are invested and a good fit
- Candidate should ask questions during the interview so that it shows that they are also determining if company is a good fit for them
- Be able to turn "What's your weakness?" question into something positive
- Never say, "I don't know"

Question 5: What skills are most lacking in the employees you find?

- Email etiquette
- Basic math skills
- Problem solving/critical thinking skills
- Time management
- Inability to multitask/lack of ability to prioritize
- Paying attention to detail/ lack of consistency in work
- Lack of a sense of urgency
- Reliability
- Computer literacy
- Basic communication skills (professional speaking and writing)
- Professional, respectful, and confident communication with clients, co-workers, and boss
- Planning out what and HOW you will say to clients speaking with them, and being confident while speaking with them in person and over the phone
- Creating to-do lists and following them
- Presentation skills
- Often lacking comprehension skills
- Often lacking professional writing skills
- Often lacking drive/initiative/poor work ethic
- Being committed/invested in position/company
- Bilingual (Spanish)
- Always need to be “right,” not taking criticism well
- Lack of hands-on practice
- “Real world” practical experience
- Interpersonal skills/customer service
- Being understanding of clients/following up with clients
- Sense of entitlement not of “service to others”
- “Not my job” mentality

Question 6: What are your projected labor needs in the next few years?

- Turnover of non-management positions, transfers, hiring to replace promotions within
- Have flexibility to re-learn due to industry changes and to keep learning
- Be able to move with technology, regardless of industry
- Must be comfortable and adaptable with technology/computer skills appropriate to each industry

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

- Most have strict cell phone policies and have few problems/more of a problem with younger workers who are often too attached to mobile/electronic devices
- Tattoos/piercings not a deal-breaker anymore. In more professional settings, employees are just asked to cover them up
- Oversharing or inappropriate items on social media. You reflect the business whether you are on the clock or not
- Don't mistake a more casual dress code for an excuse to behave too casually in the workplace
- Businesses with uniforms have very few dress code violations
- Tardiness and not enough notice for calling off work

Question 8: What are the most common reasons for losing employees?

- Job performance
- Lack of communication
- Union and benefits issues
- Lack of hours
- Driving records
- Transportation issues
- Leave after college
- Transfer or promote
- Unable to adapt
- Going back to college for an advanced degree
- Unrealistic expectations (schedule, pay, etc.)
- Bored/not what they thought job would be
- Younger workers more likely to leave because of: schedule, structure (too much), better equipment/technology somewhere else
- Not being able to embrace new technology and ideas
- Part-timers find full-time work
- Leave for better opportunities/advancement
- Attendance issues



Agriculture and Natural Resources

Question 1: How do you find/recruit employees and what does your hiring process look like?

Recruit employees from trade schools, ROP programs, local colleges, and current interns.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Good resume, positive attitude and professional appearance, passion for the job, cover up tattoos and take off piercings.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Formal interview process is common in Veterinary Offices.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

What is your experience? (Most important question)

Question 6: What are your projected labor needs in the next few years?

There is always a need for healthcare workers and doctors.

Question 8: What are the most common reasons for losing employees?

Attendance issues, cell phone usage and social media posts while on the clock are common.



Arts, Media, and Entertainment

Question 1: How do you find/recruit employees and what does your hiring process look like?

Self-promotion is important in this industry and as such an online portfolio is more important for a potential employer to see than a resume.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

A resume is just an initial pre-screen, include skills and show interest in company. Most of what employer needs to know will be discovered in a portfolio (website, art work, visuals).

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Group, phone or online interview, skills testing before or during interview are common. Applicant should identify roles you played in group projects and share portfolio.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Topics of questions include: problem solving, handling stress, correcting mistakes, situational, and company/industry knowledge.

Question 5: What skills are most lacking in the employees you find?

Game design/Animation: Computer science skills (degrees) which are important to coding.
Graphics Media: Attention to detail, taking constructive criticism, initiative to complete projects.

Question 6: What are your projected labor needs in the next few years?

Small or independent companies hire recent graduates. (Entrepreneurship) Employees with project management experience, IT skills, and schedule flexibility are in demand.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Interpersonal skills, teamwork, cell phone and social media use on the job.

Question 8: What are the most common reasons for losing employees?

Common reasons for losing employees are better opportunities, poor workmanship, attendance issues, moving on in profession.



Building and Construction Trades

Question 1: How do you find/recruit employees and what does your hiring process look like?

Employers use apprenticeships, networking, career fairs, military, newspapers, and online websites such as: ZIP, Monster, and Craigslist. Apprenticeships will only accept applications and resumes via email, mail, and in person (they do not have an online portal).

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

One-on-one interviews and panels up to six to one, possible presentation required. Social media will be checked.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Questions include: situational, scenario, long and short term goals, and skills- specific

Question 6: What are your projected labor needs in the next few years?

Heating and cooling industry expects openings for 40,000 on the west coast. Advisor hired over twenty at his shop this year alone.

Sheet metal Union will bring on 250 new hires on in 1-1 ½ years; however there are not enough qualified applicants.

Labor union hired over 200 applicants last year and expects this trend to continue.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Advisors agreed that they are more lenient on tattoos, plugs, piercings etc., within reason and depending on the employee's position.



Education, Child Development, and Family Services

Question 1: How do you find/recruit employees and what does your hiring process look like?

Many districts do not accept paper applications; most accept applications through the Edjoin and EdCal websites only.

Resumes, letters of recommendation, basic skills test and interviews are required.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

While Edjoin does not flag for spelling, capitalization, grammar and punctuation the human resources department would disqualify poorly completed applications.

Be thorough in summarizing skills and experience.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Districts use panel-style interviews with up to ten people on a panel; more than one round of interviews are common.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Skills demonstrations (e.g., lesson delivery) becoming common, demonstrates applicants ability to do the job.

Question 6: What are your projected labor needs in the next few years?

This year classified staff has had vacancies of 12-15 per month and there were 60 certificated shortages this year in the YCJUSD that needed to be filled.

There is a current teacher shortage, especially in special education, science and math.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Dress code adherence and cell phone usage on the job are difficult to enforce.

Question 8: What are the most common reasons for losing employees?

Common attrition causes are retirement, and promotions. Disciplinary issues are not a common reason.



Fashion and Interior Design

Question 1: How do you find/recruit employees and what does your hiring process look like?

Job openings are posted on website or in store; applications can be picked up in store or completed online. Referrals from employees are considered.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Management ranks applications received based on availability and experience.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Interview style depends on how many positions are open. Applicants may be pre-screened over the phone to participate in group or one-on-one interviews. Second interviews may be with Manager or HR depending on position.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Questions topics include: customer service, difficult customers, attention to detail, demonstration of initiative, and scenarios.

Question 5: What skills are most lacking in the employees you find?

Communication and interpersonal skills are lacking making it difficult to work with customers. Most applicants lack initiative, attention to detail, and pride in work.

Question 6: What are your projected labor needs in the next few years?

Hiring is consistent due to regular turnover in the retail fashion industry

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Attendance

Question 8: What are the most common reasons for losing employees?

Retail fashion has high turnover, due to unrealistic expectations of work environment, better opportunity, not enough hours, attendance issues, and no room for advancement.



Health Science and Medical Technology

Question 1: How do you find/recruit employees and what does your hiring process look like?

Recruit through colleges, universities, vocational schools and ROPs and attend career fairs. Utilize company websites and third party websites for networking, applications and resumes. Employers like to hire well-qualified student externs and interns when positions are vacant.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Interns begin their interview the first day of internship and if positions are available interns who have successfully completed their internship are given formal interviews. Demonstrate that you work well with children and elderly, use examples on your resume. Follow up on your application. Background checks, licensing and certifications will be verified.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Many offices have a progressive interview process: telephone, one-on-one, panel, and final interview with HR Manager or Doctor Etc. Questions are usually scenario or situational based and problem solving oriented. Some interviews will involve role play and skills demonstrations.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Question topics include: goals, commitment, ethics, situational, volunteer or community experience, decision making and working under pressure. Answers should demonstrate knowledge of the position, industry and organization. Request applicant to demonstrate specific skills related to position applied for. Do you know what culture competence is? (Community Healthcare Worker)

Question 5: What skills are most lacking in the employees you find?

Interpersonal, time management, commitment to the job, computer skills and organization are lacking in many applicants.

Question 6: What are your projected labor needs in the next few years?

Increased labor needs in acute care, assisted living facilities, sports medicine and community health care workers. Especially high growth in specialty areas potential applicants should be well versed in Electronic Health Records and computer literate.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Not taking regular lunch breaks and not turning in timesheets in a timely manner.

Question 8: What are the most common reasons for losing employees?

Common reasons for losing employees are behavior, performance, or attendance issues. Many positions are “stepping stones” to other positions and better opportunities such as; pay, promotion, benefits, retirement, and relocations are available to qualified candidates.

Information and Communication Technologies



Question 1: How do you find/recruit employees and what does your hiring process look like?

Employee referrals are big for us too and we do incentivize this as rarely will someone refer a person who might make them look bad.

Contact schools and use newspapers and internet websites to recruit.

The hiring process is pretty stringent and is never less than two interviews.

Most employees start as interns, given weekly tasks to complete, some interns are hired full time within 6 months.

Conduct extensive reference checks, complete fingerprinting and full background checks on all team members.

Physicals and drug screens are required of all team members.

LLUMC recruits through their website, Monster, LinkedIn, college career fairs and professor referrals.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

The interview starts with your application and resume.

Have multiple people read your resume and critique it for you. Know what is on your resume and be able to give examples.

Oral communication and presentation ability is critical. You must be able to present something technical in a non-technical way.

Beware of what you put on Facebook and post on the Internet. We will find it.

Learn as much about company as possible: values, mission statement, culture, needs, technology, industry trends, etc.

Applications and resumes go through a computer screening to score and rank candidates the program also matches their qualifications to job descriptions.

Resumes are filtered (keyword search).

Resume formatted for certain position, objective specific, good cover letter to proper person, good website profile page with project work or skill listed, ability to learn.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Progressive interview process: one-on-one, panel interview of two or more depending on position being applied for.

Competency testing is given for some positions and psychometric testing for others.

Intern interviews start as casual conversation during their internship.

LLUMC-Group interview with the hiring department

County- Gives questions to candidates ahead of time.

Scenario-based, problem solving types of questions.

ESRI has ready assessment (8 interview process), telephone interview, situational questions asked, soft skills and writing assessment before interview process.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

What has drawn you to this field?

If you are the successful candidate, how will our organization be better because we hired you?

If I asked a co-worker about your personality and what you contribute to your current organization, what would they say?

Why should I NOT hire you for this position?

How do you handle frustration?

What do you do refresh yourself?

The answers to the above are dependent on position. Honesty and sincerity of the thought given to each response is very important. It is easy to tell with these when someone is on interview autopilot and when one is truly reflecting on themselves and what they have to offer. Responses also indicate if someone has taken the time to learn about our organization and how they see themselves fitting in.

What is it about PC Place that makes you want to join our team?

LLUMC a technical question that requires thought that shows how a candidate would handle a stressful situation.

Question 5: What skills are most lacking in the employees you find?

Proper etiquette, communication skills using slang or text speak in emails and letters, respect for others.

Question 6: What are your projected labor needs in the next few years?

Number of employees will remain pretty stable though job descriptions will likely evolve to include more technical background. Our local IT needs will be growing as our network grows and as more of our residents increase their computer and associated device usage

Job growth in these positions is expected: coders, software designers, field technicians, research and development

County IT- Cybersecurity experience, HR jobs, development/coding, database work

Hiring regularly, see that trend continuing.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Piercings, tattoos and the concept of what “business casual” really means.

Facebook and social media are for home and your personal life not for at work. Helping young team members realize what they put out there can make or break a job offer is a hard concept for them to grasp.

Strict electronic device use rules, but some have a separate network for personal use.

Question 8: What are the most common reasons for losing employees?

Can't pass certifications

Conflict with manager

Lack of professionalism, not right for the company culture, theft, use of electronic devices on job, moving on in profession, and long commutes gets to employee after a while.



Manufacturing and Product Development

Question 1: How do you find/recruit employees and what does your hiring process look like?

Career days, contractors, agencies, unions, and websites
Paper applications, test, 8th grade math, panel interviews

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Attention to detail and certifications.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Performance interview (hands on), testing before interview, looking at portfolio.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

What is your career path?

Question 5: What skills are most lacking in the employees you find?

Basic math (aptitude), attention to detail, ability to use constructive criticism

Question 6: What are your projected labor needs in the next few years?

Not enough welders by 2025. Need is always there, solar work plants, refineries, etc.
Boilermakers estimate hiring 2000 people over the next 5 years.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Attendance, drugs/alcohol

Question 8: What are the most common reasons for losing employees?

Tardiness, poor workmanship, can't problem solve.



Marketing, Sales, and Services

Question 1: How do you find/recruit employees and what does your hiring process look like?

Recruiting takes place through job fairs, temp agencies, employee referrals, interns, and social media.

Applications are accepted online through third party websites such as: Snag a Job and Brass Ring, or through company website. Many companies still provide paper applications at store level.

Small business relies on personal referrals to reduce turnover.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Completing an internship successfully.

Follow up after turning in application, follow all job posting instructions, asking questions about the job, good attitude.

The ability to tie your personal characteristics and life experience to the job.

Length of time in past jobs and limited gaps in employment are important.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Progressive interview process is common: pre-screen via phone, one-on-one, panel interview, group interviews. Interviews usually begin with lower management and progress to General Manager, District Manager or Human Resources.

Skills aptitude tests can include: math, communication, personality, and ethics.

Skills demonstrations and role plays are sometimes required.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Questions about availability, long-term goals, previous experience, training, technology access, communication style and problem solving skills are common.

Employers ask questions that demonstrate that the candidate has researched the company, their ability to manage time and how they handle pressure.

What does integrity mean?

Tell me about a time you provided or were the recipient of excellent customer service.

What was your biggest failure and how would you do it differently?

Sales pitch (sell me this pen or other object).

The "candle" problem is used to assess critical thinking and candidate's ability to think on their feet.

Question 5: What skills are most lacking in the employees you find?

Sales skills and retail experience.

Personality fit with the office culture (interpersonal skills), use of proper English, spelling or grammar (written or spoken), proper social media etiquette, knowing their own strengths

Question 6: What are your projected labor needs in the next few years?

Retail store had 22 openings this year, mostly from students moving on to college.

More insurance agents needed with licenses due to retirements.

Customer service and relationship building are the most important skills to have at any level.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Dress code, cell phone use, food and chewing gum, piercings and tattoos are some of the major concerns. A few of the advisors were ok with tattoos and piercings depending on appropriateness and the position of the employee.

Question 8: What are the most common reasons for losing employees?

New hires have unrealistic expectations of pay and lose motivation and move on to another company before they have the opportunity to move up within the company.

Other reasons for turnover are poor attendance, better opportunity, and theft.



Public Services

Question 1: How do you find/recruit employees and what does your hiring process look like?

Family, employee referrals, career fairs, colleges, physical fitness events, social media, chat with a recruiter and billboards.

Online applications and formal interview process is required.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Good resumes, do research on job before interview, ask questions.

Background check, basic skills test, physical exam, credit check, psych exam (depending on position)

(Sheriff) Steps to the hiring process:

1. Apply online neo.gov
2. No felonies
3. HR, US Citizen, DL, able to carry a Firearm
4. Complete written test English, must be 20 ½ years old
5. Physical ability test obstacle course
6. Interview, background check and tests
7. One-on-one preliminary interview
8. Polygraph
9. Background references, investigation
10. Chief Oral interview, 3 people panel interview
11. Medical and Psych evaluation (900 questions)
12. Academy

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

Outside panel is conducted by HR or another Police Department, followed by an inside panel interview. There are a total of two oral interviews and a background check.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

The Sherriff Department focuses questions on public involvement, demonstration of good citizenship, employment history, why the candidate wants to work for the department, and uses scenarios.

What are you applying for?

Why do you want this position?

How would you prepare for the job?

Question 5: What skills are most lacking in the employees you find?

Motivation

Interpersonal skills are lacking (very important), time management, being able to multi-task, computer skills.

Question 6: What are your projected labor needs in the next few years?

(SB County Sheriffs) 8 months- 120 cadets into academy, no layoffs ever.

Increase in personnel, always in constant hiring mode due to: retirements and budget cuts, changing laws, statewide problems, increase in early jail releases.

Question 7: What employee policies are you currently finding hardest to enforce (e.g., dress code, electronic devices, etc.)?

Strict policy on tattoos may not exceed 20% of exposed skin. Why, where and what may be used to determine if appropriate.

Employee's social skills after work (representing the police at all times), electronic devices for non-work issues are always an issue.

Employee use of cell phones and social media on the job is increasingly difficult to monitor.

Question 8: What are the most common reasons for losing employees?

Employee's not taking responsibility for off duty infractions, lies, creating an employee's inability to testify.

Retirements, pension cuts, part-time employees looking for full-time jobs with benefits are also key reasons for losing employees.



Transportation

Question 1: How do you find/recruit employees and what does your hiring process look like?

Recruiting takes place through company, third-party websites and word of mouth/networking, promotion from within the company is preferred.
DMV driving record printout if driving is required.

Question 2: What are the best ways for a candidate to get through to the interview (e.g., search filters, application and resume issues)?

Application software flags information such as key words and misspellings in the forms.
Attention to detail and certifications are a must.

Question 3: What's your current interview process (e.g., group interview, performance interview, etc.)?

One-on-one interview or two-person panel interview is common.
Some employers administer mechanical aptitude tests and performance assessments.
Background checks and drug screenings are performed by many employers.

Question 4: What are your favorite interview questions to ask? What are you looking for in the answers?

Employers ask questions that will demonstrate technical knowledge and ethics.
Applicant needs to demonstrate initiative and problem solving experience in answers.
Technical skills demonstrations are sometimes required.

Question 5: What skills are most lacking in the employees you find?

Understanding how and why things work, being a quick learner.

Question 6: What are your projected labor needs in the next few years?

Mechanics are always in demand, plus need skilled workers in the new technologies in cars (computers and electric/hybrid cars).

Question 7: What employee policies are you currently finding it hardest to enforce (e.g., dress code, electronic devices, etc.)?

Tattoos are fine and so are piercings unless they pose a safety hazard.
Earbud use on job, cellphones and drug use are serious safety concerns.

Question 8: What are the most common reasons for losing employees?

Tardiness and lack of pride in work commonly cause loss of employees.