

The Hiring Process - - - Quick Guide

10 Steps to Selecting and Hiring the Most Suitable Candidate

Staffing continues to be a major concern due to a constantly changing business climate. New and increasing demands are being placed on all personnel. As well, the new emphases of the information age have necessitated hiring people who are computer literate and possess transferable skills. To ensure that teams are effective and efficient and that everyone is a business contributor, hiring managers expect exceptional technical and professional knowledge, time management, communications and interpersonal relationships from new hires.

Below is an overview of a selection and hiring process that requires a comprehensive approach because it is one of the major business decisions that a manager must make. The benefits of making a quality hiring decision justify the time and effort taken to be thorough. The seniority of the position will govern the questions that are devised and how many are asked.



THE 10 STEP PROCESS

1. Complete a full **Position Analysis** based on realistic expectations and input from all stakeholders. Use the following points to create a job description.
 - In-house interview by HR to ascertain the political environment, personnel issues, etc. of the position.
 - Historical review of the function.
 - Interview relevant staff for critical traits required for the position.
 - Determine unique aspects of the job.
 - List the problems and risks associated with position.
 - Record the function / responsibilities / role of required candidate.
 - Create a summary analysis of relevant information. Define the criteria (needs and wants) necessary to create a job description
 - Write a clear, concise job description.
 - Manage the job posting process.
2. Research (advertise/recruit) and receive resumes through a variety of channels.
 - Construct a resume bank and devise a system to track applicants.
 - Institute interview guides and administer the interview schedule.
 - Decide on the most likely people to "fit the bill" based on information from resume. **Create the "A" List.**
3. Targeting the "A" list, use a standardized set of questions to qualify candidates during a **Telephone Interview** and select the most promising 10 to 15 candidates. Screen out those who are unsuitable. Keep a record of responses and impressions for future reference.
4. Conduct a short **Personal Preliminary Interview** with these 10 or so people to determine suitability to the company and to prepare a short-list of 4 or 5 candidates for further consideration.

From the resume, a number of preliminary questions may arise relating to issues such as:

- length of time at a job
- a time frame left out
- a change of career direction
- a demotion
- a change of industry
- holding many jobs of short duration
- salary level / expectations
- responsibilities / accomplishments / education
- questions about character

5. Using an appropriate set of **Targeted Interview** questions, interview the candidates for technical competence, work style and achievements and refine the list to the most suitable 2 or 3 people. In a targeted interview more involved questions are asked. The responses define suitability to the job more clearly from an ability standpoint. Following the initial protocol of introductions and welcoming comments to make the candidate feel comfortable, obtain valuable information by asking:
 - **How did you learn about this job?**
 - **What do you know about our firm?**
 - **Why do you want a job as <job>?**
 - **Where do you want to be in 5 years?**
 - **Tell me about yourself.**

NOTE:

At every stage, avoid discriminatory practices - (e.g.) questions based on age, race, religion, marital status, disabilities, perceived handicap, national or ethnic origin, colour, sex, sexual orientation, family status, ancestry, citizenship, disability, record of offences, or conviction for an offence for which a pardon has been granted.

6. Conduct a **Situational Interview** (sometimes called a behavioural interview) with these top candidates. Of the various interview methods, the situational interview can elicit specific responses to actual past incidents. Their value is in obtaining information relevant to how a person acts and how they might react to future requirements of the job. Given that analyzing past behaviour is one of the few methods to obtain indicators of future performance, valuable insights can be gained on personality, potential reactions and work style.
7. **Assess** those individuals who seem to have "the right stuff". There are many employment-related tests on the market that are used to refine the list of potential candidates and to determine possible "red flags". Some employers use an external

consulting firm specializing in career assessments and measurement services to assist.

8. **Check References** of the 1 or 2 candidates who are determined to be suitable for the company and the position. Select the prime candidate.
9. Meet the prime candidate. Conduct a **Final Interview**.
10. **Offer / Negotiate Employment Terms** and send a written offer to the chosen candidate for signature and return.

METHODS OF INTERVIEWING

SAMPLE SCREENING INTERVIEW QUESTION

"What skills or abilities do you have that are essential for success as a <job function>?"

SAMPLE BEHAVIOURAL INTERVIEW QUESTION

"Tell me about 2 or 3 strengths you have when it comes to dealing with people. State examples of situations when you used those strengths."

SAMPLE TARGETED INTERVIEW QUESTION

"What are the most difficult aspects of your current job and how do you deal with them?"

STRESS INTERVIEWS

The stress interviewer tries to put the interviewee on the defensive by presenting pointed and demanding questions just to watch the reactions under pressure.

PANEL INTERVIEWS

A panel can involve two or more interviewers, sometimes an entire committee. While constructed for fairness and efficiency, these interviews can be intimidating to candidates and have been known to become a forum for political posturing by some panel members.

MEAL-TIME INTERVIEWS

Most often conducted over lunch, these are usually job interviews that occur close to the final decision. The goal here is to observe the person's etiquette and how they handle themselves in public.

This is not a social occasion, it is a job interview that happens to be in a social setting, either for convenience or to see how candidates are able to act under those conditions.

CONNECTING

Finding, keeping, and training employees have become major concerns within human resources. With the number of people on the job market, it is expected that finding someone to fit the bill would be a simple matter of advertising on the web and choosing one person. It may well be, but other factors are at work.

While large numbers of people may apply for a particular job, employers look for the best fit of: industry experience, education, personality, knowledge, etc. Unless one knows exactly whom they want to hire, finding the right person with precise qualifications entails an organized and professional approach – one that also provides consistency and fairness.

Many qualified candidates are on the job hunt but because of their inexperience and the ease of communicating electronically, they still limit their search to posting a resume on monster.com, workopolis.com or jobshark.com and to contacting a few "headhunters". Even with scanning software, this review of applicants on the major engines can be a frustrating exercise for the internal recruiter. Company recruiters therefore continue to have a difficult time finding experienced, capable candidates who would only have to visit the corporate web site and apply directly.

For a job seeker, the selection process usually takes longer than anticipated or desired because of its involved nature and their desire to secure suitable employment quickly. According to ads, many companies start out looking for an ideal. Typically, because resources are limited, they end up hiring an individual who will fit in well and do the best work. An adherence to a systematic method of selection provides greater assurance of securing the most suitable candidate once all the hurdles have been passed.

Just as every job seeker needs a full and organized approach to looking for the right position, employers need a structured method to find people whose skills and personality match a particular business function. Most successful HR Departments develop a system to select candidates as potential employees. This might involve managing relationships with a recruiter or consultant to assist in the hiring process although, more recently, recruiters have noticed a sharp downturn in orders. More likely, there is internal HR staff, qualified, capable of, and available to complete recruiting projects.

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"I found Willis to be a client-oriented professional and trusted coach."

"As head of W.N. Associates, Willis delivers results for complex and involved assignments."