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# **Interview & Hiring Guide**

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## Interview and Hiring Guide

### Introduction

Hiring the right employee for the right position is critical to the success of an enterprise. Poor employee selection costs in terms of productivity, staff development, and team morale. The interview process is where hiring starts and proper preparation and execution of the interviews is where success is defined.

The interview is the point where all candidates are placed on a level field. After all of the candidates have been interviewed, it is time to assess them. If a structure was not put in place that is consistent, then the selection process will be compromised at best and fail to identify the candidate who should be hired.

All interview questions should be focused on the position that is to be filled and should be objective. The interviewer should have a detailed job description of his position before the first candidate is screened, much less interviewed. The job description should state what is required and cover:

- ✚ General working conditions
- ✚ Hours
- ✚ Travel requirements
- ✚ Location
- ✚ Responsibilities
- ✚ Scope
- ✚ Skills required
- ✚ Educational requirements
- ✚ Experience

During the interview, the interview the interviewer needs to be prepared to give information to the candidate about the work environment and expectations that the enterprise will have from them. Proper preparation will ensure a greater likelihood that the right candidate is selected for the enterprise.

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## Process for Hiring the Best People

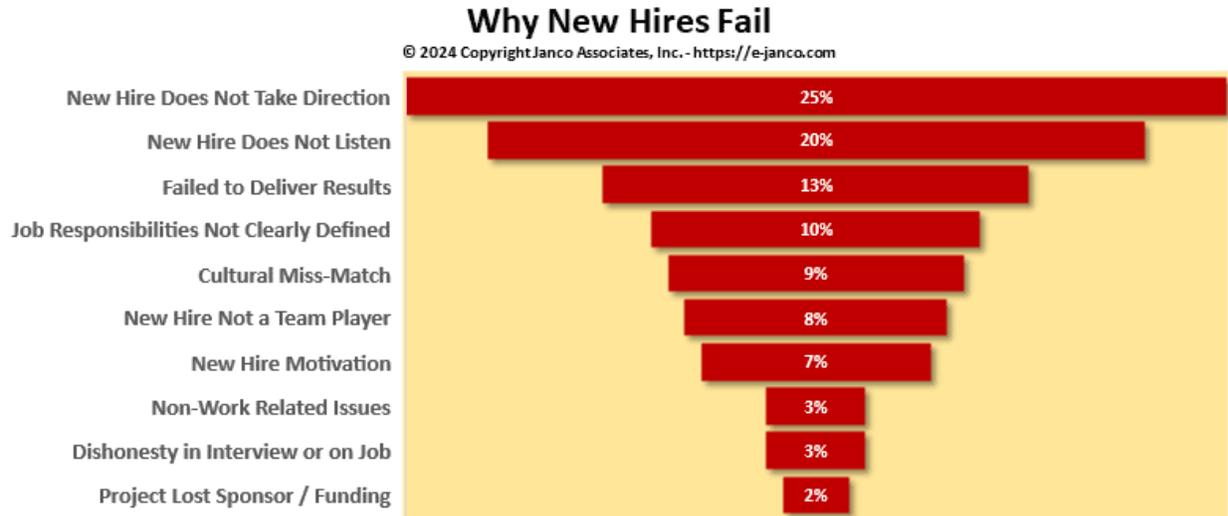
Great organizations do not come together by accident. The right management and staff personnel are the primary drivers in most world-class enterprises. It is no guarantee that the enterprise will thrive, however, the track record is that organizations that thrive are driven by their people.

To be on the path to success, the recruiting and hiring processes in an enterprise should be streamlined and focused on hiring the best possible candidate for every position that is filled.

What follows is a proven process with world-class best practices identified throughout each step.

## Why New Hires Fail

A recent study found that over half of all hiring failures are due to two factors; interpersonal issues associated with the new hire (29 percent) and poor corporate culture fit (28 percent).



To minimize these factors here are 10 tips for things to consider or do in the recruiting process.

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- Look for team players. The single most important quality in an employee hire is compatibility with the existing team. A newly hired employee with a "hero mentality" should be avoided. The most successful employees bring up their entire teams enabling them to accomplish more than

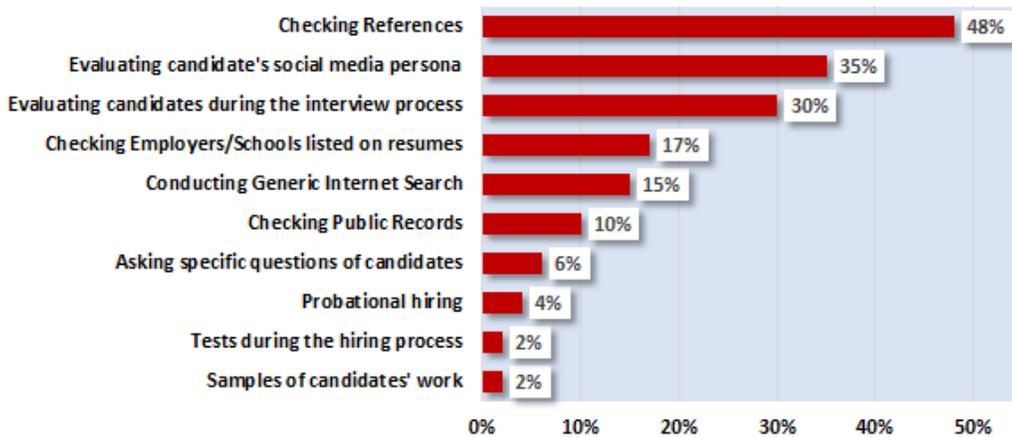
and jobs change. Update the job posting aligns with the job. For a while, their duties shift, responsibilities that have been attempted to capture all the details so the candidates who apply

After the Interview

As soon as the candidate leaves, write out clear notes about your perceptions of the applicant. Include as much specific information as you can about their answers to your questions. Make sure to reference your notes to the correct applicant. Rate each candidate against the requirements of the position and not the applicant. Do not make an instant decision. Interview all qualified candidates before deciding on which applicant would be best suited for the position.

A survey by Janco Associates has identified the following techniques used by hiring managers to verify job candidates' claims made on their resumes and statements made during the interview process. Of course, some of these verification activities can be completed before the interview is even scheduled. In some cases, once some of the preliminary information is obtained, like the social media persona, some candidates will be eliminated from the recruiting process altogether.

**Ways Employers Validates Candidate's Technical Skills**



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Instead of taking what the  
 . Check the references,  
 the Internet to validate that the  
 n as there now are services

## Screening Resumes Best Practices

- ✚ **Define job requirements clearly for recruiters and electronic posting** – You do not want to waste your time looking at resumes of individuals who are not qualified. In the current job market, some active job applicants apply for anything even when they are not remotely qualified for the position that you are trying to fill. If a recruiter sends you candidate resumes that fall into this category – warn them and then stop using them if they continue. A full job description with specific accountabilities, authority, and position requirements should be part of the materials that are used in communicating the needs of your enterprise.

For example, “Must have led an e-commerce Internet development team that implements a customer WEB 2.0 application...” is much different than “5+ years' experience as a lead developer.”

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- ✚ **On the first pass spend no more than 20 seconds on any resume** – In the current job market, it is typical to get 100 to 200 resumes for a single position. Given that volume, it will take one to two hours to get through the first pass. You want to get through all of the resumes that you have and with luck, you should be able to find between 10 to 15 individuals that can be phone screened.
- ✚ **Create a scorecard with the must-have requirements** - Create a simple, 10-question-or-less checklist to help you stack rank your applicants. Define items for the checklist that highlight your requirements for the key experience, skills, and technology. Use this tool on the resume and in the phone screening. For example, “How many years of commercial web e-commerce experience do you have writing HTML and XML?” or “What specific application development and version control tools have you used”
- ✚ **Eliminate resumes that are too long and filled with acronyms and buzzwords** - Many candidates have figured out that if they load up their resumes with more acronyms and buzzwords (i.e. technologies) hoping to win an interview. Rather accept resumes that communicate the hands-on experience using the technologies listed in your job requirements. Focus on resumes that show where and when the technology was used on the job. Keywords that show up in the bullets under job history summaries are better than keywords that show up at the top or bottom of tech resumes in the skills summary section.

## Phone Screening Best Practices

- ✚ **Before starting, see if anyone knows the potential candidate** – Many candidates in the market have either a great reputation or a poor one. Time is precious and if someone is not “hirable” by your enterprise then do not waste your time.
- ✚ **Rank the candidates before they are phone screened** – Use the scorecard to rank the resumes and any known history about the candidates and then budget your time to spend enough time on a phone screen to find the hireable candidates.
- ✚ **Know what the deal-breakers are for the hiring manager** - The focus of a phone screen is to weed out the unqualified applicants while selling the enterprise to the top candidates so that you invest time with onsite interviewees who are most likely to get offers. Validate that each candidate you pass on to the interview has the required capabilities, meets the salary and eligibility requirements, and wants to do this type and level of work.

- ✚ **Experience counts** - Focus on on-the-job skills and job-specific accomplishments. What have

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of resources and team, and  
having candidates who just  
in an understanding of  
be to find if they join your  
resources.  
hundreds of applicants for  
every opening you have, build your reputation as an employer – one candidate at a time. Even though you may be in the driver’s seat, treat every candidate with respect. Follow the basics: start your phone interviews on time, ask fair, relevant questions, let them ask you a few questions, and always follow

## Appendix

### Forms

Attached are forms which are in the subdirectory titled forms

[Interview Questionnaire Form](#)

[Background Check Authorization](#)

### Job Descriptions

Attached are job descriptions which are in the subdirectory titled Job Descriptions

[Manager Human Resources](#)

[Human Resources Generalist](#)

[Human Resources Specialist](#)

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## Version History

### 2024

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- ✚ Added best practices for “on-line” interviews
- ✚ Updated all included forms
- ✚ Updated all included job descriptions

### 2023

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- ✚ Added section on why new hires fail
- ✚ Updated all included forms
- ✚ Updated all included job descriptions

### 2022

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- ✚ Added Section for Candidate Best Practices
- ✚ Updated all included forms
- ✚ Updated all included job descriptions

### 2021

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- ✚ Added questions that should be answered if WFH is an option for the position to be filled
- ✚ Addressed Work From Home issues
- ✚ Updated all included forms
- ✚ Updated all included job descriptions

### 2020

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- ✚ Added detailed job description Human Resources Generalist
- ✚ Updated to address “Me too” issues
- ✚ Updated to be gender-neutral

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