

DETERMINING AN AGREED UPON HIRING PROCESS

Scripted Dialogue: *Let's talk about your typical hiring process – I'd like to determine how to jointly marry your 'best practices' with those that have worked well for my other clients in the past.*

- Share with me the typical timeline of the interviewing process.
 - When do you do reference checks? Do you prefer to do them, or have me?
 - When do you extend the offer? Do you prefer to extend it, or have me?
- What information are you accustomed to receiving in regards to a particular candidate? Just a resume? What other information is important to you? (Family status, salary, motivation for change, etc...)
- Let's discuss each interviewer:
 - What kinds of questions does he/she ask?
 - What kinds of answers does he/she like to hear?
 - Who does most of the talking?
 - How long has he/she been with the company?
 - What kind of person is he/she?
 - Will I have access to him/her for direct feedback?
- Of those involved in the interviewing process:
 - How often have they each done hiring and interviewing before, in the last 12 months?
 - What is the priority level of each of those interviewers to get this position filled?
 - How do those involved in the interview process typically prepare for an interview?
 - How have they been trained to do competitive interviews? Do we need to collaborate with anyone on how to do a quality competitive candidate interview?
 - Are they aware that it is equally important to interview the candidate, **AND** strategically sell the candidate on the "why's" of working here during their interviews?
 - If someone is not on board enthusiastically with this hire, what happens?
 - Is there anyone in the process that the candidate should **NOT** talk with about money?
 - Do any of them have a history of vetoing hires?
- Who are the key decision makers involved with getting this position filled? Are any of those decision makers **NOT** involved in the interviewing process?
- How do you like to see a candidate dress for an interview?
- Do you fly in the candidate's spouse?
- Who is responsible for the final formulation of the offer?
- How do you evaluate personality traits when interviewing? Is there any type of behavioral profiling system that you currently use? (Myers-Briggs/Disk/Korem)
 - Do you have any other types of tests that you administer at any time in the process?
- What is the process by which you will decide who to hire and why you will hire them over the others you interview?

- When you hire a great candidate, what processes/reviews do you have in place to ensure you retain that great candidate?
- One thing I've found that really helps move this process along is to pre-arrange times for interviews. Can you look at your calendar for about two weeks from now and let's block out three one-hour blocks and I'll make sure you have the candidates to fill those times.
 - Some recruiters are hesitant to commit to pre-set interview times with the concern that they might not find the appropriate candidates. Why should you push yourself to do this? Because even if most recruiters will get results, the act of you committing to it puts you in a whole new category. If you say you'll get three candidates in 12 days, and then deliver – you have proven that you will stand by your word. If you get three candidates in 12 days, but never threw it out there as a commitment, your client will interpret this as you just doing your job. Same results – but one leaves you **'doing your job,'** and the other leaves you **'delivering on your word.'**

Red Flag: *The hiring process is extremely lengthy, with a large team of leaders needing to approve the hire.*

- Have you ever modified/shortened your process, or left out certain interviews, for any candidates in the past? What made those situations different? I want to make sure that we can run at the same pace as other competitors that might start pursuing the same top candidates that you are.
- As long as I am able to explain the expected interview process to candidates, we typically don't have a problem – no matter how many steps are in the process. What do become difficult, however, are any long lapses in time between **when an interview takes place** and then **getting feedback from** that interview. Is there any reason that getting feedback from the interviewers within 24 hours of the meeting is not realistic?