

Module 2 - Before the Interview

A. Sorting Resumes

1. Sorting based on keywords (5-6 keywords)

2. Evaluate - verify 2nd level experience
- experience / salary range / schooling

3. Qualitative review

- Red flags: gaps in employment, job hopping,
multiple moves to diff. states, drops in responsibility

* History in advancement, industry experience, overqualified? *

B. After sorting resumes

- Decide process

1. Telephone

2. Interview (how many)

- Who makes calls?

- Who involved?

Checklist

1. Develop written goal

2. 6-10 critical competencies (interpersonal, motivation, leadership)

3. Behavior comparisons - "A" or "C"

4. Interview questions (interview guide)

5. Assessment tools (skills, behaviors)

6. Identify prioritized list - source of candidates

7. Screen candidate before face-to-face - phone interviews

* 60% - 40% (60% applicant talk / 40% interviewer talk)

Module 3 - During the Interview

A) Psychology of recruiting

- top performers are willing to work for it
- do not expect a hand out

B) Build questions

- questions will be based around prioritized capabilities ("A" or "C")

1. Verbal communication

- use facts, not personalities, when resolving conflicts
- determines everyone's expectations & integrates best ideas for a win-win solution
- approachable
- listens with more than ears (eyes, heart)

* sample question: when you received negative feedback about your work - how did you respond?

- great questions make applicant answer with things they've done, interviewee job description
- Avoid "yes" & "no" questions

- want applicant to convince us why we should pick them

C) Interview Guide:

Verbal communication • ~~~~~ (antenna) • ~~~~~	
Questions: Notes:	when you received neg. feedback...
on a scale of 1 to 4, rate candidate's level of performance	
1 unacceptable	2 OK
3 solid	4 exceptional

* treat body language
 * make sure applicant knows process

Module 3 - cont.

(D) Checklist

1. Develop interview logistics (time, location)
2. Company materials package (mission, products, etc.)
3. Train interviewers with interview guides
4. Team discussion - to make selection decision
5. Make final decision

Module 4: After the Interview

(A) Rating your candidates

1. Rate each candidate independently
2. Review ratings & notes w/ other interviewers
- * 3. Evaluate process & identify one thing to improve *
4. Make hiring decision
5. Make & obtain acceptance to the offer
6. Communicate final decision to all candidates

always looking for ways to improve

(B) Rating sheet

(C) After the face-to-face

1. Follow up in a timely manner
2. Handwritten follow up
3. Keep open door to communication w/ candidates

(D) AAR - after action report

1. What we did well
2. What didn't we do well
3. What can we improve next time

Module 4 - cont.

(E) Checklist

1. Next steps: contact all candidates, paperwork etc.
2. Personal note to candidates - 24 hours of interview
3. Brief w/ all interviewers
4. go to itinerary for new hire

Module 5 - common hiring mistakes

1. Using prior job description
2. Sending a letter to only the person offered the position
3. Deeply defined needs & requirements
4. Letting HR do interviews (Hana)
5. Waiting for all resumes before sorting