

HIRING MANAGER TRAINING

A Talent Acquisition, Recruiting, Interviewing and
Competency Training Program



“

Nothing we do is more important than **hiring** and **developing** people. At the end of the day, you bet on **people**, not on **strategies**.

”

~Lawrence Bossidy

Former COO of General Electric

Former Chairman and CEO of AlliedSignal Corporation

❖ The Hiring Landscape ❖



Poor Hire

vs.

Missed Hire



Efficiency

- Added stress and workload for existing employees
- Lower productivity and missed deadlines
- Negative impact to culture and morale
- Extended and inefficient hiring process



Money

- External advertising / search costs
- Wasted training costs
- Potential for poor resource management



Strategy

- Poorly defined and executed strategy
- Missed opportunities
- Your competitors get top talent



Time **Kills**

All Deals



60%

of job seekers report a **negative candidate experience** with the employers they engage.

72%

of job seekers report **sharing** their **negative experiences** online

55%

of job seekers report **avoiding** certain companies after reading negative online reviews

1

Lack of
response

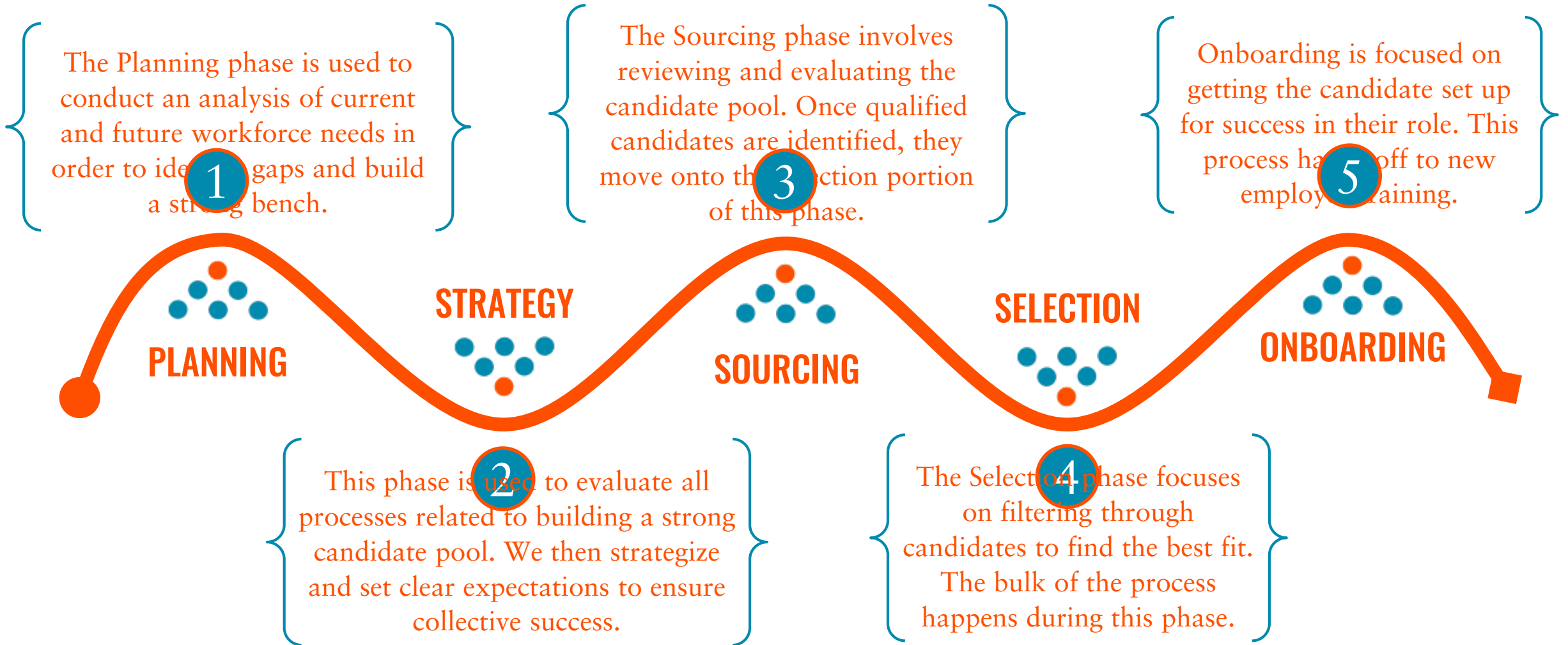
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Time
disrespected
during the
interview

❖ The Recruiting Workflow ❖

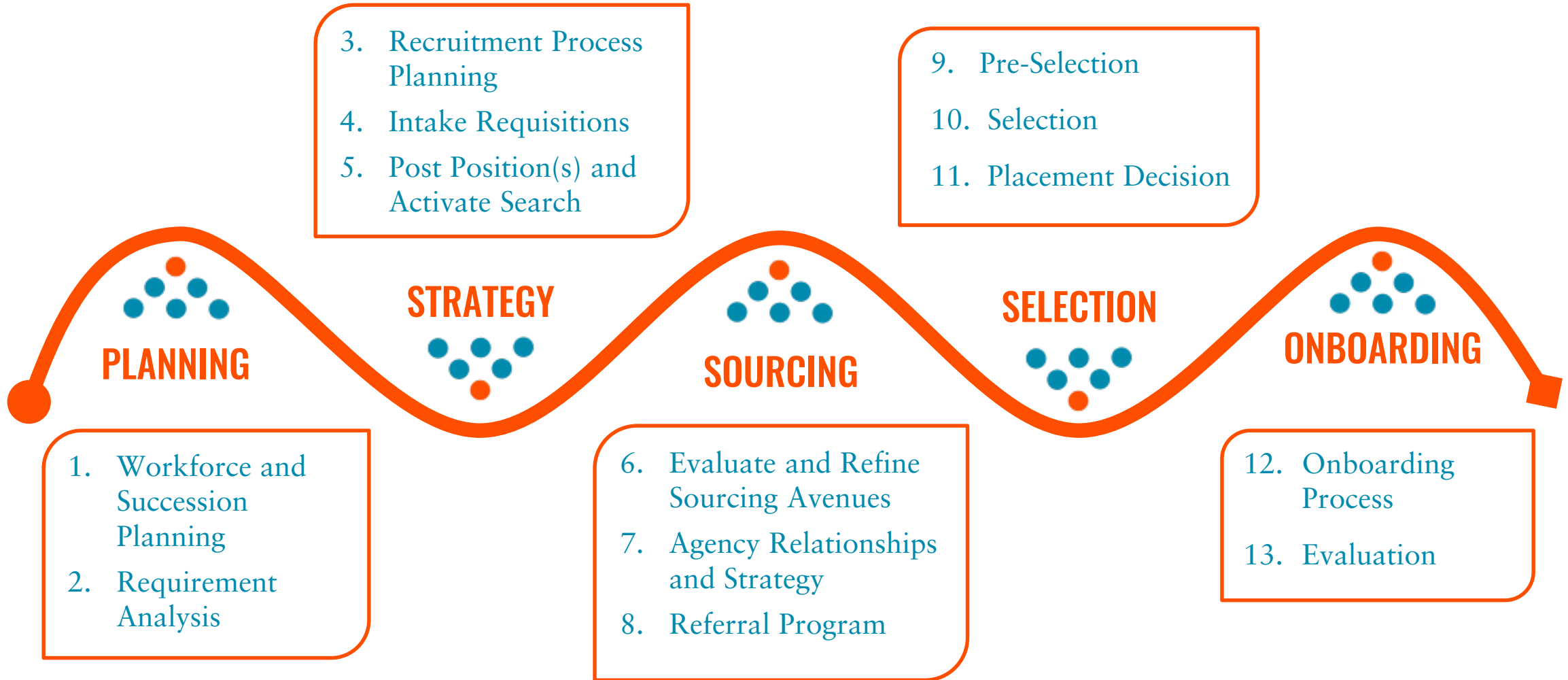


Recruiting Workflow





Recruiting Workflow





Collaboration

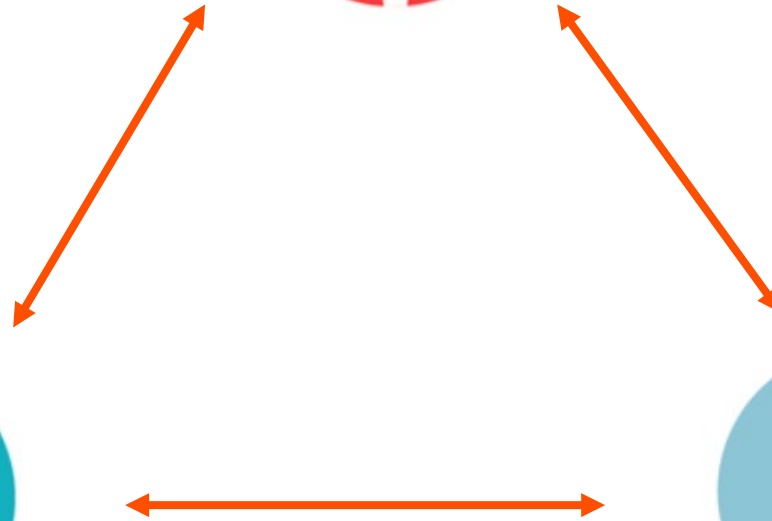
Recruiter



Hiring Manager

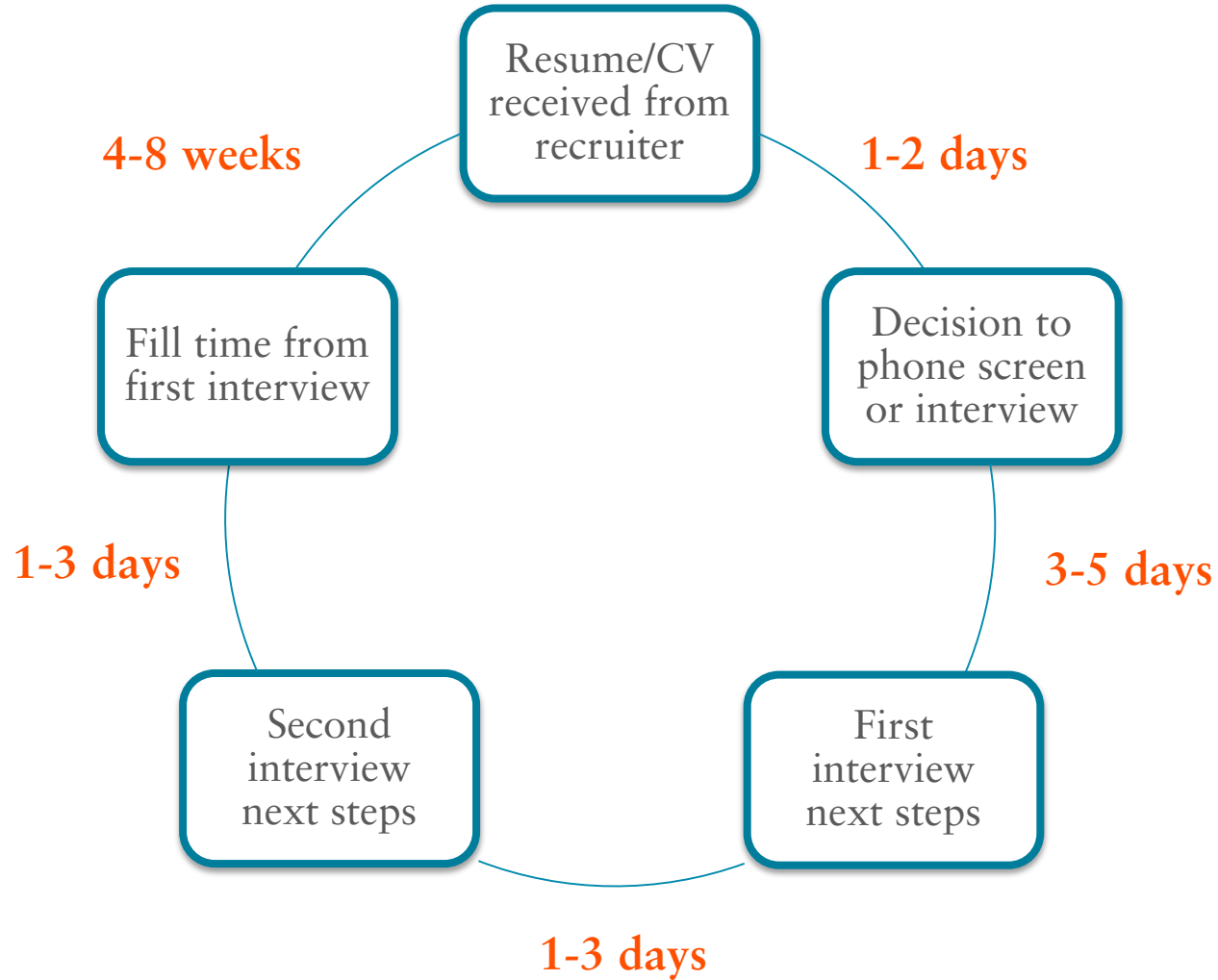


Candidate



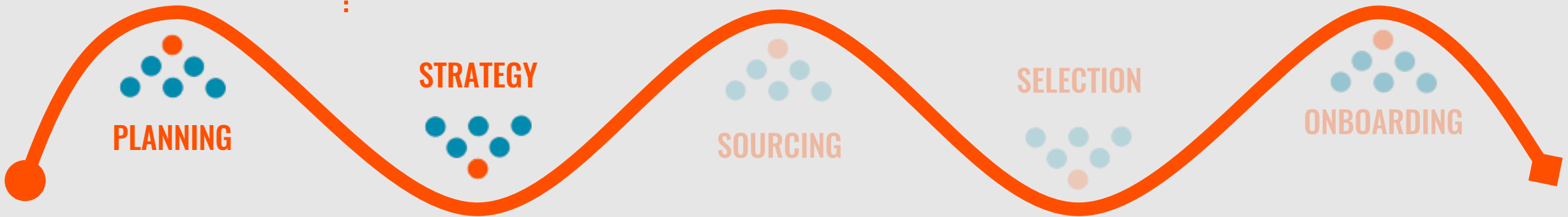


A sense of urgency is key!



1 Planning

2 Strategy



1

1. Workforce and Succession Planning
2. Requirement Analysis

Planning

2

3. Recruitment Process Planning
4. Intake Requisitions
5. Post Position(s)

Strategy

You need to know exactly how
your entire process **will go**
before **you even post the job**



3 Sourcing

4 Selection



3

6. Evaluate and Refine Sourcing Avenues
7. Agency Relationships and Strategy
8. Referral Program

Sourcing

4

9. Pre-Selection
10. Selection
11. Placement Decision

Selection

70%

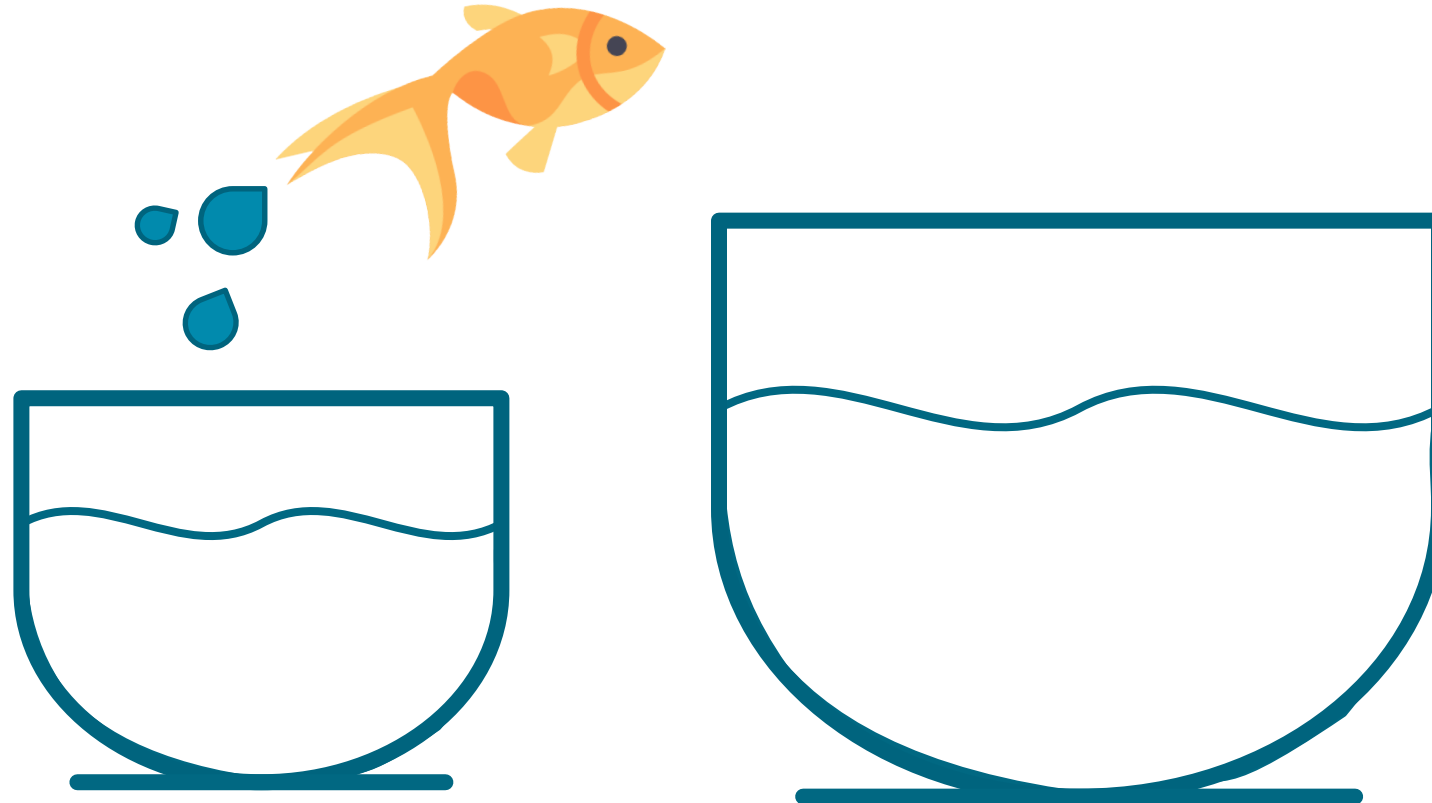
of the global workforce
is made up of **passive
talent** who aren't
actively job searching.

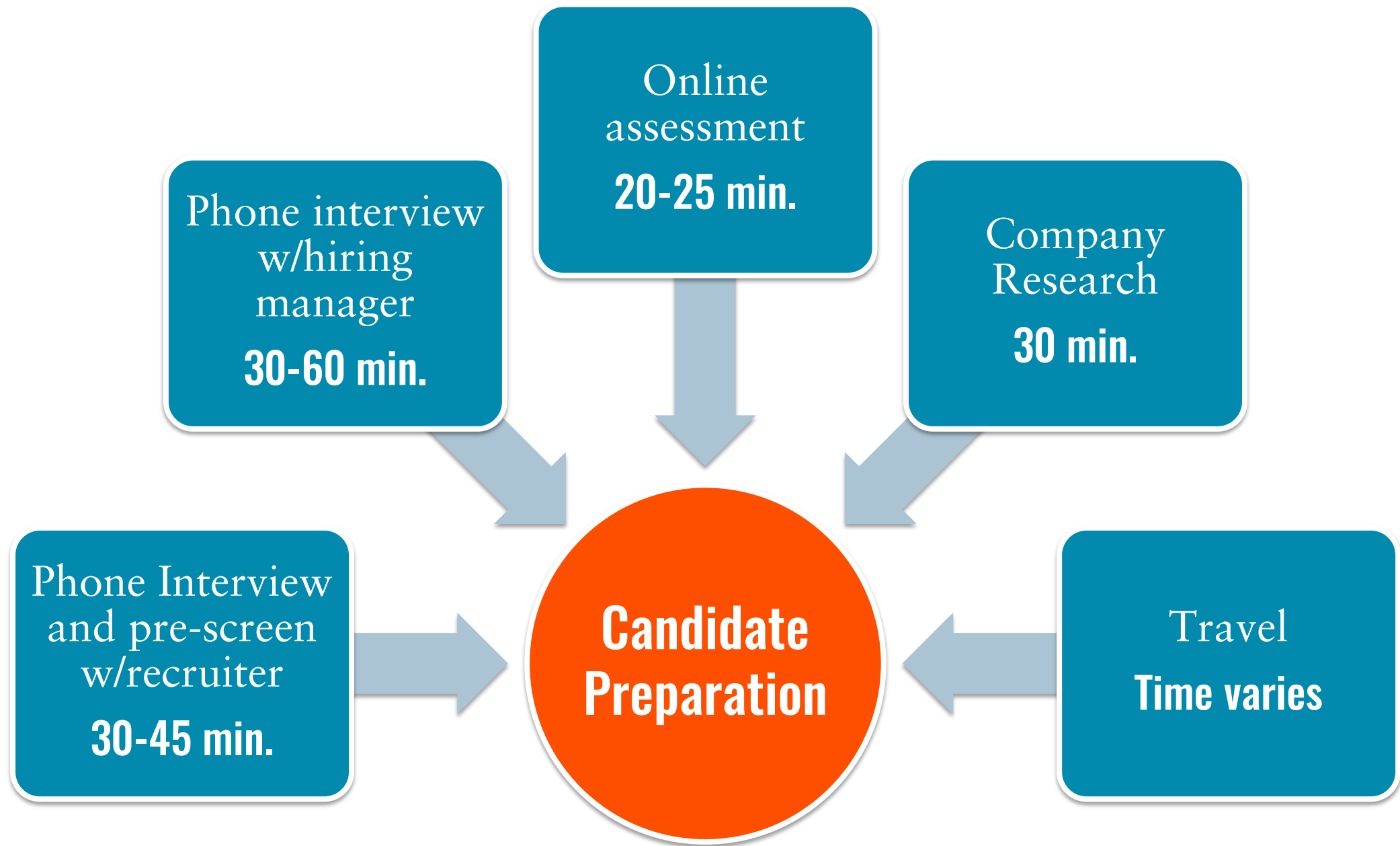
Passive Candidates

- The top channels people use to look for new jobs are online job boards (60%), social professional networks (56%), and word of mouth (50%).
- 94% says being contacted by their prospective manager can make them accept a job offer faster.
- Over 75% of people who recently changed jobs used LinkedIn to inform their career decision.



The best candidates are
off the market within **10** days





The average candidate will invest

2 to 3 hours

of their own time on a position
before ever arriving at the interview



What do **you** do to
prepare for an interview?



**The Hiring Manager's job is to be
fully prepared and present.**

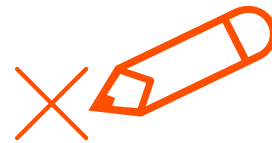


Pre-Interview Checklist

- Read pre-screen notes
- Have a copy of job description
- Read candidate's resume
- Discuss expectations with hiring manager to ensure alignment
- Behavioral questions prepared ahead of time
- Be on time and fully present



Interview Etiquette





Hiring Standards | General Guidelines

- Your HR/Recruiting representative is involved in all interview panels.
- Interview duration is minimum 45 minutes (max 90 min).
- Meet with more than one candidate to create comparator or bench.
- Hiring manager has a minimum of two interviews with the candidate.



Interview Timing



5-10 min.

Introduction, Relationship Building

- Warm up
- Introduction and rundown of interview



10-20 min.

CV/Resume Analysis, Current Role

- Role(s), responsibilities, contribution
- Likes and dislikes
- Career development
- Training and development measures



20-30 min.

Behavioral

- Success, critical situations
- Experiences, achievements, learning
- Motivation and potential
- Ambition, career expectations
- Motivation and potential



5-10 min.

Presentation of Job

- Company facts, values and history
- Role
- Questions of the applicant

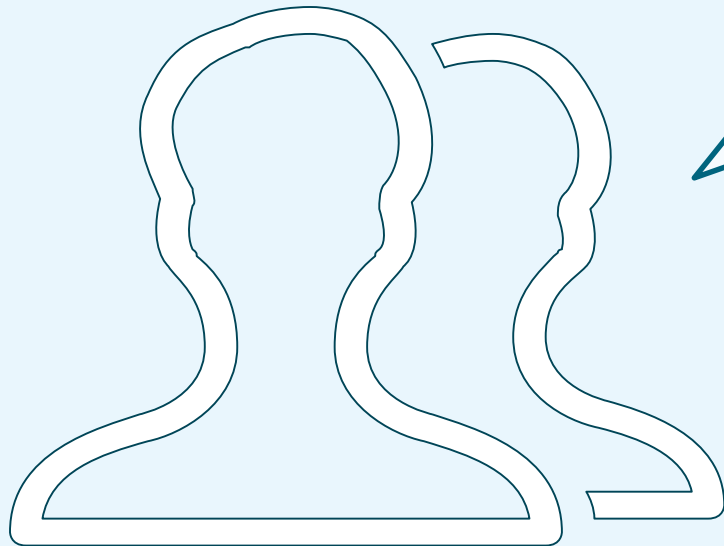


5-10 min.

Discussion and Closure

- Clarifying employment / framework
- Questions answered: potential topics culture, benefits, etc.
- Next steps and timeframes

Interview Questions



- Open-ended questions
- Closed questions
- Probing questions
- Reflective questions
- Questions to avoid

Competencies



Collaboration

Empowerment

Innovation

Competition

Stewardship



Collaboration

- Teamwork
- Service
- Partnerships working for the greater good
- Open, candor, respect



Empowerment

- Performance
- Accountability
- Adventurous
- Entrepreneurial
- Ownership
- Leadership
- Decisive
- Integrity, honest, trust



Innovation

- Passion
- Performance
- Diversity
- Leadership
- Resourceful
- Quality
- New ideas, different ways, change



Competition

- Energizing
- Vigorous
- Growth-oriented
- Cutting edge



Stewardship

- Safety
- Community
- Environmental
- Leaving it better than you found it, Foundation for a better tomorrow
- Giving back

INSTRUCTIONS

- Read through the sample job description provided and take note of your assigned competency.
- Review the questions on the Behavioral Trait Interview sheet.
- As a team, select 3-5 questions that relate to the assigned job and will help hone in on whether or not a candidate is a good fit for the role.

PRACTICE



SITUATION



What was the initial situation?

TARGET



What were your objectives?

ACTION



What were your critical actions or decisions?

RESULT



What was the added value?

LEARNING



What did you learn?

LEGAL COMPLIANCE



Be informed about your **state laws** and **acts** that impact the hiring process.

Know what you **can** and **cannot ask** in an interview.

- F** It's okay to ask a candidate's maiden name.
- T** You can ask about a candidate's arrest record if it's relevant to the position.
- T** The only age-related question you can ask is if a candidate is at least 18-years of age.
- F** It is legal to ask if the candidate knows other employees at your company.
- F** Questions about race, color, religion, sex or national origin are acceptable if they are relevant to the position requirements.
- T** You should never ask someone if they've been divorced.

TRUE OR FALSE?





Candidate Debrief Meeting

- Debrief meeting to discuss candidate impressions and fit
- 15-20 minutes long
- Review candidate interview and discuss feedback from entire interview panel
- Hiring Manager always goes last!

5 Onboarding



PLANNING

STRATEGY

SOURCING

SELECTION

ONBOARDING

5

12. Onboarding Process

13. Evaluation

Onboarding

ONBOARDING



Onboarding is **much more** than a new employee orientation and new hire paperwork. It involves the new employee's **integration** to the **company and culture**, which starts upon offer acceptance and can last **through first year** of employment.



Onboarding Tips

- Call from Hiring Manager
- First day set up (desk space, computer, phone, passwords, company swag, etc.)
- Clearly defined training calendar
- First 30-day success plan with clear expectations
- Pulse-check within 30 days; additional check-in around 3-6 months
- Internal mentor (where applicable)
- Careful monitoring of skill development and functional training added as needed
- Professional development plan as employee nears one year

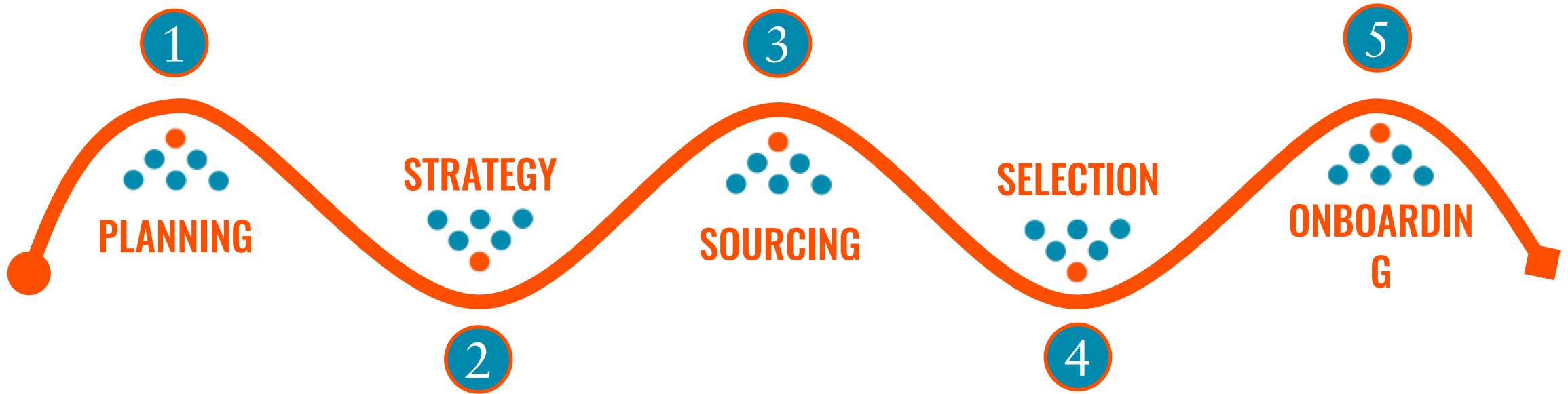


The Hiring Manager's job **doesn't stop** at
the hire. **Onboarding** is a critical part of
candidate success.

❖ Wrap-Up ❖



Recruiting Workflow





Candidate Experience is Key

80 to 90%

of talent say a positive or negative **candidate experience** can **change their minds** about a role or company.

Key Takeaways

- Know your process before you begin hiring
- Collaboration is critical for hiring success
- Treat every candidate like they are your only candidate
- A sense of urgency is the difference between a good hire and a missed hire
- A positive candidate experience travels beyond the individual candidate





THANK YOU!

Call us at 919-337-3071
or visit saygroup.net