



HIRING MANAGER TRAINING

A Talent Acquisition, Recruiting, Interviewing and
Competency Training Program





Overview

Objectives

1. Develop awareness around hiring manager recruiting challenges and how to overcome them.
2. Establish a clear recruiting and hiring process to find, select, and retain top talent.
3. Practice skills to develop recruiting and hiring competencies.



The Hiring Landscape

Poor Hire vs. Missed Hire

How do you define a “missed hire?”

Sample candidate recruiting flow

	Content Preparation	Job Description	Job Requisition	Job Posting, Candidate Sourcing	Screening, Pre-Screen Interviews	Interviews	Offer
		1-5 days	1-5 days	2 weeks	2-3 weeks	1-2 weeks	1-2 days
BEST PRACTICES	<ul style="list-style-type: none"> Prepare content for job description and requirements 	<ul style="list-style-type: none"> Role(s), responsibilities and contribution Knowledge, skills and education Competency requirements 	<ul style="list-style-type: none"> Cost of the new hire or placement is a capital investment What is the return on the investment? What value will it bring to the company? 	<ul style="list-style-type: none"> Job ad created Job boards selected and ad(s) posted Candidates begin to respond/resumes are reviewed 	<ul style="list-style-type: none"> Recruiter submits top candidates reviewed by HM Selected candidates will have extensive phone screen Results reviewed with HM for interview selection 	<ul style="list-style-type: none"> Onsite interviews 1-2 rounds with a team of interviews 	<ul style="list-style-type: none"> Hiring manager have offer letter in hand prior to making offer Offer letter generated by HR
TASKS	<ul style="list-style-type: none"> Evaluate if role should be filled in kind or if this is an opportunity to change or upgrade Is it budgeted or unbudgeted? How will it affect headcount? 	<ul style="list-style-type: none"> Evaluate role Review existing description; update/edit as required ISO approvals as required 	Approvals: <ul style="list-style-type: none"> Manager (Next Level Mgr) HR President <ul style="list-style-type: none"> Relocation and external recruiter expense considered 	<ul style="list-style-type: none"> Understand nature of job boards and where to attract talent Allow time for candidates to apply to have a solid pool 	<ul style="list-style-type: none"> Selection process arrowed. Screening process begins. 	<ul style="list-style-type: none"> Interview more than one candidate for each role to ensure a comparator Feedback from interview team 	<ul style="list-style-type: none"> Review salary history Review internal equity Review alignment with value on requisition

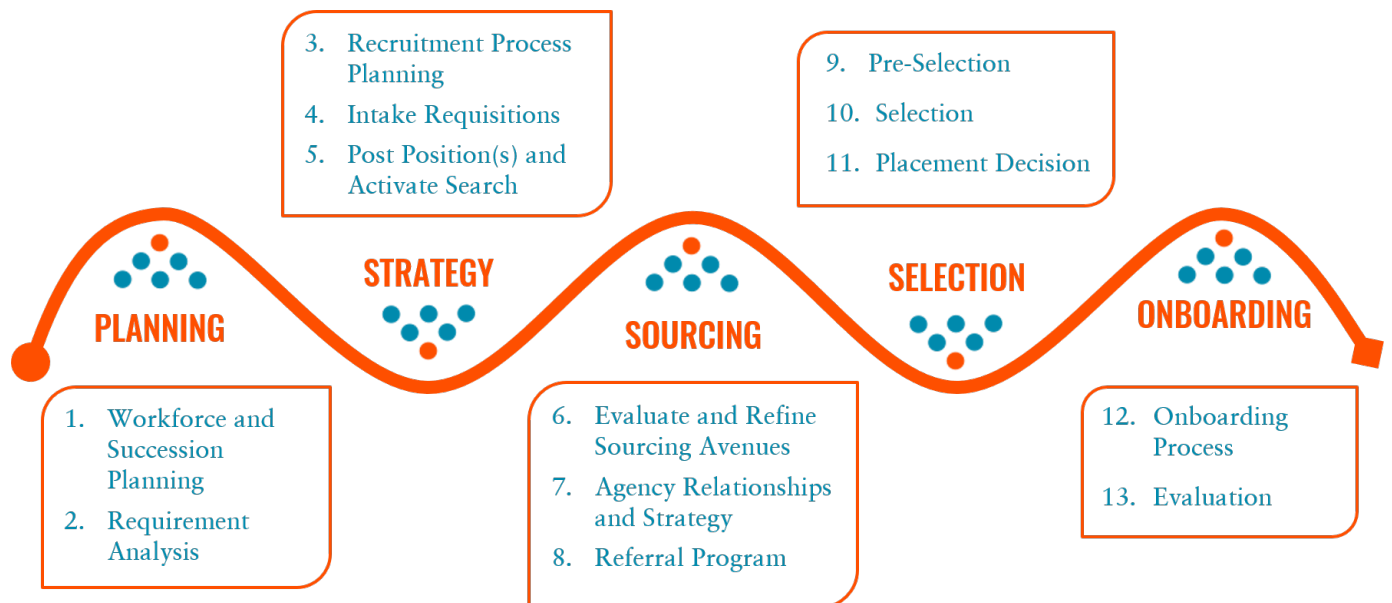
Keeping Top Candidates

1. Get _____
2. _____ with the candidate
3. Keep things _____



The Recruiting Workflow

Recruiting Workflow



Keys to Recruiting Success

A successful hiring process involves collaboration between the recruiter, hiring manager and candidate from the very first step and having a sense of urgency through the entire process.

The Recruiting Workflow (cont.)

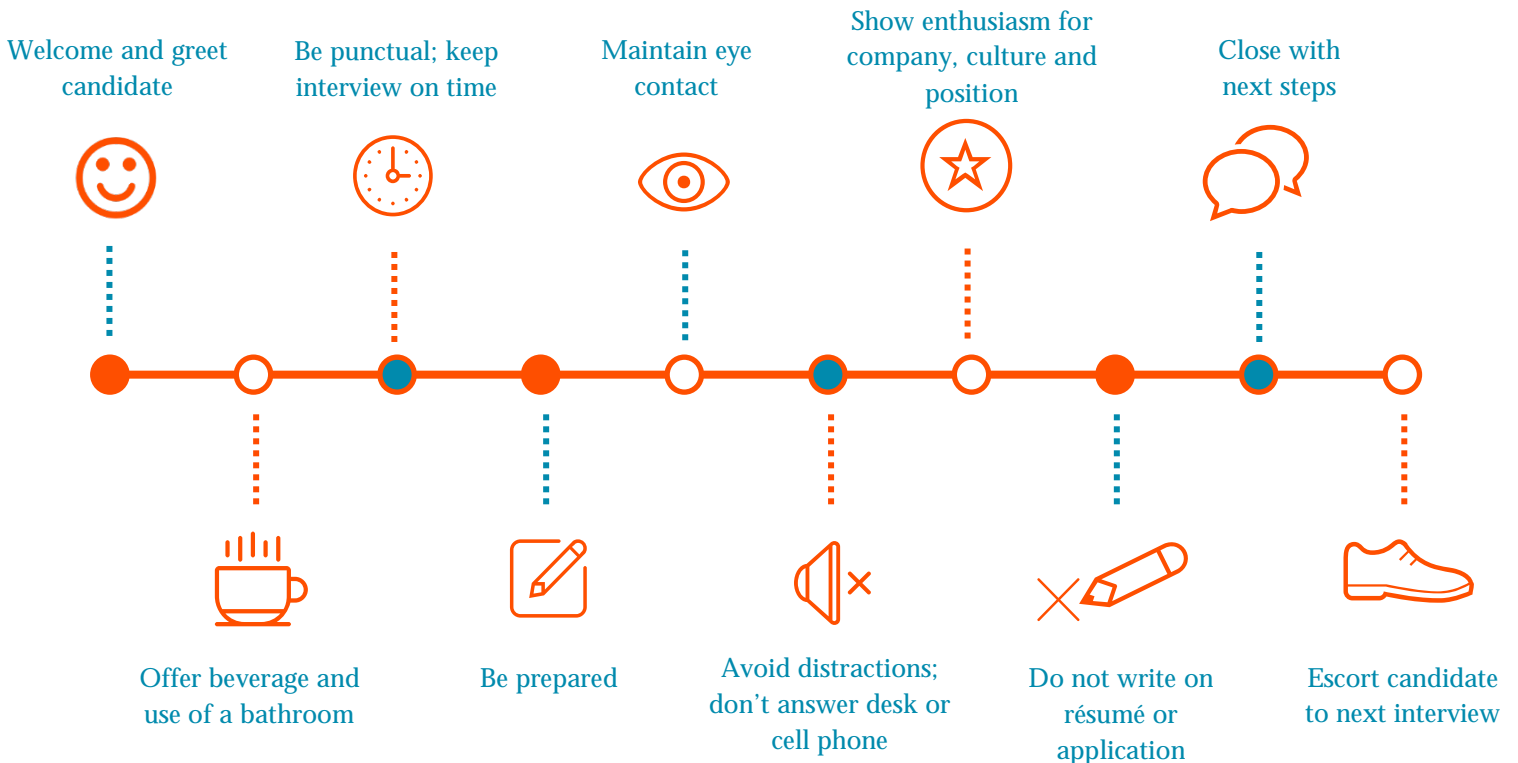
Passive Candidates

70% of the global workforce is made up of passive talent who aren't actively job searching. **What are you doing to capture this portion of the candidate market?**

Pre-Interview Checklist

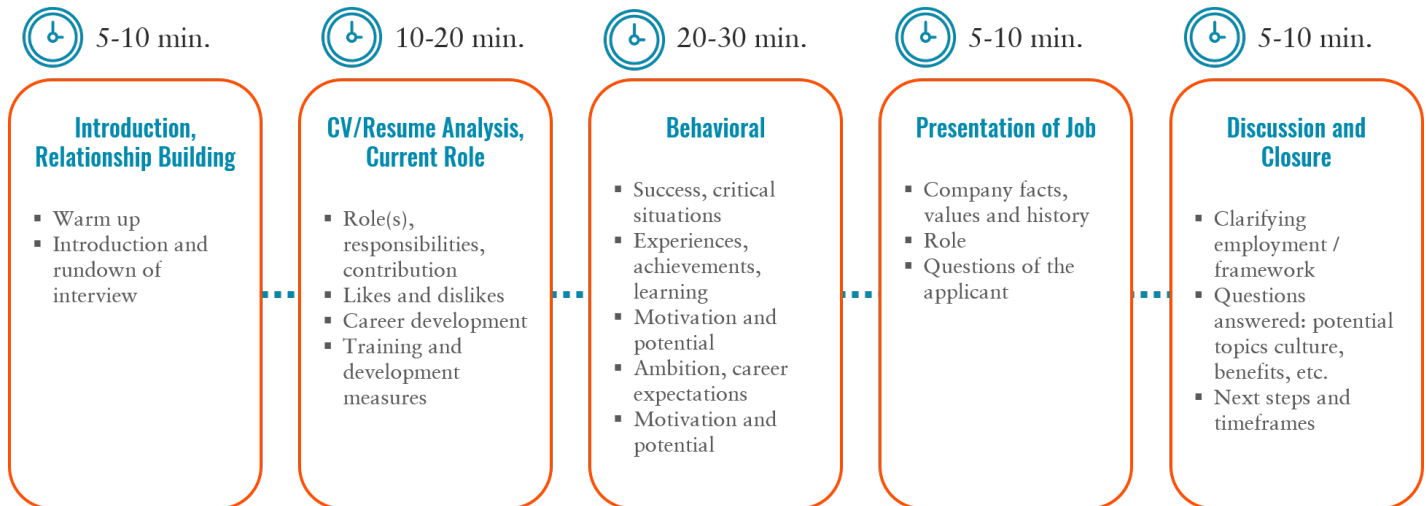
- Read pre-screen notes
- Have a copy of job description
- Read candidate's resume
- Discuss expectations with hiring manager to ensure alignment
- Behavioral questions prepared ahead of time
- Be on time and fully present

Interview Etiquette



The Recruiting Workflow (cont.)

Interview Timing



Interview Questions



Open-ended Questions

Open ended questions are deliberately designed to encourage:

- the interviewee to give a full and open response rather
- than just a yes/no answer, or a simple statement of fact.

They usually start with:

- Tell me about . . .
- Why did you . . .
- Give me an example of . . .

Examples

- “Share an example of a time when you had to solve a problem but didn’t have all the necessary information about it in hand.”
- “Why are you drawn to RegEd as a potential place of employment?” OR “What interests you most about this position?”



Closed Questions

- Designed to be answered with **factual information** or to elicit yes/no responses.
- Can be used to **control the interview** and move on to the next subject.
- Can be used to **restrict the candidates answers** if they are excessively talkative.
- If not careful, they can make the interview feel like an **interrogation** because it **closes down the** opportunity for the interviewee to develop a thought or respond creatively.

Examples

- “How many years of B2B SaaS experience do you have?”
- “What programming languages have you used?”



Reflective Questions

- Encourage the interviewee to carry on or expand on a particular point.
- Can also be used to alter the direction of the conversation without appearing to interrupt the interviewee.

Examples

- “Think about when you transitioned from one company to another; what was the learning curve like for you?”
- “Tell me about a key accomplishment in your current role and the impact it had on the business.”



Probing Questions

- Used to explore a topic in greater depth, clarify motivations behind the facts, or attempt to get additional information.

Examples

- “Could you elaborate?”
- “Tell me more about that...”

✗ Questions to Avoid

- **Leading Questions:** the required answer is suggested by the question
- **Loaded Questions:** contain assumptions
- **Multiple Questions:** Multiple questions asked at the same time leave interviewees confused, wondering which part to answer first, and should therefore be avoided.

Examples

- “You have never been part of unethical business practices, right?”
- “Do you have problems with your current boss?”

Competencies



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

The Recruiting Workflow (cont.)

STAR-L Methodology

The STAR-L Methodology is a process you can leverage during the interview when you believe a candidate hasn't provided a deep or complete enough response. This methodology will help you to uncover the root of the candidate's answer.

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?



Practice Notes

Capture any notes, questions or reflections from the practice exercises:

The Recruiting Workflow (cont.)

Legal True or False

It's okay to ask a candidate's maiden name.

You can ask about a candidate's arrest record if it's relevant to the position.

The only age-related question you can ask is if a candidate is at least 18-years of age.

It is legal to ask if the candidate knows other employees at your company.

Questions about race, color, religion, sex or national origin are acceptable if they are relevant to the position requirements.

You should never ask someone if they've been divorced.

You can verify a candidate's education level as it's represented on their resume.

It's acceptable to comment on a candidate's height or weight such as, "It looks like you're about 5'9". Is this accurate?"

If an applicant mentions that they have children, it's okay to ask additional questions on the topic.

You cannot ask questions related to a candidate's union affiliation (if applicable.)

You may not ask questions about a candidate's financial status, especially relating to bankruptcy.

It's okay to ask if a candidate has citizenship in another country.

Total Score: ____ /12

Legal Compliance

"At-Will" States

- Employers have the right to hire, fire, demote, and promote whomever they choose for any reason unless there is a law or contract to the contrary.
- Public Policy exceptions have challenged employment-at-will. Employers cannot terminate for legal obligations such as jury duty, military obligations, and court appearances.

Leaders and Managers can protect the company from an employment-at-will lawsuit by taking the following precautions:

- Avoid representing the job as permanent.
- Accurately document performance appraisals.
- Use objective conflict resolution and disciplinary processes.

The Recruiting Workflow: Legal Compliance (cont.)

Other Legal Concerns

- Express Oral Contract: verbal promises
- Implied Contract: rules that are not followed consistently
- Implied Covenant Just Cause: employer not acting in good faith
- Just Cause: long service team members should be terminated for good cause.

Interview Questions Do's and Don'ts

	<input checked="" type="checkbox"/> What you CAN ask	<input checked="" type="checkbox"/> What you CANNOT ask
Age	If an applicant is at least 18 years of age	
Arrest Record	Convictions if relevant to the position	
Association with Present Team Members	Nothing	
Bankruptcy and Credit	Nothing (Federal Bankruptcy Law)	
Citizenship	If an applicant is authorized to work in the United States	
Disability	Nothing	
Driver's License	If an applicant has reliable transportation for work	
Education	Verify education level on resume	
Emergency Contact Info	Only requested if hired	
English Language Skills	Only if it is a job requirement	
Height and Weight	What job requires; job-specific questions	
Marital Status, Name Changes, Spouse, Children	Nothing	Anything related to these topics
Organization or Club Membership	Questions related to professional memberships or how they maintain knowledge	Any questions not directly related to professional memberships
Race, Color, Religion, Sex or National Origin	Nothing (EEOC guidelines)	
Union Affiliation	Nothing (NLRA)	
Veteran Status/Military Record	General questions only if based on business or job need	



APPENDIX

LinkedIn Recruiting Statistics

Candidate Trends

Being in the know gives you a competitive edge, and makes your open reqs irresistible to candidates.

Global Talent Trends, 2015
Why & How People Change Jobs, 2015

Candidate Experience

Insights into what candidates want throughout their job search journey helps you build a recruiting strategy that will find and place top talent faster.

Global Talent Trends, 2015



70%

of the global workforce is made up of passive talent who aren't actively job searching, and the remaining 30% are active job seekers.



87%

of active and passive candidates are open to new job opportunities.



The #1 reason people change jobs is

career opportunity



The top channels people use to

look for new jobs

are online job boards (60%), social professional networks (56%), and word of mouth (50%).



The most important factors in

accepting a new job

are compensation (49%), professional development (33%), and better work/life balance (29%).



The most effective

branding tools

are company websites (68%), online professional networks (i.e., LinkedIn), and social media (i.e., Facebook, Twitter).



89% of talent

says being contacted by their recruiter can make them accept a job offer faster.



94%

says being contacted by their prospective manager can make them accept a job offer faster.



Talent is

4x more likely

to consider a future opportunity when you offer them constructive feedback.



94% of talent

wants to receive interview feedback, but only 41% have received interview feedback before.

The Power of LinkedIn

Use LinkedIn Talent Solutions to find and directly contact candidates, promote open jobs to the right talent pool, and build a strong brand.

[Global Talent Trends, 2015](#)
[Why & How People Change Jobs, 2015](#)
[LinkedIn data, 2015](#)
[Savvy Recruiter's Career Guide, 2015](#)

LinkedIn InMails

You've found great candidates — now you need to connect with them. On average, LinkedIn's InMail response rates are 3x higher than regular email.

[The Recruiter's Guide To Writing Effective InMails, 2014](#)
[LinkedIn data, 2014](#)



Social professional networks are the **#1 source of quality hires** followed by internet job boards and employee referrals.



Over 75% of people who recently changed jobs used LinkedIn to inform their career decision.



Placements sourced through LinkedIn are **40% less likely** to leave the company within the first 6 months.



LinkedIn influenced placements are **2x more likely** to be high demand and above average hires.



Top recruiters are **60% more engaged** with LinkedIn recruiting tools (vs. average recruiters).



Send InMails between **9–10 a.m. on weekdays.** InMail messages sent on Saturdays are 16% less likely to get a response.



Referencing a **former employer** in common increases your chances of getting an InMail response by 27%.



You're **21% more likely** to get a response from a candidate when you send an InMail to someone who shares a group with you.



A LinkedIn member who is following your company is **95% more likely** to accept your InMail message.



People who follow your company on LinkedIn are **81% more likely** to respond to your InMail than those who don't.

Compensation

Range Bonus Equity Relocation Reimbursement

Interview Process

Interview Process *(ex: batch days, panel interviews, align on how to brief and debrief candidates)*

Must-Have Interviewers

Timeline

Key Milestones and Timing

Cadence of Check-Ins

Candidate Satisfaction Survey required?

Target NPS *(net promoter scores, if applicable)*

Working Together

Priority Level *(1-5)*

Expected Turnaround Response Time

Feedback Expectations *(quality and timeline)*

Ability to use folder in LinkedIn Recruiter

Percentage of time willing to spend to fill role

Ability to access and use job referrals

Preferred delivery method for status updates *(recurring meetings, emails, phone calls, text, etc.)*

Next Steps

BEHAVIORAL TRAIT INTERVIEW COMPETENCY QUESTIONS

| Collaboration |

Teamwork

- Give a specific example of when you had to gain the cooperation of others. What was the outcome? What was the long-term impact on your ability to work with this person/people?
- Give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? What was your role in achieving this objective? To what extent did you interact with others on this project?
- How do you create a team among those who work for you? What has worked? What hasn't?
- What did you do in your last job to contribute to an environment of strong teamwork?
- Describe a project you were responsible for that required a lot of interaction with people over a long period of time.
- How have you recognized and rewarded a team player in the past? What was the situation?
- Tell me about a course, work experience, or extracurricular activity where you had to work closely with others. How did it go? How did you overcome any difficulties?
- Tell me about the most difficult challenge you faced in trying to work cooperatively with someone who did not share the same ideas. What was your role in achieving the work objective? What was the long-term impact on your ability to get things done while working with this person?

Service

- Give me an example of when you initiated a change in process or operations in response to customer feedback.
- Tell me about a time when you were able to step into a situation, take charge, muster support and achieve good results.
- What is your customer service philosophy? How has this been successful for you?
- Give me an example of a time when you had to overcome major obstacles to achieve your objectives.
- Tell me about a situation that you had significant impact on because of your follow-through.
- Describe a time when you provided excellent customer service by going above and beyond your primary job responsibilities. Describe your involvement. What was the final outcome?

Partnerships Working for the Greater Good:

- Tell me about a time when you needed to have co-workers working on a project who normally have different work styles/ideas. How did you pull them together?
- Tell me about a situation in which you had to separate the person from the issue when working to resolve a difference.
- Talk about a time when you had to achieve consensus in a group disagreement. What was the outcome?
- Tell me about a time when you were on a team and one of your teammates was not pulling his or her weight. How did you handle it?
- Give a specific example of a policy you conformed to with which you did not agree. Why?

Open/Candor/Respect

- Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?
- Give me an example of a time when someone brought you a new idea that was odd or unusual. What did you do?
- Describe a situation where you found yourself dealing with someone who didn't like you. How did you handle it?
- How have you been able to communicate well with people who do not want to hear your message?
- Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect?
- Can you recall a time when you gave feedback to a co-worker who was unaccepting of others? What was the outcome?
- How have you reacted to conversations between co-workers that were clearly offensive to non-participants?
- Give me an example of a time when you were able to successfully communicate with another person even when you felt the individual did not value your perspective.
- Tell me about a time when you and your previous supervisor disagreed but you still found a way to get your point across.
- Give me a specific example of how you have helped create an environment where differences are valued, encouraged and supported.

BEHAVIORAL TRAIT INTERVIEW COMPETENCY QUESTIONS

| Competition |

Energizing

- What motivates you to put forth your greatest effort?
- Tell me about a time when you were bored on the job. What did you do to make your job more interesting?
- Think back to a time when setting a positive example had the most beneficial impact on people you worked with. How did you determine that a strong example was needed? What was the effect on the staff?
- Give me an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward.
- How have you built positive, productive relationships with your co-workers? Other departments? Your manager?

Vigorous

- Tell me about a specific situation when you did not have the knowledge or skillset to complete a task or assignment. What did you do?
- Give an example of a time when you had to change your negotiating position in order to achieve an objective.
- Give an example of a time when your job responsibilities changed and how you dealt with it.
- Give me an example of an important goal that you had set in the past, and tell me about your success in reaching it.
- Tell me about a situation in which you had to get around a major obstacle to complete a project.

Growth-Oriented

- Tell me about a recent job or experience that you would describe as a real learning experience. What did you learn from the job or experience?
- Describe how you helped develop someone else's career. What was your role?
- What are your personal objectives for this year? What have you done to make sure that you attain them?
- Describe a process or task that you put into place in your current job that has helped your team move forward.
- How have you capitalized on your strengths?

Cutting Edge

- Describe the most significant or creative presentation/idea that you developed/implemented.
- Tell me about a problem you encountered when the old solutions didn't work-what did you do about it?
- What are some recent examples of things you have done to foster creativity in your group?
- Describe the most creative way you have solved a customer's problem.
- Give me an example of a time when you had to anticipate potential problems and develop preventative measures ahead of time.

BEHAVIORAL TRAIT INTERVIEW COMPETENCY QUESTIONS

| Empowerment |

Performance

- Tell me about a job that you had which required you to learn new things.
- What three specific things about your last job gave you the most satisfaction? Why?
- Tell me about a specific time when you eliminated or avoided a potential problem before it happened.
- Give me an example of something in previous jobs that demonstrates your willingness to work hard.
- Give me an example of an important goal that you set in the past and tell me about your success in reaching it.
- Are you better at working on many things at a time, or are you better at working on and getting results on a few specific things? Please give me an example that illustrates this.
- Tell me about your biggest professional failure and what you learned from it.

Accountability

- Tell me about a time when your co-workers gave you feedback about your actions. How did you respond? What changes did you make?
- When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action?
- Setting high expectations implies you believe the employee can deliver; give me an example of having done this.
- Give me a specific example of how you have empowered your staff to make independent decisions.
- What have you accomplished in the way of self-development in the past year?

Adventurous

- What risks did you take in your current/previous job?
- Tell me about your efforts to “sell” a new idea to your supervisor.
- Tell me about a time when you were asked to complete a difficult assignment even though the odds were against you. What did you learn from that experience?
- Tell me about a time when you reached out for additional responsibility.
- Tell me about a project/suggestion that you initiated. Explain how you communicated the project/suggestion.
- What have you done in your present/previous job that goes beyond what was required?

Entrepreneurial

- Describe what steps/methods you have used to define/identify a vision for your unit/position.
- Tell me about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.
- What have you done to further your own professional development in the last 5 years?
- Can you think of a situation where innovation was required at work? What did you do in this situation?
- How do you see your job relating to the overall goals of your present/previous organization?
- Describe an instance when you had to think quickly to free yourself from a difficult situation.
- What ways have you found to make your job easier or more rewarding?

Ownership

- Tell me about a time when you had to take initiative to develop an innovative project to achieve better results.
- Give me a specific example of a time when you did not meet a deadline. How did you handle it?
- Describe an experience in which you had to pull together resources which are not under your control.
- Describe a typical day. How do you decide what to work on and what goals to accomplish?
- Tell me about a time your supervisor was not satisfied with the quality of your work. What actions did you take?
- Give me an example of a time when you took ownership of a situation. What was the result of you stepping up to the challenge? What could've happened if you did not take ownership?

Leadership

- What are 3 effective leadership qualities you think are important? How have you demonstrated these qualities in your current/past position?
- Describe a leadership situation that you would handle differently if you had it to do over again.
- Give an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills you used?
- Tell me about a time when your department was going through long-term changes or working on a long-term project. What did you do to keep your staff focused?
- Give me a specific example of how you have empowered your staff to make independent decisions.
- Tell me about the expectations you create for staff. What are they? What factors do you consider in setting/communicating expectations?
- What one experience proved to you that you would be a capable manager?

Decisive

- Tell me about a decision you made but wish you had done differently.
- Discuss an important decision you have made regarding work. What factors influenced your decision?
- Tell me about a time when you had to make an unpopular decision.
- What steps do you go through to ensure your decisions are correct/effective?
- Tell me about a tough decision you made. What steps, thought processes and considerations did you take to make an objective decision?

Integrity/Honesty/Trust

- Tell me about a specific time when you had to handle a tough problem that challenged fairness or ethical issues.
- If you can, tell me about a time when your trustworthiness was challenged. How did you react/respond?
- Give me examples of how you have acted with integrity (walked your talk) in your work/relationship.
- Trust requires personal accountability. Can you tell me about a time when you chose to trust someone? What was the outcome?
- Give me an example of when you "went to the source" to address a conflict. Do you feel trust levels were improved as a result?
- Give examples of when your values and beliefs impacted your relationships with your co-workers.
- Keeping others informed of your progress/actions helps them feel comfortable. Tell me your methods for keeping your supervisor advised of the status of projects.

BEHAVIORAL TRAIT INTERVIEW COMPETENCY QUESTIONS

| Innovation |

Passion

- What are some obstacles that you have had to overcome in order to get where you are today? How did you handle them?
- Describe a time when you set your sights too high (or too low).
- What have you done in your last job that makes you feel proud?
- What discourages you from wanting to do a good job?
- Describe a time when you were not very satisfied with your work. What did you do about it?

Performance

- Can you think of a situation where innovation was required at work? What did you do in this situation?
- Give me an example of a time when you went above and beyond the call of duty at work.
- What do you do when priorities change quickly? Give me one example of when this happened.
- Give me an example of a time when there was a decision to be made and procedures were not in place. What was the outcome?
- Give me an example of a time when you used good judgment and logic in solving a problem.
- Everyone has had to bend or break rules sometimes. Recall an example of when you had to do this.

Diversity

- Describe a time when you led a task force or team with representatives from diverse units or departments. How did you handle the situation?
- Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current/previous job.
- Tell me about a time when you adapted your style in order to work effectively with those who were different from you.
- Tell me about a time when you avoided forming an opinion based upon a person's outward appearance.
- How have you made your voice heard in a predominantly male-or female-dominated environment?
- Can you recall a time when a person's cultural background affected your approach to a work situation?
- Tell me about a time when you successfully adapted to a culturally different environment.

Leadership

- Give an example of when you had to gain the cooperation of others and what challenges you faced. What was the outcome?
- One positive leadership skill is the ability to achieve and sustain the healthy accommodation of differences in the workplace, regardless of what those differences are. Share an example of your successes in fostering a healthy work environment.
- Describe a leadership situation that you would handle differently if you had to do it over again.

Leadership (cont.)

- Did you ever have to source out “experts” in your organization in order to learn something? How did you do it? What were the results?
- What have you done to develop the skills of your staff?
- Describe a work situation in which you felt you successfully directed the work of others.

Resourceful

- Describe something you have implemented at work. What were the steps you used to implement this?
- Tell me about a specific time when you eliminated or avoided a potential problem before it happened.
- What types of problems do you most enjoy tackling? Give me some examples of such problems you faced. What was it about the problems that you least enjoyed?
- How did you respond if you were given a project you weren’t sure you could complete?
- To whom did you turn to for help the last time you had a major problem, and why did you choose that person?

Quality

- In some aspects of work, it is important to be free of error. Can you describe a situation where you have tried to prevent errors? What did you do? What was the outcome?
- Tell me about a suggestion you made to improve the way job processes/operations worked. What was the result?
- Tell me about one of your workplace improvements that another department now uses.
- Describe what you do to ensure your work is of top quality.
- Describe a situation where something you did had a negative outcome. What did you do to turn the situation around?
- Give me an example of a time when your work was below the standard. How did you measure it, and what changes did you make as a result?

New Ideas/Different Ways/Change

- Tell me about a suggestion you made to improve the way job processes/operations worked. What was the result?
- Tell me about one of your workplace improvements that another department uses
- Give me an example of when you initiated a change in process or operations.
- In your last job, what problems did you identify that had previously been overlooked? Were changes made? Who supported the changes as results of your ideas?
- Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work.
- Tell me about a time when you created a new process or program that was considered risky. What was the situation, and what did you do?
- Describe a time when you presented a new idea to your supervisor. How was it received? If it wasn’t received well, how did you handle that?

BEHAVIORAL TRAIT INTERVIEW COMPETENCY QUESTIONS

| Stewardship |

Safety

- How have you followed safety rules at work?
- Have you ever had to report a co-worker for failing to follow safety procedures? What was the result?
- Describe any safety training you have completed. What did you learn?
- What should you do about a safety problem affecting you or your colleagues?
- How have you contributed to an organization by supporting their safety program?

Community

- Describe a team experience you found rewarding.
- Describe a situation in which you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the end result?
- There are times when people need extra help. Give an example of when you were able to provide that support to a person with whom you worked.
- Have you ever been involved in any extracurricular, community or volunteer activities? How would you describe your contribute to those activities? What skills gained in these activities could be transferable to your professional life?
- Give an example of how you helped your current/previous team reach its organizational goals.

Environmental

- Give me an example of when you were able to meet the personal and professional demands in your life yet still maintained a healthy balance.
- Some people work best as a group-others prefer the role of individual contributor. How would you describe yourself? Give an example of a situation where you felt you were most effective.
- What is your ideal working environment? Give an example of this from your current/previous jobs.
- How have you adapted to new working environments?
- Describe how you have helped maintain the physical environment of your organization.

Leaving It Better Than You Found It/Foundation for a Better Tomorrow

- Tell me how you keep your job knowledge current with the ongoing changes in the industry.
- What have you done to develop the skills of your staff? How many of your employees have received training (any form) during the past year? What were the specific topic areas?
- What was your biggest success in hiring someone? What did you do? What was your biggest failure in hiring someone? How did you handle it?
- What company goals have you developed? Which ones have you reached? How did you reach them? Which have you missed? Why did you miss them?
- If you retired from this organization, what would be your legacy?

Leaving It Better Than You Found It (cont.)

- How often do you challenge the way your current company does things or challenge something that you feel needs to change?
- What have you learned from your failures?
- What type of mentor do you seek out and why?

Giving Back

- Discuss ways you've been able to motivate, reward, recognize and retain excellent employees or recognize a major contribution to the organization.
- How have you given back to your work organization, community, etc.? Why do you feel this is important?
- How much have you had to sacrifice to be successful at work?
- Give an example of your ability to articulate a vision and get others involved to carry it out.
- Have you ever had the opportunity to mentor someone? If yes, describe the situation.
- How have you inspired others to be better?
- Describe a time when you had to help a co-worker that did not directly benefit you.

CANDIDATE INTERVIEW EVALUATION FORM

Basic Information

Date Click or tap to enter a date.	Interviewer(s) Click or tap here to enter text.	Recommendation Choose an item.
Name of Applicant Click or tap here to enter text.	Position Interviewed For Click or tap here to enter text.	<p>H = Hire</p> <p>HC = Hold for Consideration</p> <p>NH = Do Not Hire</p> <p>BQ = Better Qualified for Another Position</p>

Application Criteria Selection Matrix

Suggested scoring system:

5 – Excellent (significantly exceeds criteria)	2 – Below Average (generally does not meet criteria)
4 – Above Average (exceeds criteria)	1 – Unacceptable (significantly below criteria)
3 – Average (meets criteria)	

Criteria	Score (1-5)	Notes/Comments
Decision making / judgement	Choose an item.	
Functional and technical	Choose an item.	
Communication skills	Choose an item.	
Meets educational requirements	Choose an item.	
Cultural fit	Choose an item.	
Initiative / Empowerment	Choose an item.	
Problem Solving	Choose an item.	
Innovation	Choose an item.	
Stewardship	Choose an item.	
Quality	Choose an item.	
Teamwork / Collaboration	Choose an item.	
Enthusiasm	Choose an item.	
Competition	Choose an item.	
Overall Evaluation	Choose an item.	
Additional Notes/Comments		