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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 is 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

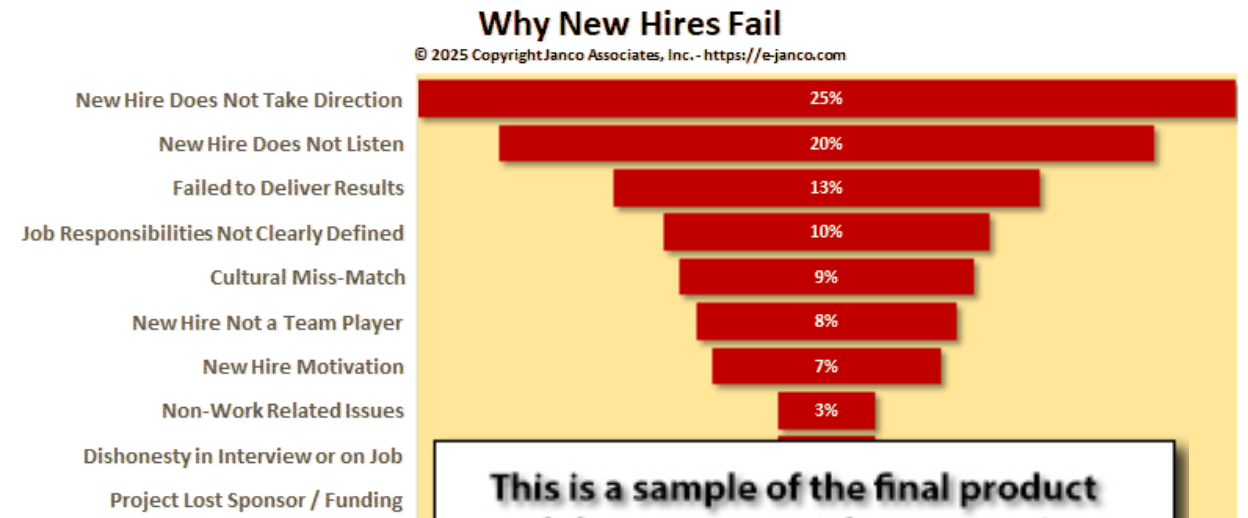
Great organizations do not come together by accident. The right management and staff personnel are the primary drivers in most world-class enterprises. It is no guarantee that the enterprise will thrive, however, the track record is that organizations that thrive are driven by their people.

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:

- + Do not hire based on a job description. The most common reason for hiring failures is that the job description does not accurately represent the job. When filling a role where the former employee was in the role for a while, their duties shift, but often job postings don't accurately represent all the other responsibilities that have been added over time, which can end up in misalignment. It's important to capture all the responsibilities of the role before you start the recruiting process so the candidates who apply are aware of the role in its true and full form.
- + Look for team players. The single most important quality in an IT 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

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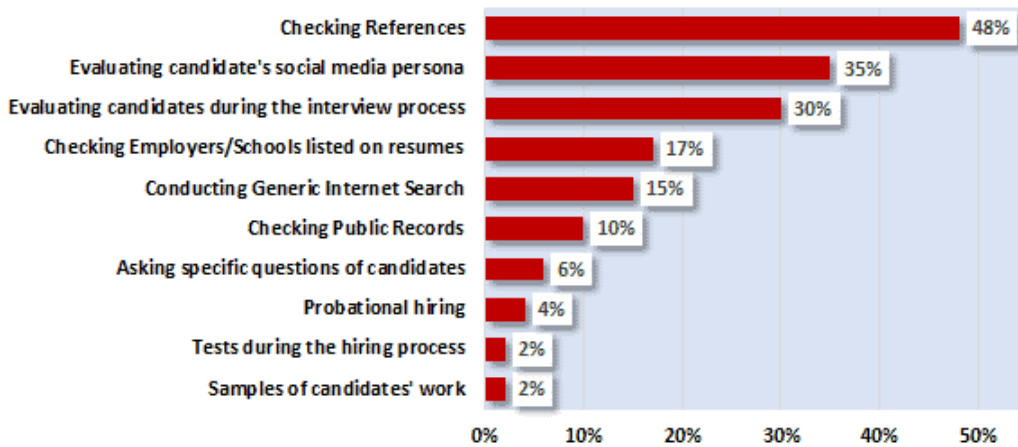
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After the Interview

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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Ignore the information on the resume and check out the company yourself. Instead of taking what the candidate says, Google the company and see what information is out there. Check the references, employment history, and educational claims. For companies, first, search the Internet to validate that the companies exist. If the search returns no information that can be a bad sign as there now are services that people can contact to create bogus references.

Best Practices

Hiring Best Practices

A best practice is the process of finding and using ideas and strategies from outside your company and industry to improve performance in any given area. Best practices are generally accepted, informally standardized techniques, methods, or processes that have proven themselves over time to accomplish given tasks. The idea is that with proper processes, checks, and testing, the desired outcome can be delivered more effectively with fewer problems and unforeseen complications.

Best practices for hiring new employees are:

- ✚ Know how each job supports your organization's key objectives
- ✚ Consider both internal and external candidates for open positions.
- ✚ Use objective evaluation criteria based on known outstanding performers in that job.
- ✚ Ensure compensation is competitive, based on current market rates for the job.
- ✚ Apply a consistent selection process to fill all positions.
- ✚ Include key stakeholders in your employee selection process.

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into a candidate's suitability.

on job candidates.

ne productive faster.

Appendix

Forms

Attached are forms which are in the subdirectory titled forms

[Interview Questionnaire Form](#)

[Background Check Authorization](#)

[New Employee Onboarding](#)

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

2025

- ✚ Added New Employee Onboarding Form
- ✚ Updated all included forms
- ✚ Updated all included job descriptions

2024

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

2023

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

2022

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

2021

- ✚ 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

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