NAVIGA
RECRUITING

HOW TO SELECT TOP TALENT FOR YOUR BUSINESS

Learn how to identify top performers and select the best candidates for your company.

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SELECTION PROCESS OVERVIEW

Having a tight interview process is key when trying to select skilled professionals. This document will walk you through the three stages of selecting top candidates.

STAGE 1: INTERVIEW PREPARATION

The first stage begins with preparing for the interview. This includes creating the job description, picking an interview team, and assigning key characteristics to interviewers to ensure coverage of critical skills and behaviors.

STAGE 2: THE INTERVIEW

The second stage examines the interview itself. You will learn which materials you need, how to create an appropriate interview environment, and interview best practices. This eBook also includes interview questions based on five characteristics.

STAGE 3: MAKE THE DECISION

Finally, the third step consists of post-interview procedures and an "Interview Evaluation" form for interviewers to complete. Following the conclusion of all interviews, the interview team ought to hold a group discussion in which each interviewer reveals their thoughts and remarks about each candidate.

STAGE 1: INTERVIEW PREPARATION

Create job descriptions that will attract top-performing talent and learn how to use your team to help you make the best selection.

- Creating the Job Description
- Organizing the Interview Team
- Selection Systems Elements Matrix

CREATING THE JOB DESCRIPTION

Employers must create a job description that portrays the type of person that will thrive in the company's environment and includes the criteria that interviewers will use to assess candidates.

SELLING THE OPPORTUNITY

Begin providing information about the organization, any development it is experiencing, what inspired you to hire for this job, and how crucial this role is to the business.

ICING ON THE CAKE

Discuss any perks offered and benefits available. Include any details about a pension plan, 401k, or automobile allowance. Additional incentives or commissions to the current compensation should be included.

CREATE UNDERSTANDING

Beyond company information, attractive job descriptions outline what the position will entail for top candidates. For instance, the responsibilities and essential tasks required, the compensation or salary range, how the person will contribute to your team, and the hiring manager's attitude and approach. You can also include any other high-level details that a professional might value when evaluating the opportunity.

YOUR INTERNAL TEAM IS A CRITICAL AUDIENCE

It's key to ensure the job description is clear on the basic requirements and skills so the people involved in the interviewing process understand the position and the key selection criteria.

ORGANIZING THE INTERVIEW TEAM

Consider utilizing a team of interviewers and a selection systems matrix to maintain neutrality throughout the hiring process.

TEAM OF INTERVIEWERS

- Using a team of interviewers is beneficial because it provides varying perspectives and helps to eliminate biases.
- This method is preferred over individual interviews because interviewer accuracy is improved, first-impression biases are minimized, and it changes yes/no voting to evidence-based assessments.
- Form the interview team as soon as possible and include at least three individuals.

UNDERSTANDING THE SELECTION MATRIX

A selection system matrix is a tool that lets you objectively compare a candidate's qualifications to a job vacancy's requirements and functions and compare candidates to one another based on established job-related criteria.

With an established selection matrix, the interview team can better analyze the qualifications and job functions of the position. Next, assign each interview participant to a single targeted dimension. The interviewer will evaluate the candidate and ask questions depending on the targeted dimension to which they have been allocated.

This tool is beneficial since it allows you to compare a candidate's qualifications to the requirements of an available position while comparing contenders to one another based on the set criteria.

SELECTION MATRIX TEMPLATE

CANDIDATES NAME: _____

POSITION: _____

INTERVIEWER: _____

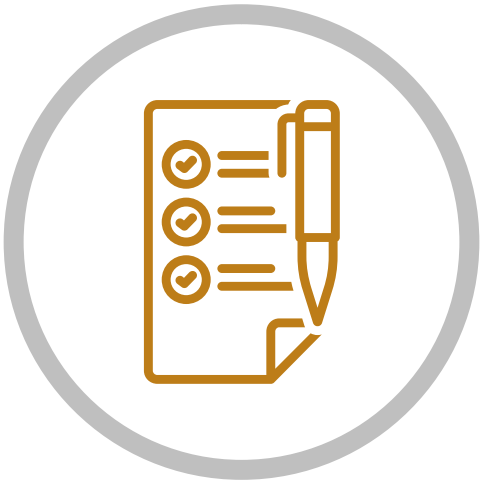
SELECTION SYSTEM ELEMENTS:

Targeted Dimensions	Interviewer 1	Interviewer 2	Interviewer 3	Interviewer 4
Learning Cenetered				
Self Management				
Goal Oriented				
Adaptable				
Character				

STAGE 2 : THE INTERVIEW

Discover the five dimensions that will assist you in identifying top employees that will fit your company culture and work environment.

- Interview Preparation
- Create the Right Environment
- Interview Best Practices
- 5 Selection Characteristics



INTERVIEW PREPARATION

1. All interviewers should have the following:

- Interview Schedule
- Candidate Resume
- Selection System Elements Matrix
- Job Description
- Interview Evaluation Form

2. Review the Job Description for content, requirements, and qualifications. Also, you can bring a copy of the job description to the interview for reference.

3. Review the Selection System Matrix and schedule your time to cover your primary areas of focus. Make sure you understand how your goal areas relate to the requirements and skills of the position that is open.

4. Make a list of the questions you want to ask to get a better understanding of your areas of interest. Arrange the questions in the correct sequence, allowing enough space for notes.

CREATE THE RIGHT ENVIRONMENT

1. Introduce yourself and your role to the candidate. Put the candidate at ease by starting with simple questions.

2. Describe the purpose of the interview. For example, if you are interviewing for a management position and your primary focus will be on leadership abilities, mention that to the candidate. It will aid in establishing appropriate interview expectations.

3. Give the candidate the necessary background information on the nature of the position. For example, why is it open (growth, transfer, promotion, etc.), and what are the company, department, and team objectives?

4. Explain the interview process. Indicate that you will be taking notes and asking questions. Inform the candidate that they may also take notes and that you will leave time at the end of the interview for the candidate to ask their questions.

5. Place your phone on “Do not Disturb.”

INTERVIEW BEST PRACTICES

1. Stick to your plan. Refer to the questions you prepared to cover the areas you were assigned.

2. Allow the candidate to do the majority of the talking. Apply the 80/20 rule. You should only speak for 20% of the time.

3. Ask open-ended, situational, probing, and behavioral interviewing styles. Your goal is to get the candidates to discuss in depth all of the areas of the Selection System you were assigned. You'll find examples of these questions on the following pages.

4. Avoid questions that are unrelated to the qualities you are looking for.

5. Once you've covered your core areas, you can use the remaining time on any additional relevant topics.

6. Allow the candidate to ask questions. It is an excellent opportunity to "sell" your company. Remember that making great hires is a two-way street, with both parties selling their strengths.

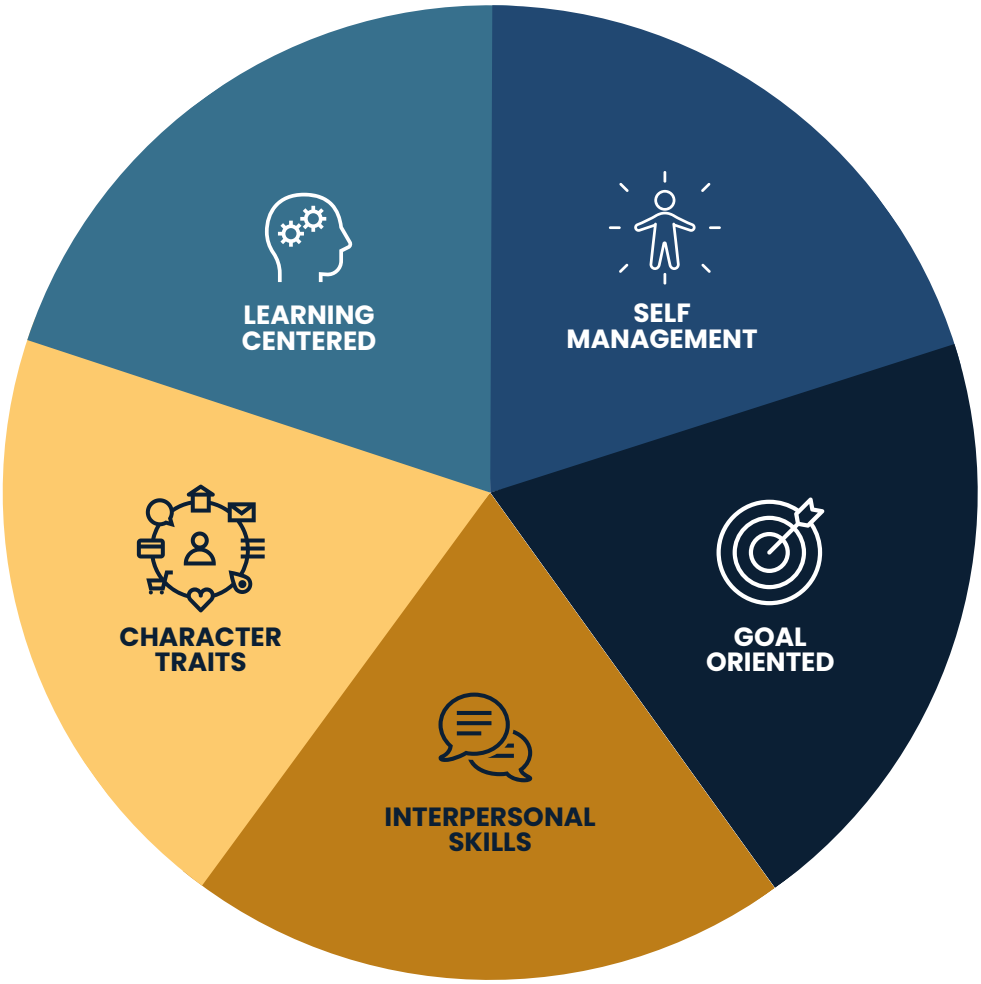
7. Try to remain on schedule. Escort the candidate to the next person on the agenda when finished. Thank the candidate for their time and wish them well.

SELECTION CHARACTERISTICS AND SAMPLE INTERVIEW QUESTIONS

The following section contains interview questions aligned with the five qualities of exceptional employees.

It is unnecessary to ask every question under each category. But be sure to ask the questions most relevant to your position.

5 CHARACTERISTICS OF TOP TALENT



LEARNING CENTERED

Professional Interest: Active pursuit of information in the professional area

- Which industry or job-related organization do you belong to? What is the extent of your involvement? What do you get from it?
- How do you keep informed on what's happening in the industry?
- What significant changes are occurring in the industry? Do you think they're good or bad?

Career Ambition: The expressed desire to advance to higher job levels with active efforts toward self-development for advancement

- Why do you want this position? What self-development activities are you engaged in to obtain the necessary skills?
- In what areas do you lack qualifications? What are you doing about them?
- Have you taken any skills development courses recently?

Professional Self Development: Active attempts to improve oneself in current job or within the scope of responsibility

- How did you gain the experience (learn the abilities) necessary to perform your present duties?
- How does your performance compare to that of other professionals in your organization? Why is your performance better?
- What steps have you taken to boost your performance?

Self-Development Orientation: Initiates actions to further improve skills and performance proficiency. Active efforts toward self-development

- What are your career goals over the next five years? What have you done to accomplish them?
- What recent skill development courses have you taken? Why did you choose to do them?
- What persons or events were most influential in your self-development?

SELF MANAGEMENT

Self Organization: Ability to efficiently schedule own time and activities

- How do you schedule your time? Set priorities?
- What is your procedure for keeping track of matters requiring your attention?
- How much time do you spend getting organized on a daily basis? When do you do it?
- What were your objectives for last year? Were they achieved?

Management: Establishing a course of action for self and/or others to accomplish a specific goal

- Describe a typical day, a typical week.
- How have you determined what constitutes top priorities in scheduling your time? Give examples.
- What is the difference between activity and results? How do you personally define this difference?

Decision Making: The ability to recognize decisions that are best made after careful consideration and deliberation

- What were the most difficult decisions you made in the last six months? How did you formulate these decisions?
- On which decisions have you deliberated the longest? Tell me about them.
- Describe the biggest calculated risk you have taken as an employee.

Attention to Detail: Total task accomplishment through concern for all areas involved, no matter how small

- Can you give me some examples of times when you discovered mistakes in your work? How did you handle it?
- Describe your system for controlling errors in your work.

GOAL ORIENTED

Work Standards: Setting high goals or standards of performance

- In your position, how do you define doing a good job?
- Are you doing a good job? How do you know?
- What are you standards of success in your job? What have you done to meet these standards?
- What personal factors do you consider most important in evaluating yourself or you success?
- Tell me about some times when you weren't very pleased with your performance. What caused the results to be less than great?

Behavioral Flexibility: Modifying behavior to reach a goal

- How did you overcome obstacles that prevented you from completing projects? Describe the barrier and what you did to overcome it.
- Describe a time when your first attempt to market an idea to your manager was a failure.
- Did you give it another shot? What strategy did you employ the second time?
- Tell me about an instance when you failed to meet a deadline. What were the ramifications?
- What did you do differently for your next deadline?

Tenacity: Adhering to a position or plan of action until the desired objective is achieved or is no longer reasonably attainable

- What were your most difficult choices in the previous six months? How did you arrive at these conclusions?
- Which decisions have you given the most thought to? What can you tell me about them?
- What is the most calculated risk you've taken as an employee?

INTERPERSONAL SKILLS

Controlled Demeanor: The ability to remain composed and impartial when confronted with defense-provoking situations

- When was the last time you lost your temper? Explain the reasons and the outcome.
- What was your reaction the last time someone lost their temper with you?
- Tell me about situations when you were frustrated or impatient with customers, coworkers, or supervisors.
- Give me an example of when you had to build a productive relationship with someone whose viewpoint differed from yours. How did you keep the relationship going?

Adaptability: Maintaining effectiveness in varying environments and with varying tasks, responsibilities, or people

- Tell me about an occasion when you had to quickly adjust to shifting organizational priorities. What impact did the change have on you?
- Which leaders did you work most effectively for, and why? Hardest to work for?
- Tell me about some work-related circumstances where you were required to change tasks abruptly. How did you act? How did it make you feel?

Tolerance for Stress: Consistency of performance under pressure or opposition

- Under what conditions do you work best?
- What types of pressure do you experience in your job?
- What is the highest-pressure situation you have been under in recent years? How did you cope?
- What was the most difficult or trying circumstance at work when you had to keep composure? What did you do to keep your cool? If the situation occurs again, what would you do the same? Differently?

CHARACTER TRAITS

Acceptance of Responsibility: A measure of the capacity to be answerable for personal actions

- Tell me about a time when it was necessary to admit to others that you made a mistake. How did you handle it?
- Give an example of a situation where others had made a mistake and you had to take the blame for their actions. How did you feel about doing that?
- Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?

Truthfulness: The ability to tell the truth and exhibit honesty in various situations

- If I call your references now, what would they say about you?
- Has a former leader ever asked you to tell a white lie? How did you handle it?
- If you saw a co-worker doing something dishonest, would you tell your supervisor? What would you do about it?
- In what business/work-related situation do you feel honesty would be inappropriate?

Integrity: Adherence to moral and ethical principles

- Describe your former leader.
- Describe a mistake you have made in the past and how you handled it.
- Do you have any professional regrets?
- Has there ever been a time when your work day was over, but you had unfinished tasks? What did you do?
- Discuss a time when your integrity was challenged. How did you handle it?

STAGE 3 : POST-INTERVIEW EVALUATION

Improve your chances of hiring the right talent by creating an efficient post-intervew process and eliminate hiring bias by using the Interview Evaluation form.

- Post-Interview Procedure
- Interview Evaluation Form
- Group Discussion

POST INTERVIEW

1. As the interview wraps up, be clear about when and how you will let the candidate know whether or not they received a job offer. If unsure of the specific date, give the candidate an estimated range.

2. Be sure to follow up with the candidate when you say you will. Not doing so is bad business and will make you and your company look unprofessional.

3. Complete your interview Evaluation Form as soon as possible. Filling out the form directly after the interview will ensure you don't forget any important details or additional comments you want to remember.

4. The post-interview evaluation is the time for all the interviewers to discuss their notes and advance the hiring decision.

Interviewers should prepare to back up recommendations with specific examples and notes from the interview. Use this time to discuss who will be moving forward in the hiring process and the next steps.

GROUP DISCUSSION

When using a team of interviewers during the interview process, there can be varied opinions and recommendations about whether or not to hire a candidate.

In order to avoid wasting time with a stalled hiring decision, follow these four steps

1. Make sure the interviewers have a solid understanding of what they're evaluating the candidate against, both job-related skillsets and behavioral skill sets.

2. Make certain that evaluations are given to the person leading the recruiting process

   That person should be the hiring manager, human resources, or whoever fascilitated the interviewing process

3. Make sure there is an evaluation process based on rankings versus solely subjective thoughts and feelings about a candidate.

4. Facilitate an interview recap meeting with all parties to discuss and make the final decision.

   Include everybody in the recap meeting, whether in person or on a conference call.

INTERVIEW EVALUATION TEMPLATE

CANDIDATES NAME: _____

POSITION: _____

INTERVIEWER: _____

DATE: _____

DEPT/MANAGER: _____

TITLE: _____

TARGET DIMENSION	Supportive Data/Additional Comments	RATING
1		
2		
3		
4		
5		

Overall Evaluation: The weighting of each evaluation factor in addition to the actual rating determine the overall evaluation rating.

OVERALL RATING: _____ **COMMENTS:** _____

_____

RECOMMENDATION: ☐ OFFER ☐ NO CURRENT INTEREST

INTERVIEWER SIGNATURE: _____

RATINGS

10 - Clearly exceeds all position requirements

8 - Exceeds requirements in most aspects

6 - Candidate meets the basic requirements as listed, displays competent mid-level to junior skills

4 - Does not meet the complete requirement, not qualified for position on critical dimension unless entry level

2 or less - Does not meet the complete requirement, not qualified for position on critical dimension unless entry level