



## Step by Step Hiring Process for Hiring the Right Person Every Time

1. Write up a job description for the position you are hiring for, identifying all the tasks that this position will be required to perform.
2. Write up a list of preferred and required skills (e.g. is experience in the construction industry an absolute must?) If the job requires that the person be able to use a computer include it here; “computer literate”. Maybe 10 years’ experience in a construction related capacity is required for the position.
3. Identify and create candidate pools (never hire off a single candidate pool!). Possible sources of candidates to interview could come from the following sources:
  - Monster.com
  - Newspaper
  - Referral
4. Before you contact any candidates, review each resume received:
  - Eliminate candidates who do not meet required skills you have identified as necessary to perform this job.
  - Strongly consider eliminating candidates who have switched jobs a lot. They probably won’t stay with you either.
5. Contact candidates who meet your criteria and who you would like to have a **1<sup>st</sup> Interview** (10-15 minute phone interview) with.
6. When contacting the candidate for the first phone interview it will be necessary to identify yourself, who you are and how you got their resume. Also ask the candidate if now is a good time or would they need to reschedule for another time. If they say go ahead, first explain to them this conversation is the first step of a 4 step process that your firm uses, and that you will need approximately 10-15 minutes for this phone interview.
7. Tell them in approximately 10-15 seconds what your business does, and briefly about the position you are hiring for. In this first conversation use the preferred and required skill list you created and note their feedback on these important skills. Then walk through the candidates resume with





them. Confirm the positions they have held, responsibilities, and the time frames. Make notes on the resume as necessary. Ask questions about the specific jobs held, and keep moving through this information gathering process, to keep the 10-15 minute time frame.

- If you have continued interest in the candidate at the end of this call, setup the **2<sup>nd</sup> Interview**; a Face to Face interview; before you end the initial contact. Tell the candidate you will need approximately 30-45 minutes and set the interview up for your office.
8. Setup **2<sup>nd</sup> Interviews** (Face to Face Interviews) over a 2-3 day period. It is important to perform all interviews in a close time frame, to make sure the process stays on track. By doing multiple interviews over a specific time span, you will also hone your skill at noting comparisons between candidates as well as interpreting and gathering information on each candidate.
  9. Keep interview to 30-45 minutes (If they go to the next interview you will have more opportunity to ask them questions you may have)
  10. At the end of this **2<sup>nd</sup> Interview** inform candidates when you will contact them to setup the **3<sup>rd</sup> Interview**.

(Whooooaa there...If at this point none of the candidates appear to fit your bill, start the process again from square one. Do not settle for the best of a bad lot. Commit yourself to hiring a good candidate; overcome your feeling of frustration.)

11. Setup the **3rd Interview**: tell candidates this interview will run approximately 60 minutes.
12. Use another set of questions to begin this interview. Follow up with role playing, allowing the candidate to demonstrate how they would respond to particular defined situation. This interactive dialogue and roll playing will give you an idea of how a candidate will perform under pressure.
13. Tell candidates who make the cut, that you will be calling to setup a **4<sup>th</sup> Interview**, the final interview.
14. **4th Interview** should be performed by another team member(s) other than yourself, or have another person join you, and have them lead the interview.
  - This removes some bias from then interview process.





- Gives feedback from another member of your team.
15. Debrief team member(s) after **4<sup>th</sup> Interview.**
  16. Rate candidates in order of preference.
  17. Structure formal offer, and contact first choice to inform them of the fact they are your first choice.
  18. At this point do not inform second choice they are not the first choice in case number one declines offer or does not pass certain reference checks.
  19. Set appointment to meet with number one candidate personally to discuss terms of the job offer.
  20. Write up terms and conditions agreed upon, in formal proposal, and send to candidate to review, sign and send back accepting the offer.
  - 21. Inform candidate that one of two final steps in the process will be for the candidate to provide three references whom you may contact about the candidate. Make the reference calls the day you get them, *keep the pace going. You are close to getting your number one choice; do not drop the ball now!!!***
  22. The final step in the process will be for the candidate to sign a consent form for you to run a background check on the candidate. Again, get the form signed, get the background check form in, and follow up to get it back.
  23. When references and background checks come back satisfactory, you have a new hire. Setup the start date today and start making plans for the new hire to start training for the new position.
  24. Then appropriately notify the unsuccessful candidates, that they were not chosen, thanking them for their time, and if they were a good candidate, though not the number one choice this time, seek permission to call them in the future, if another opening comes up.

Key notes:

- Maintain contact and momentum throughout the process. Pace of the process will insure that a desirable candidate is not lost because you did not get back to them in a timely manner. Broken contact will lead to losing some prospects; broken contact or untimely contacts implies to an interviewee that either the position isn't that important or that's how the company operates, both messages you do not want to send to a new potential employee.
- Setup firm dates and times and honor them. Always be on time for interviews.  
It is important to consider the candidate is also judging you and your company, so you want to show them you are reliable and person who can be counted on, ipso facto, the company is reliable and will be a good place to work.
- Respect this process and you will have candidates longing to work for you. Through this interview process they can see that your company cares enough to spend sufficient time to get to know them; that you care. Further, like any lengthy process, the interviewee has an investment in time, effort and desire that has them wanting to be the successful candidate. They want to win, and you will have the candidate you choose.

