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The SMART Talent Management System focuses on training human resource leaders and hiring managers based on the core Talent Management topics of Sourcing & Marketing, Assessing & Recruiting, Retention & Training, and Transformation.

The lessons in *The Right Staff* will align with this system and share procedures and tools that will help you select and manage the right talent for your organization.



Chapter 1

Taking Aim: How to Prepare for the Selection Process

SMART Quote

“If there is a way to do it better, find it.”

—Thomas Edison, inventor of the light bulb (after 1,000 separate attempts!)

Chapter 1 Think Tank

If you were interviewing with two companies for the exact same job, based on the descriptions below, which one would you find most attractive?:

Organization #1: The hiring team is on time, fully prepared, and welcoming during the interview. They provide lots of great and detailed information about the organization, its culture, its management style, its community, and the opportunities within. Better yet, all of that information is neatly packaged in a written document you can take home to review and show others. Everyone on the inter-

view team (HR and hiring managers alike) delivers a clearly unified message and practices similar courting efforts. Also, all of your questions are met with well thought-out answers, which are provided without confusion.

Organization #2: The hiring team is late in starting the interview and seems rushed and unorganized throughout. They offer up a one-page black and white position description and nothing more. The messaging coming from the interview team has obvious conflicts, and the interview itself feels more like an interrogation than a collaborative, two-sided conversation.

Based on those scenarios, which organization would you find most attractive? To put the shoe on the other (corporate) foot, which one do you think is likely to hire the best candidate? And how can you create that kind of hiring scenario at your company? This book has the answers.

Setting the Stage: Chapter 1

There really is a better and smarter way to Source, Market, Assess, Recruit, Retain, and Train the best talent. That path to a better way is called the SMART Talent Management System. A key part of the SMART Talent Management System is developing an effective selection process. This chapter will provide you with the tools to do just that.

Part of the selection process is the search preparation stage, which involves collecting and organizing all the information that is relative to an open position. Developing an effective search preparation process for your organization will be your first step towards creating a quality talent management system.

This chapter will teach you how to prepare a repeatable search preparation process that will bring you out of the dark and dramatically improve your hiring aim. You'll be hitting bull's-eyes in no time. Once you learn the process for preparing a search and customize the system to your organization, division, and/or department, you will be able to simply tweak the system outlined in this chapter to create your own finely tuned, repeatable process. Then you can simply apply it to any position you need to fill.

No general would ever go into battle without a battle plan. In fact, much planning goes into developing battle strategies designed to prepare how troops will respond tactically to the opposing army's reactions to the general's overall

strategy. These strategies and tactics ensure that the general's troops go into battle fully prepared and give them the best chance for success. The same is true in the hiring process. Creating a successful process to follow during the search preparation phase sets you up to make the best hire possible for your organization. Whether you are the hiring manager or the human resources manager, you need to organize, communicate, and prepare your hiring team to work hard together as part of your complete SMART strategy.

If you feel like there's palpable tension within your selection team, or your preparation and selection process is inconsistent (or doesn't exist in much form at all), it's time to stop what you're doing. Use this book to begin anew with a fresh perspective and wide open mind, and know that there is a better way to find the right staff for your organization!

Get Money Wise: How Following an Effective Selection Process Saves You Money

Why go to all this trouble? Because hardwiring a selection process at your organization is more efficient and cost-effective than the fly-by-the-seat-of-your-pants method that so many organizations use today. When placed together as they were in this chapter's Think Tank prompt, it's clear that the way Organization #1 handles its hiring process is better for everyone involved. But then why is it that 80 percent of all interview processes are more like the bumbling Organization #2 example? The excuse you're going to hear nine times out of ten is that everyone is too busy; we just don't have the time to go through the necessary steps—right?

Well, let's pick apart that excuse. There's just not enough time to follow such a process, right? Well, the reality is that the **TIME** it takes to fix your hiring and promotion mistakes is 10 times more than it would take to fix your hiring and promotion process. And perhaps more importantly, the **COST** of fixing your hiring and promotion mistakes is 100 times what it costs to train your team to use a standard hiring and promotion process. And think about it—there's just no way you are going to consistently hire and retain the best employees if the process you use for selecting them is poorly developed and disjointed.

The Cost of Turnover

The cost of turnover and/or a mishire can be extremely high. Some studies suggest as high as 150 percent of the employee’s annual compensation figure. Here are some of the typical expenses that drive these costs up.

1. Costs Due to a Person Leaving:

Exit Interviews, Overtime, Temps, Managerial Costs, Loss of Training

2. Recruitment Costs:

Advertisements, HR Recruiter Time, Recruiting Fees, Hiring Time, Administrative Costs, Drug Screens, Background Checks, Reference Checks, Pre-Employment Tests

3. Training Costs:

Orientation, Departmental Training, Trainer Time, Training Materials, Supervisory Time

4. Lost Productivity Costs:

Mistakes, Productivity Levels Less Than 100 Percent During Training Period

5. New Hire Costs:

Payroll, Computer and Security Passwords, ID Cards, Business Cards, Telephone Hookups, Email Accounts

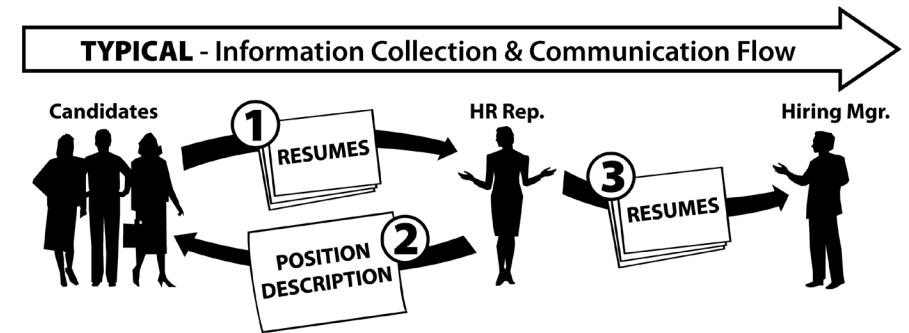
6. Cost of an Unfilled or Vacant Position:

*To review a comprehensive article and illustration covering this subject, please download the document in complete form by going to The Right Staff resource page at www.firestarterpublishing.com/therightstaff

Starting on the Right Foot: Information Collection and Communication Flow

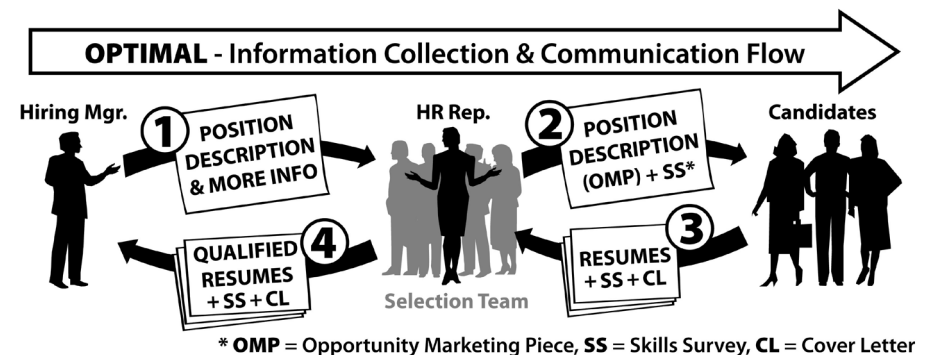
So much of what makes for a good hire is the collection of quality information. It’s very important that you understand that information exchange works both (no, three) ways.

- First, information needs to flow between the candidate and the organization.
- Second, information needs to flow between the organization and the candidate.
- And third, information needs to flow between the human resources department and the hiring manager.



Sound about right? WRONG. How is it wrong? Well, it’s in the wrong order. The proper information collection and communication flow is actually all of that stuff but flipped. So:

- First, information needs to flow between the human resources department and the hiring manager.
- Second, information needs to flow between the organization and the candidate.
- And third, information needs to flow between the candidate and the organization.



* OMP = Opportunity Marketing Piece, SS = Skills Survey, CL = Cover Letter

But don't we need to get a resume first, you ask? No, resumes are the last thing you want to start collecting at the beginning of your selection process. Let me explain why by asking you a couple of questions and giving you a couple of examples:

- How many times have you collected resumes and then submitted them to the hiring manager only to have him say, "Nope, not interested," or "Nope, too light," or "Nope, too heavy," or "Nope, that's not what I asked for. Didn't you even read the advertisement I gave you?"
- How many times have you received responses from advertisements you placed and thought (based on the candidate responses) that either A) the candidates couldn't read or B) your advertisement must have accidentally gotten reproduced in a foreign language? After all, that could be the only explanation for why none of the candidates responding actually fit your criteria.
- When's the last time you read the position description for your own position and realized, *That's not what I really do, or That's only 50 percent of what I do, or Boy, my job sure has changed. Where are the rest of my current roles and responsibilities, or more importantly my objectives and expected outcomes?*
- How often do you supply candidates to human resources, hiring managers, and/or your boss, based simply on comparing a resume to a position description (which is typically outdated with little quality data) and realize very quickly there's a whole lot more to consider than what's on those two sheets of paper? Have you ever caught yourself thinking, *There's got to be a better way?*

Creating a good flow of information is all about having a good search preparation process in place upfront. The communication between HR and the hiring manager absolutely needs to be in alignment. Not acting as a team will cause all sorts of potential stressors and candidates will pick up on this tension. These stressors often lead to more communication challenges between the two parties, as productivity in the partnership collapses.

The SMART process is designed to ensure human resources and the hiring manager work together and that the flow of information extends to the entire selection team. The result is an entire team with an overall understanding of what

the position/opportunity is all about and a team that's well organized and prepared to act in unison. Then, when resumes do start coming, they are from more qualified candidates and can be better assessed by the team as a whole.

The People with the Right Stuff: Picking the Selection Team

Deciding who exactly should be on your selection team can be tough. The people you will choose to be "productively aligned" to assist you in your effort need to be carefully thought through. They will be asked to help you make a good selection (Are they qualified to do so?), and they will need to make a good impression on the top caliber talent you're going to be interviewing (Are they capable of doing so?).

Through my work, I've learned the best way to coordinate the interview process is to ensure selection team members are properly trained. Start out by making sure only those who have been properly trained to conduct interviews are included. Then, confirm that they are really committed to taking the process seriously, and make sure they understand and are prepared to be involved in the aligning expectations and information gathering stage (More on that later in the chapter!). Finally, make sure they understand they are obligated to provide written feedback after the interviews on the interview debriefing forms. Anything less than this level of individual commitment will typically cause misdirection, misunderstandings, communication challenges, and all sorts of confusion for the other members of the selection team, and tends to break down any meaningful value they might bring to the selection process.

And when I say everyone needs to commit to these steps, I mean it. There needs to be commitment from the top to the bottom. That means if they're going to do an interview of any depth, even the top leadership of the organization should be committed to these steps.

If your organization really wants to hire the best talent they can get, or retain for promotion the best talent they have, they simply have got to improve their game and make a play to stand out and differentiate from competing

opportunities for talent. This mindset must start at the very top levels of leadership and then it logically cascades down through the whole organization.

Typically the members of the selection team would include these types of individuals:

- The hiring manager
- The human resources manager
- The hiring manager's direct supervisor
- The hiring manager's most trusted peers
- A top-level leadership executive
- A top-level human resources executive
- The most valued peers who will work closely with the new hire
- The most valued employees who will report to the new hire

Here are my recommendations for who should typically be included in most interview selection teams. These are the team members who will be important in each interview. Remember, those who will interview candidates should be members of the selection team and should help with preparation:

- **Interview - Round One:** The hiring manager and the hiring manager's direct support HR representative. This is the "get to know you" stage, and where you will clear up any remaining questions or red flags gleaned from the resume and skills survey information (More on skills surveys later). This needs to be a balanced interview between selling/courting the candidate and where you will do surface-level information gathering and screening. It does not need to be a deep drill, hard-pressed interrogation. You should be interviewing only "A" quality candidates and maybe a couple of strong Bs. No mid- to low-level Bs and definitely no Cs (This grading process will be explained in detail in the chapter on assessing candidates).
- **Interview - Round Two:** The hiring manager takes the interview to the next level and gets much deeper into behavioral and evidence-based interviewing techniques. The hiring manager's boss is asked to screen for

any red flags and provides feedback to the hiring manager for reflection and further investigation. In this stage, it is also highly recommended to bring in high performers (two or three) who occupy the same position or who will work directly with the future hire to start the peer interview process. It's also a good idea if one or two of the hiring manager's peers are available as well. These individuals are often well experienced and/or can be well trained to interview and can help assess a broader view of candidates for cross training and long-term growth prospects versus just the immediate open position. They can also give the candidate a broader view of the organization's leadership team and prospects for career growth. Peers and leaders help determine overall team (micro-culture) and organizational (culture) fit.

- **Interview - Final Round:** The CEO, CNO, CFO, or COO and a top leader in human resources should be included when appropriate. This is where we want to get top leadership buy-in and demonstrate to the candidate that all hires are important—even to the top levels of leadership in the organization. If this is a management position, at this stage it's a good idea to bring in a couple of the highest performing team members this person will manage. This last interview would of course include the hiring manager as well. This meeting is used to ensure all candidate questions have been fully answered and that objectives and expectations for the first 90 days are fully understood and that both parties are in complete agreement.

Now can you see how the selection team can typically add up to around a half dozen to a dozen people? If you're thinking, *We are just too busy to have that many people tied up in the selection process!* then you're missing the big picture. My reasons for saying this are two-fold: 1) The complete selection team comes into the interview process in stages, and as the candidates pass Rounds One and Two, the pool of candidates gets smaller fast. So, top management is not actually meeting every candidate—just the finalists. And 2) The new hire is going to interact with many people in your organization once he joins the ranks—so getting buy-in and support from some high performing peers is important. Now, having every single person the new hire will interact with on the job included in the interview process obviously

would be pushing it. The key is to find the right balance between including the right people and as many as are realistically possible.

Here's some more food for thought...the selection team is going to be interacting very closely with the new hire. And in order for the prospective candidate to decide to become a new hire, he needs to feel as comfortable with the people he meets at the organization as possible or he will be less likely to join your organization. The more people you introduce him to, the more likely he is to say, "I'm feeling good about the overall group of people I met. I think I would like to work with them."

Once you've thought through, and maybe even decided who's going to be included on the selection team, again, it's very important to make sure everyone is in complete alignment, trained, and well prepared for their role on the team.

If everyone isn't on the same page, the hiring process can go off the rails relatively quickly. For example, let's say someone from the team comes into the middle of the interview process, but wasn't included in the search prep process and/or information gathering stage, and/or hasn't had the required interview training. But despite all of that, he decides to just go ahead and wing it. His participation could turn out to be a major disruption. He may have his own ideas about what the job is "really all about" and what "skills are really needed." Therefore, he may confuse candidates because his input conflicts with what the other interviewers are asking and sharing.

The bottom line is that a prepared, trained selection team whose members are in total alignment will clearly stand out in comparison, because they are in sync where messaging and interview quality are concerned. Ultimately they end up enlightening candidates with valuable information and thereby turn good candidates on to what is great about your organization.

Aligning Expectations: Preparing Your Selection Team

Naturally, for everything to go off without a hitch, everyone on your selection team needs to be on the same page. And in fact, the number one most important step I found to improving communications with my clients and solving many of

the typical pitfalls of the hiring process is a communication model I affectionately call "Aligning Expectations."

Why do I use the words affectionately? Because, honestly, it's been the biggest catalyst for opening minds and improving communications within the hiring process than anything else I have ever used in my career. Often when we are allowed to apply this step in our search process, it's seen as the proverbial light bulb coming on for our human resources and hiring manager clients.

What do I mean by allowed? Honestly, it's typically a huge challenge getting very busy HR people, and just as often hiring managers, to stop what they typically do to launch a search, let alone to get them to understand the importance of getting everyone who's involved in this search effort into complete alignment *before* the search process actually starts.

A Challenge Worth Taking: The Aligning Expectations Meeting

Once you've got your selection team together, it's time to hold the aligning expectations meeting to make sure everyone is on the same page. Often I find that getting everyone to participate in the expectation alignment process is a huge challenge. And when you introduce the concept, at least at first, I expect you'll run into the same challenges. I've found, though, that once I explain to them why they should invest about 30 minutes to work through the process of getting into alignment and the benefits that come along with it, rarely do they complain or want to skip this process.

In advance of the meeting, I recommend you share the aligning expectations document with everyone who's going to participate on the selection team and ask them to please read it before the meeting. Then, during the meeting, simply work down the sheet so everyone has an opportunity to discuss if they agree, disagree, or need further clarification regarding the criteria. It may seem pretty simple, until you try it for yourself and find out how productive and refreshing it is. Why? Because we all think differently about each other's roles and responsibilities and how the ideal selection process should work. Many organizations often find out when

using this expectations outline, there's a whole lot more room for collaboration, communication, and process improvement than they ever thought there could be.

It's also easy to use the "Aligning Expectations" document below to quickly remind them of negative past experiences involving previous hiring failures. I think you'll commonly find that reminding hiring managers and HR folks of past hires gone wrong quickly provides them with the motivation to "find a better way," and that motivation almost always drives them to participate.

Aligning Expectations: A Closer Look

The Aligning Expectations document is meant to align the hiring manager, human resources, and the entire selection team to select the best new team members. Before you start a search, use the aligning expectations document to improve communications and to get commitment from your team to follow a process. But remember, the details in the document are not cast in stone. Use the document as an agenda of sorts, a list of talking points. It's simply an outline that can keep everyone on task during (ideally) a face-to-face meeting or (at least) a telephone conference call.

Below is a list of items for the team to discuss and agree upon:

- How will the hiring team represent the organization, culture, hiring manager, and the roles and responsibilities of the position?
- Discuss the timeliness of updates and follow-up. Will the updates be weekly, bi-weekly, etc.?
- Discuss timeframe for the selection of the candidate. When will the first slate of candidates be delivered?
- Discuss the commitment to the follow through of the selection process used at your organization.
- Discuss the need for discretion and confidentiality.

- Discuss the pre-screening process, which helps to identify and rank the best talent for the position.
- Discuss the assessment and interview process.
- Discuss the process that will be followed to present an offer to the selected candidate.
- All members should agree to provide complete access and all information needed to complete the information gathering process in a timely manner.
- All members should agree to read all materials provided by HR before providing feedback and before conducting any interviews.
- Discuss the timeline for the selection team to provide detailed feedback on interviewed candidates.

Aligning Expectations

The Prestige Medical Center Search Process is a partnership that aligns the hiring manager, human resources, and the entire selection team to select the best new team members.

What to expect from the hiring manager and selection team (or, what we need from you to do a great job)

What to expect from the human resources team/ recruiter (or, what makes our process better)

That we have a thorough and complete understanding of how we will represent our organization, the corporate culture, the hiring manager, and the roles and responsibilities of the position.

Weekly updates from the human resources recruiter via phone or email to address questions, concerns, etc.

Typically, the first slate of candidates will be delivered within two to three weeks of launching the search.

A serious commitment to never give up until qualified candidates are found and presented.

A search process that, in the situations where required, will be handled with the utmost discretion and confidentiality.

An extremely comprehensive pre-screening process that helps to identify and rank the best available talent for your position.

An assessment & interview process designed to build trustful relationships with candidates that allows us to find out what they need and want, and why, improving success in negotiations.

A highly professional offer presentation process that is designed to maximize candidate acceptance upon first delivery of an offer.

Committed to by Recruiting Representative



A clear, carefully thought-out position description that has been finalized and agreed on by the entire selection team prior to launching the search.

Complete access to the hiring manager and all information needed to complete our information gathering process in a timely fashion.

Detailed feedback within 48 hours on all candidates submitted and interviewed.

All leads and prospective candidates (from any source) are to be referred to and managed by human resources so that all candidates are put on the same playing field at the same time and processed equally.

If there are changes of any sort made at any time during the search, they need to be shared with the selection team immediately.

A commitment to read all materials provided before providing feedback and before any interviews.

A commitment to keep all interview appointments. "Scheduling interviews is like herding mice; it's no fun to do it twice."

A willingness to listen to our competitive intelligence about compensation levels with regard to current market value. Don't let salary be a reason not to interview a qualified candidate.

A commitment to let us use our process for presenting offers and handling all negotiations with the finalist in order to ensure a successful hire.

A willingness to move quickly on candidates you consider finalists. Remember: "Time kills all deals."

Reviewed by Hiring Manager & Members of Selection Team



*To download the document in complete form, please go to The Right Staff resource page at www.firestarterpublishing.com/therightstaff

The expectations meeting itself aligns the team so each member understands his own personal role, the roles of each of his fellow team members, and the role of the team as a whole, and so everyone is prepared to work as an aligned team during the entire selection process.

An important thing to remember when considering your expectations meeting agenda is to keep it short! Below is an overview of the basic agenda and timeline for such a meeting:

- Review the Aligning Expectations document—10 minutes
- Question and answer time—15 minutes
- Agree on expectations and set timelines for moving forward—5 minutes

To inspire those coming to the meeting to bring the most positive attitudes possible, you might provide an explanation for the meeting ahead of its date and time along with the agenda, which reads something like: *Our team is our biggest asset. We want to ensure we select the best candidates for our company culture. We want to make this process (SMART: sourcing, marketing, assessment, recruiting, and training) work as smoothly as possible and be time well spent for everyone involved (HR, hiring managers, those on the selection team, and especially, our candidates). With that in mind, I want to talk through the process and discuss how we can align our expectations. Thank you for your time and commitment to this process.*

SMART Story

At the beginning of the First Gulf War, Norman Schwarzkopf, Commander of the Allied Forces in the Gulf, went on national television and gave a briefing and used these words: “I told you I would give you a complete rundown of what we are doing and more importantly why we are doing it and the strategy behind it.”

He then showed detailed maps outlining the comprehensive processes he applied for creating the battle strategy and the thinking behind it. America was outnumbered by Iraqi troops 3 to 2, Iraq had 1,200 more tanks, a great deal more infantry artillery, and they were heavily dug in. Essentially, there was no element of surprise—“They saw us coming.” He then said, “The offensive army should have 5 to 1 in favor (on all fronts) to be in an ideal scenario when attacking an opposing army that’s dug in on their home turf.” The amount of communication, planning, and organizational systems Schwarzkopf preplanned before a single shot was fired is now recorded in history as one of the most successful logistics operations in world history... a massive accomplishment leading to overwhelming success within days. Few believed it could be done at all and most everyone was amazed by how fast success came.

Knowledge Is Power: Beginning the Information Gathering Process

It’s extremely important that the interview team is in complete harmony. Following through on both the aligning expectations process and the information gathering process will get you headed in the right direction. This section will walk you through how to compile all the vital information you’ll gather for the

position into one document. The information is built and shared with the selection team to get everyone on the same page.

The search preparation process (for every new position you fill) should be a three-step information gathering process:

Step 1) A thorough evaluation of the position description to determine what needs more detail, more explanation, and what information is completely missing. The hiring manager should first review the position description to ensure the roles and duties are accurate. I also recommend that the hiring manager's leader participate and help drive the roles and duties to a higher level by adding in the desired outcomes this position should achieve. The description should be shared with the selection team to add value and input.

Step 2) An information gathering process with the key players on the selection team. Typically, the HR manager begins the process by answering the basic questions in the search prep questionnaire. Next, the hiring manager answers the remaining questions on the search prep questionnaire. Occasionally questions are left unanswered due to the need to gather more information. Once this process is completed, I recommend the completed questionnaire be sent to the rest of the selection team for their comments and/or for their help in answering any remaining questions.

Step 3) The head of the selection team (We'll assume that will be you since you're reading this book!) along with key players from the selection team and the organization as a whole will collect and review information from the corporate website and related organization, division, and/or department marketing materials in order to create an opportunity marketing piece. You may even want to include community tourism and promotional materials. This third step conveys to the candidate that you care about all of their concerns and needs for information including the needs of their family. Once developed, this material can be reused over and over again.

You might ask, why is all this information gathering so important? For several reasons:

- 1)** It ensures that everyone—the hiring manager, his boss, the HR manager, etc.—is aligned and looking at the same criteria for this new hire to meet as well as what background, experience, and skills are necessary for the new hire to possess. You also want to find out if any influencers in the selection process—the hiring manager's boss, the new hire's potential peers, and even subordinates—have opinions and/or ideas that should be considered upfront and included in the screening and selection process. This process is designed to avoid frustration or confusion later on. You don't want people on your selection team asking, "Why are we looking at this guy?" or "Are we sure this is what we really want?" If you go through a well-organized information gathering process, you can almost always prevent those questions from being asked.
- 2)** It helps you prepare for highly sophisticated candidates. There are all sorts of resources available to help job seekers check out you and your organization. And trust me, they will be able to uncover the good and bad! Today's top candidates are also better trained in interviewing techniques. The Internet is packed full of interviewing training tips and answers to typical questions. That means you have to raise the preparation bar and improve your game. Doing so will help you stand out from the crowd of other competing opportunities. The best strategy is to be extremely well informed long before you start evaluating any resumes and definitely before you start the interview process.
- 3)** It helps you establish your organization as the employer of choice in the community. Not only does the quality of your information allow you to answer the candidate's questions in much better detail, it also shows the value you place in finding the right candidate and the balance of the candidate finding the right opportunity.

By using the search prep questionnaire, your team will collect the information needed to create a first-class, attention-getting opportunity marketing piece.

It is this piece that will get more prospects engaged and saying “tell me more.” Bottom line, you want prospects so satisfied by the quality of your information, knowledge, and understanding of the position you are recruiting them for... that your credibility and expertise motivates them to trust you, listen to you, and ultimately work with you.

Information Gathering: A Closer Look

- Remember that completing the information gathering process should be collaborative. It’s important to include any influencer who is going to participate in the interview and selection process.
- Start out the information gathering process by showing those who’ll be completing the questionnaire the finished product—the opportunity marketing piece—first. (If this is the first time you’re doing the information gathering process with a selection team, show them the sample from this book.)
- The best way to get maximum value out of this process for you and your organization is to use the search prep questionnaire as a baseline starting point.
- Add an additional 5-10 specialized questions to the questionnaire that fit the specific position you’re focusing on and/or that fit your organization’s goals.
- Take time and don’t rush through the process of completing the questionnaire.
- Don’t make assumptions on how others will answer. Allow them the opportunity to answer for themselves and provide their own ideas and input.
- To protect confidentiality of information, some sections of the questionnaire should not be shared with the entire team. This particularly relates to the compensation and relocation section.

- **Save those** questions and answers that can be reused in other job searches and keep improving the list by adding questions and answers every time you have an opening.

This information gathering process (and the use of the search prep questionnaire) is intended to be re-launched for every open position you have. As mentioned above, some questions and answers can and should be reused, but keep in mind things change fast and situations vary from department to department, and even from position to position. So though you may not re-answer every question, at least revisit all of those that were garnered from past searches, even if you think you don’t need new answers.

You’ll be surprised at how many different answers you’ll get from the same question when you allow everyone on the selection team to voice their opinions. And therein lies the greatest advantage of conducting this process: By going through the information gathering process, you’re getting all of those surprises on the table upfront. Resolving surprises, challenges, and disagreements before looking at a single resume, and especially before you are face-to-face with candidates performing interviews, are key elements in hardwiring an effective and efficient hiring process.

Search Prep Questionnaire: A Closer Look

The following search prep questionnaire is a condensed version to give you an idea of the organization compiled during this process. The complete search prep questionnaire has over 60 questions.

PRESTIGE MEDICAL CENTER

Information Gathering needed to conduct a search...

We need you to invest a few minutes in completing the following list of questions so that we can most effectively present the open opportunity. We want to be sure to completely understand the organization and what the ideal candidate skills and abilities should be. We also want to be able to make a powerful presentation in such a way that no good candidate would turn away for lack of quality information or an enthusiastic presentation.

First Things First:
Please email the position description. (If the position description "completely" answers any of the questions below, just write: "See PD" & we'll pull what we need from the PD.)

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- 10 Questions → Company & Contact Information
- 6 Questions → Position/Responsibilities Basics
- 4 Questions → Clinical Requirements
- 8 Questions → Value This Position Holds in Organization
- 6 Questions → Interview Process
- 10 Questions → Opportunity Selling Points
- 4 Questions → Management Bio
- 6 Questions → Corporate Culture
- 10 Questions → Pre-Handling Candidate Objections
- 8 Questions → Sourcing/Targeting Prospective Companies & Candidates
- 10 Questions → Compensation/Benefits & Relocation Issues

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Prestige Medical Center page 2

Prestige Medical Center page 3

Prestige Medical Center page 4

Prestige Medical Center page 5

Typically, this questionnaire has more than 60 questions on a range of subjects to fully understand everything needed to successfully fill the open position.

Search Prep Questionnaire (condensed version)

Organization and Contact Information

- Annual Sales of the Organization, Division, and/or this Group:
- Annual Rate of Growth of the Organization, Division, and/or this Group:

Position/Responsibilities Basics

- Typical day-to-day responsibilities:
- What are our overall specific targets, objectives, outcomes, and/or expectations for the person in this role? We want **specific outcomes** for as many line items on the position description as possible.

Value This Position Holds in Our Organization

- How does your team describe success as it relates to this position?

Where Are We in the Search Process?

- Why is the position open/available? Is it a new position, did someone leave, or did someone get promoted?
- How long has the position been vacant?

Interview Process

- When interviewing candidates for this position in the past, what frustrated you the most about the candidates interviewed?
- Do you have a deadline for filling this position? If yes, what is it and why?

Opportunity Selling Points

- What's unique about this opportunity (the organization, division, location, position, etc...) that would make it exciting and attractive for prospective candidates?
- What's the future potential for growth in this position? Three to five years down the road, where could you envision this person going in our organization?

Hiring Manager's Bio (for direct and indirect managers over this new hire)

- How would you best describe your personality and management style?
- What kind of personal interests do you have? Sports, hobbies, or other free time interests or activities that we can share with candidates.

Corporate Culture

- Are there any other important issues worth noting or unspoken rules, clues, or strong opinions about our culture we should be aware of when comparing fit candidates?
- How much spontaneous gathering for fun, breaks, and stress relief inside the office do we engage in? None, some, or a whole lot?

Pre-Handling Candidate Objections

- Are there any challenges, problems, issues, or politics that we should be aware of that might present roadblocks to the ability to do this job well?
- If our parent organization or this group or division has had any negative news lately = layoffs, downsizing, plant closings, offices moved, etc....tell us why and how to answer the concerns of candidates.

Sourcing/Targeting Prospective Candidates

- Who are our primary or direct competitors?

Clinical Experience

- Are there any clinical requirements candidates must have?

Compensation, Benefits, and Relocation Issues

- Salary range: Salary level flexibility for a highly qualified candidate?

*To download the search prep questionnaire in complete form, please go to *The Right Staff* resource page at www.firestarterpublishing.com/therightstaff

Once you have completed the information gathering process, you need to designate a point person to collect and organize all points of view into a document for everyone on the selection team to use throughout the sourcing and selection process. Since you're the one reading this book, we'll assume it's going

to be you who introduces the search prep questionnaire and then collects and organizes all the information.

Once the information is compiled into a completed search prep questionnaire, email the document to each member of the selection team. Ask them to review the document now that it has been completed and share any additional input. If there are no changes, your team is aligned and ready to move to the next stage, creating advanced opportunity marketing, which will be covered in Chapter 2.

SMART Review

- Always get all the information you need to run the search and answers to the questions that the candidates will be asking BEFORE you start collecting resumes, before you start reviewing and grading them, and most definitely before you start interviewing.
- Select your search team and make sure they are fully aligned and properly trained before you launch your search. Hiring the right talent can make or break your career—the last thing you want is a hiring process exploding upon takeoff on your watch.
- Get full agreement (or as much as is humanly possible) from everyone on the selection team that there are no remaining questions related to the position description and what you're screening for in candidates. Be sure that there's full understanding regarding the processes that will be used during selection, interviewing, and offer stages. Also make sure any interview training that's needed is scheduled and completed before you start interviewing.