Hiring Strategy Template

Problem Categories & Problems to Solve	No	Yes	Problem Characteristics & Solutions
We need more people.			Technical skills, as long as enough candidates exist. If not enough candidates, focus on people's ability to learn and teamwork.
Your work is changing focus.			Functional skills and cultural fit.
Technology transition.			Problem-solving skills, skills learning new technology, adaptability, and cultural fit.
You are on the cutting edge of technology.			Adaptability, cultural fit, and ability to work in teams.
You are creating a brand-new group.			Experience working, experience applying functional skills to new product domain, experience creating a new team and making the team successful.
We're filling in with other skills to change what we currently do.			Cultural fit, fit with team, expertise in specific functional skills and ability to apply those skills to new product domain.
We want to make our projects finish faster.			Different functional skills, teamwork, and cultural fit.
We need a few people now, but not forever.			Consider contractors with great communications skills so you won't lose their work when they're gone.
We have to fire too many of the people we hire.			Does the interviewing team know how to interview? Do they understand the requirements of the position? Use limited consensus to hire people.
Turnover is too high.			Review cultural-fit needs and verify that interview questions address cultural fit.
Recruiting more people is difficult.			Use multiple sourcing mechanisms. Make sure résumé screening filter isn't too tight.
We need more diversity in our group.			Look for diversity in background, attitude, personality, product experience, as well as race and gender. Look for different levels of experience.
We need more management capability.			Look for management skills along with cultural fit.

Job Analysis Worksheet

Defining Questions	Needs and Observations
Who interacts with this person? What roles does this person have in this job? What level is the company willing to pay for? What's the management component?	
What are the job's activities and deliverables? What periodic deliverables are required?	
What are the essential qualities, preferences, and non-technical skills? Initiative? Flexibility? Communications skills? Ability to handle projects of varying scope? Ability to work on multiple projects at one time? Influence and negotiation skills? Goal-orientation? Technical leadership and problem-solving skills? Responsibility and independence? Passion for learning? Teamwork skills? Others?	
What are the desirable qualities, preferences, and non-technical skills?	
What are the essential technical skills? Functional skills? Product-domain skills? Technology/tool skills? Industry experience? Others?	
What are the desirable technical skills?	
What is the required minimum level of education, training, or experience?	
What are the corporate cultural-fit factors? What benefits should be offered? Company growth? Cash position? Industry leadership? Entrepreneurial environment? Benefits? Company size? Others?	
What elimination factors should be considered? Travel? Availability? Salary? Others?	

Job Description Template

Job Title:

Reporting-to manager's title:

Generic requirements:

Specific requirements:

Responsibilities:

Elimination Factors:

Other factors:

Job Ad Template

[Company name] is looking for a [job title].

Main attractor:

Deliverables and activities:

Essential qualities, preferences, and skills:

Contact information:

Phone Screen Script Template

Job Position:_____Yes _____ Maybe_____No____

Candidate name: _____ Phone #:_____ Date:_____

1. Let's make sure we're on the same page with respect to salary. This position is a [job title] position, with a salary range of [low] to [high]. We don't normally bring people in higher than at the mid-point. Are we on the same page?

2. Tell me something about [your job's requirement] experience. How many years of [your job's requirement] experience do you have? How many years of [your job's requirement]? How many years of [your requirement]?

3. Tell me about your work in the [your field] industry.

4. Are you using any [your requirement] in your current project? Tell me about your role in defining and using those [job skill].

5. Tell me about the team you're on now.

6. Tell me about how you [job function] on your current project.

7. Tell me about a time when you had to change the focus of your work. When was it, and what happened?

8. What's your current salary? What's your asking salary?

9. Have you had any recent interviews? Are you expecting any offers? In what salary range?

10. What's your availability to interview? To start?

11. Why are you leaving your current position?

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Interview Matrix Template

	Interviewer One	Interviewer Two	Interviewer Three	Interviewer Four	Interviewer Five	Everyone
Time						
Location						
Question Areas						Meet to evaluate the candidate
essential skill 1						
essential skill 2						
essential skill 3						
essential skill 4						
essential skill 5						

Reference Check Script Template

[Job Title]

Candidate name: _____ Date:

Reference name:_____ Date:

Reference position:_____Reference phone numbers:

To report to: [manager]

1. Where and in what capacity did you work with the candidate?

2. How long did the candidate work for you?

3. How long have you known the candidate?

4. How would you describe your working relationship?

5. Describe the most recent project the candidate worked on with you. Did the candidate have trouble finishing the work?

6. What issues did you have with the candidate's work?

7. If I were the candidate's manager, what advice would you have for me?

8. How quickly did the candidate learn about the product or the product line?

9. How quickly did the candidate integrate with the rest of the team?

10. Why will or did the candidate leave?

11. Would you rehire or work with this candidate again?

12. What is the candidate's current or most recent salary?

If you are considering the candidate for a management position, ask these questions:

1. How many people reported to this candidate?

2. How did the candidate conduct performance appraisals?

 3. How did the candidate handle "difficult" people?

Offer Letter Template

<[date]>

<[candidate name]>
<[candidate street address]>
<[candidate city, state, and zip code address]>

Dear <[candidate name]>:

I am pleased to offer you the position of <[job title]> with <[company name]>, located at <[location description]>, reporting to <[manager name and title]>.

1. Your responsibilities will be those outlined in the enclosed job description and described to you during your discussions with me.

2. You will be compensated with a <[weekly/biweekly/monthly]> salary in the amount of <[the salary]>. Other compensation shall consist of <[list of additional benefits/stock/perks]>.

3. The Company has the following <[number]> pre-employment requirements: <[physical examination/review of documents]>, which will need to be satisfied prior to employment.

4. You are considered an "at will" employee. This means that we can terminate your employment with or without cause, and with or without notice, at any time, at the option of either <[company name]> or yourself, except as otherwise provided by law. Additionally, because you do not have an employment contract with us, you can terminate your employment with or without notice at any time.

5. Our offer to hire you is contingent upon your submission of satisfactory proof of your identity and your legal authorization to work in <[country name]>. If you fail to submit this proof, <[federal/state/ local]> law prohibits us from hiring you. (Check whether you need this clause if you work outside the United States.)

6. I hope you can begin work on <[day, date, time]> at <[position location]>.

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If you agree with and accept the terms of this offer of employment, please sign below and return this letter to our office on or before <[day, date]>. I look forward to hearing from you and to having you join us.

Sincerely,

<[your name]> <[candidate name (signature)]> Date signed: <[date]> <[your title]> <[candidate name (printed)]>

Orientation Checklist, Once the Candidate Accepts Your Offer

Activities to complete once the offer is accepted	Check off when task is complete
Order a badge, keys, and key cards, as needed.	
Identify suitable office space, and verify the space is clean and ready for a new employee.	
Verify the office has a desk, lamp, chair, phone, computer, and everything works.	
Order any needed furniture, office supplies, or computer equipment missing from the office.	
Order an email address, a voicemail extension, and physical mailbox.	

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Orientation Checklist to Prepare for Day One

Activities to complete in preparation for Day One	Check off when task is complete
Stock the office with basic supplies such as pens, paper, pencils, wastebasket, scissors, stapler, staples, and staple remover.	
Verify email address works and computer is hooked up to the network.	
Verify the phone and email directories and location maps are available; add the employee's voicemail extension to the phone list.	
Identify the locations for all the applications and templates for the employee's work.	
Supply the employee with explanations for how to find help for the applications.	
Assign a buddy who can be available for the first month or so to answer the new hire's technical questions about how the team works and non-technical questions about staff, neighborhood, rules, and traditions peculiar to the specific environment and culture.	
Prepare a welcome letter and orientation package, including all HR forms.	

Orientation Checklist on Day One

Activities to complete when the new hire arrives on Day 1	Check off when task is complete
Introduce the new employee to project members, executives, personnel, administrative staff.	
Show the employee instructions for calling meetings, for booking a conference room, and for other administrative procedures.	
Paperwork to collect for the new hire to fill out on Day One, to be packaged with a welcome letter and orientation packet.	
IRS, INS, and immigration forms, as applicable.	
Health, dental, and life insurance forms, as applicable.	
Benefits forms (long-term disability, short-term disability, and pension or retirement plans) as applicable.	
A nondisclosure agreement, if applicable.	
An emergency contact form.	
Direct-deposit and check-cashing forms.	
Business card forms.	
Paperwork copies to give to the new hire to keep.	
Maps, floor plans, and directions.	
Parking, public transportation, and commute information.	
Personnel and HR policies (conflict of interest policies; sickness, holiday, and vacation policies; lateness and absence policies; sexual harassment policies; conflict of interest policies; medical and personal leave policies; birthday lists).	
Any other paperwork that a new hire needs.	