

Welcome to the Recruiting and Onboarding Guide!

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In this document, we have bundled three important tools we've curated over the years to help you with your recruitment and onboarding process including:

1

Managing the Interview Process

2

Recommended Interview Questions

3

Onboarding Checklist for New Hires



These three tools are intended to:

- Guide you with a comprehensive approach to identifying the right individuals during the hiring process.
- Equip you with pertinent questions to ask that will provide insights into a candidate's qualifications, experience, cultural fit, and work ethic.
- Provide a structured onboarding process that will support the newly hired employee's acclimation to the work environment to become productive and significantly contribute to the success of the organization.
- Help you draw informed conclusions to build a high-performing team.

"Great things in business are never done by one person.
They're done by a team of people."

—Steve Jobs

**Let's get to work and find your
future team members together!**

Managing The Interview Process

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Interview #1 Narrowing Down Your Candidate List

Interview Lead: Human Resource Manager

Goal: The first interview's main purpose is to identify indicators of culture fit and ability to perform the job responsibilities outlined in the position description. This is truly a vetting interview to determine if the candidate is worth the time for a more detailed round two interview with their potential direct report. The HR Manager should seek to uncover and ask, are they:

- Pleasant to converse with?
- Engaged in the conversation and showing some knowledge of and interest in the company?
- Able to clearly articulate their thoughts?
- Equipped with the job experience or prior education/training that matches the skillset needed to perform the role?

Is this person a strong enough candidate to send to the hiring manager for a second interview?

Pro-Tip: Review Work Samples and Check References

Before scheduling a candidate's second interview, we recommend requesting and reviewing any work samples applicable to the job description and contacting references provided in the application process. This provides an opportunity for the next interviewer to ask specific follow up questions that pertain to either. Oftentimes this is left to the end of the process, and we've learned this the hard way.

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Interview #2 Finding the Right Fit

Interview Lead: Hiring Manager

Goal: In this interview, dive deeply into the candidate's experience based on what is known to be required of the role he or she has applied for. We also want to hear the candidate articulate their preferred management style and work environment. You are trying to understand their impact on team dynamics. You also want to walk away from this interview feeling like the candidate believes the role and the company are a good fit for them. They should be given 10-15 minutes to ask their own questions and clarify anything they may be unclear on. The Manager should seek to understand:

- Is the experience and skillset this person will bring to the job right for the current needs of your team?
- Do they have a clear understanding of what would be expected of them and are there no misaligned expectations about what the job entails?
- Does his or her personality seem like it will complement the team you have in place?
- Does their ideal manager and work culture match your honest description?



Is this person a strong enough candidate to request completion of personality assessments to learn more?

Pro-Tip: Personality Assessments

Following the second interview, if a candidate is a likely hire, you can gain additional helpful insights with a personality assessment. Of course, no assessment is without flaws, and they should not be used to eliminate potential candidates. But rather, they serve as an additional window into desired work style and motivators. This is extremely helpful when effectively leading the growth and development of each individual team member. Two preferred assessments are the Working Genius Assessment and the Riso-Hudson Enneagram Type Indicator (RHETI).

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Interview #3 Confirming the Right Fit

Interview Lead: Senior Leader(s)

Goal: In smaller company environments where employees will be closely interacting with upper management, we recommend an interview with a more senior leader. During this conversation, the senior leader is reiterating messages about the company's vision, mission, and culture to provide ample opportunity to identify if a candidate might not be aligned in one of these key areas. You should be looking for consistencies in behavior and responses in all phases of the interview process.

- Is the candidate representing himself differently in this interview than he did with the Human Resource Manager or Direct Report?
- Does this Senior Leader see or hear signals that the candidate is a long-term fit?
- Does the Senior Leader feel they will have a good rapport with the candidate?



Does this person truly desire to be a part of the company's mission?

Pro-Tip: Asking Tougher Questions

At this point, the candidate has answered questions during two prior interviews. As a leader, it is your responsibility to ask questions someone else either hasn't or won't. If you suspect any red or yellow flags, dive deeper with the candidate by saying, "tell me more" and allow them to speak. Alternatively, if you only see green flags with the candidate, promote all the things you love most about your job and working for your employer. More than likely, they will too!

Managing The Interview Process



Optional Interview #4 In Person Meet and Greet

We have learned that a great way to determine a culture fit is to interact with a candidate in a social setting. Particularly if you are hiring for an in-office position this is an excellent way to see a culture fit in action. We recommend a dinner scenario where conversation can flow easily around the table without the disruption of loud background noise.

- How do they speak to wait staff or other members of your team?
- Did they dress appropriately for the social setting you chose for the meet up?
- Are they comfortable integrating into the group's conversation and seem to relate to the team members present?
- Can you see them able to converse, dine and mingle with your customers or executive staff?

Pro-Tip: Observe Their Social Skills

This is a great time to note table manners, etiquette, timeliness and ability to hold casual, yet professional, conversation.

Ready to Make an Offer?

Congratulations! You have done the heavy lifting and are ready to extend an offer of employment. At this stage, your Human Resource Manager can end the process with a call congratulating the chosen candidate and walk through the offer letter details. During the call, the HR manager can hear the immediate reaction to the total compensation package, answer any questions and agree on a start date that works best for both parties. After the call, email a final copy of the offer letter for the candidate to review again on their own, sign, and return within 48-72 hours.

Managing The Interview Process



What if They Didn't Make the Cut?

It's pretty rare to find the perfect candidate without having to interview several that just didn't make the cut. Sometimes you know immediately after the first interview and other times, it takes a second or third interview to know this isn't the right fit for both the candidate and your business. It's also not uncommon to feel you have a couple of solid candidates you have the hard decision of choosing between. In this case you don't want to burn any bridges.

Whether you loved the candidate or not, you should provide a very timely email follow up to let the candidate know they are no longer being considered for the open position. Think about providing feedback that might be helpful to the candidate's ongoing job search and leave the door open if there is another current or future position that you would like the candidate to consider. Job hunting is a challenging and vulnerable process, so show all candidates appreciation for their time and gratitude for considering your organization.

FAQ's

How should I word an email to a candidate that didn't work out?

Answer: It is important to send this email promptly, within 5 days of the last interaction is recommended. Be sure to thank the candidate for their time and interest in the business. Rejection can be difficult, so keep the email concise and to the point. Ultimately, you are informing the candidate that you will not be moving forward with their application. If applicable, it can be helpful to provide the candidate with specific feedback. Additionally, if the candidate was enjoyable, but wasn't the right fit for the role he or she applied to, this is a great time to recommend that the candidate apply to a different role or share that you'll keep their resume handy should a more qualified role come available.

When should I talk about compensation?

Answer: During interview 1, be clear about the pay range and total compensation as this will encourage people to move on if there is not alignment.



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Should I share compensation information in my job listing?

Answer: It is helpful to be transparent about compensation from the get-go. If you choose to list compensation within your job description, sharing a range is typically advised. Otherwise, if you choose not to list compensation within the job description, then it is recommended to address the compensation package in the first interview.

Which websites or resources do you use to recruit?

Answer: At DMA, we utilize LinkedIn and have an open form on our company website for interested candidates to submit a resume. We have also used Monster Jobs and ZipRecruiter.



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Recommended Interview Questions for HR Professionals and Hiring Managers



Questions Regarding the Candidate's Life & Interests

It is helpful to ask a few ice-breaker questions at the very beginning on an interview to give the candidate an opportunity to relax and be themselves. You can learn a lot about a person in the very first few minutes of an interview if you open the door for them to feel comfortable and share.

- Tell me about yourself:
 - › This is a great chance to hear about where they are from, their family, their college experience, if applicable, etc.
- What do you like to do for fun? Do you have any hobbies?
- If your friends were here, how would they describe you?
- What is your biggest accomplishment? Career or personal.

Questions To Understand Motivation for Job Search

Asking these questions will help the interviewer be able to craft specific questions throughout the interview process around how the candidate responds. Understanding why a candidate left a prior role will allow you to validate rather the role that is being applied to could potentially be a fit, or not.

- Why are you looking to leave your current role?
 - › What do you love and what do you dislike about your current job, company, culture, benefits?
- Does your team know you are looking for a new job?
 - › Do you think they will be sad to learn you are leaving? Will they miss you?
 - › Did you discuss with your manager that you weren't happy?
 - › Is there unaddressed conflict and frustration with your current job?
- Do you like change? How do you manage it?
- Describe your ideal role. As you make a move to a new career, what are you looking forward to most?



Recommended Interview Questions for HR Professionals and Hiring Managers



Questions To Learn About Work Experience

Determine 2-3 key skillsets needed for the role and customize the following questions to assess level of skill/experience for each.

- What is the most challenging part of doing [skillset1]? How about [skillset 2]?
- Is there any [skillset(s)] you are still trying to learn or improve upon?
- What skillset do you think you are the most proficient compared to your peers?
- What aspect of your job do you take the most pride in every day?
- Are you a quick learner?
- Do you have any experience leading people, whether that be a full team, a specialist, a coordinator, or intern?
- Have you been tasked to train someone? If so, how do you rate yourself as a trainer/coach?
- Describe yourself as a leader. Or what is your relationship with the notion of leadership? Do you see yourself as a leader?

Questions To Understand Work Ethic

This section can be customized based on the work environment the candidate is applying for. This will allow an interviewer to assess any potential yellow or red flags on ability to do the work required in the role.

- How would you rate yourself on prioritization and time management?
- Do you have experience delegating? If so, does that come natural to you, or is it something you must be intentional about?
- Do you like to work off a to-do list? Would you describe yourself as organized?
- Do you like the same type of work week over week (consistency), or do you like to shake things up?
- Would you say that you thrive in fast-paced environments and short deadlines?
- How do you handle hot potatoes and last-minute requests from others?



Recommended Interview Questions for HR Professionals and Hiring Managers



Questions To Gauge Culture Fit

It is important for both the business and the candidate that culture fit is assessed, and the questions below will support that decision.

- Why have you applied to [Company Name]? What about our company interests you the most?
- Would you describe yourself as an empathic person?
- How do you handle apologies? Giving or receiving.
- How do you handle difficult conversations? Giving or receiving.
- How important is personal and professional development to you?
- How important is company culture for you? Why?
- What are you looking for most in your next company culture?
- What did you like about your current company's culture? What did you dislike?

Questions To Seek Ideal Team Player Qualities Hungry, Humble & Smart

These questions will allow the opportunity to learn whether or not a candidate is teachable, open to feedback and interested in personal and professional development. If this is a part of your culture, then you will want to ensure a candidate has buy-in to being "better every day."

Hungry:

- What is the hardest you've ever worked on something in your life?
- What type of hours do you generally work?
- What do you like to do when you aren't working?

Humble:

- Who do you owe your success to? (Look for "we" and "us" not "I" and "me" in the candidate's answer)
- Who have you learned the most from in your career?
- Describe your current team. What do you like and dislike about them?
- What is the most embarrassing moment in your career or biggest failure? How did you handle that?
- What is your greatest weakness?



Recommended Interview Questions for HR Professionals and Hiring Managers

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Smart:

- Have you ever worked with a difficult colleague or boss? How did you handle that?
- What kind of people annoy you the most? How do you deal with them?
- What do you do that others in your personal life might find annoying?
- Do you feel like you're good at reading a room? Do you easily pick up on social cues when in a group?
- Have you been challenged to make some corrections with your own approach to team communication and collaboration?



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Onboarding Checklist for New Hires



During the onboarding process, you are teaching the employee about the overall mission and culture of the company. It is important to note that a crucial part of the preparation and onboarding takes place before their first day. Hopefully by now, you have helped the candidate establish relationships amongst several members of the team. This will make for a smooth transition into the organization since connection in the early stages is crucial. This process will also ensure less frustration, as providing clarity in those first couple of months will teed-up the new team member for success.

Before the First Day

- Send a personalized welcome email to the new hire, expressing your excitement and providing details such as start date, time, location, and any specific instructions.
- Ask the new employee to fill out a “get to know you” questionnaire and create an introductory email to the team.
- We ask that the employee study our team page to get ahead of name memorization and learning about their new team members.
- Prepare and ensure that the new hire’s workspace is clean, organized, and equipped with necessary equipment, such as a computer, monitor, keyboard, mouse, phone, and any other tools specific to their role.

On the First Day

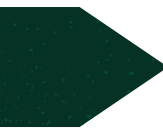
- Provide and issue access cards, keys, or keycards required for office entry and other relevant areas.
- Assign a computer/laptop and provide necessary peripherals like monitor, keyboard, mouse, and any other devices needed for their role.
- Set up software and accounts and assist the new hire in setting up their computer, installing required software, and creating accounts for company systems and tools.

Onboarding Checklist for New Hires

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Orientation and Introductions

- Conduct an office tour and introduce the new hire to different areas of the office, including restrooms, meeting rooms, break areas, and any other relevant locations.
- Introduce the new hire to the team and arrange meetings with team members and key stakeholders to introduce the new hire, facilitating networking and relationship building



Remember that in-person/in-office interview the candidate attended during the interview process? This immensely helps to break the ice for the new employee and the team. On the first day, your new employee is now walking into a familiar environment and seeing familiar faces.

- It's important to pair the new hire with an experienced employee who can serve as a mentor to provide guidance and support during the onboarding process.

Welcome Activities

- Schedule a welcome meeting with the new hire's manager or supervisor to officially welcome them, discuss expectations, and answer any initial questions.
- Provide an employee handbook or share a similar document that outlines company policies, procedures, and important information.
- Conduct an icebreaker activity and arrange a small group activity or team-building exercise to help the new hire feel more comfortable and connected with their colleagues.

Onboarding Checklist for New Hires

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HR Meetings and Forms

- On day one, schedule orientation and a meeting with the HR representative to go over important policies, benefits, payroll information, and any necessary paperwork.
- Assist the new hire in completing required forms such as tax forms, confidentiality agreements, acknowledgement of policies and procedures, emergency contact information, etc.

Common HR forms

- W-4
- I-9
- Direct Deposit Authorization
- Employee Handbook Acknowledgment
- Workers Compensation Notice
- Emergency Contact
- Receipt of Company Property Acknowledgment

Work Assignments

- Assign initial tasks and provide the new hire with their first set of assignments or projects, clearly explaining the objectives, deadlines, and expectations.
- Discuss performance expectations, establish goals, and milestones for the initial period to set clear expectations and provide a roadmap for success.

Throughout the Onboarding Process

- Schedule regular check-ins with the new hire to address any questions, concerns, or challenges they may have and provide guidance and support.
- Arrange training sessions or provide resources to help the new hire develop the necessary skills and knowledge for their role.
- Provide timely feedback and performance evaluations to help the new hire understand their progress and areas for improvement.
- Remember, the onboarding process should extend beyond the first day and continue for the first 3 – 6 months of employment to ensure a smooth transition into the company and assigned role.

Lean into your **purpose**. Live out your **passion**.
Reach your full potential.