

# A 5 Step Guide to Creating a Hiring Process that Works

Poor hiring decisions can be extremely costly for your company, in terms of business interruption, wasted recruiting and training resources, lower employee morale and more. You may realize that an individual is not a good fit, or a new employee may choose to leave if the job doesn't match his or her expectations. In both circumstances, many of these separations are due to the fact that the hired individuals did not fit the company culture and therefore lacked productivity, creativity and/or morale.

Culture is the unifying element that holds everyone in an organization together. Unlike an established mission statement, culture encompasses the written and unwritten behavioral norms and expectations of those within the company. Culture can set one company apart from others, and it can include the value of work-life balance issues, the way the company is organized, the extent to which leaders follow through on mission statements and many other factors. Developing a screening process that integrates prescreening based on your company culture can be accomplished with the following steps:

**1** Ask employees at various levels of your company to describe the company culture so you can identify what makes your organization successful. Here are 5 great questions to ask your employees to get a sense of your company's culture:

1. What makes you proud to work at this company?
2. How does the organization support your professional development and career growth?
3. Is risk-taking encouraged, and what happens when people fail?
4. What kind of people seem to be the most successful here?
5. How do people at the company unwind and recharge after working hard?

**2** Identify similarities that arise among individuals – motivations, core competencies, values etc – and define these as the key characteristics of your company culture.

**3** Create a brand to describe your organization to potential employees.

Depict your culture accurately so that candidates can filter themselves in or out based on how you describe the company. If they do not see themselves fitting into your culture, they may not even apply.

**4** Have candidates complete an assessment as part of the recruitment process to screen potential candidates based on their qualifications, personality and other factors. Use properly validated assessments that meet legal and professional standards. Here are 5 questions you might ask applicants to answer on their initial application:

1. Do you prefer working alone or as part of a team?
2. What role are you most likely to play in a team? Give an example.
3. What is your leadership style?
4. Describe an occasion when you made a customer or client pleased with the service you gave them?
5. How would people you have worked with describe their relationship with you?

**5** During the interview process, ask questions about traits that you cannot or do not want to train someone how to do (being self motivated, possessing integrity, etc). Ask behavior related questions and have them applicants rate on an open ended scale. You might also ask for examples of situations in which applicants found themselves and how they handled them.