



## SAFFRON LLC

### **DO's AND DON'Ts IN THE HIRING PROCESS**

#### **1. DO approach hiring with discipline**

- Position Description – figure out exactly and honestly what you want the person to do
- Candidate Profile – make a list of the competencies expected

#### **2. DON'T make hiring decision on the basis of wisps of impressions gathered in interviews**

- Don't be a Prosecutor – don't grill candidates; stress interviews are not a predictor of success in the job.
- Don't ask Hypothetical questions – this does not predict job performance
- Don't spend a lot of unfocused time – dinner, golf etc. are useful only when paired with structured interviews

#### **3. DO Pay attention to the small things that are relevant to the position – they're not small**

- For a job requiring written communication: misspellings and grammatical errors in correspondence should disqualify candidates right away
- For a job requiring judgment and tact (i.e. most jobs) – pay attention to the candidate's demeanor in handling the scheduling and interviews

#### **4. DO evaluate candidates logically**

Assess them within the framework of what's important for this position. As you ask about previous employment, you can calibrate prior jobs against what is important for this one:

- What were you hired to do?
- What did you accomplish that you were most proud of?
- Discuss mistakes/low points
- Why did you leave?
- Assess whether they are likely to fit into your company's culture

#### **5. DO try to sell your favorite candidate on taking the job**

Court them, send flowers, take them to lunch, make them feel wanted.

*...and some tips on Finding Qualified People to Hire in a Competitive Market...*

#### **6. DO work at recruiting people who are "passive candidates"**

- Network with friends in the industry – former employers, customers, trade groups, people in your own company
- Work at identifying passive candidates
  - o Choose target companies or similar industries – similar skill sets needed
  - o Who has that job in those companies?

#### **7. DO consider hiring a recruiter**

- Search Firms focus on identifying candidates who aren't looking
- Unlike company management who have multiple responsibilities of which hiring is only one of them, search firms focus on finding and placing talent

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