

10. The Hiring Decision

Moving forward in workforce development

If You Have to Choose . . .

- Most often, by the time you reach this stage, you have made your decision to make a job offer to the applicant. You may have been evaluating more than this one candidate for the position, and all have proceeded successfully through all five steps in the Hiring Process for the one opening you may be trying to fill.
- When you find yourself in a position of having to choose between two or more good candidates, you might find it helpful to evaluate them using The Cumulative Decision Maker.

The Cumulative Decision Maker

Candidate's Name: _____

Phone Interview Score _____ Range is _____
30-45; Minimal is _____

Application Score _____ Range is _____
150; Minimal is _____

Personality Interview Score _____ Range is _____
(20-30; Minimal is 12)

Employment History Score _____ Range is _____
9-15; Minimal is _____

This Candidate's Total Score is _____

Summary Score _____
Effectiveness (Possible Range) = 149 – 239
= _____

The Importance of the Evaluation and Hiring Process

To keep the time frame between the interview and your offer of employment as brief as possible. Remember, you're not the only employer looking for good employees. Your candidate is not going to quit looking for work just because she has interviewed with you. In fact, your applicant likely has other job interviews to go to and may

already be in consideration for openings to which she has already applied.

- By the end of the Personal Interview, you will have a pretty good idea as to whether or not the applicant is a potential good fit for the job. However, you still don't have enough background information to make a final decision. But you should be able to get the information you need to make an intelligent hiring decision within 24 to 48 hours, at the latest. You will want to be in a position to make a job offer or decline in a maximum of two days after the Personal Interview. The longer the process, the less likely the applicant will accept a job offer elsewhere.

Getting Third Party Reports Expedited

- You really don't have the time to apply for requests for background checks through mail. There are a lot of things that could be done in a week to ten days, far too long.
- If you use a company to do your background checks, such as a Motor Vehicle License Check, you should follow the expedited procedure. FAX them the Authorization for Release of Information form immediately and they'll return the report within 24 hours. Later reports are returned next day. Online providers usually return reports even more quickly.
- You may also expedite your background checks by using Personal Reference Checks before the background checks are waiting for. It is possible to get all the background information you need for a background check completed within a day or two.

to be in a position to make your offer of employment or decline in a day or two following the Personal Interview.

Confirm That the Candidate Wants To Proceed

The candidate should be told at the conclusion of the Personal Interview that you are assuming she is interested in considering the position, and you need three days to complete the necessary background and reference checks. You should probably explain to the applicant that you should tell you "right now" if she doesn't think the job would be a good fit so that you can save the time and expense of background checks and compiling background reports.

- The candidate may not feel comfortable telling you that she really isn't interested in the job you've explained. However, if you hear a response like, "Let me think it over and I'll let you know," that's a good indication that the applicant doesn't see the job as a good "fit"

for her. That is a signal not to proceed with the reference and background checks unless and until the candidate advises you that there is an interest on their part in accepting the job if an offer is made.

- If you don't get a positive signal from the candidate at the end of the Personal Interview, advise the candidate to "think about it" and give them a specific day/time to call and let you know yes or no. But don't hold your breath. Chances are you won't hear from them again.
- If the candidate does indicate at the end of the Personal Interview that they really do want to be considered for the job, set a date and time that you expect to be able to get back to them regarding the status of their application (assuming you've requested references) by the end of your Personal Interview.
- Also, ask where and when you can reach them by phone the next day or so in case you have any questions. Invite the candidate to call you if they have any questions in the meantime.

Preparing the Job Offer

Others "In the

- You should expect the candidate at the end of the Personal Interview to ask you if there are any other candidates scheduled for meetings and if you have already received any offers from some other qualified applicants. If there are any, here are some reasons for this:

- If you end up hiring someone when they think or know others want the job. If you tell the applicant she's the only one under consideration, she's likely to wonder "what's wrong with the other candidates?"

If you have decided not to hire this person, when they know in advance that you have other competition for the job, they won't feel so let down. You can say, "I must tell you that your qualifications looked good, but we had several good applicants and have chosen someone else who we thought was a better fit for the position we're offering."

Making the Offer

When you have decided to proceed with the job offer:

- ✓ Call and "congratulate" the applicant for "making the team."

- ✓ Confirm the applicant's continued interest in the job.
- ✓ Confirm the starting wage.
- ✓ Establish the start date of employment.
- ✓ Explain that the first day will consist of orientation to the company and the job.
- ✓ Advise how to dress for the job; about any uniform, gloves and apron to be issued on her first day of employment.
- ✓ Welcome the applicant "aboard."

SAMPLE

Document for

The Hiring Decision

Cumulative Hiring Decision Workshop

SAMPLE