

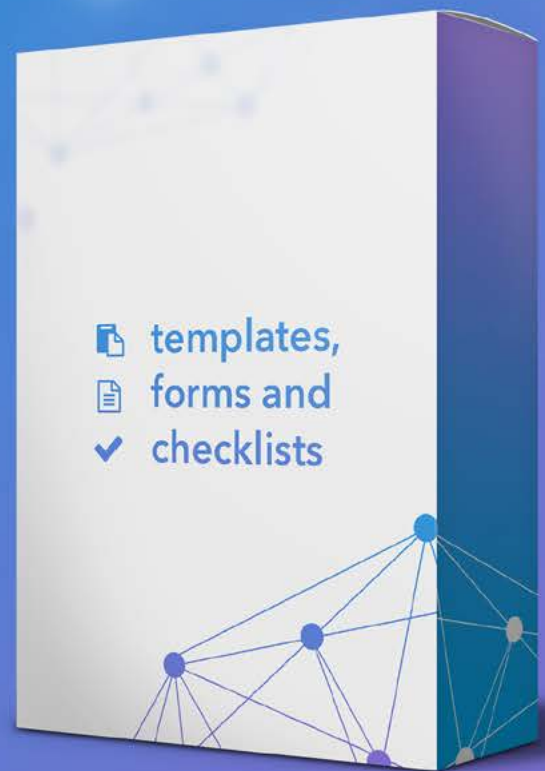
2017

# The Ultimate Hiring Toolbox

**FOR HIRING MANAGERS**

---

Interactive templates, forms and  
checklists for finding and hiring  
employees for your team



# WELCOME

## TO THE 2017 ULTIMATE HIRING TOOLBOX!

As a CEO or group manager, you will probably need to grow your team and hire new members at some point in your role. But, finding and hiring top candidates is a process. And, it can be especially difficult to accomplish with all of the hats you already wear.

There's good news! To help managers just like you, we developed The Ultimate Hiring Toolbox. This interactive step-by-step guide is chock-full of:



**Interactive hiring checklists**



**Recruiting templates**



**Hiring resources**



**Expert tips and tricks**



**Plus so much more!**

Whether you're a new or seasoned hiring manager, this valuable toolbox walks you through each stage of the recruiting process. Use it to start filling your open roles faster in 2017 so you can spend more time on your day-to-day responsibilities as a team manager.

Happy hiring!

**LinkedIn** Talent Solutions

---

### How to use:

This edition of The Ultimate Hiring Toolbox allows you to directly type text into the form, print the pages for immediate use and/or access the tools in [Google Drive](#).



# CONTENTS

[ Click on any section below to skip forward ]

Click on any 🏠 icon to skip back to Contents

## 3 WAYS TO USE THESE FORMS



**Print and bring hard copies to your meeting**



**Type directly into the forms within this PDF file**



**Click the "  Open Form" button, then modify and save the forms in Google Drive**

**NOTE:** You need to be signed in to your [Google Drive](#) account in order to access the forms.

# 1 Identify the Job Requirements

## Collect Info from Key Partners

The first step of the recruiting process is identifying your needs and gaps. As a CEO or manager, hiring may be one of many responsibilities, but you can't do it effectively without the input of your team and key partners.

Use the Intake Meeting Form to align on the details of the open job opportunity with key internal stakeholders. This form:

1. Outlines the details of the position
2. Helps to establish a recruiting timeline
3. Can be used to build an execution strategy so that everyone is on the same page before you begin the interview process

# Intake Meeting Form



Open Form

[bit.ly/intake\\_meeting\\_form](https://bit.ly/intake_meeting_form)

<b>Job title:</b>	
<b>Location:</b>	
<b>Level</b> (entry, senior, etc.):	
<b>Manager:</b>	<b>Department:</b>
<b>Notes/Comments:</b>	<b>Success factors:</b>
<b>Required skills and experience:</b> Are there gaps in the team? Do you have a successor? Is industry experience necessary?	
<b>How will the hire complement the team?</b>	
<b>Target companies, titles, universities:</b>	<b>Reason for hire:</b>
<b>How will the candidate be successful within their first 90 days of working here?</b>	
<b>Any internal candidates to consider:</b>	
<b>Sample career trajectories:</b>	
<b>Compensation</b> (Base/Bonus/ Other Incentives): <ul style="list-style-type: none"><li>• <b>Range:</b> _____</li><li>• <b>Bonus:</b> _____</li><li>• <b>Equity:</b> _____</li></ul>	

## Process, key milestones

<b>Selection criteria:</b>		
<b>How heavily will culture fit be weighed?</b>		
<b>Interview process</b> (e.g., batch days, panel interview days, how to pre-brief/debrief candidates, etc.):		
<b>Must have interviewers:</b>		
<b>Interviewer's level of preparedness</b> (e.g., interview trained, aligned on role expectations, prepared to participate and allocate time to interview/provide feedback):		
<b>Establish a timeline</b> (search life cycle):	<b>Follow-up commitment:</b>	<b>Level of engagement needed from the hiring manager:</b>
<b>Importance of candidate experience:</b>	<b>Candidate satisfaction survey and net promoter scores</b> (if applicable):	

## Working together

<b>Level of priority:</b>	<b>Percentage of time the hiring manager/team will spend to help fill this role:</b>	
<b>Email response expectations:</b>	<b>Feedback expectations (quality and timeline):</b>	
<b>Ability to use folders in <a href="#">LinkedIn Recruiter</a>:</b>	<b>Identify specific folder being used for this position:</b>	<b>Ability to access and use job referrals system:</b>
<b>Preferred method for delivering status updates</b> (e.g., setting reoccurring meetings, sending emails, phone calls, texts, etc.):		

## Summarize discussion

<b>Shared understanding:</b>
<b>What to expect in the next few weeks:</b>
<b>Additional opportunities to engage with the business or gain insights into team operations</b> (e.g., attending team meetings, shadowing business interviews, etc.):
<b>Key decisions made:</b>
<b>Action items</b> (e.g., gathering employee referrals, attending follow up meeting, etc.):
<b>Recap meeting sent?</b>

# 2 Write the Job Description

## Job Description Checklist

---

Writing an irresistible job description is an essential component to attracting qualified candidates. But often times, hiring managers don't know where to start or what makes a job description irresistible.

Good news is, you have a cheat sheet that will help you become a wizard at writing stellar job descriptions! Use this checklist to craft a description that tempts the right candidates to apply for your job. You'll get a list of:

1. All of the important components needed for a stellar description
2. The right words to use in the job description
3. The words to avoid that can create gender bias





# Job Description Checklist



Open Form

[bit.ly/job\\_description\\_guide](https://bit.ly/job_description_guide)

## Job title

---

Use a job title that is straightforward and findable. When you create the job title, make sure that it is:

Honest and doesn't exaggerate the role's importance.

Search friendly – Stick with common keywords that are self-explanatory. Candidates won't look beyond the title if they don't understand what it means.

Free of gender or age implications.

Descriptive of how the role ranks with other positions in the company, such as "senior" or "entry-level."

Comparable to similar jobs in the industry.

## Why join us?

---

This is the section where you describe why the candidate should join your company. Keep it concise, use "needs-supplies" statements, and consider including:

Your company's mission, vision, and values.

A description of your culture and team dynamics.

Your company's past successes and industry impact.

Benefits the employee can expect to receive.

The company growth metrics.

## What we're looking for

---

This is your opportunity to describe your ideal candidate and hopefully grab the attention of prospects that fit the description. Consider including:

Traits and requirements the candidate should have.

Skills and experience that are essential for the role.

Attributes of top performers at your company.

Type of position, such as full-time or part-time, paid or unpaid, or an internship.

Location, and whether or not travel is required (and how much).

## The impact you'll have

---

Illustrate the job's day-to-day experience, as well as the opportunity the candidate will have for career advancement. Be sure to:

- Express the value the position has within the company.

- Describe the role and responsibilities, including examples.

- Begin each responsibility with an action verb in present tense. For example, "drive product naming" or "elevate the client experience."

- Include details on the person to whom the candidate would report, and where that person falls within the company's structure.

- Disclose any drawbacks of the job, instead of hiding them with clever language. Consider adding a "worst part of the job" section.

## Sound like you? Apply now!

---

Make the process easy by providing a link to your application page, and save the candidate time by allowing them to apply with their LinkedIn profile.

## Learn more about (your company)

---

Use this section to include any further information about your company that is relevant to the opportunity. Try embedding a company culture video to mix things up!

## Contact information

---

Don't forget to include the proper company/employer's email, phone or contact URL so that applicants can apply and/or ask questions.

# Choose the Right Words

Words matter. A study published in the *Journal of Business and Psychology* found that adding “needs-supplies”, statements that focus on what candidates want attracts almost three times as many highly rated applicants than those that only use “demands-abilities,” descriptions that focus on what the employer wants.

Notice how the sentences below replace generic terms, like “the successful applicant” with a more direct word: “you”!

## Needs-supplies statements:

You will have the opportunity to work on a variety of tasks and develop your skills in many areas.

Employees are given many opportunities for advancement within the organization.

You will have many opportunities to collaborate with talented people.

## Demands-abilities statements:

The successful applicant will have excellent written and verbal communication skills.

Job incumbents will be required to show initiative in prioritizing tasks and carrying them through to completion.

The successful applicant will enthusiastically support and cooperate with others to develop effective solutions.



# Avoid Gender Bias

Nearly 70% of job ads contain gender-biased wording while job listings with gender-neutral wording get 42% more responses, according to a study by ZipRecruiter.

## Avoid male-bias words like

Strong  
Competitive  
Assertive

## Instead, choose words such as

Exceptional  
Motivated  
Go-getter

## Avoid female-bias words like

Concerned  
Polite  
Nurturing

## Instead, use words like

Professional  
Courteous  
Customer-oriented

# 3 Best Marketing Channels

## Top Places to Find Quality Candidates

Hiring managers who have little to no help from a recruitment resource/team, often times struggle with knowing where to promote his/her open jobs that will produce the biggest bang for his/her buck (and time).

[LinkedIn's Global Recruiting Trends 2017](#) report surveyed 3,973 global talent acquisition professionals and identified the top five channels used to find and recruit quality hires. With the limited time you have, try focusing your efforts around promoting your open roles to these channels:

1. Employee referrals (48%)
2. Third-party websites or online job boards (46%)
3. Social professional networks (40%)
4. Third-party recruiter/staffing firms (34%)
5. Internal hires (28%)



# Tips for Sourcing Quality Hires

(Based on top 5 channels)

## #1. Employee Referral Programs

Employee referral programs rank number one in the list of sources for quality hires. This method of finding talent can boost your employee retention. Employees who are referred tend to stay at their jobs longer than traditional hires, reducing the time and resources you'll need to put into future recruiting for replacement hires.

**Tip:**

Try using [LinkedIn Referrals](#) which allow your existing employees to easily refer candidates from their network to your open job.

**When to use:**

Use an employee referral program when you need to hire an employee fast or if you are looking for a strong culture fit.

## #2. Internet Job Boards

Internet job boards are ranked as the number two for growing businesses as most effective recruiting channels.

**Tip:**

Many talent professionals often use [Job Posts \(advertising single vacancies\)](#) or [Job Slots \(advertising multiple openings throughout the year\)](#) to promote jobs on LinkedIn's Network of over 400 global professionals.

**When to use:**

Use Internet job boards when you're looking to hire someone with specific experience and skills, or when you need to fill a vacancy fast.

### #3. Social Professional Networks

Growing businesses rank social professional networks as the number three source for quality hires.

**Tip:**

LinkedIn has the dynamic ability to reach more than 400 million members worldwide, and [LinkedIn Recruiter](#) gives you unlimited profile views and database access. You can save time by using its talent-specific filters to search by seniority, experience, company size, and more.

**When to use:**

Use social professional networks when you need to find an employee with a certain level of expertise or experience, or when you're looking for a strong culture fit.

### #4. Staffing Agencies or Search Firms

Ranked as the fourth most effective channels to source quality candidates, some businesses find staffing agencies helpful.

**Tip:**

Depending on the amount of employees you need to hire and the size of your budget, staffing agencies might be part of your strategy.

**When to use:**

Use staffing agencies when you've exhausted all of your other options, especially for roles that are extremely hard to fill.

### #5. Internal Hires

Employee retention is a top priority for growing businesses, and promoting from within can help you keep your high quality talent. In our study, internal hires ranked as the fifth most effective channel.

**Tip:**

Be sure to spotlight open positions during all-hands meetings and online communications. Or do a search using [LinkedIn Recruiter](#). Simply type your company's name in the "company" field, and select "current" employment status. Voila! A list of team members with the right skills will appear.

**When to use:**

When you need to fill a mid- or upper-level role fast, or when you want to ensure a good culture fit.

# 4 Review Profiles and Resumes

## Red Flags & What to Look for

As resumes and job post responses start to come in, the next step is to review the information to find a potential fit. 90% of hiring managers search a candidate's LinkedIn profile, according to Jobvite.

As you review profiles on LinkedIn this section will help you focus on:

1. What to look for when reviewing a candidate's LinkedIn profile
2. Flags that may allude to high performers
3. Red flags that may reveal low performers





# Experience vs. Culture Fit

## When reviewing a candidate's profile look for:

**Culture Fit:** Compare company size and culture similarities of candidate's previous companies.

**Loyalty:** Look at how long they stayed in their past jobs.

**Flexibility:** Look for details that show a willingness to take on diverse responsibilities.

## High Performer Flags

### A complete profile

A candidate who has taken time to complete his/her LinkedIn profile may demonstrate being detail oriented and a serious job seeker.

### Results & data driven

Inclusion of numbers in Profile descriptions (e.g. growth percentages, direct bookings (\$), etc.) can provide evidence of being analytical and results driven.

### Group & community involvement

Profiles that shows membership to LinkedIn Groups or volunteer organizations alludes greater interest/connection to certain industries and their community.

### Recommendations

Testimonials can give you a clue about a candidate's performance and personality. Look for recommendations from former employers or industry peers.

## Red Flags

### Mistakes and typos

Profiles that have typos, grammatical errors, and poor formatting demonstrate lack of attention to detail.

### Short job tenure

The average employee stays in a position for 4.2 years, according to the Bureau of Labor Statistics. Profiles that show frequent job hopping could indicate poor relationships and quick burn out.

### Vague wording

Use of ambiguous language, such as "familiar with" and "participated in" could imply he or she didn't actually work on the project; they simply assisted in a way.

### Unprofessional Profile photo

Unprofessional photos raise red flags that may suggest he/she is not aware of how to present his/herself in a professional environment.

# 5 Start Effective Outreach

## Tips to InMail Messages That Work

When you find a candidate who looks like a potential fit, it's time to reach out. The good news is, eight out of nine professionals are open to learning about new job opportunities. The best method to use for outreach is through [LinkedIn InMail](#) because response rates can be three times higher than a regular email. Don't forget that with a LinkedIn Recruiter subscription, you get 150 InMail messages per month!

In this section, get tips on:

1. The best time to send an InMail
2. Top subject lines that will get your candidate to open your InMail
3. How to get higher response rates

Note: InMails are messages that can be sent directly on the LinkedIn platform to another LinkedIn member (whether or not you're connect) without needing an email address. If you have a Basic (free) account, you must upgrade to a Premium account to use InMail.



# Write InMail Messages That Work

## 1. Time it right

Send your InMail between 9-10 a.m. Our data shows that mid-morning gets the highest response rate.

---

## 2. Stick to weekdays

InMails sent on Saturdays are 16% less likely to get a response.

---

## 3. Customize each InMail

Connect with recipients by referencing commonalities instead of blasting dozens of candidates with a generic message.

---

## 4. Be smart about your subject line

Just like an email, a good InMail subject line will improve the chances that your message is opened. The best subject lines include warm connections, such as “[Shared connection] suggested I reach out to you,” or “Hello from a fellow [college] grad.” Avoid boring subject lines or those that give the person a reason to delete it, such as “You’re probably happy at [their current company] but ...” or “Career opportunity at [your company name.]”

---

## 5. Include the right information

The top reason employees leave their current job is career advancement, according to our research. Your InMail should not only describe the open position; it should tell the recipient where the position can take them.

---

## 6. Check your employer brand

The first thing an interested candidate will do is check out your LinkedIn page. Before you click “send” on that InMail, make sure your [Company Page](#) is engaging, and search the Internet to see what employees are saying about your company and what it’s like to work there.

### Here are some ideas that will increase your odds of hearing back:

- Referencing a former common employer increases your response rate by 27%
- Reaching out to a prospect who is in the same LinkedIn Group boosts the response rate by 21%
- Candidates who follow your company on LinkedIn are 95% more likely to accept your InMail and 81% more likely to respond to it
- Prospects who are connected to someone who works at your company are 46% more likely to accept an InMail



# 6 Conduct a Phone Screening

## Phone Screening Questions

---

The phone screening stage is your opportunity to get a feel for the candidate's personality, communication skills, and experience. By asking the right questions during the initial phone screening interview, you can quickly determine whether or not they're worth investing time in an onsite interview.

To help you with your phone screening, this section will provide:

1. A list of phone screening questions organized by topics you might find relevant/useful
2. A phone screening evaluation form

# Phone Screening Questions



Open Form

[bit.ly/phone\\_screening\\_questions](https://bit.ly/phone_screening_questions)

## Company knowledge

What do you know about our company?

Why are you interested in this role?

## Working with others

What do you think your business clients would say about you? (if applicable)

What do you think your colleagues would say about you?

What do you think your boss would say about you?

## Excellence in work

Tell me about what you're most passionate about in the work you do.

What does going above and beyond on a project mean to you?

Please give me an example and describe a time when you went above and beyond?

### **Current role and results**

How are you measured in your current role?

How are you performing?

Where are there opportunities that you feel that you can improve?

### **Motivations and potential to transform**

What would motivate you to make a move from your current role?

What does impact at a business mean to you?

Where do you see yourself 5-10 years from now?



# Beyond the Answers

In addition to answers to your strategic questions, a phone interview can provide helpful information about candidates when you listen closely:

## 1. Communication skills

Since the conversation takes place on the phone, the only thing you have to focus on is the candidate's voice. Listen to how they express themselves. Are they clear? Engaging? Articulate?

## 2. Interest

Does the candidate sound interested in the position? Listen for clues in their speech, such as small interjections (like "Mm-hmm" or "Uh-huh") or questions that show that they're actively listening.

## 3. Culture fit

Look for clues in a candidate's answers that are evidence that they would be a good culture fit. If your office is formal, do they respond in a similar manner, or if your office is laid back, do they seem easy going?

# Phone Screening Results



Open Form

[bit.ly/phone\\_screening\\_questions](https://bit.ly/phone_screening_questions)

**Position:**

---

**Candidate Name:**

---

**Interview Date:**

---

**Interviewer Name:**

---

## Scoring

Phone presence (5 – excellent, 4 – great, 3 – good, 2 – fair, 1 – poor):		
Areas of improvement:		
Areas of strength:		
Overall fit for role (3 – great, 2 – good, 1 – not a fit):		
Recommendation for TPS (3 – yes, 2 – on the fence, 1 – pass):		
Compensation:		
Work authorization:		
Notes or next steps:		



# 7 Conduct the Onsite Interview

## Setup Checklist & Behavioral Interview Questions

Did you know that 83% of candidates say a negative interview experience would make them not want to take the offered job? It's crucial to ensure candidates have a positive interview experience (especially if there are candidates you want to hire).

The onsite interview is a critical process when it comes to recruiting good talent. Consider setting up and distributing the following information to offer the best interview experience for both the candidate and the interviewers.

In this section, you'll get:

1. An interview preparation form to share with the interviewers
2. A checklist of things you can do to prepare for the interviewee's arrival

# Onsite Interview Information (For Interviewer)



Open Form

[bit.ly/interviewer\\_interview\\_packet](https://bit.ly/interviewer_interview_packet)

## Candidate information

<b>Candidate name:</b>	
<b>LinkedIn profile:</b>	
<b>Position for which they are interviewing:</b>	
<b>Interview round:</b>	
<b>Hiring manager:</b>	

## Interview details

<b>Schedule:</b> Include timeline and list of other interviewers.	
<b>Interview location:</b> If your office is large, include a map.	

## Contact info:

<b>Recruiter contact info:</b>	
<b>Recruiting coordinator contact info:</b>	

## Attachments

Candidate resume

Work examples

Candidate headshot

Job description

Other:

# Best Practices & Setup Checklist

## Pre-interview email

---

Send the candidate an email that includes the following information:

Thank you for interviewing

Position title

Job description

Interview location (include map and parking details)

Contact name upon candidate arrival

Interviewers LinkedIn profiles and title

Request for additional materials to bring, including copies of resumes, references, writing assignment, work samples, etc.

Description of appropriate attire, such as formal interview, business casual, or casual

## Onsite interview

---

First impressions are important; make a positive one by having the following items ready when the interviewee arrives:

Welcome card in conference room

Interview snack kit (includes water, snacks)

Printed interview agenda w/ interviewer schedule

Any promotional materials (pens, notepad, t-shirt, etc.)

## Interview Day

---

The day of the interview is show time -- a chance to get face time with the candidates who passed your phone screening stage. According to our research, 87% of candidates say a great interview experience would make them want to take the job, even if they had doubts about your company before.

## Interview Day

---

The day of the interview is show time -- a chance to get face time with the candidates who passed your phone screening stage. According to our research, 87% of candidates say a great interview experience would make them want to take the job, even if they had doubts about your company before.

## What To Know About First Impressions

---

Six and a half minutes into an interview, most hiring managers have made an employment decision, according to research from Monster. This statistic demonstrates the power of a first impression, which ranked second behind experience on the list of factors influencing the hiring process.

### First impressions count:

93% say a candidate's punctuality is important

82% look for good eye contact

73% look at personal appearance

60% are impressed with a candidate's ability to make small talk

55% were influenced by the strength of the handshake

### First impressions also count for candidates:

70% of candidates trust their first impressions when deciding whether to take a job or not

60% judge the interviewer's handshake

51% look for the interviewer to be punctual, and were likely to turn down a job if they had to wait too long

50% judge the interviewer's personal appearance

# Behavioral-Based Interview Questions

While first impressions matter, questions are at the heart of an onsite interview. Using behavioral-based interview questions allows you to learn about the candidate's past behavior and performance in certain situations. This will help you to predict how they will perform at your organization in the future if you hire them.

Be sure to tailor your questions to the job. When hiring an engineer, for example, you'll want to focus on college and work experience, because those things apply directly to the role. If you are hiring people for sales or marketing, however, you will need to tap into their personality because those roles tend to be more of an art than a science.

Choose the questions that you feel are most applicable for the role you are looking to fill, and make sure that you have an idea of what behaviors you would like to hear in response. Use the same questions for each candidate interviewing for the same position to ensure consistency.

In this section, you'll get a list of behavioral interview questions organized by the following categories:

1. Ability to lead
2. Judgment & prioritization
3. Achievements
4. Work relationships
5. Accountability
6. Growth
7. Integrity
8. Collaboration
9. Humor



# Behavioral Interview Questions

## Ability to lead

Have you ever had to “sell” an idea to your coworkers or group? How did you do it? What were the results?

Describe a situation where you needed to use persuasion to convince someone to see things your way. What steps did you take? What were the results?

Give me an example of a time when you felt you led by example. What did you do and, how did others react?

Tell me about the last time something significant didn’t go according to plan that you/your team was responsible for. What was your role? What was the outcome?

## Judgment & prioritization

Describe the most productive team you’ve been a part of. How did you contribute to the team? What were the results?

Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What happened as a result?

Describe a time when you volunteered to expand your knowledge at work, as opposed to being directed to do so. How did you seek out the opportunity? What were the results?

Recall a time when your manager or supervisor was unavailable when a problem arose. What was the nature of the problem? How did you handle that situation? What happened as a result?



## Achievements

What do you consider your greatest accomplishment? How did you achieve this? What was the outcome?

Tell me about the most challenging situation you've faced, and what actions you took. What was the outcome?

What was your most significant accomplishment in your previous role? How did you achieve this? What was the impact?

Describe a decision you made that really created a competitive advantage for your business? What action did you take? What were the results?

## Work relationships

Describe the most productive team you've been a part of. How did you contribute to the team? What were the results?

Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What happened as a result?

Describe a time when you volunteered to expand your knowledge at work, as opposed to being directed to do so. How did you seek out the opportunity? What were the results?

Recall a time when your manager or supervisor was unavailable when a problem arose. What was the nature of the problem? How did you handle that situation? What happened as a result?

## Accountability

Without discussing the particular decision, have you ever worked with a client who was pursuing a project or objective that you didn't think was the right thing to do? How did you address your concerns? What was the result?

Have you ever had a situation where you were working with someone who did not seem motivated to get the work done? How did you handle it? What was the source of de-motivation? Did the job get done?

Have you been assigned a task that you thought was challenging? What steps do you take in developing a plan of action? What was the result?

Tell me about a time when you delivered more than was expected. Assume you got this job, what is an example of something you could do in that role to beat expectations? What motivated you in this particular case? Were your extraordinary efforts noticed by your managers or peers? What was the feedback?

## Growth

When was the last occasion you asked for direct feedback from a superior? Why did you seek this information?

Describe a time that you volunteered to expand your responsibilities at work, as opposed to being directed to do so? How do you manage to accomplish the things you want to achieve with the things you must achieve?

Describe an instance when you had to think on your feet to extricate yourself from a difficult situation. How did you approach the situation? What was the reaction?

## Integrity

Have you ever worked with a client that you didn't trust to do the right thing? How did you handle the situation? Did you discuss your concerns directly with the person?

Tell me about a time when you were on a team that had to make an uncertain decision where there was a possibility of adverse public reaction. How did you manage the situation? How did you escalate the situation?

Have you ever faced a situation when you had to take a longer way of doing something in order to adhere to proper professional standards? Did others disagree with your assessment of the situation? If so, how did you handle it?



## Collaboration

Give an example of a time when you were working on a project and had difficulty getting cooperation from a group outside of your team that was vital to the completion of the project. How did you go about requesting the assistance?

Tell me about a time when you gave a presentation or held a meeting where it was important to influence someone's opinion. How did you prepare? What was the outcome?

Tell of a time when your active listening skills really paid off for you, maybe a time when other people missed the key idea being expressed. Were you able to communicate these details to those who may have missed them?

## Humor

Everyone has certain job functions that are not as fun as others. How do you approach the work that you don't necessarily like to do? What type of work is less fun for you?

Have you found any ways to make a job you were not enthusiastic about more rewarding? What about the job did you initially not find interesting?

# 8 Avoid Common Mistakes Pitfalls Hiring Managers Make

---

You've found candidates, reviewed their profiles, and invited a few to come in for an interview. If you think you're ready to hire, hold up a minute. As a manager, your expertise is in running your business -- maybe not so much in the intricacies of human resources. Making a mistake could cause you to lose on a great candidate or a chunk of change.

According to the U.S. Department of Labor, a bad hiring decision can cost a company as much as 30% of the employee's annual salary. For a position that pays \$75,000, that's \$22,500 walking out your door.

Before you make an offer, make sure you're not making one of these common hiring mistakes.



# Pitfalls Hiring Managers Make

## #1. Rushing the process

Whether you've created a brand new position or experienced a vacancy, it's common to want to fill it right away. You have a business to run, right? Instead of hiring the first person you find, slow down and make the right hire.

**Tip:**

If you haven't found a candidate after 6 onsite interviews, you may need to revisit the job description. Perhaps what you initially thought you wanted isn't what you're currently looking for?

## #2. Postponing the hire

The flipside of rushing the process is postponing it. This mistake will eventually put you in dire need to fill the role and you'll be tempted to hire the first person you interview.

**Tip:**

Instead, use this toolbox to create a hiring plan and a talent pipeline. Anticipate the roles you and your team will need, and put your plan into action, carving out an hour or two each week to focus on hiring.

## #3. Relying on your gut

Growing businesses (and teams) are often led by entrepreneurial-minded people who trust their gut when it comes to making business decisions.

**Tip:**

Make sure to do your due diligence by following up on references. Get the opinions of other leaders in your company. And hire for competence, experience, professionalism and resume instead of someone who has a great personality.

## #4. Not screening for culture fit

While a resume can tell you a lot about a candidate's experience and skillset, it's not enough. Every employee should be a good fit for the company culture, as well.

**Tip:**

Have several members of your team talk to the candidate. Don't make the hire until you find the person with the right credentials and the right attitude.

## #5. Conducting just one interview

Try not to make a snap decision about hiring someone after one great interview.

**Tip:**

Take a few opportunities to get to know candidates. Start with the phone interview. Then invite them onsite. And be sure the candidate talks to at least two people in your organization, so you can compare notes and make the best decision.

## #6. Holding too many interviews

When it comes to the right amount of interviews, find a happy medium.

**Tip:**

Start with the phone interview -- don't skip this step! Then identify two or three key decision makers in your company and have each person sit down with the candidate onsite. If needed, narrow down your candidate pool to the top two and hold a third and final interview.

## #7. Talking and not listening

You've got good candidates and you definitely want to impress them, but don't make the mistake of talking too much.

**Tip:**

Stick to your list of questions, and try not to veer off the script -- it can get you in trouble. For example, it's not alright to ask about marital status, children or pregnancy. While these questions may seem like a casual icebreaker, they're also illegal. The best thing to do is to ask questions that require a lengthy and thoughtful response.

# 9 Evaluate Candidates

## Candidate Interview Evaluation Form

---

The hard work is done, and it's time to circle your team and compare notes. The following grid will help managers and interviewers compare and evaluate the different applicants.

This section gives you:

1. An interview feedback form that helps managers and interviewers evaluate candidates
2. Examples of InMail messages you can send to your candidates after the interview

NOTE: The Interview Evaluation Form is a general guideline and should be revised according to the particular situation, job requirements, etc. Each candidate should be assessed on the most important skills and performance competencies needed to succeed in the job. After deciding on the applicable criteria below, a point system can be used to evaluate how well each applicant meets the criteria. Use the same evaluation criteria when evaluating different applicants for the same position. Rating should never be completed during the interview or in the presence of a candidate.

# Candidate Interview Evaluation Form



Open Form

[bit.ly/candidate\\_evaluation\\_form](https://bit.ly/candidate_evaluation_form)

<b>Date:</b>	<b>Interviewer(s):</b>	<b>Recommendation:</b>  _____ H = Hire HC = Hold for Consideration NH = Do Not Hire BQ = Better Qualified for Another Position
<b>Name of Applicant:</b>	<b>Position Interviewed for:</b>	

## Applicant Selection Criteria Matrix

### Suggested Scoring System:

5 – Excellent (significantly exceeds criteria)

4 – Above Average (exceeds criteria)

3 – Average (meets criteria)

2 – Below Average (generally does not meet criteria)

1 – Unacceptable (significantly below criteria)

	Score (1-5)	Notes/Comments
Decision making/Judgment:		
Functional & technical:		
Communication Skills:		
Education:		
Cultural fit:		
Initiative:		
Problem solving:		
Quality:		
Teamwork:		
Enthusiasm:		
Overall evaluation:		
Additional notes/comments:		

# Keep the Candidate In the Loop

While you're making your decision, don't forget to follow up with the candidates. How you present yourself before, during and after an interview is a reflection of your company culture and brand.

After the interview, reach out to top candidates so you don't lose their interest. Send an email the next day, thanking them for their time. Then check in every week until you make a decision.

**Here's a sample email you can send if you're still considering hiring the candidate:**

**New InMail message**

To15/150  
InMail credits

Dear [NAME],

Thank you for coming in to learn more about [JOB DESCRIPTION] at [YOUR COMPANY NAME]. We want to make the best hiring decision and are currently completing interviews with other candidates. I will notify you of our decision as soon as possible.

Please feel free to stay in touch or reach out you have any questions.

Sincerely,  
[YOUR NAME]

**Here's a sample email you can send, if you know a candidate is not a good fit:**

**New InMail message**

To15/150  
InMail credits

Dear [NAME],

Thank you for coming in to learn more about [JOB DESCRIPTION] at [YOUR COMPANY NAME]. After conducting several interviews, we have decided to offer the position to another candidate. Our decision was based on [REASON, SUCH AS SKILL SET OR EXPERIENCE]. As you progress in your career, please stay in touch and feel free to apply for future openings.

Sincerely,  
[YOUR NAME]

# 10 Onboard New Employees

## New Hire Checklist

Hooray! Your time and effort has paid off, and you have a new hire starting. Welcome them into your company the right way.

In a study by [Bersin by Deloitte](#),

4%

of new employees quit  
after a disastrous first day

22%

of employee turnover  
occurs in the first 45 days

41%

more first-year employees  
stay at companies with  
formal onboarding  
programs

79%

of business leaders  
surveyed said onboarding  
is an urgent and important  
priority

For additional onboarding ideas and tools, download LinkedIn's [Onboarding in a Box](#).



# New Hire Checklist



Open Form

[bit.ly/new\\_hire\\_checklist](https://bit.ly/new_hire_checklist)

New employee name:	
Date of hire:	
Supervisor / Manager:	

This checklist details many of the activities that need to take place in the new employee's first six months.

## Before the new employee's first day

---

Send offer/welcome letter.

Notify unit personnel/payroll/benefits representative of hire.

Prepare an agenda for the first week.

Notify departmental information technology (IT) about new hire. Provide list of required software/hardware. Request email setup.

Notify departmental telecommunications contact of hire. Request phone hookup and voicemail setup.

Make lunch plans for employee's first day.

Identify employee(s) with similar responsibilities to function as the new employee's coach/mentor for work-related processes and procedures.

Add employee to department and/or unit organizational contact and routing lists.

Make an appointment with the HR contact for the employee to complete new hire paperwork (payroll & benefits information) on his/her first day at work.

Prepare parking permit information/paperwork (if applicable).

Set up timesheet(s) (optional).

Install appropriate hardware/software.

Ensure e-mail is added to Employee Directory.

## On the new employee's first day

---

Send welcome e-mail to staff announcing the new employee's arrival, function and location.

Introduce employee to co-workers.

Meet with personnel/payroll/benefits representative to complete new hire paperwork and to receive introduction to employee benefits.

Schedule attendance at orientation programs:

- 1) New Employee Orientation Program
- 2) Benefits Orientation

Order business cards.

Introduce employee to work area, including:

- Use of phones.
- Departmental purchasing policies.
- Computer orientation – common programs & useful websites.
- Review and set up standard meetings.

Orient employee to worksite:

- Coffee room
- Bathrooms
- Photocopy machines
- Fax machines
- Supplies
- Restaurants
- Transportation
- Break rooms
- ATM's
- Vending machines
- Location of first aid and emergency supplies
- Mail services

## Within the first 2 weeks

---

### Review departmental policies and procedures:

- Probationary period.
- Timesheets.
- Vacation and sick leave accrual and use.
- Hours of Work.
- Work Rules.
- Attendance Policy.
- Phone etiquette.
- Personal phone usage policy.
- Personal computer usage policy.
- Performance appraisal process.
- Merit/salary increase timeline.

### Introduce employee to job:

- Review job description.
- Discuss supervisor's style and expectations.
- Review performance goals and expectations.
- Identify the "players" connected to the position; make appointments with "key players."
- Identify the "customers" served by this position; define customer service.
- Discuss employeesafety.
- Review standard meetings the employee needs to attend.
- Identify what training and development activities will be needed in the next six months. Sign up for the appropriate classes.
- Meet weekly to complete orientation to work-related tasks and to ask/answer questions.
- Set performance expectations and discuss how and when the employee will be evaluated.
- Provide feedback on a weekly basis.
- Meet Department Head and Executive Team.

## During first 6 months on the job

---

Provide monthly feedback to the employee regarding his/her job performance, including a formal performance evaluation in the third month.

## After 6 months on the job

---

Prepare formal six-month employee evaluation.

Celebrate completion of probationary period!



# Get Inspired

Real world examples



# CEO's Phone Screening Questions

Standard questions will help you match a candidate to your organization, but some business leaders like to dig deeper.

Here are three questions to inspire your next phone interview:

**1. "To become an expert at something it is said one must put in 10,000 hours of practice. What have you put 10,000 hours into? Or what are you working on putting 10,000 hours into?"**

"By telling us about your routine, schedule and focus, we can learn whether you have a commitment to excellence," says Chase Garbarino, CEO of VentureApp, a vendor consulting firm.

**2. "What motivates you to come to work every day?"**

Maren Hogan CEO of the B2B marketing agency Red Branch Media hopes it's more than money because that paycheck isn't what typically keeps employees motivated. "If the motivation is 'paying off my student loans,' take a pass," she says.

**3. "What are you good at doing (I focus on soft skills) and how well do you know yourself?"**

"These two answers reveal more about the person if they are choosing their degree based on their strengths, challenges and personality," says J. Isabella Johnston, CEO of the strategy consulting firm Pivot Business Consulting. "I look for entrepreneurial, coachable types that want to lead, follow and work well in teams and independently."



[In]troduction is LinkedIn's onboarding program, and the main goal is share our mission and values, and start building relationships from day one.

## Here's what a new hire's first day looks like:

### 1. Icebreakers

A group of new hires write their name, a headline describing them as a professional and an interesting personal fact on a sticky note they wear, and then walk around the room to meet each other.

### 2. Campus tour and lunch

New hires sit together at a table decorated with blue and white balloons.

### 3. Benefits presentation

New hires are given a presentation to learn about medical, financial and corporate benefits.

### 4. Executive Q&A

New hires are invited to a fireside chat with a member of senior leadership.

### 5. Perks

In a career fair style, new hires learn about all of the great perks available at LinkedIn, like food and transportation.

### 6. Technology

Employees are given shiny new laptops and backpacks, as well as an overview of the technology.

### 7. Continued education

The first day ends with an introduction to the onboarding tools available to employees, including the New Hire Roadmap and New Hire Resource Kit.

## Takeaway:

Create a first-day onboarding process that mirrors your company culture and adds excitement so employees look forward to coming to work the next day.



Take a look at this job description posted by The Adler Group. Notice how it relays pertinent information while reflecting the company's culture.

## Oscar Winning Controller or Director of Accounting

The Adler Group - greater Los Angeles, CA (Greater Los Angeles Area)



### Job Description

If you want to accelerate your career growth, you need to stop thinking about the day one stuff. Instead, think year one, and beyond.

For example, take this search we're now working on. It involves a small LA/Valley-based entertainment company that's asked us to find them a finance and admin executive to help them become as big as their dreams. As a result, you will, too! That's the stuff that's beyond year one.

If you're interested, here's what year one is all about. For a CPA, this is the stuff of dreams – getting out of the numbers and making a difference.

- Upgrade every single accounting process and procedure, including the entire reporting process. As part of this, make sure the internal controls are as tight as a drum.
- Take over and rebuild the admin side of the company including procurement, contracts, funding and legal. You'll be working closely with studio and production people, so you need to speak non-accounting.
- Rebuild the budgeting and planning process, including corporate reporting, and lead the preparation of the annual operating plan.
- Prepare a monthly analysis and reporting package that identifies what's really happening in the company. Cool charts and graphs would help.

Realistically, we need someone with a CPA (there's a bunch of public reporting and tax issues involved), and an MBA would add a lot of credibility. Most important is a hands-on understanding of the weird entertainment industry accounting treatments associated with a dozen independent collaborators involved in every production. If you pull all this off, all the folks you'll be working with will be thanking you when they receive their Oscars and Emmys.

While this is all of the Year One and Beyond stuff, Day One is pretty good, too. These are things like the compensation, the company, the people, and the location. However, none of this matters unless "Year One and Beyond" makes career sense for you.

### Desired Skills & Experience

If you can accomplish the above, you've got what it takes. Realistically though, you need a CPA or CMA. If you have an MBA on top of this, you'll be able to accelerate your effectiveness and impact. Hands-on knowledge of the entertainment industry accounting issues is really important. If you have it, you know why. If you don't, ask someone who does, and if they think you can do the work, or they'll help you through it, let's talk anyway.





Want to see an InMail that started a valuable conversation? Check out this InMail sent by Nataly Kelly, vice president of marketing for Hubspot.

## New InMail message

On Monday, November 10, 2014 at 10:05 PM, Nataly Kelly wrote:

\_\_\_\_\_  
[Redacted],

I came across your profile on LinkedIn, and had to get in touch! You look like exactly the candidate we seek – an SEO/content ninja who values ethical practices. And, a Twitter feed that includes both Simpsons quotes \*and\* candy corn doesn't hurt either.

I also saw that you studied linguistics, and thought you might really love working on our team. We are a fun, young, fast-growing company, and we still have a lot of growing to do. Any chance you would be interested in hearing more?

Thanks!  
Nataly



"So, did it work?" writes Kelly. "InMail success! The candidate actually gave me props on the creativity of the outreach. Sadly, he didn't want to make a career move just yet, so my dreams of debating the merits of the rel=canonical tag while munching on candy corn to a Simpsons soundtrack were dashed. However, my belief in the power of InMails was justly reinforced, because he referred me to some other candidates."



Jennifer Prosek, founder of the public relations firm Prosek Partners, analyzes a candidate's resume from the bottom up, gaining insight from their first or early jobs.



"If you took a look at the bottom of my resume, you'd see I bagged groceries when I was 15 and clocked night and weekend shifts as a customer service rep later in high school," she writes in her book *Army of Engineers*. "On the resume of my managing director, you'll see he once did weekend stints servicing the blast furnace of a steel mill."

Early jobs offer clues about a candidate's work ethic, says Prosek. "A person who successfully works a dirty job as a youngster – and knows enough to leave it on the resume later – is a good candidate for [us]. This is someone who knows about hard work and its rewards."

### Takeaway:

Get a sense of a potential new hire by assessing all of their experience, not just recent positions.



Ever wonder how other companies structure their interview process?

**Michele Mavi, director of internal recruiting at Atrium Staffing, does these two things before entering the interview:**

**1. Review the candidate's resume and notes taken during the phone screening.**

"The worst thing is for a candidate to come in and feel that you have forgotten information they have already given you," she says.

**2. Identify one thing to say about why you're looking forward to meeting them.**

"When you make candidates comfortable, they are more honest in their responses," she says.

**Takeaway:**

Define your interview process, and keep it the same for all candidates to avoid unwanted bias.



The global engineering technology enterprise firm Siemens has a proactive method of recruiting, and a goal of becoming an employer of choice. Instead of hoping the right candidates apply, it seeks opportunities to engage with talent and build awareness.



▶ [Watch their recruiting philosophy here.](#)

- 1 The company uses target-specific messages for geographic locations as well as positions, changing its content to suit the audience.
- 2 Siemens collaborates with universities to promote its brand with students at an early stage in their career.

### Takeaway:

Create a talent pipeline by engaging with potential clients on social media before you have a job vacancy, and target your message to the audience to get the best results.

### Bonus!

Get a behind-the-scenes look at Siemens recruiting philosophy as well as insight into the tools they use on a regular basis:

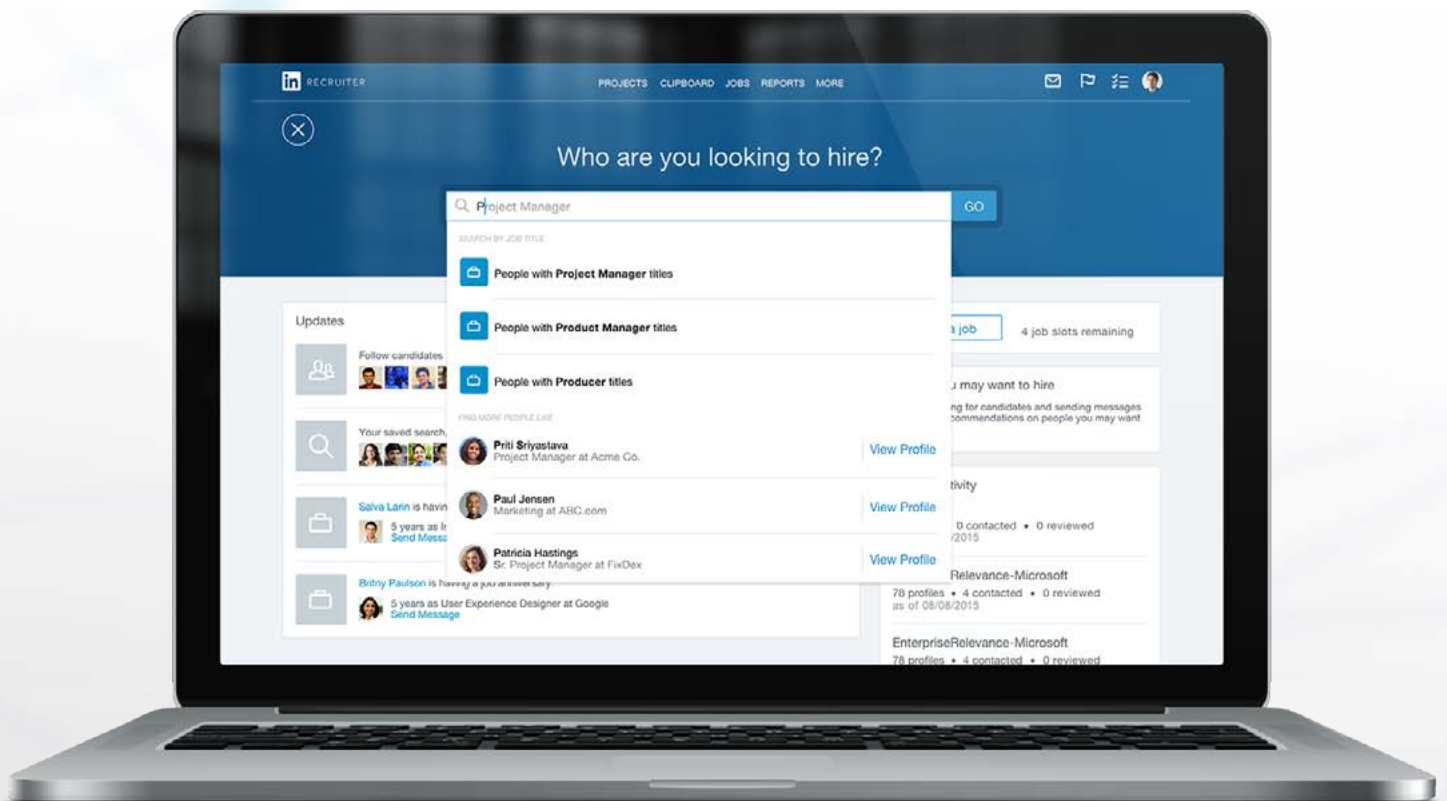
[www.youtube.com/watch?v=BBc3xTegFil](http://www.youtube.com/watch?v=BBc3xTegFil)

# Bonus

## Recruitment Technology Guide: An Introduction to LinkedIn Talent Solutions

LinkedIn Talent Solutions includes a suite of smart recruiting technology engineered for growing businesses. Small to enterprise-sized companies use Talent Solutions to build a strong employer brand, market their jobs and hire qualified candidates for all of their open roles.

Check out this guide to learn about the recruitment solutions you can start using today!



Have a question about  
**LinkedIn Talent Solutions?**  
Our friendly team can help.

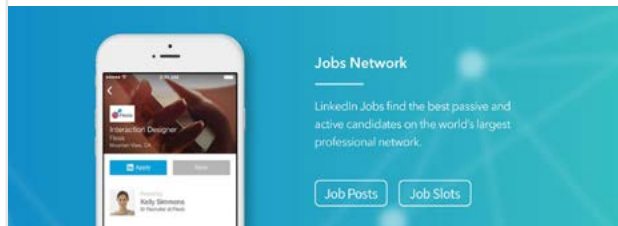
[Contact Us](#)

[bit.ly/ContactTalentSolutions](https://bit.ly/ContactTalentSolutions)

# Recruitment Solutions

## Jobs Network

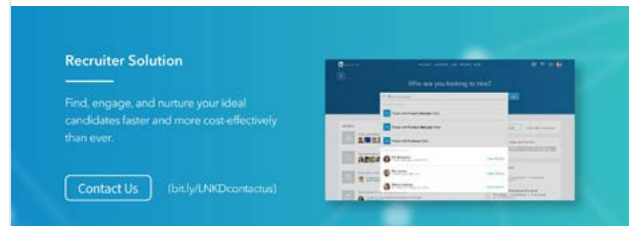
LinkedIn Jobs find the best passive and active candidates on the world's largest professional network.



[bit.ly/LNKDjobslots](https://bit.ly/LNKDjobslots)

## Recruiter Solutions

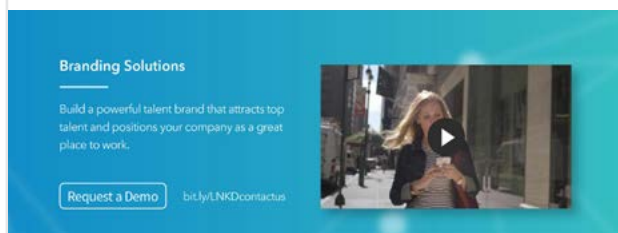
Find, engage, and nurture your ideal candidates faster and more cost-effectively than ever.



[bit.ly/LNKDRecruiter](https://bit.ly/LNKDRecruiter)

## Branding Solutions

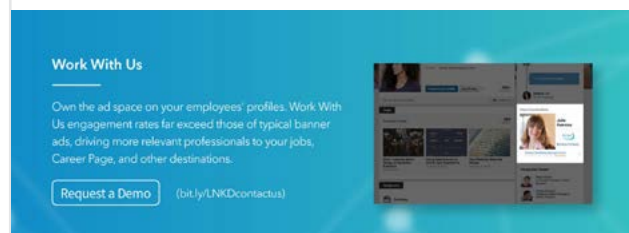
Build a powerful talent brand that attracts top talent and positions your company as a great place to work.



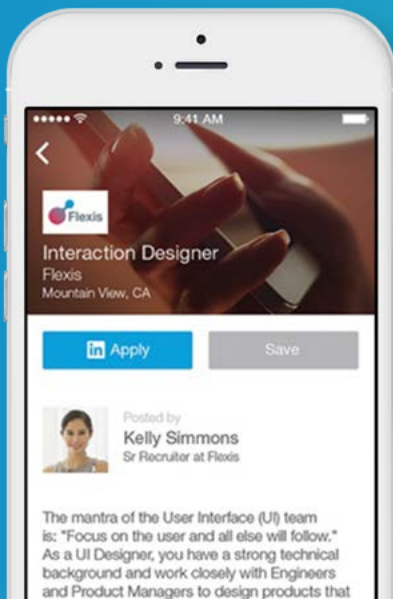
[bit.ly/LNKDcareerpages](https://bit.ly/LNKDcareerpages)

## Work With Us Ads

Own the ad space on your employees' profiles. Work With Us engagement rates far exceed those of typical banner ads.



[bit.ly/LNKDworkwithusads](https://bit.ly/LNKDworkwithusads)



## Jobs Network

LinkedIn Jobs find the best passive and active candidates on the world's largest professional network.

Job Posts

[bit.ly/LNKDjobposts](https://bit.ly/LNKDjobposts)

Job Slots

[bit.ly/ContactTalentSolutions](https://bit.ly/ContactTalentSolutions)



Expand visibility of your Job Post to passive candidates



Let your jobs find the best candidates with our matching algorithms



Give your Job Posts a viral boost where members can forward your post and share it on LinkedIn, Facebook, and Twitter

### Available solutions for posting your jobs include:

#### Job Posts

Post one or multiple job posts for 30 days.

**Post Your Job**

[bit.ly/LNKDjobpostings](https://bit.ly/LNKDjobpostings)

#### Job Slots

A year-round Job Slot allows you to change your job posting as often as you like – even daily.

**Contact Us**

[bit.ly/ContactTalentSolutions](https://bit.ly/ContactTalentSolutions)

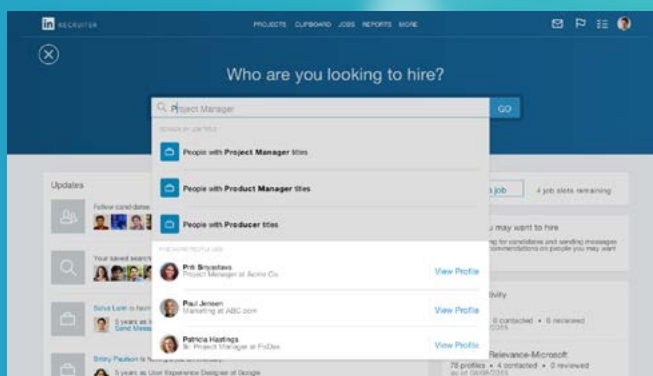


## Recruiter Solution

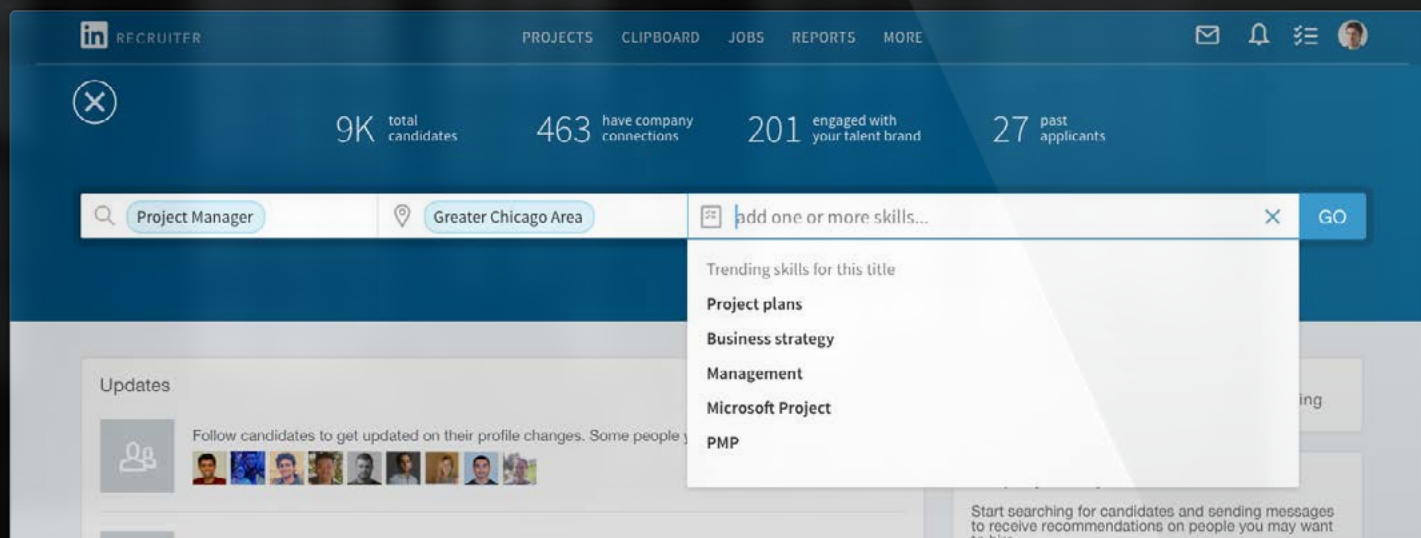
Find, engage, and nurture your ideal candidates faster and more cost-effectively than ever.

Contact Us

[bit.ly/ContactTalentSolutions](https://bit.ly/ContactTalentSolutions)



- See full names and profiles beyond your 1st and 2nd full degree network.
- Zero in faster on your ideal candidates with premium talent filters.
- Contact anyone directly with 50 InMail messages per month per seat.
- See up to 1,000 profiles in search results.
- Use Talent Updates to reach out to targeted followers of your company.
- Use Recruiter Mobile to find, engage, and manage talent from anywhere at anytime.
- Manage candidates with project folders and see your team's activities on shared projects.
- Add a tag, status, or a source to candidate profiles so you can search smarter and manage better.
- Create your own descriptive fields to meet the needs of your organization.
- Contact more candidates faster with one-to-many InMail messages and templates.
- Get best-in-class customer service, support, and training.
- Retain data on historical team activity.
- Audit activity to support OFCCP compliance.



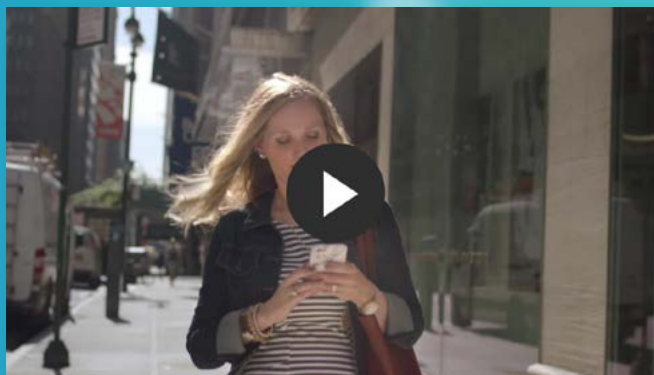


## Branding Solutions





Build a powerful talent brand that attracts top talent and positions your company as a great place to work.

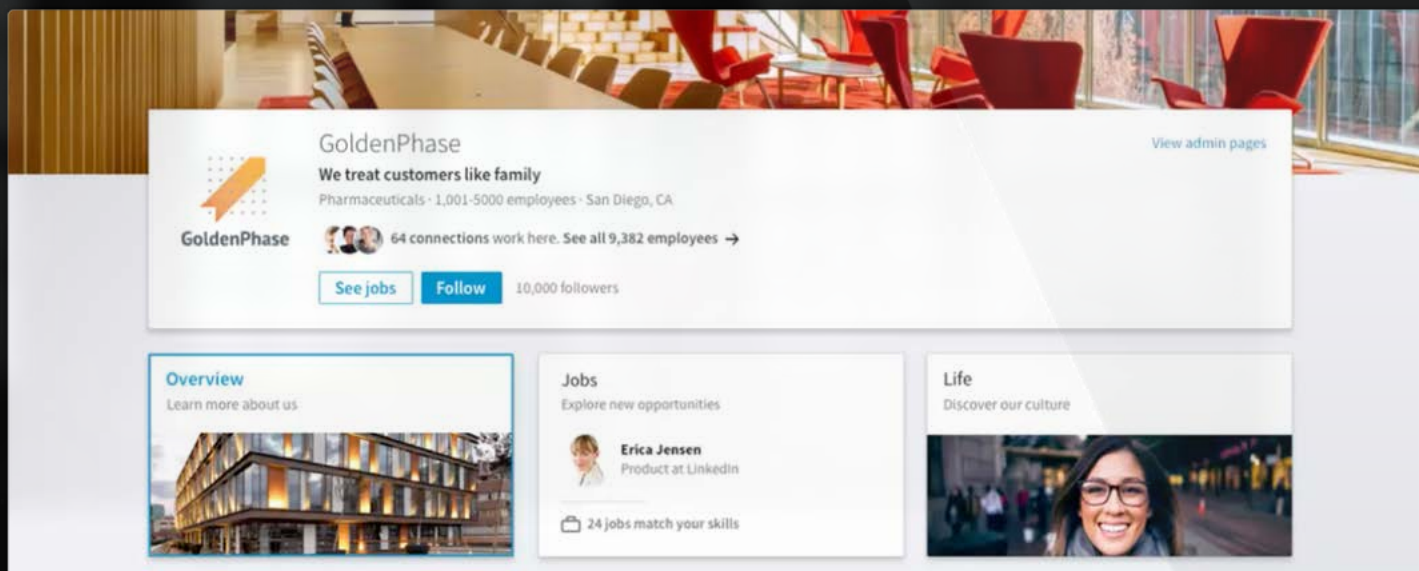
Request a Demo

[bit.ly/ContactTalentSolutions](https://bit.ly/ContactTalentSolutions)



## Career Pages

-  Communicate your message and differentiate your employment brand with rich content, unique insights, and employee testimonials.
-  Your Career Page will automatically display jobs targeted to each viewer, letting potential candidates know you're hiring people like them.
-  Deliver a custom experience unique to each visitor. Customize your message based on a member's location, industry, job function, and more, to capture the attention of every potential candidate who visits your page.
-  Engage potential candidates over-time with Company Status Updates that allow you to interact with your followers and build relationships with a highly engaged talent pool. With Targeted Updates, it's easy to keep content relevant and engagement levels high by selecting specific audiences to receive each update.

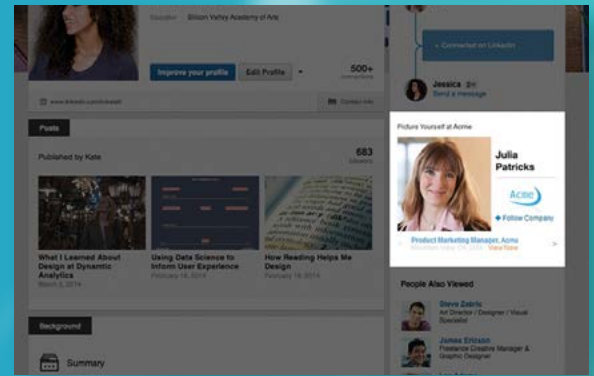


## Work With Us

Own the ad space on your employees' profiles. Work With Us engagement rates far exceed those of typical banner ads, driving more relevant professionals to your jobs, Career Page, and other destinations.

Request a Demo

[bit.ly/ContactTalentSolutions](http://bit.ly/ContactTalentSolutions)



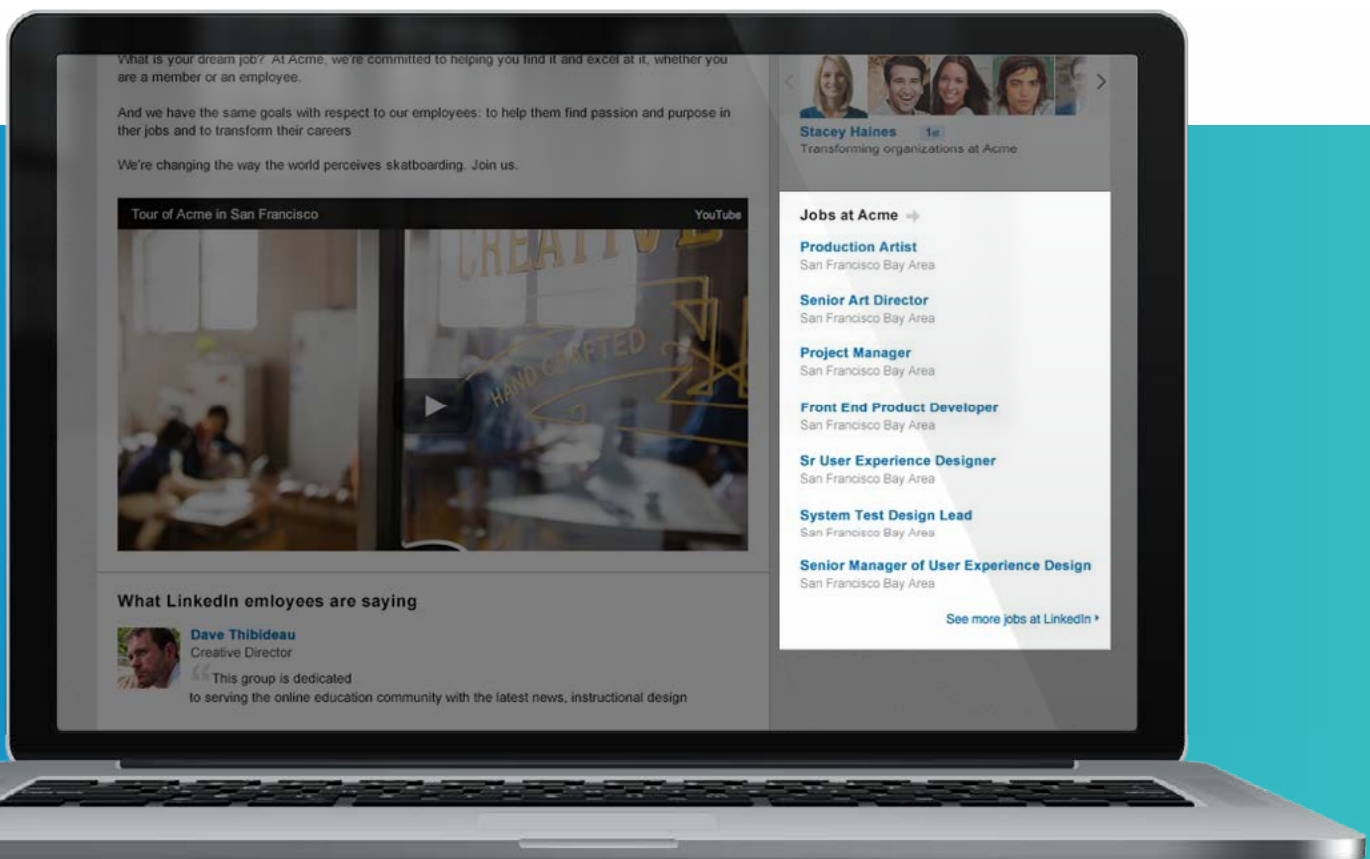
Own the ad space on all of your employees' LinkedIn profile pages to tell your story more effectively



Join the conversation every time a potential candidate researches or connects with one of your employees



Display jobs personalized to each viewer to let professionals know you're hiring people like them



# LinkedIn Talent Solutions

LinkedIn is where 467+ million professionals from around the world come to connect, stay informed, and get hired. It's the largest and fastest-growing social network for professionals.

LinkedIn Talent Solutions offers a suite of recruitment tools that helps you easily find, attract, and hire qualified candidates. In 2017, partner with LinkedIn Talent Solutions to start finding the candidates you need, building and maintaining relationships, and converting those relationships into long-lasting hires.

Let us help you find the recruitment tools that fit your unique needs.

---

Contact Us

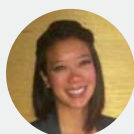
[bit.ly/ContactTalentSolutions](https://bit.ly/ContactTalentSolutions)

1-855-655-5653

For more recruiting resources and tips, visit:

[business.linkedin.com/talent-solutions](https://business.linkedin.com/talent-solutions)

## AUTHORS



**Suzanne Tran**  
Sr. Marketing Manager  
LinkedIn  
[linkedin.com/in/suztran](https://linkedin.com/in/suztran)



**Stephanie Vozza**  
Content Marketing  
Writer  
[linkedin.com/in/stephanievozza](https://linkedin.com/in/stephanievozza)



**Breton Brander**  
Graphic Designer  
Brander Design  
[linkedin.com/in/bretonbrander](https://linkedin.com/in/bretonbrander)