



E2E WORKPLACE SOLUTIONS

Leveraging Human Capital. Guiding Organizational Change.

Interviewing and Hiring

May 2, 2016

Isis Martinez, Founder and Principal

E2E Workplace Solutions, LLC actively maintains a library of reference materials, forms and materials based on 15 years of experience and studies in the field of I/O Psychology. Thus, the work produced is proprietary and may not be reproduced or shared with anybody for use by an outside party.

About Isis Martinez

- 15 years of experience in HR Leadership Roles and Human Capital Consulting
- An entrepreneur, like you
- S Texas → Chicago → Austin
- Background in Industrial/Organizational Psychology – the science of HR

Job Descriptions

- Employee job descriptions are written statements that describe the duties, responsibilities, required qualifications, and reporting relationships of a particular job.
- Aligns with your organization's mission, vision and goals
- Defines expectations
- ADA Compliant – 15 employees or more
- Promotion
- Recruiting

Recruiting ... takes time



- Post the job for (almost) free:



Recruiting takes time

DO

- Include the job description
- Create separate email for resumes
- Include a link to the application (if possible)
- Include info on compensation/benefits

DON'T

- Ask candidate to list references (unless it's a prior supervisor)
- Require pay history (people may pass up the opportunity to apply)
- SSN/DOB (not necessary until hire)
- Inquire over criminal history* (before an offer)

Interviewing – Two Phases

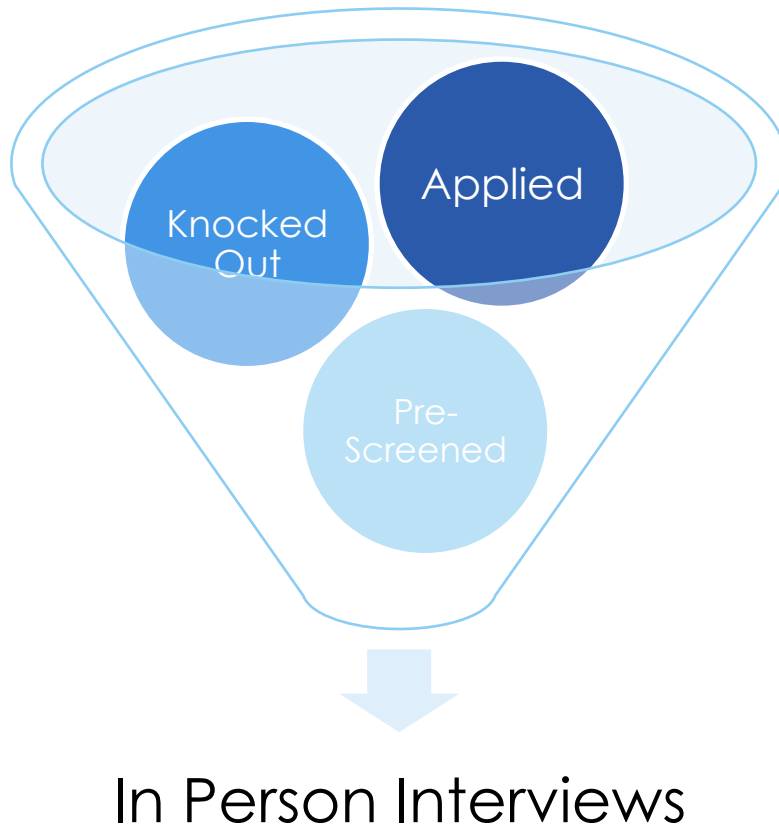
Pre-Screening: Phone

- Standardize Questions
- Hiring Overview
- Listen/Probe: Work history & gaps
- Address Compensation expectations

Job Specific: In Person

- Ask, “Why now and why us?”
- Use behavioral interviewing techniques for every critical area of responsibility
- Score for KSAs, not interviewing skills
- Have more than one person interview

Interviewing – Candidate Management



Communication Strategy*

- Applied: Auto Response
- Knocked Out: Generic TBNT
- Pre-Screened: Update only as necessary
- Interviewed: Update only as necessary, but with periodic updates

*Referrals – Personalized communication

Hiring – Making the Offer

Verbal

- ❑ Extend an initial offer over the phone
- ❑ Comp/start date
- ❑ Prepare to negotiate
- ❑ Explain contingencies (background checks/work history)

Written

- ❑ Include negotiated compensation and start date
- ❑ Include work location/schedule
- ❑ Include copy of job description
- ❑ Employment at Will Language

Hiring – Risk Management

Work History & Education Verification

- Secure written authorization
- 7 years of work history, min
- Only past supervisors; VEO only, if necessary, ok
- Verify education, if relevant

Credit/Criminal Background

- Use a vendor
- Document what is a “Successful” background check BEFORE asking for information
- Criminal: Vendor should only check for 7 years, more if offer is for over \$75k
- Ask “why”, consider their story



E2E WORKPLACE SOLUTIONS

Leveraging Human Capital. Guiding Organizational Change.

Let's stay in touch

<https://www.linkedin.com/in/isismartinez>

[Twitter: @IsisMartinezATX](https://twitter.com/IsisMartinezATX)