

The TalentValue  
**Selection Process**  
Training Workbook



# **THE TALENTVALUE SELECTION PROCESS**

## **12 STEPS IN A FIRST CLASS SELECTION PROCESS**

1. Establish and create a good Job Description
2. Build a solid Sourcing Strategy to locate qualified applicants
3. Use an Applicant Tracking System (ATS) to qualify and manage each applicant.
4. Review a Resume thoroughly to gather good information
5. Conduct a Telephone Screen to identify qualifications and how well they speak
6. Run an Organizational Fit Assessment to check for organizational fit
7. Meet the applicant personally using a behaviorally structured interview process
8. Run a Job Fit assessment to check if the candidate is the right behavioral fit for the job.
9. Conduct a second level interview to get another perspective of the applicant
10. Negotiate the level of the Position with its Salary and Responsibilities – Make an offer.
11. Conduct an appropriate Background Check & Drug Screening
12. Complete Paperwork for the new hire and conduct On-Boarding process to orient them to their job and position.

## 1.

### JOB DESCRIPTION

The foundation of a good hiring and selection process starts with a good job description. If you don't know what you are looking for how can you find the right person for your job? Organizations tend to hire for skill and fire for behavior. Make sure your job description describes the entire job; not just the tasks assigned.

Every well written job descriptions should contain these elements: A simple summary; Minimum requirements; The specific tasks and standards for accomplishing the job; The essential behaviors required for success; Tools required; Knowledge necessary; An outline of the expectations of the customers of position, Comments on why the job is important to the company.

1. Review for accuracy – *Is the job description current and a reflection of the position's responsibilities, authority, and accountability?*
2. Does it fit with the organization's strategic direction?
3. Does it accurately describe both the tasks or what they do as well as the behaviors or how they do it?

- Prepare to use both the full Job Description (JD) as well as a Job Description Summary (JDS) in the process. You will also have to create a "job ad" description specifically designed to attract candidates to your job. **Use *HR Out of the Box* for the most accurate way to record your job descriptions. It also creates all the other critical components of your human system such as a learning checklist and a performance plan.**
- 4.

## 2.

### SOURCING STRATEGY

#### How to get applicants to apply for your job.

1. Open a job posting site
2. Create a job posting media plan
3. Select the job boards that are most appropriate for your position.
4. Place your job ad in your site under the **TalentValue** ONEPOST Recruiting system.
5. Then the **TalentValue** ONEPOST system will automatically place your job advertisement in all the Job Boards you have selected. You should also post your job ads through your own web site.
6. Every applicant uses the Applicant Tracking System (ATS) to apply for the job. Besides being an efficient method of managing your time, it is also a critical legal protection.

Each candidate will be asked a series of pre-qualification questions based on your requirements. Some are technical questions you need asked to determine if they have the specific job knowledge and other criteria needed to do the job. There are also a series of behavioral questions to determine how they approach the job.

1. You will weight each question to assist in ranking each person most qualified to least qualified based on their answers.
2. Some questions will be automatic knock-out questions to eliminate those who are clearly not qualified for the job.
3. When the applicant answer the technical and behavioral questions the system creates a score depending on how you have weighted the importance of each job.

## 3.

### TALENTVALUE APPLICANT TRACKING SYSTEM (ATS)

1. Applicants flow into the **TalentValue ATS**.
2. Each candidate for the job completes the application and answers the questions.

3. Each question is rated based on the scoring system when you set up the job earlier. A total score is given so you can compare one applicant's scores to another applicant's scores. The system ranks each applicant and stacks them from the highest scores to the lowest scores based on their answers.
4. The applicant posts their resume in the system. You will review the applicant's resume and background to further qualify the candidate that have the highest scores. *You save time when you only focus on the most qualified candidates for your job opening.*
5. You can also see the source where the applicant found you. In other words which job board the applicant used to apply to your job. *This is great to determine where you get your most qualified candidates for future postings.*

## 4.

### HOW TO REVIEW A RESUME

1. Resumes should be screened and culled out by immediate Manager
2. Best applicants identified using resume and score on technical and company questions
3. Examine the resume:
  - a. Review for completeness
  - b. Review for unique or special skills and knowledge
  - c. Review the format - *A person sending you their resume should have a format that will allow you to quickly understand what they have done and what they can do.*
  - d. Review the writing style – *Can they speak in short sentences. Is it sloppy? Are there grammatical or spelling errors?*
  - e. Review the key words – *Look for the key items or words that are critical for a person to be successful in this job.*
  - f. Review for gaps in employment
  - g. Review for patterns and inconsistencies – *time lines; job hopping; significant changes in responsibilities.*
4. Make notes on separate piece of paper or on a Post-it note if there are any questions that you have. **Do not write on the resume itself.** The ATS system does provide you a place to put notes with the candidate. Be careful how you use this tool. Do not use discriminatory language or comments.
5. Schedule a telephone interview with the applicant at a mutually convenient time

## 5.

### THE TELEPHONE SCREEN.

1. Call each potential applicant personally to further qualify potential candidates for the job.
2. Qualify and screen potential candidates in terms of general interest in the job
3. Use “**Telephone Interview**” procedure
4. Ask the same questions, in the same order, to every one you talk to on the phone. Write down what they say to each question.
5. Use a telephone interview form. Write their responses down. Do not write an editorial. Write only the facts. Listen not only to the words but how they sound and react to your questions.
6. Do evaluate how they responded on each question as well as an overall judgment if they should continue the process at the end of the telephone discussion.
7. Establish the range of Salary expectations.
8. Convey the next step in the process and gain consent to schedule a behavioral assessment.
9. Schedule a time to conduct an in-person interview based on the outcome of the assessment.
10. Conduct an Organizational Fit Assessment before the face-to-face interview.

## 6.

### THE ORGANIZATIONAL FIT ASSESSMENT

**Most managers hire for skill and fire for behavior.** You have just done a preliminary review of the candidate for their technical qualifications. Now we need to examine their behavioral fit to the job and the organization

The first is an on-line **Organizational Fit Assessment** that looks at the candidate's attitudes on topics such as: how dependable they are; how aggressive they might be; their attitudes toward drugs and alcohol; their honesty; tendency for computer abuse; a team player, rules compliance, reliability, safety and non-violent attitudes or how they respect others in the workplace. It also tells you how accurate and candid in their responses and if they are trying to outsmart the test.

Building an organization that is based on respect and courtesy can start with your employee's core behaviors. Assessments such as these generate questions that can be used in subsequent interviews at the appropriate time.

For those applicants that seem to qualify technically, you should provide them with an Organizational Fit Assessment to get a preliminary feel for their behaviors and general attitudes. You can use this information as you go through the rest of the interviewing and hiring process.

## 7.

### CONDUCT A FACE-TO-FACE INTERVIEW

The most critical aspect of a good interview is to ask exactly the same questions; in precisely the same order; to every person you interview. While a combination of technical and behavioral questions are important, the behavioral questions will separate the best individuals who will be right for your company.

There are 3 purposes to conducting a face-to-face interview

1. To determine if they have the technical experience and skills to do the job as required.
2. To determine if they have the behaviors that will fit into the job you need done.
3. To determine if they will fit into the culture of your organization.

**Use the "Applicant Interview" form** when questioning the applicant. – It should be constructed from the job description based on the tasks they will be expected to perform and the behaviors required for success.

**Ask the questions and record any pertinent comments** to the right in the comment box provided. The purpose of this comment box is to record a summary of the applicant's responses... a phrase or two to illustrate what the person said. It is not to record your impression of the comments – whether they were good or bad.

**Place a check mark** in the upper right, upper left, bottom left, or bottom right of the comment box. This indicates your qualitative judgment as to the applicant's answers compared to the answers we were looking for. Did you think the candidate answered the question well? Use the definitions on the bottom as indicated.

Put a small check mark at the **Top Left** if the applicant's response is a "**Very High Quality Response**" – *You are pleased with the answer and it fits the requirements of the job extremely well.*

1. **Top Right** is a "*Reasonably Good Answer or Response*"
2. **Bottom Left** for a "*Response that leaves something to be desired*"
3. **Bottom Right** for a "**Poor Answer**" – one that you consider to be *weak and not matching the requirements of the job.*
4. This evaluation of a candidate's answer is strictly a subjective judgment on your part. Did you like the way he or she responded?
5. Probe applicant's answers when appropriate.
6. Make the probe an open-ended question that forces the applicant to elaborate and clarify their response.
7. Don't dwell on the answer, but continue on to the other questions.
8. Use the questions as a guideline for a general discussion of the topic and note how the applicant responds.
9. All the questions should be asked.
10. The applicant's response may lead you to probe further as to why they answered as they did. You may wish to ask other probing questions for further clarification. Do not spend too much time exploring any one question or

answer. There are many questions that need to be asked and we want to gather all the information possible. Dwelling on one set of questions may not allow you the time to ask the other questions required.

11. Choose the few candidates that seem to fit your requirements. Schedule a Job Fit Assessment in preparation for further face-to-face interviews.

## 8.

### THE JOB FIT BEHAVIORAL ASSESSMENT.

1. The Organizational Fit Assessment looks at how the applicant will fit within the company. The **Job Fit Behavioral Assessment** looks at how the applicant will fit with the job they will be doing.
2. Establish a benchmark based on the success patterns of your most successful performers.
3. Select those individuals based on actual verifiable performance indicators; those people who are the most successful achievers in that position in your organization.
4. Allow the applicant to take the appropriate **Job Fit** assessment. Contact your **TalentValue** advisor for full details, information, how to select the best assessment for your position.
5. Examine the distortion, validity or candidness score to determine if this candidate's assessment is an accurate reflection of their core behaviors. It may be appropriate to discount their responses and results because of inconsistencies, inaccuracies and omissions. The assessment will identify where that is appropriate to do.
6. Besides the actual numerical scores, also look to the explanations around each category to see if there are particular areas that cause you to be especially pleased or concerned. It may be that they may be a good fit for this job but not your organization.
7. An assessment should be only 1 part out of 3 parts in your consideration whether or not to hire. (1) Interview looks at both technical and behavioral impressions. (2) A technical assessment of the candidate's skills confirms their skill level. (3) A behavioral assessment examines the behaviors and attitudes that drive success on the job. Hire for both skill AND behavior. These are all management tool to help you select the best person you can for your company. These assessments are intended to provide you with more objective data to make what is essentially a subjective judgment. Is this person the right fit for the job?

## 9.

### CONDUCT A SECOND LEVEL INTERVIEW

1. Have the applicant continue with a second level interview if you believe that the person should be considered.
2. The second person interviewing the applicant should be using the interviewing form as well. Have him or her ask the next set of questions in the interviewing process.
3. Each interviewer should record in the appropriate comment space for future evaluations of the applicant.
4. Examine for technical/task competence and behavioral competence; Look for match with overall culture of organization and the department in which the person will work.
5. They should record the candidate's comments in the appropriate comment box as well as their qualitative evaluation of the candidate's responses.

Compare all answers and comments along with the results from the appropriate technical and behavioral assessments.

**Come to a conclusion whether to extend a formal job offer to the applicant using ALL the tools available to you. An informed decision is usually a good decision.**

## 10.

### NEGOTIATE SALARY AND JOB POSITION

Make sure the compensation program is both internally and externally equitable. *If you want a review of your entire compensation processes see your local **TalentValue** Advisor.*

## 11.

### CONDUCT BACKGROUND CHECK AND DRUG SCREEN

When you decide to proceed with extending an offer, make it conditional on a successful outcome of a comprehensive reference, criminal background check and clear drug screen. On approval of the offer, order the appropriate services; we recommend using our trusted affiliate **Veriproved Screening**.

*Note: You must have the applicant fill out and sign a background release consent form. This is a legal requirement before you can proceed. The background company will not proceed without the authorization from the applicant.*

Our recommendation for basic employee positions is as follows, we advise you to use a professional, accredited CRA (Credit Reporting Agency) to conduct background and drug screening service to assure compliance with EEO.

These are some of the recommended background checks you may wish to examine based on your company policy related to job specific requirements. Ask for a complete list of background checks from our certified affiliate **Veriproved** Background and Drug Screening services. You must be very careful about ordering these checks. Each check must have a specific job related reason why they are ordered.

*Note: Your Company's policy should be clearly stated in your employee handbook.*

## 12.

### PROCEED WITH PAPERWORK AND ON-BOARDING

Have you completed a total **Your HR Audit** to be sure that you are compliant with all the requirements of the law and where you may be vulnerable?

- I-9- Must be filed within 3 days of hire date or EEO penalties may apply
- W2 Federal & W-4 State
- Payroll parameters
- Sign up for your company benefits
- Conduct Orientation of Company Rules and Handbook. See the HR Out of the Box system.
- Train and introduce new hire to the requirements of the job using the Learning Checklist and Worker Training Programs. See the HR Out of the Box system.

### Summary

The TalentValue Recruiting System is a structured approach that you can use for all your staffing requirements. It is legally critical to use the same process for every hire. Any deviation may result in legal exposure to you and your company as well as a potential charge of discrimination. Most importantly the TalentValue Recruiting System will provide you with a powerful engine to find the right people; put them on the right bus; in the right seat; at the right time.

When you have questions contact your TalentValue Advisor for clarification and advice.

**Thank you.**