

Selecting the Best Talent

Although the American economy continues to struggle, we at PROXUS are finding that the job market has opened up a bit, and that employees are deciding to make some moves and create turnover for organizations, where in the past few years they had tended to stay put.

We have also found that several clients are growing their operations and are looking to expand their staffs.

With the increasing need for new talent, hiring managers must be more diligent than ever in their approach to selecting the best-qualified candidate for each position. This takes planning and follow-up from the hiring manager to approach the selection process as effectively as possible. The following steps will help managers to remain on track throughout the selection process and provide more opportunity for success in selecting the best talent:

- 1) **Telephone Screening** – So often, hiring managers feel that the first step in the process needs to be the face-to-face interview, and they do not spend adequate time on the phone with a candidate in advance of the interview. The phone-screening process can be completed by the hiring manager or another individual such as the HR consultant, and is a great tool to ensure that the candidates coming in for a face to face interview are truly the best fit.
- 2) **The In-Person Interview** – These are still important, even in the high-tech world in which we live, as they provide the hiring manager the ability to read the body language of a candidate as he or she responds to interview questions. It also allows the candidate to see the work environment and meet with other individuals at the company.
- 3) **Interview Questions** – Hiring Managers should prepare for the interview in advance and draft sample questions to ask candidates for each position. These questions can be a mix of traditional questions, and should also include some behavioral interview questions. Because past behavior tends to predict future behavior, prompt candidates to discuss examples of situations that would be most relevant to the position in consideration.
- 4) **Flow of the Interview** – Hiring managers should provide candidates with information about the organization, but all too often, hiring managers talk too much during the interview, which does not allow the candidate ample time to highlight his or her experience, qualifications and overall cultural fit to the organization. Managers should remember the 80/20 Rule: The interviewer should allow the candidate to speak 80 percent of the time.
- 5) **Follow-up Questions** – Hiring managers will often not probe more into the responses of the candidates; however, this is a great opportunity to gain more insight into a candidate and to see how they take a situation from start to finish.
- 6) **Taking Notes** – Hiring managers should take notes during the interview, preferably using a standard candidate-assessment form or process to ensure consistency. This will help the interviewer to determine which candidates are best suited for the position after meeting with a few candidates.

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- 7) **Selection** – Finally, make sure to select the candidate who is truly the best qualified for the position, not just the candidate who you like more than the others. Review the qualifications and responsibilities of the position, keeping in mind the qualities the best performers of that role bring to it, and try to replicate those qualities in your selection.

By following these steps and preparing for each interview and position that is open, employers can increase their success in finding the best talent for their organization.

*If you would like assistance in developing a talent acquisition and selection procedure or with training and coaching for your interviewers and hiring managers, please contact PROXUS Principal **Jeff Green** at 215-654-9140, ext. 102, jgreen@proxushr.com or visit us online at www.PROXUSHR.com.*

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