Hiring Training Handbook

Y Soft, 2021

-DISCLAIMER-

ALL LINKS TO INTERNAL MATERIALS (POLICIES, ARTICLES, ETC.) WERE REPLACED BY *[link to internal article/policy]* FOR YOU TO UNDERSTAND THERE'S SOME FURTHER READING FOR YSOFTERS WE DON'T SHARE HERE.

Y SOFT CURRENTLY USES GREENHOUSE APPLICANT TRACKING SOFTWARE WHICH IS REFERRED SIMPLY AS "GREENHOUSE" IN FOLLOWING TEXT.

ALSO, MUCH OF WHAT WE SHARE ARE OUR SUBJECTIVE INTERNAL VIEWS THAT ARE BASED ON EXPERIENCE. ALL HARD FACTS ARE PROPERLY MARKED AND CITED.

Contents

1 Strategy

1.1 Why hiring matters

Here's a couple of statements that could be set in stone:

1. **Companies need great employees** to be successful and competitive.
2. It is much **easier to make a good hire than to try to fix a wrong one**.
3. **Hiring requires lot of resources** – it takes time and energy and quite a lot of money of all the people involved (hiring team, hiring manager, HR).
4. There's **60% chance bad hires will negatively impact the performance of your whole team**.[1]

Even though following cost overview is very rough, it can give you a basic idea about average cost of hire (counting with average IT sector salary in the Czech Republic in 2020) and average estimates of promotion and tooling budget based on Czech recruitment market).

	HIRING	1ST MONTH	2ND MONTH	3RD MONTH
PROMO/TOOLS	16k			
ONBOARDING		28k	28k	28k
INTERVIEWS	21k			
RECRUITER	51k			
REFERRAL BONUS		29k		
NEW HIRE COST[2]		100k	100k	100k

= 501k CZK / 22,1k USD per hire

Read more on cost of bad hire on HireHive blog, Breezy HR blog or Northwestern University.

1.2 Staffing doesn't end with hiring

Talking about successful hiring is incomplete without mentioning that **the quality of a new hire is not the only factor leading to successful staffing**. By accepting the job offer the new hire enters the **employee lifecycle** and we need to do well in all its parts to fully benefit from having the right people on board.

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[1] Career builder survey, 2011.
[2] We count with average salary in IT sector which is approximately 65000 CZK gross + social and health insurance + OPEX + bonus (2021).
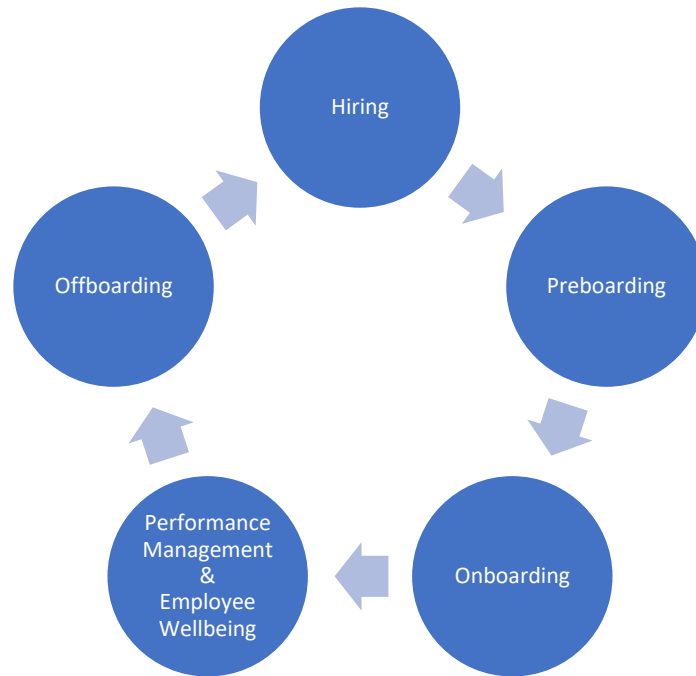
Pic 1 – Simplified Employee Lifecycle (Y Soft, 2020).

This training focuses on sharpening your hiring skills but the fact that staffing doesn't end with hiring should stay on your mind the whole time.

1.3 Hiring maturity

While each of us has a different starting point when it comes to their hiring skills, there are two important facts about mastering hiring to realize:

- Mastering hiring **takes time & practice**
- Mastering hiring **requires active strategic cooperation** on the company-wide level

Put simply, becoming excellent in hiring **requires time and effort on your side** but **you're unlikely to succeed without strategic support from the senior management and HR**.

A maturity model is a tool that helps people assess the current effectiveness of a process and activity and supports figuring out what capabilities are needed to acquire next to improve the performance. You can have a peek at some of the models to realize the complexity of the topic.

Pic 2 – Jobvite Hiring Maturity Model (Jobvite, 2018).

The model Y Soft's HR team currently uses to navigate their efforts in growing the talent acquisition maturity of the whole company (in combination with other resources) is RL 100 (find in annex of this training material or online).

1.4 Y Soft's Hiring Principles

These are 3 simple hiring principles we promote in Y Soft. **We try to work** towards them, fully aware of the fact that there's still a lot of space for improvement.

Principle 1: We hire for potential and culture fit rather than for hard skills/experience (while taking in consideration business needs).

As we mostly hire for long-term roles and we highly value our culture, the recommendation is to stick to hiring more for potential and culture fit. Why?

- **Experience ≠ performance.** The fact the person spent last 10 years doing the job doesn't really mean they are a star in what they do. Also, being successful at one company doesn't automatically mean you'll excel at a new place since the environment can be dramatically different.
- **You can teach hard skills, but you will hardly change the attitude.** Having an annoying or unfit person on the team will cause much more troubles in long term than finding someone you might need support at the beginning but has the right attitude and strong growth potential.

Read more on reasons for hiring for potential rather than experience on 4 Corner Resources or Beamery.

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Principle 2: We strive for inclusive hiring and try to limit any kind of bias by supporting structured hiring and decision based on data.

There are some few theoretical pieces of knowledge about recruitment that everybody who wants to take hiring seriously should know and work with. There are well documented and proved both by social scientists and companies verifying these (sometimes the hard way) on everyday basis.

Probably the most import thing to know, be aware of (and beware of) is the fact that **all people are by their human nature biased and so is every social interaction.** Biases are integral part of how our minds work and in most of the cases they're beneficial since they allow us to make swift decisions based on previous experience without having to analyze similar situations all over again.

Naturally, this turns to be tricky when it comes to hiring. What you want when doing a hiring decision is **to focus on what the candidate really has to offer in regard to the job you're interviewing for.** What you don't want is to be influenced by factors that have no real connection to predicting the performance of the person such us their background (social, family, ethnic etc.), the fact they slightly remind you of someone you know or the fact they're great at interviewing.

The way out if this trouble is called the **structured hiring** (more in chapter 3.2.2 Structured Hiring).

Read more on structured hiring by Google (highly recommended!) or Greenhouse.

Principle 3: We aim for extraordinary but authentic candidate experience.

There are several reasons why to care about the candidate experience:

- The labor market is tough, and **we compete with hundreds other companies** for the same talent pool.
- Good candidate experience helps **establish basic trust between the candidate and the company**.
- Good candidate experience leads to **easier and faster onboarding** and new hire adjustment.

There are two extremes that shouldn't be called good candidate experience:

1. **Inauthentic HR marketing or candidate communication.** While it's important to build candidate's buy in, everything the candidate is being told about the company and the job should always be transparent and true.
2. **Easy and low threshold hiring process.** Good doesn't mean easy and easy doesn't automatically mean good. While it makes sense to build a swift, low barrier hiring process, there's no reason decrease your hiring requirements in order to ensure good candidate experience.

Find out more thoughts about hiring principles in video by Simon Sinek.

2 Process

2.1 Roles in the Hiring Process

There are three key (and many other) roles in every hiring process:

1. **Hiring Manager/Team** – the person/authority responsible for the hiring decision making, owner of the budget. They know their current needs and the job perfectly.
2. **HR Business Partner** – the primary HR contact who knows the team, understands the business context, and can help the hiring manager/team to voice their needs.
3. **Recruiter** – the hiring professional who understands the labor market and hiring process perfectly. Their primary responsibility is to deliver quality candidates while ensuring great candidate experience.

Additionally, you might encounter Marketing/Employer Branding representatives (should you need help with promo of your role), there can be external recruitment agencies involved and if you're a people manager you should never forget about involving your team. Another good practice is to invite interviewers from other teams – especially when interviewing for a role that will work cross-team.

COOPERATION and **CONSULTATION** are crucial when working in a hiring team. While there usually is a primary owner of each hiring activity, the greatest strength of the team lies in finding and using **synergies**.

Also **moving one responsibility to different owner can be a part of your hiring strategy** (e.g., making the offer more personal by communication by hiring manager directly, stepping up your marketing strategy by active involvement of the whole hiring team in job ad creation etc.)

Pic 3 – Usual Hiring Actvities Responsibility (Y Soft, 2021).
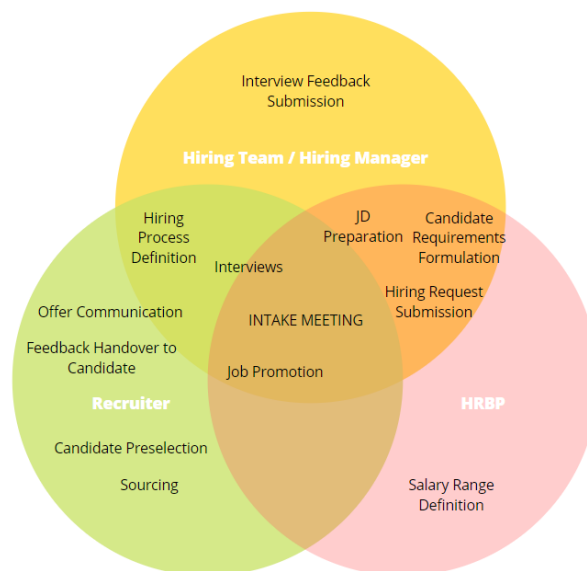
2.2 Hiring Process

These are the standard steps of each hiring process [link to internal documentation].

1. **Discussion with HRBP** – That's where the team/hiring manager discusses their idea to hire a new person. You'll review budget and some other options (workload redistribution, outsourcing) and conclude with decision what to do next.
2. **Hiring Request Form Completion [link to internal documentation]** – This is how you inform Recruitment and Finance about need for their assistance. They'll not only initiate the hiring process but also include your new headcounts into budgets and reports.
3. **Hiring Request Approval** – After receiving the hiring request, Recruiter will create a new requisition in Greenhouse and have it approved by the owner of your division's budge (usually division manager) and HR representative.
4. **Intake Meeting [link to internal documentation]** - The hiring team meets the recruiter and HRBP to discuss details of the role, its advertising and hiring process design in detail. After the intake meeting, the recruiter will provide you with a draft of job ad and candidate scorecard.
5. **Selection Process** – Tailored to the needs of the role and team, the process (length, rounds, practical roles) differs from position to position but should always be CONSISTENT for all the candidates interviewed from the same role and tracked in Greenhouse.
6. **Decision** – The right to do the final decision about whom to hire belongs always to the hiring authority (hiring team or manager). They need to take into consideration all collected feedback.
7. **Job Offer** - After finding a consensus on start date, salary and some additional details, the recruiter will prepare an official job offer. The critical parts are the **job title, JD, supervisor, additional benefits, start date** and **job location**. A job offer is (almost) sacred document. Once extended, there's actually no way how to pull it back without legal consequences.
8. **New hire** – Congrats! After official acceptance, the recruitment will pass the details of the new hire to HR services and Onboarding Specialists who will guide the hiring manager/team through new hire onboarding.

2.3 Internal Hiring

By default, **YSofters can apply to any open position** so there's no and never will be only externally opened role. Vice versa, internal mobility is a positive factor for every company. What you can do if you wish so is to open a position strictly internally. So effectively, you might to deal with internal people in addition to your external candidates OR you will open only internal position.

Internal mobility is generally a wonderful thing and a sign of **healthy performance management and company culture**. However, it's important to realize there are some risks connected to having internal people in your hiring process that need to be tackled.

Bright Sides

- Easy and fast onboarding and training (candidates already know internal environment)
- Internal mobility motivates people and gives them professional perspective
- Candidates are easy to reach and easy to communicate with

- There's **ton of references** and you know whom you're hiring much more precisely

Risks

- By hiring a person internally you'll usually create another hiring need somewhere else in the company
- Feedback to candidates and overall candidate experience must be perfectly handled – you want YSofters to understand why they were hired or not and what should they do to succeed next time
- You should be super swift with your process, so you don't keep other teams in uncertainty about their capacities
- Sometimes it takes time to move the person from one department to another – we use standard 2 months period if needed (equivalent to the notice period of an employee who leaves the company)

There's a couple of tips when it comes to internal hiring:

1. **Stick to hiring principles** and best practices twice as much as when hiring externally.
2. **Fairness & Feedback.** Properly communicate the opportunity so everyone has the same chance to apply. Master the candidate feedback.
3. **Trust HR and the internal hiring process [link to internal policy]**. When it comes to internal candidates, we follow the internal hiring process which differs in two details:
   a. We encourage the employee to discuss their decision to apply for the role with their current manager.
   b. We organize **F2F feedback sessions after the interview**, making sure the employee understands and accepts the outcome and sees other options how to grow in Y Soft.
4. **Overcommunicate** and be **swifter** than you usually are.
5. Acknowledge that taking your new hire from another team can be challenging for the former manager as well as for their team. Do your best to keep all steps of the hiring process transparent and **be open to negotiation with the former manager/team**.

2.4 Tooling

Y Soft has recently adopted applicant tracking system called **Greenhouse** [link to internal article]. Companies use these systems for several purposes:

- Tracking all the candidates, logging outputs of interviews and selection processes
- Collecting data not only for recruitment analytics but most importantly for planning and forecasting payroll costs
- Making sharing information in hiring teams easy – everything you need is on one place, accessible any time via SSO + GDPR compliant
- Easy design and history tracking of their recruitment processes
- and many more

Every YSofter participating in a recruitment process will be properly trained to use the system whenever needed. No worries, it's a web app, quite intuitive and it's no rocket science.

Feel free to combine Greenhouse with whatever works for you – sometimes it may help to set up a dedicated Teams/Webex channel for quick operational comms etc. **The only thing you want to avoid is double work so please – there's no point in sending your candidate feedback in email while you can and you should the scorecard in Greenhouse.**

If you wish to, you can have a peek into these Greenhouse related How to articles, however, all you need to do to get trained on 1:1 basis is either to start hiring (your Recruiter will train you automatically at the beginning of the hiring process) or request an individual training from Recruitment in advance.

3 Best Practice

3.1 Candidate Requirements

Job requirements are **skills, experience,** and **qualities** necessary for the role. They are an important **part of any job description**. When done correctly, they work as a preliminary determinant for the fit for the role. The recruiter uses them to deliver candidates meeting expectations, the hiring teams wraps their interviewing process around them. It's extremely important for the hiring team to be aligned on them all the time.

Quick excursion to hiring terminology as these two documents often get mixed up:

- **Job description** = Formal **internal** document which describes the content of the job and candidate requirements. JD is part of every contract and job offer and constitutes the basic agreement between the employee and employer about what the employee is responsible for. Serves also as a set of criteria that determines the salary range.

  o **Created by: Hiring Manager/Team + HRBP**

- **Job ad** = Informal **external** document that sells the job to candidates, describes the company. It's a marketing material and while it should be authentic and true, you can go a bit wild.

  o **Created by: Recruiter** (hiring authority is welcomed to participate)

Key things to keep on your mind when formulating candidate requirements:

1. **List of job requirements is not a wish list.** This doesn't mean not being demanding but you should always keep on your mind that the fewer requirements you list, the bigger talent pool you get to see and choose from. 2, max 3 hard criteria is considered to be the best practice.
2. **List specific requirements.** Be as much specific as possible. Instead of going for communication skills go for presentation skills, negotiation skills, writing skills, active listening - just really think about daily work of that person.
3. **Know how you'll measure listed requirements.** Instead of "senior finance expert" you can go for experience with specific finance agendas and their scale like "experience with handling P&L reporting for a global company, etc."

When thinking about the candidate requirements, you can use following structure:
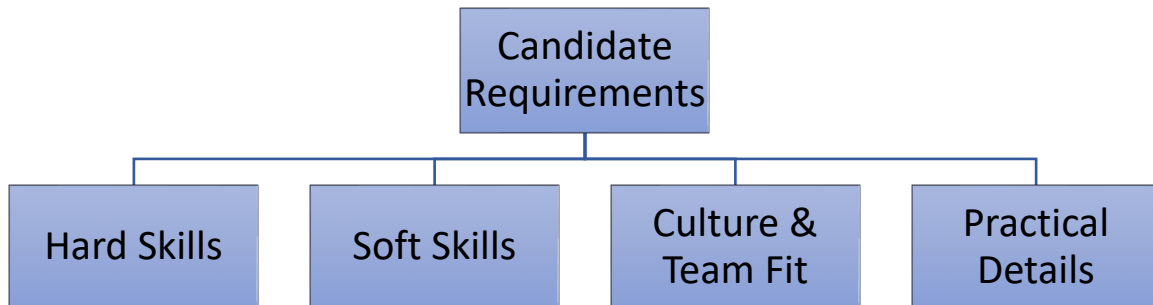
Pic 4 – Candidate Requirements Structure (Y Soft, 2020)

Hard skills are teachable/measurable abilities - e.g., knowledge of human/programming language, usually they are a result of some **experience or education**.

- **Experience** – always prefer listing specific skills or agendas than generic „6 years in the field" as there's no proof that having that experience equals having needed skills.
- **Education** – include it only if it is a must (specific certification etc.).

Soft skills relate to how you work and interact with people – e.g., negotiation, presentation, active listening. Mind being as specific as possible.

Culture & Team Fit - while some things will be derived from the company culture (Y6A), others might be role or team specific. If you want to do a culture assessment based strictly on Y6A your recruiter and HRBP will help you to put together an interview section designed for that. While culture fit is extremely important, there are multiple ways how to check it, we're not dogmatic about Y6A and it's up to your agreement in the hiring team how this will be done.

Practical details - everyday stuff - willingness to travel, work on shifts or whatever is needed for the job.

3.2 Structured Hiring and Working with Bias

3.2.1 Interview Bias

Bias is a particular tendency, trend, inclination, feeling, or opinion, especially one that is preconceived or unreasoned (vocabulary.com). As already mentioned in hiring principles in chapter 1.4, biases are natural

to humans and usually they're also quite helpful. When it comes to hiring, what we want is to make most of them conscious so we can effectively work with them as there's no way how to get rid of them entirely.

Find out more in The Royal Society video on unconscious bias (3 mins).

These are 3 common types of interview bias.

- **First impression bias** - Candidate walks in the door, they look great, they sound great, we unconsciously jump into conclusion they will be great. We're strongly influenced by the very first piece of information we receive.
- **Affinity bias** - If we share an affinity or quality with the candidate, we assess them in a better light (you studied at the same university, they have similar hobbies, you worked at the same company etc.)
- **Confirmation bias** – we unconsciously seek only the information that support our early finding or assumptions about the candidate. Also, we under-weigh, undervalue or ignore the information that might conflict with them.

This is what can be done to work with biases effectively:

- **Know about them** – first step is accepting the fact they're there and having the intention to work with them.
- **Discuss them with your fellow interviewers, monitor each other** – it's ok to help others to work with biases consciously.
- **Slow down the decision making** - don't rush, write things down, verbalize your gut feelings.
- **Stick to structured hiring (!)** – recruitment team can help you with this.

3.2.2   Structured Hiring

The idea of structured hiring is based on foundation made of **solid, verifiable candidate requirements**. A **standardized interview kit** (= set of questions and information) is developed to precisely verify candidate criteria and used consistently for all the candidates. A **standardized scorecard** is filled immediately after the interview (individually, to prevent bias by other interviewers' opinions). **Hiring decision is made based on data and evidence** collected through the whole hiring process.

The fact that structured hiring works the best when it comes to predicting future success of candidates **was verified by many companies who tried it and decided to stick with it**. The probably most popular and extensive study was done by **Google**. If interested in more information, read this summary article by Wired or refer directly to Google resources on re: Work.

Read more on structured hiring by Greenhouse (interactive articles, 20 mins).

Read more on thinking and bias in Daniel Kahneman's Thinking Fast and Slow (solid book, takes time, worth it though!).

Read more on how Google hires and topics in Laszlo Bock's Work Rules (chapters 5 – 7, 120 min, you won't do bad by reading the whole thing though).

3.3 Interviewing skills

3.3.1 Legal Minimum

The legal minimum to know when getting ready for the first interview is that **you need to restrain from any kind of discriminatory practices**. While interviewing, you should never base your decisions or even take into consideration following factors:

- Religious beliefs of candidate
- Sexual orientation of candidate
- Family situation of candidate (marital status, children...)
- Political opinions of candidate
- Physical/mental health of the candidate (if not relevant for the job)
- Ethnicity of the candidate
- Any other discriminatory factors such as age, gender etc.

It's important to understand that **not only direct questions of this character are forbidden but you need to be careful also about all remotely connected/indirect ones** such us „Is there someone to take care about your children in case they're sick?" as an alternative to „Do you have children?" The simple advice is to stick to skills, personality and experience.

3.3.2 Candidate experience

Offering and accepting a job is a standard business situation where **two equal partners** – the employer and potential employee shake hands. It's equally important to **provide the candidate with enough time and space to find out what they need to know about the company, job and the team** as well as finding out if the candidate is the right fit.

There are several reasons why good candidate experience matters, some related to job market, others related to sustainability of hiring (already mentioned in hiring principles in chapter 1.4).

You want to make sure that:

- Candidate has **well managed expectations** – not only about the job, company, and salary but also about the hiring process itself – they always know what comes next, how long it will take etc.
- You **treat candidates as equals** since that's what you are – interviewing is not an inquisition but a partner dialogue.
- You're **100% transparent** about the job, the candidate position about the process and all connected development.
- You aim for a **swift process and timely communication**. Nobody likes to wait without a reason.
- You provide a **quality feedback** the candidate can work with. The holy grail is a rejected candidate thanking you for what they learned about themselves.
- You **collect feedback from candidate as well** so you can **continuously improve** what you do.

Feel free to consult with your Recruiter whenever needed.

Since the labor market is highly competitive right now, companies fighting for the same talent pool develop their own **HR marketing strategies** to attract and retain the best people. The key to a good marketing strategy is to understand what the unique selling proposition of the product/company is. Y Soft is no different – to attract the candidates, we're building social media campaigns, we run a career site and several blogs. Whenever thinking about the content and messages we want to send to potential candidates, we go back to our EVP (employer value proposition).

EVP (employer value proposition) is an answer to "Why should anybody work for you?" question. In other words, it's what the company offers in return for their employees time, energy and commitment (benefits, culture, opportunities,…).

EVP also helps to shape how we communicate with candidates during hiring process – how we describe the company, our culture and what we consider to be our greatest assets. HR team provides another training on EVP and how to use it in hiring [link to internal article] – feel free to request it to push your hiring skills further. Find also the Y Soft EVP enclosed [link to internal article].

3.3.3   Pre-interview Checklist

Before any interview you should always follow this simple checklist.

1. **Read interview kit and know your role** – are you the only interviewer? Are you one of many? How much time do you have? What information are you supposed to share with the candidate?
2. **Get familiar with the scorecard** (= candidate requirements) What are you supposed to learn and how do you plan to do it?
3. **Get familiar with candidate's profile** - this is not as important as it might sound but it might help you to wrap your questions around their experience
4. **Sync with Recruiter and other interviewers** - who's going to focus on what, why and when?

3.3.4   Asking the Right Questions

Questions you generally want to **avoid or reduce**:

Closed-ended questions (= questions that can be answered with simple "yes" or "no")

The reason why these are not super suitable for the interview is that they won't help you uncover things you didn't specifically ask for. They also don't encourage the candidate to speak further and offer you

more information. Ask them intentionally if you need to verify something specific. Otherwise, try to replace them by open-ended ones.

E.g.:

"Did you work with XY software?" vs *"Tell me about software you've worked with."*

"Did you organize your work autonomously?" vs *"Tell us more about how you work was organized."*

Leading questions (= questions that already offer the expected answer)

The trouble about leading questions is that they have the potential to bias you into thinking that the candidate is a perfect fit while the reality is that you've provided them with the expected answers yourself. The best way to avoid leading questions completely is to prepare them in advance as it can be quite tricky to have to think about avoiding them during the interviews.

E.g.:

"Tell me about software you've worked with. We use XY and really like it."

"We need you to organize your work autonomously, tell us more about how you did it in your last job."

Quirky questions (= questions that end up with answers even Freud would struggle to analyze)

There are interviewing techniques that require advanced understanding of their methodology, so they bring some value into the interview process. Without questioning their credibility, try to limit them as they potentially have negative effect on the overall interview atmosphere (it's just hard to make the candidate understand why you ask them and how that relates to the job). If you want to use them, make sure you really understand how they work, always inform other interviewers that you're about to ask them and also think about how to communicate using them to the candidate.

E.g.:

"What's the color of success?"

"How many golf balls can you fit into Ford Anglia?"

"If you were an animal, what animal would that be and why?"

The art of mastering the right questions lies more in **tying your questions to candidate requirements** and subtly **leading the candidate into talking** about chosen topics without much help needed from your side. If the candidates are given enough space to navigate themselves in the boundaries you set, the outcome of the interview is usually much more relevant.

3.3.5 Active Listening

If you're a beginner to interviewing, focus on your questions. That's what you need to master in the first place. The next stage is working on your listening. For some people it might come easy and naturally, for others it can be quite hard.

Active listening is the process of listening **attentively while someone else speaks, paraphrasing and reflecting what is said, and withholding judgment and advice**. The reasons why to do that are obviously to be able to extract more (and more precise) information from the conversation while keeping the candidate experience high by connecting with the candidate on human level.

These are the basic techniques of active listening:

- **Paying attention non-verbally** – keeping (reasonable amount of) eye contact, not being distracted by anything else (e.g., checking phone or laptop during the interview etc.)
- **Encouraging in speaking** – either directly *("This is interesting, tell me more…")* or indirectly by expressing sympathy *("No way!")*
- **Paraphrasing** – repeating what the candidate said either to support them in speaking about the topic more or to verify correct understanding (*"So what I'm hearing is that..."*)
- **Reflecting** – mirroring the candidate's emotions (*"That must have been hard for you!"*)
- **Summarizing** – wrapping up a specific topic or section of the interview (*"Thanks about telling us about your experience at XYZ company, we learned a lot, now let's move to this project…"*)
- **Appreciating** – expressing positive reactions to specific situations (*"This helped me understand what your preferred way of working is, thanks for that."*)

There's one more piece of important advice **– Don't judge!** When you judge (*"Oh, we would have done this differently, why didn't you…"*), the communication partner usually recognizes it immediately and will be much less comfortable to speak openly about their ideas and experience.

It's important to understand that we need to balance these techniques and use them wisely. You should understand these competencies as **tools that you can use if needed** – do you need to dig a bit deeper? – encourage. Do you need to build trust and feeling of understanding? - encourage, reflect. Do you need to clarify? – summarize.

4 Annexes

4.1 Hiring Maturity Model

Talent Acquisition Maturity Model

RL100 RESOURCING LEADERS 100

		PLAN Alignment of Talent Attraction to the business strategy	ENGAGE Attraction of Talent	SOURCE Management of Talent Supply	ASSESS Assessment of Talent & the Candidate Experience	ONBOARD Maximising the success of new Talent
PROCESS	Baseline	Recruitment managed by monthly/quarterly forecast plans based on demand from the business	Job role specific campaigns (advertising & social) driven by insights from monthly/quarterly forecasts	Focus on hiring external talent to close talent gaps - heavy reliance on 3rd party recruiters and paid advertising to generate candidates	Documented processes that are frequently tailored to meet specific needs	Moving from ad hoc and inconsistent experience towards a more consistent process - main emphasis is on company introduction, document/task management and equipment provisioning - some measurement of effectiveness
	Developing	Resource planning based on 12-month view that helps business to make key decisions	Job specific campaigns are developed alongside coherent employer brand strategy supported by an EVP to attract highly qualified candidates	Internal mobility programmes exist to create opportunities for employees to transition across the organisation, supplemented by an external talent bank and pipeline of leads	Process is repeatable but later stages of the assessment are high on human interaction, and hiring decisions are heavily opinion based	Formal onboarding practice that is aligned with organisational goals which are integrated with ongoing talent management strategies and plans - measurement of new hire engagement and assimilation
	Mature	Strategic workforce planning - 3+ years view that informs Talent Succession as well as Attraction	Talent segmentation is a norm - supported by strong & inclusive employer brand in place, driving significant referrals from employees, alumni and third parties	Building talent communities that help to tap into extended talent networks, both regionally and with other organisations	Smooth candidate experience with assessment processes that are reliable and inclusive	Onboarding is the first stage of the development and learning process and integrated with performance management process - new hires provided with mentors and high potentials are identified
DATA & TECHNOLOGY	Baseline	Ability to aggregate talent demand across the organisation (i.e. across geography and function)	Social media & traditional platforms in place to engage with talent	Core HR /recruitment system and ATS system in place that manages individual recruitment process and provides basic reporting	Technology focussed mainly on automation of repetitive tasks and improving speed to hire - organisations typically rely on tried and tested technology	Tech focuses on workflow and approvals
	Developing	Integrated systems that enable a view of internal talent supply and organisational talent demand	Ad tech and consumer profiles used to tailor & position message and opportunities to the target talent	Agile tech solutions deployed to allow cross-functional recruitment, and CRM system in place with self-service options	Increased use of specialist technology and vendors that focus on improving onboarding fit and performance based on success profiles and helps to combat unconscious bias	Dedicated onboarding technology solution is used to transition new hires into the workplace, active use of collaboration tools like Google Docs, Yammer etc
	Mature	Clear view of internal talent supply and demand supplemented by market and competitor intelligence	Talent network generated from online marketing and branding activities	Seamless candidate relationship management across full employee lifecycle and alumni relationships	Experimentation with machine learning and matching of people to roles based on skills/capability; use of smart data for talent related decisions	Onboarding technology integrated with ATS and LMS provide a personalised experience, and online assessments track effectiveness of engagement and knowledge acquisition
PEOPLE	Baseline	A fixed model where recruiters understand the roles they are recruiting for and have direct relationships with hiring managers	Most people in TA have a generalist HR/Recruitment background, though there are career talent advisors emerging with skills in data analytics, consumer marketing and employer branding	TA specialists have built strong relationships with the business and the external talent market	TA specialists understand the need to behave without bias in candidate assessment and build processes to support fair hiring	TA stay in contact with new hires for the first few weeks and respond to issues on an ad hoc basis - prime responsibility rest with the immediate line manager
	Developing	A more flexible model where project management/planning & HR Tech capability exists to co-ordinate and optimise efforts for recruiters across the business	Highly specialised professionals who are strong marketeers and brand ambassadors	TA specialists demonstrate higher emotional intelligence to influence senior people within the organisation and in the marketplace	TA specialists lead thinking about leading methodologies for assessing current and future potential for candidates beyond experience	A consistent approach towards onboarding ensures candidate/employee engagement is at the heart of the experience and extends beyond Day-One
	Mature	TA is integrated into the business planning process and informs business leadership on talent challenges - model is highly agile supported by strategic partners and specialist vendors	Talent relationship experts with the profile to influence the external market and navigate a complex matrixed organisation	TA has created a culture where 'everyone is a recruiter' and are able to fully leverage internal and external networks including customers, advocacy groups and other organisations	TA drive the requirement for assessment methodologies being embedded into the entire employee lifecycle to ensure Alumni, Referral hires, internal promotions etc. are aligned	TA lead the evolution of the Onboarding strategy through data, illustrating the incremental impact from a poor experience vs competitors. New thinking about engagement is carefully woven into the business case build

4.2 Interview Questions Cheat Sheet

This set of questions does not serve as a checklist, it is only intended to help in case there is a problem in obtaining some information, or as a set of topics that we can discuss with the candidate. Always bend questions to the situation, try to make them as specific as possible, ideally connect them with a concrete topic or piece of candidate's experience.

Also, **mind there's no right answer**. All these questions can do is to open a certain topic It's up to you to dig deeper to understand what's the candidate inner setup and how it correlates with your idea of a good colleague.

4.2.1 Education

Questions **mainly for (fresh) graduates**:

- Why did you choose this school, university, field of studies?
- Who or what did influence you to choose your uni, field of studies?
- What was your thesis about? Have you achieved your thesis's goal?
- Have you participated in teamwork projects? What was your role?
- In your opinion how you can use the knowledge which you gained in this position?
- How did you manage to study, work and have time for your hobbies?
- Why didn't you finish your studies? Are you planning to continue further with study?

4.2.2 Previous Work Experience

- What did you enjoy in your last job? What did you like the most? What did you dislike the most?
- How does/did your usual working day look like?
- Did you have a chance to work in a team?
- In which situations do you like to work in a team and in which do you prefer to work individually?
- Why are you looking for a new job? Why did you decide to leave your current role?
- What did you find challenging about the position?
- What did you like/do not like on your last position?
- In which technology/tool/field do you feel most comfortable?

4.2.3 Related to the Offered Role

- What do you think are the essential skills/competencies for this position?
- We are working with these technologies/tools/programs/etc., are you familiar with them? What do you think about them?
- What do you expect from this role (to learn, how your day will look like, what kind of tasks you'll be working on)?
- What is the direction you plan to continue with your career?

- From what you heard now, what will be the biggest challenge for you?
- How do you imagine your workday would look like?
- If you compare your current/previous job and this position –what is similar in your opinion? Do you think it could be challenging enough for you?
- How does this position fit with your desired career path?
- In which aspects this job meets your expectations?

4.2.4 Workstyle & Stress Handling

Preferred way of work

- What's your preferred way of cooperation with others in your team? What works for you and what not when it comes to teamwork?
- When do you prefer solo projects over teamwork?
- What is the main motivator to do your work? Can you describe us a situation when you were happily getting up in the morning to get to work?
- Do you prefer to deliver perfect results late, or good and on time? Why?
- Do you like to have clear and strict outline and scope of tasks, or do you prefer to work in more undefined environment?
- Do you consider yourself to be a person who likes to try new things and occasionally undertakes risks, or do you prefer stability and steady and safe progress?
- What extend of responsibility do you seek?
- Try to describe a situation when you had to set priorities in a project. How did you make these decisions?

Stress resistance & conflict

- What types of decisions are easiest for you to make and which ones do you find the most difficult?
- How do you cope with stressful situations? What strategies do you use?
- What did you find stressful about your current position?
- What do you think about conflict at workplace? Should it happen or should it not? Why?

4.2.5 Y Soft 6A

Be Driven

- Tell us about some of your ideas that made it into reality in your last role.
- Tell us about how you sold these ideas to others or how you gained consensus over a topic that was important to you.
- Tell us about a moment when you had to improvise.

Be Energetic

- Where do you roughly stand on pessimist/realist/optimist scale? Why do you think so?
- Tell us about a moment when it was hard to continue for you to work since there were too many blockers. What did you do?

- What helps you to keep your energy level high?

Be Open

- How do you prefer to work with feedback?
- What most valuable pieces of feedback have you received on your last position? Why were they so valuable?
- What would you do if:
  - you thought that one of your colleagues should do a better job?
  - somebody told you that you did something wrong?
  - your workload got unmanageable?
  - there was a troublemaker in the team?
  - someone was not willing to help you?
- Have you ever been in a situation when you regretted not saying something? Could you describe it?
- How a good feedback looks like according to you?

Be Accountable

- How do you react to situation when someone doesn't deliver what was agreed?
- Did you ever failed to deliver? What did you do?
- In your opinion, who's responsible for:
  - The overall performance of the company
  - Good mood in a team
  - Smooth cooperation in a team
  - Onboarding of new members

Be Enthusiastic

- Tell us about a moment when you felt happy with outcome of your work.
- Tell us about the most demanding project you had to handle so far.
- How do you feel about your work-life balance? Are you happy with its current setup?
- How did you prepare for today?

Be Ethical

- How do you understand Y Soft's business model (where does our profit come from)?
- Was there ever something you refused to do since you considered it ethically unacceptable?
- What does an "ethical company" mean to you?
- Where's the place of ethics in everyday working life for you? What kind of behavior do you expect from an ethical colleague?
- Have you ever had to deal with an ethical conflict? Where did you see it? What did you do?