

Launching the Hiring Process: The Strategic Conversation with Managers

MISSION

- Describe your organization's mission and culture.
- What are the critical challenges that you face in the short-term and long-term?

POSITION/ROLE

- What is the position?
- What are the major responsibilities/duties/tasks this person will perform?
- Approximately what portion of the person's time would be spent on each of these key duties?
- How does this position contribute to the mission of the organization?

COMPETENCIES/EXPERIENCE

- What skills/competencies are needed to be successful on the job?
- How would you rank these skills in terms of critical importance for success in this position?
- What does a candidate need to know to be successful in this position?
 - What level of knowledge is required? (Rank each area basic, intermediate, expert.)
 - What might you ask a candidate to gauge their knowledge in these key areas?
(Optional if you need to create new screening questions. May entail a separate discussion.)
- What kind of professional experience is required/preferred for the position?
- What degrees/certifications/clearances are required/preferred?
- Who are the subject matter experts in your organization or others who might be helpful in the resume screening and interviewing process?

PERSONAL CHARACTERISTICS

- What personal qualities would you like to see in an applicant?
 - Of the qualifications elicited above, which are essential and which are desirable?

OTHER REQUIREMENTS

- Are there specific requirements that candidates should know to evaluate this job, including: Travel requirements, overtime, seasonal peaks, etc.?

- Why would this person want to work here? (Describe the top five reasons why a candidate would find your organization -- and this position -- of interest, including mission, great team or experts, nature of the challenge, technologies or processes, etc.)

- What do people outside your organization know about you?
 - How much do we need to educate candidates about your work?
 - What preconceptions do we need to overcome?

- What is the professional development potential for this position?
(Describe the career progression to which this position might lead.)

- Where might we find the best candidates?
- For what other organizations might potential candidates currently work?
 - Where have you found great candidates in the past?
 - Who are your major contractors that have talent you desire?
- To what associations might they belong?

- What flexibilities should be used in this process?
 - Recruitment bonus
 - Relocation
 - Student loan repayment
 - Other
- Are there special recruiting programs that might be used?
 - Outstanding scholar
 - Other
- Are there special considerations or processes that we need to consider in this process?
 - Budget concerns
 - Special approvals
 - Other

