

4 Things Every Hiring Manager
Needs to Know
About Interviewing

A White Paper for
Buyers of Temporary
Labor Services

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As every hiring manager knows, the interview is the tipping point in the hiring process. Even when working with an experienced staffing partner, it is important for hiring managers to maintain an active role in the hiring process — specifically the candidate interview. Your staffing partner can work with you during this process to make the hiring/interviewing processes both an effective and efficient use of your time.

By utilizing the following tips, you can prepare for the interview process and maximize the value of working with a temporary staffing provider:

- **Build an ongoing communication channel with your staffing partner**
- **Utilize behavioral interviewing techniques**
- **Focus on what the candidate can bring to the job**
- **Ask other parties for their input**

The closer your relationship with your staffing partner, the better suited the candidate pool will be. Communication is key. Be specific in your initial request and the job description you provide your staffing partner. (See: “6 Steps to Writing Effective Job Descriptions” White Paper). In order to maximize the benefit of working with a staffing provider, they need to have a thorough understanding of the work that needs to be done. Provide your staffing partner with background information on the work environment, stress level, specific software requirements and skills required. Let them know how long the assignment is expected to last, whether there is a specific project end date, or if the project duration is indefinite. Be sure to describe necessary soft skills and interpersonal requirements as well as any changes that may have occurred recently in your work environment.

For example, seldom are good team skills not important, but working in a start-up or entrepreneurial environment requires a different background than working in an established corporate one. Is someone who demonstrates good public speaking skills going to be required to address small IT project teams, or speak in large auditoriums to professionals or potential customers? Being thorough and specific in your initial requisition will save time and help ensure that the candidates provided by your staffing partner are qualified to meet your specific needs.

It's not enough to communicate just key words or phrases. Take the time to ensure that your staffing partner knows the “big picture” as well as the specifics of the assignment. Big picture details included assignment or project-related issues including size, scope and the nature of the project. Discuss specific benchmarks and deliverables along with the associated timelines. Define the role the contractor will play including job duties and day-to-day responsibilities.

1. Build an Ongoing Communication Channel with Your Staffing Partner

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Prior to interviewing candidates, communicate any issues to your staffing partner. Make sure that your staffing partner immediately provides background details on the candidate that was attained during the due diligence reference check process. Also take advantage of the particulars that were obtained during the screening and qualification process, including third-party input that can verify, amplify or confirm your impressions. After the interview, provide pertinent feedback regarding the candidate's strengths and weaknesses so that you can avoid future interviews with candidates that don't quite fit your requirements. Specify how long the decision process is expected to take so that they can follow up with the candidate. For example, if your organization typically takes several weeks to make a hiring decision, inform your staffing partner of this timetable.

2. Utilize Behavioral Interviewing Techniques

Prior to the interview, work on your behavioral interviewing techniques instead of relying solely on skill set questioning. Behavioral interviewing provides unique insight into an applicant's attitude, behavior, performance, motivations and work ethic, enabling you to assess a broad spectrum of attributes including reliability, customer service skills, stress tolerance and work conduct. Ask questions like, "Tell me about a time when you were having trouble completing a project on time, what did you do to rescue the project and what was the result?"

Since past behavior is generally a good indicator of future performance, ask the candidate what was the best job he/she ever had and why, and what was the best environment that he/she ever worked in? Ask him/her to describe a past work situation and the action taken and the end results. By asking such questions you can determine the following:

- **Communication Skills – Both verbal and written**
- **Initiative – Whether the candidate has a reactive or proactive personality**
- **Planning Skills – Ability to develop, follow, prioritize and effectively use time and resources**
- **Problem Solving – Using judgment, making a decision and executing**

3. Focus on What the Candidate Can Bring to the Job

In addition to focusing on past performance as part of the behavioral interviewing process described above, don't forget to focus on what the candidate can bring to this job. Ask situational questions that are appropriate to the position, for example, "If we picked you for this job, how would you tackle this project?" The candidate's answer will reveal a lot about their problem-solving abilities — a mediocre answer is a red flag. Look for a logical, thought-out answer, which reflects superior problem solving skills.

4. Ask Other Parties For Their Input

Ask other members of your organization for their feedback on the candidate. How did the candidate treat the receptionist, assistant and/or support staff? If possible, have the candidate talk with others on your team. Follow up with others to get their impression of the candidate — did he/she have the skills the job required, would they want to work with him/her, would he/she fit with the team, and be a good team player, did the candidate express an interest in the experience of the interviewers?

Once you find the right candidate, don't be afraid to make the hiring decision.

Summary

The importance of the interview in the hiring process cannot be overstated. It's important for hiring managers to maintain an active role in the process. Work with your staffing partner to adequately prepare for the interview and help to prevent any mistakes. By utilizing the tips described above, you can help to maximize the value of working with a staffing provider.

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About Yoh

Yoh is one of the largest providers of talent and outsourcing services to customers in the United States. With over 374 million USD in total sales, Yoh operates from more than 75 locations and provides long- and short-term temporary and direct placement of technology and professional personnel, as well as managed staffing services, for the information technology, scientific, engineering, health care and telecommunications communities. For more information, visit yoh.com. Yoh is part of Yoh Services LLC, a Day & Zimmermann Company.

About Day & Zimmermann

Day & Zimmermann accelerates customer success by delivering reliable managed services. Operating from more than 150 worldwide locations with 2.2 billion USD in revenues, the Day & Zimmermann family of companies employs 24,000 professionals and is currently ranked in the top one percent of private companies in America by *Forbes*. Founded in 1901 and headquartered in Philadelphia, PA, Day & Zimmermann is a former winner of the U.S. National Family Business of the Year award. For more information, visit dayzim.com.



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