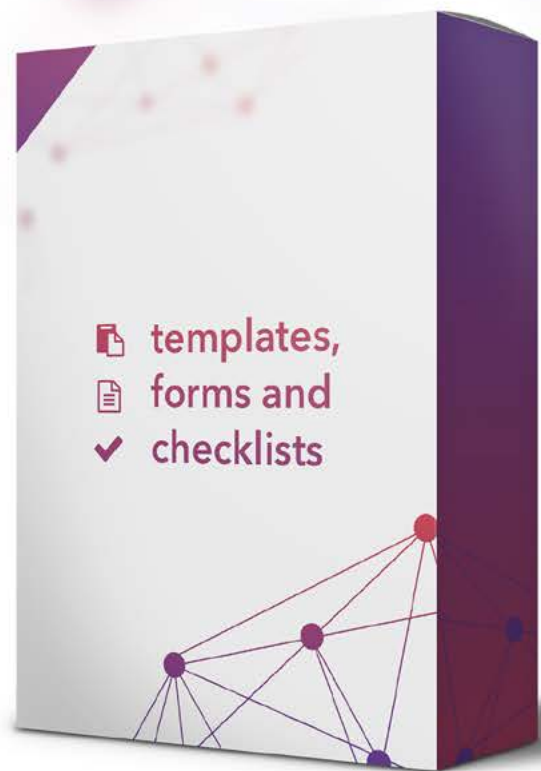


2017

The Ultimate Hiring Toolbox

FOR RECRUITERS & HR PROS

Recruiting checklists, forms tips,
and templates for hiring easier
and faster



WELCOME

TO THE 2017 ULTIMATE HIRING TOOLBOX

Greetings Recruiting Ninja!

In LinkedIn's [Global Recruiting Trends 2017](#) report, 56% of recruiting leaders say that their hiring volume will increase in 2017. If you, too, expect hiring volumes to increase this year, recruiting for top talent will require more of your time, energy, and dedication.

This can be a headache especially if you're already running on empty, juggling tons of other daily tasks. Fortunately you've got a secret weapon that can help streamline your recruitment efforts and save you time.

Introducing the 2017 edition of The Ultimate Hiring Toolbox! This interactive step-by-step guide is chalk-full of:



Interactive checklists



Recruiting templates



Hiring resources



Expert tips and tricks



Plus so much more!

Whether you're a first-time recruiter or a seasoned hiring ninja, use this toolbox at any stage of your recruitment process. It'll help ensure you don't miss a step, keep organized and stay inspired with creative hiring tactics for 2017.

Happy hiring!


LinkedIn Talent Solutions

How to use:

This edition of "The Ultimate Hiring Toolbox" allows you to directly type text into the form, print the pages for immediate use and/or access the tools in [Google Drive](#).

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3 WAYS TO USE THESE FORMS



Print and bring a hard copies to your meeting



Type directly into the forms and print



Click the "  Open Form" button, then modify and save the forms in Google Drive

NOTE: You need to be signed in to your [Google Drive](#) account in order to access the forms.

1 Identify Your Gaps and Needs

Collect Information from Your Team

As a talent professional, recruiting the "best" candidates can't be done without a strong partnership with the hiring manager. When you work closely with the hiring manager and make recruiting a team effort, you will move forward quicker to find top qualified candidates. Before you can start recruiting candidates, however, you need to collect the right information.

Use the Intake Meeting Form when you meet with the hiring manager. It lists the types of questions you should ask in order to:

1. Collect key details on the position
2. Establish a recruiting timeline, and
3. Build an execution strategy so that you and your entire team are on the same page before you begin the interview process.

Intake Meeting Form



Open Form

bit.ly/intake_meeting_form

Job title:	
Location:	
Level (entry, senior, etc.):	
Manager:	Department:
Notes/Comments:	Success factors:
Required skills and experience: Are there gaps in the team? Do you have a successor? Is industry experience necessary?	
How will the hire complement the team?	
Target companies, titles, universities:	Reason for hire:
How will the candidate be successful within their first 90 days of working here?	
Any internal candidates to consider:	
Sample career trajectories:	
Compensation (Base/Bonus/ Other Incentives): <ul style="list-style-type: none">• Range: _____• Bonus: _____• Equity: _____	

Process, key milestones

Selection criteria:		
How heavily will culture fit be weighed?		
Interview process (e.g., batch days, panel interview days, how to pre-brief/debrief candidates, etc.):		
Must have interviewers:		
Interviewer's level of preparedness (e.g., interview trained, aligned on role expectations, prepared to participate and allocate time to interview/provide feedback):		
Establish a timeline (search life cycle):	Follow-up commitment:	Level of engagement needed from the hiring manager:
Importance of candidate experience:	Candidate satisfaction survey and net promoter scores (if applicable):	

Working together

Level of priority:	Percentage of time the hiring manager/team will spend to help fill this role:	
Email response expectations:	Feedback expectations (quality and timeline):	
Ability to use folders in LinkedIn Recruiter:	Identify specific folder being used for this position:	Ability to access and use job referrals system:
Preferred method for delivering status updates (e.g., setting reoccurring meetings, sending emails, phone calls, texts, etc.):		

Summarize discussion

Shared understanding:
What to expect in the next few weeks:
Additional opportunities to engage with the business or gain insights into team operations (e.g., attending team meetings, shadowing business interviews, etc.):
Key decisions made:
Action items (e.g., gathering employee referrals, attending follow up meeting, etc.):
Recap meeting sent?

2 Write the Job Description

Job Description Checklist

Writing an irresistible job description is an essential component to attracting qualified candidates. But writer's block can get the best of us, making it hard to create the perfect and most alluring job description. Good news is, it doesn't have to be.

Use this job description checklist and follow these tips to craft a job description that tempts the right talent to join your organization. You'll get a list of:

1. All of the important components needed for a stellar description
2. The right words to use in the job description
3. The words to avoid that can create gender bias

A “Killer Job Description” Checklist



Open Form

bit.ly/job_description_guide

Job title

Use a job title that is straightforward and findable. When you create the job title, make sure that it is:

Honest and doesn't exaggerate the role's importance.

Search friendly – Stick with common keywords that are self-explanatory. Candidates won't look beyond the title if they don't understand what it means.

Free of gender or age implications.

Descriptive of how the role ranks with other positions in the company, such as “senior” or “entry-level.”

Comparable to similar jobs in the industry.

Why join us?

This is the section where you describe why the candidate should join your company. Keep it concise, use “needs-supplies” statements, and consider including:

Your company's mission, vision, and values.

A description of your culture and team dynamics.

Your company's past successes and industry impact.

Benefits the employee can expect to receive.

The company growth metrics.

What we're looking for

This is your opportunity to describe your ideal candidate and hopefully grab the attention of prospects that fit the description. Consider including:

Traits and requirements the candidate should have.

Skills and experience that are essential for the role.

Attributes of top performers at your company.

Type of position, such as full-time or part-time, paid or unpaid, or an internship.

Location, and whether or not travel is required (and how much).

The impact you'll have

Illustrate the job's day-to-day experience, as well as the opportunity the candidate will have for career advancement. Be sure to:

- Express the value the position has within the company.

- Describe the role and responsibilities, including examples.

- Begin each responsibility with an action verb in present tense. For example, "drive product naming" or "elevate the client experience."

- Include details on the person to whom the candidate would report, and where that person falls within the company's structure.

- Disclose any drawbacks of the job, instead of hiding them with clever language. Consider adding a "worst part of the job" section.

Sound like you? Apply now!

Make the process easy by providing a link to your application page, and save the candidate time by allowing them to apply with their LinkedIn profile.

Learn more about (your company)

Use this section to include any further information about your company that is relevant to the opportunity. Try embedding a company culture video to mix things up!

Contact information

Don't forget to include the proper company/employer's email, phone or contact URL so that applicants can apply and/or ask questions.

Choose the Right Words

Words matter. A study published in the *Journal of Business and Psychology* found that adding “needs-supplies” statements that focus on what candidates want attracts almost three times as many highly rated applicants than those that only use “demands-abilities” descriptions that focus on what the employer wants.

Notice how the sentences below replace generic terms, like “the successful applicant” with a more direct word: “you”!

Needs-supplies statements:

You will have the opportunity to work on a variety of tasks and develop your skills in many areas.

Employees are given many opportunities for advancement within the organization.

You will have many opportunities to collaborate with talented people.

Demands-abilities statements:

The successful applicant will have excellent written and verbal communication skills.

Job incumbents will be required to show initiative in prioritizing tasks and carrying them through to completion.

The successful applicant will enthusiastically support and cooperate with others to develop effective solutions.



Avoid Gender Bias

Nearly 70% of job ads contain gender-biased wording while job listings with gender-neutral wording get 42% more responses, according to a study by ZipRecruiter.

Avoid male-bias words like

Strong
Competitive
Assertive

Instead, choose words such as

Exceptional
Motivated
Go-getter

Avoid female-bias words like

Concerned
Polite
Nurturing

Instead, use words like

Professional
Courteous
Customer-oriented

3 Look for Good Talent

Top Sources to Find High-Quality Candidates

Recruiting highly skilled talent is a top priority ... but where do you find them? LinkedIn's [Global Recruiting Trends 2017](#) report surveyed 3,973 global talent acquisition professionals and identified the top five channels used to find and recruit quality hires. They are:

1. Employee referrals (48%)
2. Third-party websites or online job boards (46%)
3. Social professional networks (40%)
4. Third-party recruiter/staffing firms (34%)
5. Internal hires (28%)



Tips for Sourcing Quality Hires

(Based on top 5 channels)

#1. Employee Referral Programs

Employee referral programs rank number one in the list of sources for quality hires. This method of finding talent can boost your employee retention. Employees who are referred tend to stay at their jobs longer than traditional hires, reducing the time and resources you'll need to put into future recruiting. With LinkedIn Referrals, your employees can easily access and utilize the seamless referral tool that suggests connections for the right open roles.

When to use:

Use an employee referral program when you need to hire an employee fast or if you are looking for a strong culture fit.

#2. Internet Job Boards

Internet job boards are ranked as the number two for small businesses and number one for mid-sized businesses as most effective recruiting channels for SMBs. Many talent professionals of SMBs often use Job Posts (advertising single vacancies) or Job Slots (advertising multiple openings throughout the year) to promote jobs on LinkedIn's network.

When to use:

Use Internet job boards when you're looking to hire someone with specific experience and skills, or when you need to fill a vacancy fast.

#3. Social Professional Networks

Small and mid-sized businesses both rank social professional networks as the number three source for quality hires. LinkedIn has the dynamic ability to reach more than 400 million members worldwide, and LinkedIn Recruiter gives you unlimited profile views and database access. Use can also save time by using talent-specific filters to search by seniority, experience, company size, and more.

When to use:

Use social professional networks when you need to find an employee with a certain level of expertise or experience, or when you're looking for a strong culture fit.

#4. Staffing Agencies or Search Firms

Ranked as the fourth most effective channels to source quality candidates, some SMBs find staffing agencies helpful. Depending on the amount of employees you need to hire and the size of your budget, staffing agencies might be part of your strategy.

When to use:

Use staffing agencies when you've exhausted all of your other options, especially for roles that are extremely hard to fill.

#5. Internal Hires

Employee retention is a top priority for SMBs, and promoting from within can help you keep your high quality talent. In our study, internal hires ranked as the fifth most effective channel. Be sure to spotlight open positions during all-hands meetings and online communications. Or do a search using LinkedIn Recruiter. Simply type your company's name in the "company" field, and select "current" employment status. Voila! A list of team members with the right skills.

When to use:

When you need to fill a mid- or upper-level role fast, or when you want to ensure a good culture fit.

4 Review Profiles and Resumes

Red Flags & What to Look for

You've built your job description, promoted your open roles on various recruitment marketing channels, and now you're attracting applicants. What's next?

Savvy talent professionals and hiring managers take an extra step in reviewing LinkedIn profiles of potential candidates. In fact, more than 90% of hiring managers search a candidate's LinkedIn profile (according to Jobvite). This helps to gain more insight behind the candidate and to better evaluate whether he/she would be a fit for the role and company.

In this next section, you'll learn:

1. What to look for when reviewing a candidate's LinkedIn profile
2. Flags that may allude to high performers
3. Red flags that may reveal low performers

Experience vs. Culture Fit

When reviewing a candidate's profile look for:

Culture Fit: Compare company size and culture similarities of candidate's previous companies.

Loyalty: Look at how long they stayed in their past jobs.

Flexibility: Look for details that show a willingness to take on diverse responsibilities.

High Performer Flags

A complete profile

A candidate who has taken time to complete his/her LinkedIn profile may demonstrate being detail oriented and a serious job seeker.

Results & data driven

Inclusion of numbers in Profile descriptions (e.g. growth percentages, direct bookings (\$), etc.) can provide evidence of being analytical and results driven.

Group & community involvement

Profiles that shows membership to LinkedIn Groups or volunteer organizations alludes greater interest/connection to certain industries and their community.

Recommendations

Testimonials can give you a clue about a candidate's performance and personality. Look for recommendations from former employers or industry peers.

Red Flags

Mistakes and typos

Profiles that have typos, grammatical errors, and poor formatting demonstrate lack of attention to detail.

Short job tenure

The average employee stays in a position for 4.2 years, according to the Bureau of Labor Statistics. Profiles that show frequent job hopping could indicate poor relationships and quick burn out.

Vague wording

Use of ambiguous language, such as "familiar with" and "participated in" could imply he or she didn't actually work on the project; they simply assisted in a way.

Unprofessional Profile photo

Unprofessional photos raise red flags that may suggest he/she is not aware of how to present his/herself in a professional environment.

5 Start Effective Outreach

Write InMail Messages That Work

When you find a candidate on LinkedIn who looks like potential fit, it's time to reach out. The good news is, eight out of nine professionals are open to learning about new job opportunities. The best method to use for outreach is InMail because the response rate is three times higher than a regular email.

In this section, get tips on:

1. The best time to send an InMail
2. Top subject lines that will get your candidate to open your InMail
3. How to get higher response rates

Note: InMails are messages that can be sent directly on the LinkedIn platform to another LinkedIn member (whether or not you're connect) without needing an email address. If you have a Basic (free) account, you must upgrade to a Premium account to use InMail.

Write InMail Messages That Work

1. Time it right

Send your InMail between 9-10 a.m. Our data shows that mid-morning gets the highest response rate.

2. Stick to weekdays

InMails sent on Saturdays are 16% less likely to get a response.

3. Customize each InMail

Connect with recipients by referencing commonalities instead of blasting dozens of candidates with a generic message.

4. Be smart about your subject line

Just like an email, a good InMail subject line will improve the chances that your message is opened. The best subject lines include warm connections, such as “[Shared connection] suggested I reach out to you,” or “Hello from a fellow [college] grad.” Avoid boring subject lines or those that give the person a reason to delete it, such as “You’re probably happy at [their current company] but ...” or “Career opportunity at [your company name.]”

5. Include the right information

The top reason employees leave their current job is career advancement, according to our research. Your InMail should not only describe the open position; it should tell the recipient where the position can take them.

6. Check your employer brand

The first thing an interested candidate will do is check out your LinkedIn page. Before you click “send” on that InMail, make sure your Company Page is engaging, and search the Internet to see what employees are saying about your company and what it’s like to work there.

Here are some ideas that will increase your odds of hearing back:

- Referencing a former common employer increases your response rate by 27%
- Reaching out to a prospect who is in the same LinkedIn Group boosts the response rate by 21%
- Candidates who follow your company on LinkedIn are 95% more likely to accept your InMail and 81% more likely to respond to it
- Prospects who are connected to someone who works at your company are 46% more likely to accept an InMail



6 Hold a Phone Screening

Phone Screening Questions

The phone screening stage is your opportunity to get a feel for the candidate's personality, communication skills, and experience. By asking the right questions during the initial phone screening interview, you can quickly determine whether or not they're worth investing time in an onsite interview.

To help you with your phone screening, this section will provide:

1. A list of phone screening questions organized by topics you might find relevant/useful
2. A phone screening evaluation form

Phone Screening Questions



Open Form

bit.ly/phone_screening_questions

Current role and results

How are you measured in your current role?

How are you performing?

Where are there opportunities that you feel that you can improve?

Working with others

What do you think your business clients would say about you? (if applicable)

What do you think your colleagues would say about you?

What do you think your boss would say about you?

Company knowledge

What do you know about our company?

Why are you interested in this role?

Excellence in work

Tell me about what you're most passionate about in the work you do.

What does going above and beyond on a project mean to you?

Please give me an example and describe a time when you went above and beyond.

Motivations and potential to transform

What would motivate you to make a move from your current role?

What does impact at a business mean to you?

Where do you see yourself 5-10 years from now?

Beyond the Answers

Communication skills

Since the conversation takes place on the phone, the only thing you have to focus on is the candidate's voice. Listen to how they express themselves. Are they clear? Engaging? Articulate?

Interest

Does the candidate sound interested in the position? Listen for clues in their speech, such as small interjections (like "Mm-hmm" or "Uh-huh") or questions that show that they're actively listening.

Culture fit

Look for clues in a candidate's answers that are evidence that they would be a good culture fit. If your office is formal, do they respond in a similar manner, or if your office is laid back, do they seem easy going?

Phone Screening Results



Open Form

bit.ly/phone_screening_questions

Position:

Candidate Name:

Interview Date:

Interviewer Name:

Scoring

Phone presence (5 – excellent, 4 – great, 3 – good, 2 – fair, 1 – poor):		
Areas of improvement:		
Areas of strength:		
Overall fit for role (3 – great, 2 – good, 1 – not a fit):		
Recommendation for TPS (3 – yes, 2 – on the fence, 1 – pass):		
Compensation:		
Work authorization:		
Notes or next steps:		

7 Prepare for an Onsite Interview

Best Practices & Setup Checklist

Did you know that 83% of candidates say a negative interview experience would make them not want to take the offered job? It's crucial to ensure candidates have a positive interview experience (especially if there are candidates you want to hire).

The onsite interview is a critical process when it comes to recruiting good talent. Consider setting up and distributing the following information to offer the best interview experience for both the candidate and the interviewers.

In this section, you'll get:

1. An interview preparation form to share with the interviewer
2. A checklist of things you can do to prepare for the interviewee's arrival

Onsite Interview Information (For Interviewer)



Open Form

bit.ly/interviewer_interview_packet

Candidate information

Candidate name:	
LinkedIn profile:	
Position for which they are interviewing:	
Interview round:	
Hiring manager:	

Interview details

Schedule: Include timeline and list of other interviewers.	
Interview location: If your office is large, include a map.	

Contact info:

Recruiter contact info:	
Recruiting coordinator contact info:	

Attachments

Candidate resume

Work examples

Candidate headshot

Job description

Other:

For the interviewee

Pre-interview email:

Thank you for interviewing note.

Confirm position title.

Attach job description.

Interview location (include map and parking details).

Contact name upon candidate arrival.

Interviewers LinkedIn profiles and title.

Request for additional materials: List any materials they will need to bring (copies of resumes, references, writing assignment, work samples, etc.)

Describe attire (formal interview, business casual, casual).

On-site interview:

Welcome card in conference room.

Interview snack kit (includes water, snacks).

Printed interview agenda w/ interviewer schedule.

Any promotional materials (pens, notepad, t-shirt, etc.)

8 Conduct the Onsite Interview

Behavioral Interview Questions

It's show time! Interview day is a chance to get face-to-face time with the candidates who passed the phone screening stage. This is also the time to ask the right interview questions that will give you insight into the candidate's qualifications and overall fit.

Specifically, using behavioral based interview questions allows you to learn about the candidate's past behavior and performance in certain situations. This helps you predict how they will perform at your organization in the future if you hire them.

In this section, you'll get a list of behavioral interview questions you can choose from. Questions are organized by the following categories:

1. Ability to lead
2. Judgment & prioritization
3. Achievements
4. Work relationships
5. Accountability
6. Growth
7. Integrity
8. Collaboration
9. Humor

Note: Make sure that you have an idea of what behaviors you would like to hear in response. Be sure to use the same questions for each candidate interviewing for the same position to ensure consistency.



Behavioral Interview Questions

Choose the questions that you feel are most applicable for the role you are looking to fill, and make sure that you have an idea of what behaviors you would like to hear in response. Use the same questions for each candidate interviewing for the same position to ensure consistency.

Ability to lead

Have you ever had to “sell” an idea to your coworkers or group? How did you do it? What were the results?

Describe a situation where you needed to use persuasion to convince someone to see things your way. What steps did you take? What were the results?

Give me an example of a time when you felt you led by example. What did you do and, how did others react?

Tell me about the last time something significant didn’t go according to plan that you/your team was responsible for. What was your role? What was the outcome?

Judgment & prioritization

Describe the most productive team you've been a part of. How did you contribute to the team? What were the results?

Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What happened as a result?

Describe a time when you volunteered to expand your knowledge at work, as opposed to being directed to do so. How did you seek out the opportunity? What were the results?

Recall a time when your manager or supervisor was unavailable when a problem arose. What was the nature of the problem? How did you handle that situation? What happened as a result?

Achievements

What do you consider your greatest accomplishment? How did you achieve this? What was the outcome?

Tell me about the most challenging situation you've faced, and what actions you took. What was the outcome?

What was your most significant accomplishment in your previous role? How did you achieve this? What was the impact?

Describe a decision you made that really created a competitive advantage for your business? What action did you take? What were the results?

Work relationships

Describe the most productive team you've been a part of. How did you contribute to the team? What were the results?

Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What happened as a result?

Describe a time when you volunteered to expand your knowledge at work, as opposed to being directed to do so. How did you seek out the opportunity? What were the results?

Recall a time when your manager or supervisor was unavailable when a problem arose. What was the nature of the problem? How did you handle that situation? What happened as a result?

Accountability

Without discussing the particular decision, have you ever worked with a client who was pursuing a project or objective that you didn't think was the right thing to do? How did you address your concerns? What was the result?

Have you ever had a situation where you were working with someone who did not seem motivated to get the work done? How did you handle it? What was the source of de-motivation? Did the job get done?

Have you been assigned a task that you thought was challenging? What steps do you take in developing a plan of action? What was the result?

Tell me about a time when you delivered more than was expected. Assume you got this job, what is an example of something you could do in that role to beat expectations? What motivated you in this particular case? Were your extraordinary efforts noticed by your managers or peers? What was the feedback?

Growth

When was the last occasion you asked for direct feedback from a superior? Why did you seek this information?

Describe a time that you volunteered to expand your responsibilities at work, as opposed to being directed to do so? How do you manage to accomplish the things you want to achieve with the things you must achieve?

Describe an instance when you had to think on your feet to extricate yourself from a difficult situation. How did you approach the situation? What was the reaction?

Integrity

Have you ever worked with a client that you didn't trust to do the right thing? How did you handle the situation? Did you discuss your concerns directly with the person?

Tell me about a time when you were on a team that had to make an uncertain decision where there was a possibility of adverse public reaction. How did you manage the situation? How did you escalate the situation?

Have you ever faced a situation when you had to take a longer way of doing something in order to adhere to proper professional standards? Did others disagree with your assessment of the situation? If so, how did you handle it?

Collaboration

Give an example of a time when you were working on a project and had difficulty getting cooperation from a group outside of your team that was vital to the completion of the project. How did you go about requesting the assistance?

Tell me about a time when you gave a presentation or held a meeting where it was important to influence someone's opinion. How did you prepare? What was the outcome?

Tell of a time when your active listening skills really paid off for you, maybe a time when other people missed the key idea being expressed. Were you able to communicate these details to those who may have missed them?

Humor

Everyone has certain job functions that are not as fun as others. How do you approach the work that you don't necessarily like to do? What type of work is less fun for you?

Have you found any ways to make a job you were not enthusiastic about more rewarding? What about the job did you initially not find interesting?



First Impressions

Six and a half minutes into an interview, most recruiters have made an employment decision, according to research from Monster. This statistic demonstrates the power of a first impression, which ranked second behind experience on the list of factors influencing the hiring process.

First impressions count:

93% of hiring managers said a candidate's punctuality is important

82% look for good eye contact

73% look at personal appearance

60% are impressed with a candidate's ability to make small talk

55% were influenced by the strength of the handshake

First impressions also count for candidates:

70% of candidates trust their first impressions when deciding whether or not to take a job

60% judge the interviewer's handshake

51% look for the interviewer to be punctual, and were likely to turn down a job if they had to wait too long

50% judge the interviewer's personal appearance



Talent Professionals Share Their Favorite Questions

Standard questions will help you match a candidate to your organization, but some talent professionals like to dig deeper.

Here are five questions to inspire your next phone interview:

1. "It's 12 p.m. one year from now. What are you doing?"

"I'm looking for someone to answer with confidence, especially in roles that require confidence in decision making," says Angela Bortolussi of the recruiting service provider Recruiting Social. "This provides insight if they have the ability to think quickly on their feet".

2. "Give me an example of someone that you coached and developed and were able to promote. What did you work on with them to make it happen?"

"This question shows how passionate they are about coaching others, and what their approach is to keeping and developing their team," says Nick Bushman of Staples, Inc.

3. "What is the one thing you like most about your current manager, and what is one thing you would change?"

"This helps me better understand the type of work environment they excel in and how they best communicate and learn in that environment," says Allison Hernandez of the marketing firm Lotus823.

4. "How would your manager describe you? Now tell me, how would your best friend describe you?"

"The similarities and variances between the answers to these two questions can tell you a lot," says Krista Williams of the recruiting firm Seven Step RPO. "I find that those who describe themselves fairly similarly in both instances tend to enjoy the work they are doing more than just a job."

5. "What is your perfect job?"

"What's critical is finding out what drives people in their careers," says Paige Carratturo of the energy and sustainability recruiting firm Enertech Search Partners. "Most people aren't looking for a job; they are looking for a love affair."

9 Evaluate Candidates

Candidate Interview Evaluation Form

Collecting interview feedback for a number of potential candidates across many different interviewees can be tough to process. And closing the loop with candidates after the interview is an important but often times overlooked step.

To help you collect interview feedback from interviewers and send professional follow-up messages to your candidates, this section gives you:

1. An interview feedback form that helps managers and interviewers evaluate candidates
2. Examples of InMail messages you can send to your candidates after the interview

NOTE: The Interview Evaluation Form is a general guideline and should be revised according to the particular situation, job requirements, etc. Each candidate should be assessed on the most important skills and performance competencies needed to succeed in the job. After deciding on the applicable criteria below, a point system can be used to evaluate how well each applicant meets the criteria. Use the same evaluation criteria when evaluating different applicants for the same position. Rating should never be completed during the interview or in the presence of a candidate.

Candidate Interview Evaluation Form



Open Form

bit.ly/candidate_evaluation_form

Date:	Interviewer(s):	Recommendation:
Name of Applicant:	Position Interviewed for:	H = Hire HC = Hold for Consideration NH = Do Not Hire BQ = Better Qualified for Another Position

Applicant Selection Criteria Matrix

Suggested Scoring System:

5 – Excellent (significantly exceeds criteria)

4 – Above Average (exceeds criteria)

3 – Average (meets criteria)

2 – Below Average (generally does not meet criteria)

1 – Unacceptable (significantly below criteria)

	Score (1-5)	Notes/Comments
Decision making/Judgment:		
Functional & technical:		
Communication Skills:		
Education:		
Cultural fit:		
Initiative:		
Problem solving:		
Quality:		
Teamwork:		
Enthusiasm:		
Overall evaluation:		
Additional notes/comments:		

Follow up

How you present yourself before, during and after an interview is a reflection of your company culture and brand. After the interview, follow up with top candidates so you don't lose their interest.

Send an email the next day, thanking them for their time. Then check in every week until you make a decision.

Here's a sample email you can send if you're still considering hiring the candidate:

New InMail message

To15/150
InMail credits

Dear [NAME],

Thank you for coming in to learn more about [JOB DESCRIPTION] at [YOUR COMPANY NAME]. We want to make the best hiring decision and are currently completing interviews with other candidates. I will notify you of our decision as soon as possible.

Please feel free to stay in touch or reach out you have any questions.

Sincerely,
[YOUR NAME]

Here's a sample email you can send, if you know a candidate is not a good fit:

New InMail message

To15/150
InMail credits

Dear [NAME],

Thank you for coming in to learn more about [JOB DESCRIPTION] at [YOUR COMPANY NAME]. After conducting several interviews, we have decided to offer the position to another candidate. Our decision was based on [REASON, SUCH AS SKILL SET OR EXPERIENCE]. As you progress in your career, please stay in touch and feel free to apply for future openings.

Sincerely,
[YOUR NAME]

10 Onboard New Talent

New Hire Checklist

Your onboarding process should include a detailed plan for an employee's first day, week and month. Help your team prepare by providing the following checklist to the manager and other key stakeholders. These tasks will help to ensure a smooth transition and get expectations aligned.

For additional onboarding ideas and tools, download LinkedIn's [Onboarding in a Box](#).

4%

of new employees quit
after a disastrous first day

22%

of employee turnover
occurs in the first 45 days

41%

more first-year employees
stay at companies with
formal onboarding
programs

79%

of business leaders
surveyed said onboarding
is an urgent and important
priority

New Hire Checklist



Open Form

bit.ly/new_hire_checklist

New employee name:	
Date of hire:	
Supervisor / Manager:	

This checklist details many of the activities that need to take place in the new employee's first six months.

Before the new employee's first day

Send offer/welcome letter.

Notify unit personnel/payroll/benefits representative of hire.

Prepare an agenda for the first week.

Notify departmental information technology (IT) about new hire. Provide list of required software/hardware. Request email setup.

Notify departmental telecommunications contact of hire. Request phone hookup and voicemail setup.

Make lunch plans for employee's first day.

Identify employee(s) with similar responsibilities to function as the new employee's coach/mentor for work-related processes and procedures.

Add employee to department and/or unit organizational contact and routing lists.

Make an appointment with the HR contact for the employee to complete new hire paperwork (payroll & benefits information) on his/her first day at work.

Prepare parking permit information/paperwork (if applicable).

Set up timesheet(s) (optional).

Install appropriate hardware/software.

Ensure e-mail is added to Employee Directory.

On the new employee's first day

Send welcome e-mail to staff announcing the new employee's arrival, function and location.

Introduce employee to co-workers.

Meet with personnel/payroll/benefits representative to complete new hire paperwork and to receive introduction to employee benefits.

Schedule attendance at orientation programs:

- 1) New Employee Orientation Program
- 2) Benefits Orientation

Order business cards.

Introduce employee to work area, including:

- Use of phones.
- Departmental purchasing policies.
- Computer orientation – common programs & useful websites.
- Review and set up standard meetings.

Orient employee to worksite:

- Coffee room
- Bathrooms
- Photocopy machines
- Fax machines
- Supplies
- Restaurants
- Transportation
- Break rooms
- ATM's
- Vending machines
- Location of first aid and emergency supplies
- Mail services

Within the first 2 weeks

Review departmental policies and procedures:

- Probationary period.
- Timesheets.
- Vacation and sick leave accrual and use.
- Hours of Work.
- Work Rules.
- Attendance Policy.
- Phone etiquette.
- Personal phone usage policy.
- Personal computer usage policy.
- Performance appraisal process.
- Merit/salary increase timeline.

Introduce employee to job:

- Review job description.
- Discuss supervisor's style and expectations.
- Review performance goals and expectations.
- Identify the "players" connected to the position; make appointments with "key players."
- Identify the "customers" served by this position; define customer service.
- Discuss employeesafety.
- Review standard meetings the employee needs to attend.
- Identify what training and development activities will be needed in the next six months. Sign up for the appropriate classes.
- Meet weekly to complete orientation to work-related tasks and to ask/answer questions.
- Set performance expectations and discuss how and when the employee will be evaluated.
- Provide feedback on a weekly basis.
- Meet Department Head and Executive Team.

During first 6 months on the job

Provide monthly feedback to the employee regarding his/her job performance, including a formal performance evaluation in the third month.

After 6 months on the job

Prepare formal six-month employee evaluation.

Celebrate completion of probationary period!



Get Inspired

Real world examples



[In]troduction is LinkedIn's onboarding program, and the main goal is share our mission and values, and start building relationships from day one.

Here's what a new hire's first day looks like:

1. Icebreakers

A group of new hires write their name, a headline describing them as a professional and an interesting personal fact on a sticky note they wear, and then walk around the room to meet each other.

2. Campus tour and lunch

New hires sit together at a table decorated with blue and white balloons.

3. Benefits presentation

New hires are given a presentation to learn about medical, financial and corporate benefits.

4. Executive Q&A

New hires are invited to a fireside chat with a member of senior leadership.

5. Perks

In a career fair style, new hires learn about all of the great perks available at LinkedIn, like food and transportation.

6. Technology

Employees are given shiny new laptops and backpacks, as well as an overview of the technology.

7. Continued education

The first day ends with an introduction to the onboarding tools available to employees, including the New Hire Roadmap and New Hire Resource Kit.

Takeaway:

Create a first-day onboarding process that mirrors your company culture and adds excitement so employees look forward to coming to work the next day.



Take a look at this job description posted by The Adler Group. Notice how it relays pertinent information while reflecting the company's culture.

Oscar Winning Controller or Director of Accounting

The Adler Group - greater Los Angeles, CA (Greater Los Angeles Area)



Job Description

If you want to accelerate your career growth, you need to stop thinking about the day one stuff. Instead, think year one, and beyond.

For example, take this search we're now working on. It involves a small LA/Valley-based entertainment company that's asked us to find them a finance and admin executive to help them become as big as their dreams. As a result, you will, too! That's the stuff that's beyond year one.

If you're interested, here's what year one is all about. For a CPA, this is the stuff of dreams – getting out of the numbers and making a difference.

- Upgrade every single accounting process and procedure, including the entire reporting process. As part of this, make sure the internal controls are as tight as a drum.
- Take over and rebuild the admin side of the company including procurement, contracts, funding and legal. You'll be working closely with studio and production people, so you need to speak non-accounting.
- Rebuild the budgeting and planning process, including corporate reporting, and lead the preparation of the annual operating plan.
- Prepare a monthly analysis and reporting package that identifies what's really happening in the company. Cool charts and graphs would help.

Realistically, we need someone with a CPA (there's a bunch of public reporting and tax issues involved), and an MBA would add a lot of credibility. Most important is a hands-on understanding of the weird entertainment industry accounting treatments associated with a dozen independent collaborators involved in every production. If you pull all this off, all the folks you'll be working with will be thanking you when they receive their Oscars and Emmys.

While this is all of the Year One and Beyond stuff, Day One is pretty good, too. These are things like the compensation, the company, the people, and the location. However, none of this matters unless "Year One and Beyond" makes career sense for you.

Desired Skills & Experience

If you can accomplish the above, you've got what it takes. Realistically though, you need a CPA or CMA. If you have an MBA on top of this, you'll be able to accelerate your effectiveness and impact. Hands-on knowledge of the entertainment industry accounting issues is really important. If you have it, you know why. If you don't, ask someone who does, and if they think you can do the work, or they'll help you through it, let's talk anyway.



Want to see an InMail that started a valuable conversation? Check out this InMail sent by Nataly Kelly, vice president of marketing for Hubspot.

New InMail message

On Monday, November 10, 2014 at 10:05 PM, Nataly Kelly wrote:

[REDACTED],

I came across your profile on LinkedIn, and had to get in touch! You look like exactly the candidate we seek – an SEO/content ninja who values ethical practices. And, a Twitter feed that includes both Simpsons quotes *and* candy corn doesn't hurt either.

I also saw that you studied linguistics, and thought you might really love working on our team. We are a fun, young, fast-growing company, and we still have a lot of growing to do. Any chance you would be interested in hearing more?

Thanks!
Nataly



"So, did it work?" writes Kelly. "InMail success! The candidate actually gave me props on the creativity of the outreach. Sadly, he didn't want to make a career move just yet, so my dreams of debating the merits of the rel=canonical tag while munching on candy corn to a Simpsons soundtrack were dashed. However, my belief in the power of InMails was justly reinforced, because he referred me to some other candidates."



Jennifer Prosek, founder of the public relations firm Prosek Partners, analyzes a candidate's resume from the bottom up, gaining insight from their first or early jobs.



"If you took a look at the bottom of my resume, you'd see I bagged groceries when I was 15 and clocked night and weekend shifts as a customer service rep later in high school," she writes in her book *Army of Engineers*. "On the resume of my managing director, you'll see he once did weekend stints servicing the blast furnace of a steel mill."

Early jobs offer clues about a candidate's work ethic, says Prosek. "A person who successfully works a dirty job as a youngster – and knows enough to leave it on the resume later – is a good candidate for [us]. This is someone who knows about hard work and its rewards."

Takeaway:

Get a sense of a potential new hire by assessing all of their experience, not just recent positions.



Ever wonder how other companies structure their interview process?

Michele Mavi, director of internal recruiting at Atrium Staffing, does these two things before entering the interview:

1. Review the candidate's resume and notes taken during the phone screening.

"The worst thing is for a candidate to come in and feel that you have forgotten information they have already given you," she says.

2. Identify one thing to say about why you're looking forward to meeting them.

"When you make candidates comfortable, they are more honest in their responses," she says.

Takeaway:

Define your interview process, and keep it the same for all candidates to avoid unwanted bias.



The global engineering technology enterprise firm Siemens has a proactive method of recruiting, and a goal of becoming an employer of choice. Instead of hoping the right candidates apply, it seeks opportunities to engage with talent and build awareness.



▶ [Watch their recruiting philosophy here.](#)

- 1 The company uses target-specific messages for geographic locations as well as positions, changing its content to suit the audience.
- 2 Siemens collaborates with universities to promote its brand with students at an early stage in their career.

Takeaway:

Create a talent pipeline by engaging with potential clients on social media before you have a job vacancy, and target your message to the audience to get the best results.

Bonus!

Get a behind-the-scenes look at Siemens recruiting philosophy as well as insight into the tools they use on a regular basis:

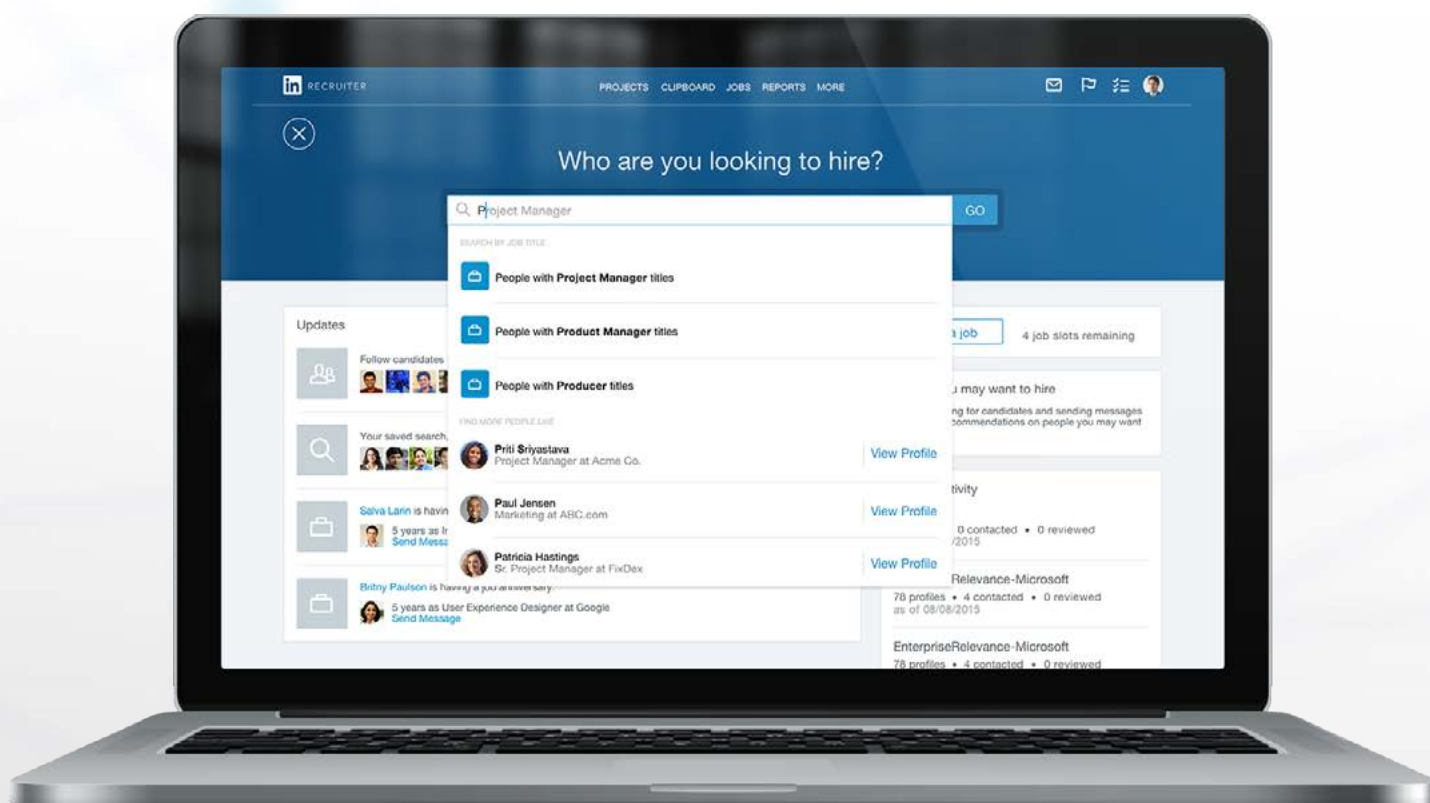
www.youtube.com/watch?v=BBc3xTegFil

Bonus

Recruitment Technology Guide: An Introduction to LinkedIn Talent Solutions

LinkedIn Talent Solutions includes a suite of smart recruiting technology engineered for growing businesses. Small to enterprise-sized companies use Talent Solutions to build a strong employer brand, market their jobs and hire qualified candidates for all of their open roles.

Check out this guide to learn about the recruitment solutions you can start using today!



Have a question about
LinkedIn Talent Solutions?
Our friendly team can help.

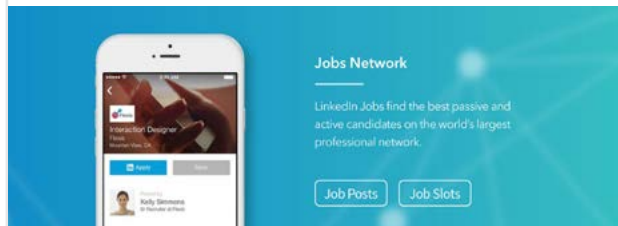
[Contact Us](#)

bit.ly/ContactTalentSolutions

Recruitment Solutions

Jobs Network

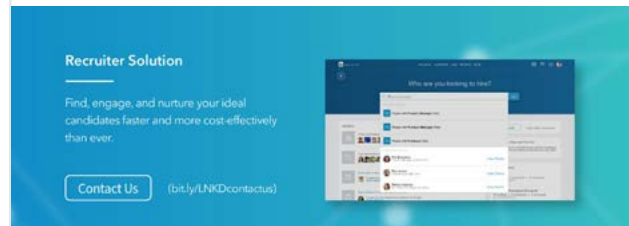
LinkedIn Jobs find the best passive and active candidates on the world's largest professional network.



bit.ly/LNKDjobslots

Recruiter Solutions

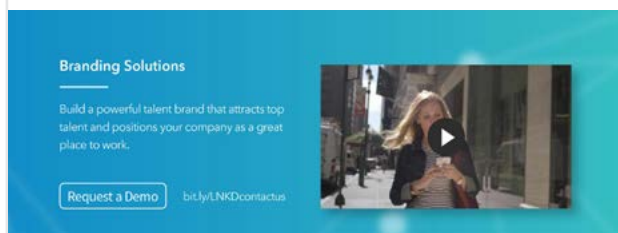
Find, engage, and nurture your ideal candidates faster and more cost-effectively than ever.



bit.ly/LNKDRecruiter

Branding Solutions

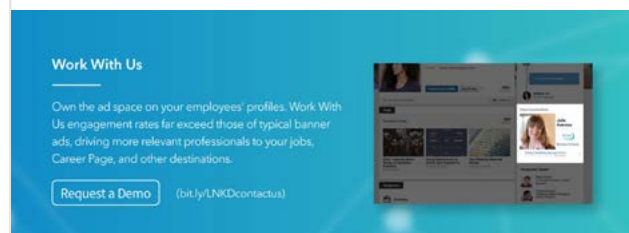
Build a powerful talent brand that attracts top talent and positions your company as a great place to work.



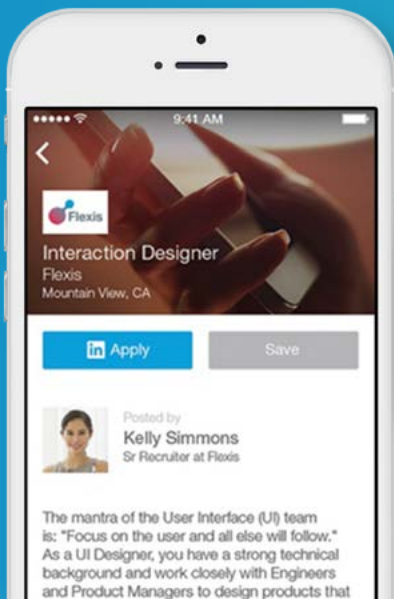
bit.ly/LNKDcareerpages

Work With Us Ads

Own the ad space on your employees' profiles. Work With Us engagement rates far exceed those of typical banner ads.



bit.ly/LNKDworkwithusads



Jobs Network

LinkedIn Jobs find the best passive and active candidates on the world's largest professional network.

Job Posts

bit.ly/LNKDjobposts

Job Slots

bit.ly/ContactTalentSolutions



Expand visibility of your Job Post to passive candidates



Let your jobs find the best candidates with our matching algorithms



Give your Job Posts a viral boost where members can forward your post and share it on LinkedIn, Facebook, and Twitter

Available solutions for posting your jobs include:

Job Posts

Post one or multiple job posts for 30 days.

Post Your Job

bit.ly/LNKDjobpostings

Job Slots

A year-round Job Slot allows you to change your job posting as often as you like – even daily.

Contact Us

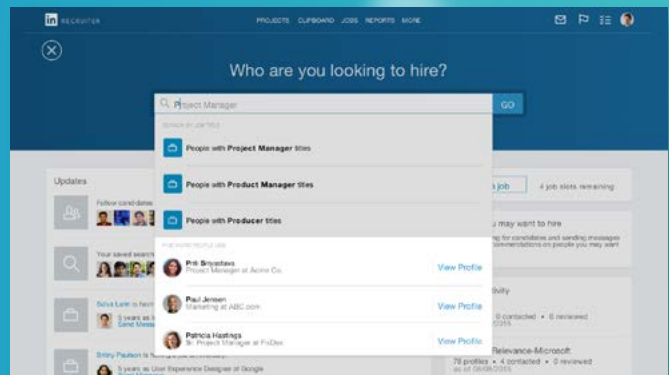
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Recruiter Solution

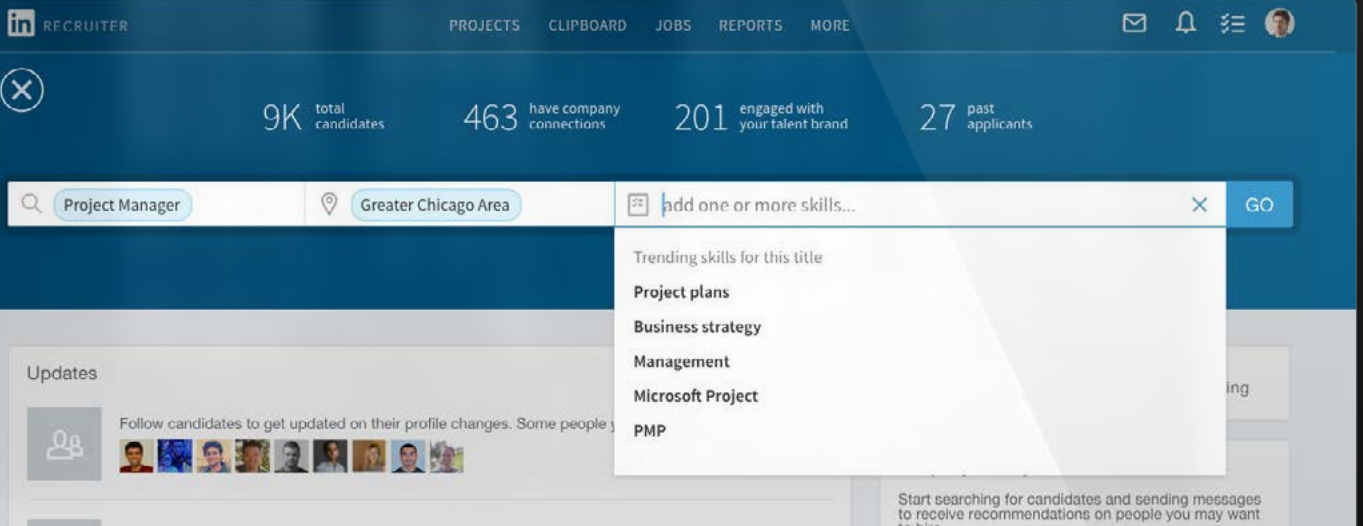
Find, engage, and nurture your ideal candidates faster and more cost-effectively than ever.

Contact Us

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- See full names and profiles beyond your 1st and 2nd full degree network.
- Zero in faster on your ideal candidates with premium talent filters.
- Contact anyone directly with 50 InMail messages per month per seat.
- See up to 1,000 profiles in search results.
- Use Talent Updates to reach out to targeted followers of your company.
- Use Recruiter Mobile to find, engage, and manage talent from anywhere at anytime.
- Manage candidates with project folders and see your team's activities on shared projects.
- Add a tag, status, or a source to candidate profiles so you can search smarter and manage better.
- Create your own descriptive fields to meet the needs of your organization.
- Contact more candidates faster with one-to-many InMail messages and templates.
- Get best-in-class customer service, support, and training.
- Retain data on historical team activity.
- Audit activity to support OFCCP compliance.

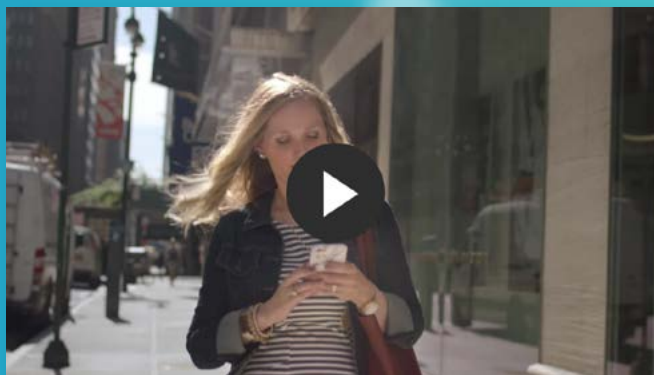


Branding Solutions





Build a powerful talent brand that attracts top talent and positions your company as a great place to work.

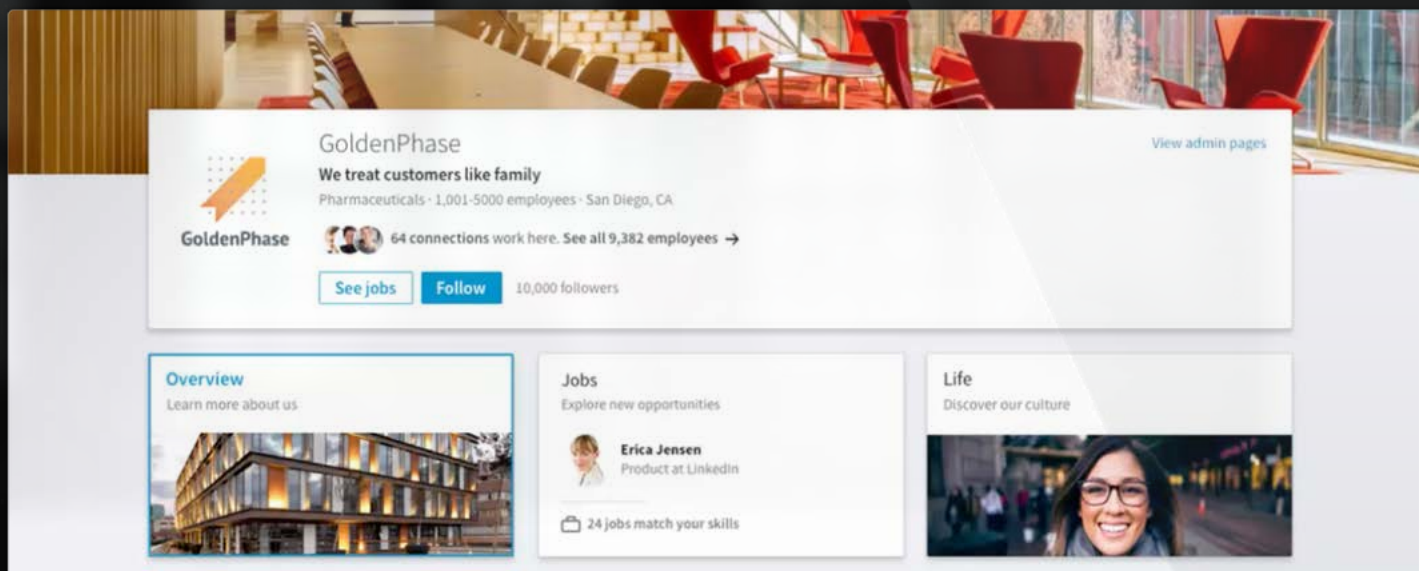
Request a Demo

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Career Pages

-  Communicate your message and differentiate your employment brand with rich content, unique insights, and employee testimonials.
-  Your Career Page will automatically display jobs targeted to each viewer, letting potential candidates know you're hiring people like them.
-  Deliver a custom experience unique to each visitor. Customize your message based on a member's location, industry, job function, and more, to capture the attention of every potential candidate who visits your page.
-  Engage potential candidates over-time with Company Status Updates that allow you to interact with your followers and build relationships with a highly engaged talent pool. With Targeted Updates, it's easy to keep content relevant and engagement levels high by selecting specific audiences to receive each update.

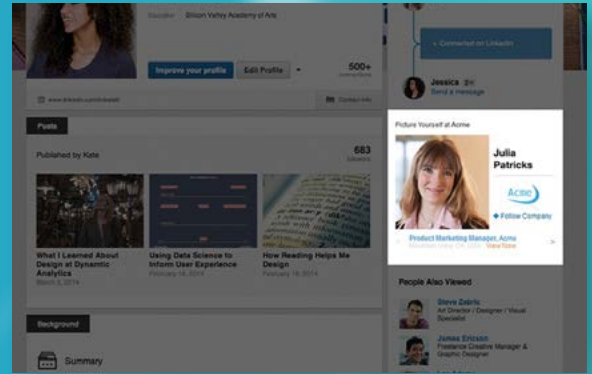


Work With Us

Own the ad space on your employees' profiles. Work With Us engagement rates far exceed those of typical banner ads, driving more relevant professionals to your jobs, Career Page, and other destinations.

[Request a Demo](#)

bit.ly/ContactTalentSolutions



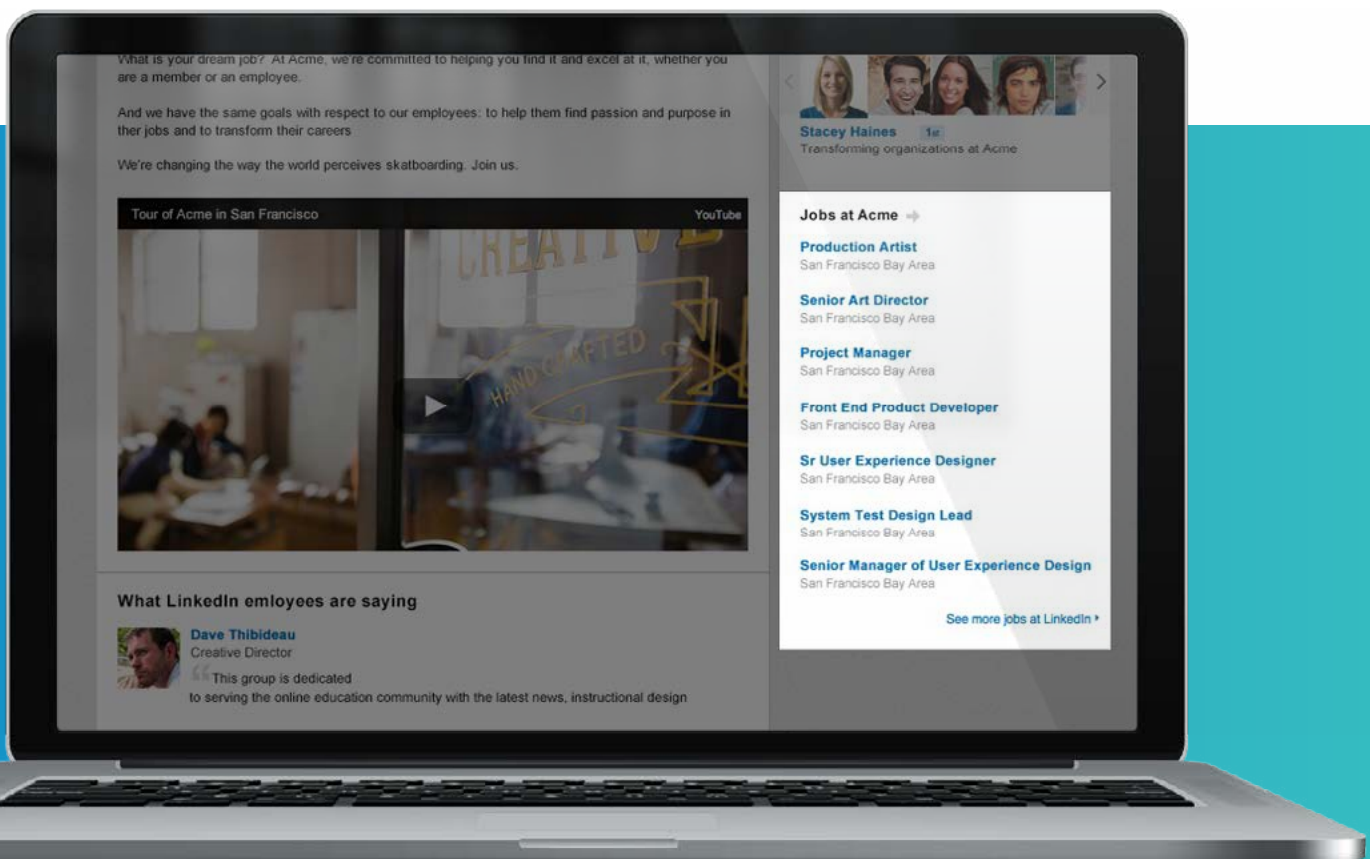
Own the ad space on all of your employees' LinkedIn profile pages to tell your story more effectively



Join the conversation every time a potential candidate researches or connects with one of your employees



Display jobs personalized to each viewer to let professionals know you're hiring people like them



LinkedIn Talent Solutions

LinkedIn is where 467+ million professionals from around the world come to connect, stay informed, and get hired. It's the largest and fastest-growing social network for professionals.

LinkedIn Talent Solutions offers a suite of recruitment tools that helps you easily find, attract, and hire qualified candidates. In 2017, partner with LinkedIn Talent Solutions to start finding the candidates you need, building and maintaining relationships, and converting those relationships into long-lasting hires.

Let us help you find the recruitment tools that fit your unique needs.

Contact Us

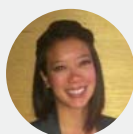
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1-855-655-5653

For more recruiting resources and tips, visit:

business.linkedin.com/talent-solutions

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