



# Effective Hiring Techniques For Managers

**BridgeView IT**





*Alignment from the creation of a clear job description, a structured interview process, and a defined decision maker will help you build a great team.*

## :: A Closer Look at the Hiring Process

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At BridgeView IT, we work with clients to facilitate more than 3000 interviews per year, resulting in just over 1000 hires. When kicking off a new job search for a client, we start by reviewing what they want in an ideal candidate. Then, we discuss their interview process. Finally, we examine their decision making process for selecting the ideal candidate.

Over the last 10 years, BridgeView has identified 3 common pitfalls that occur during the hiring process.

This guide is to help hiring managers **understand the pitfalls and how to avoid them.**

# The 3 Common Pitfalls



Vague  
Job  
Descriptions

Undefined  
Interview  
Structure

Layered  
Decision-Making  
Process



## Pitfall #1: Vague Job Description

*When writing a job description, start with the end in mind and be specific about details. When we kick off a new search with a client, we begin with the following: "Tell us about this job in your own words."*

### :: 5 Easy Steps for Creating a Great Job Description

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**Step 1:** Define the top 3-5 requirements that a candidate must possess.

**Step 2:** Provide a clear understanding of Scale, Context, and Extent.

**Scale** – Need a candidate that has worked on an enterprise system that supports 10,000 users daily?

**Context** – What is the size of the team they are joining? Will they be the only Developer? One of twenty?

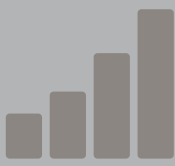
**Extent** – If you need experience with a certain skill, how much of that experience do you require? Expert level? Maybe just awareness of how it works?

**Step 3:** Project Overview – Without giving away confidential information, share with candidates some general details on projects that they will be supporting, such as, porting a legacy accounting application to a web based framework using HTML/CSS/JS.

**Step 4:** Accurate Cultural Details – It is critical to attract like-minded individuals to your team. If your environment requires working shoulder to shoulder in a conference room, let them know up front. Alternately, if you have great perks such as work from home one day a week and on snow days, let people know.

**Step 5:** Exclusionary Details – If the role requires anything outside of normal hours, be very clear. Such as, do they need to travel? Attend networking events after hours? Carry a cell-phone for after-hours support?

**The key to generating strong interest in a role starts with a short, impactful job description that generates interest in your culture, product, and purpose of the company.**



## Pitfall #2: Undefined Interview Structure

*Once there is a clear understanding of what you are seeking in a candidate, it becomes much easier to define your interview structure.*

### :: Crafting a 2-part Candidate Assessment

As we mentioned, it becomes much easier to measure your results with a defined structure. Below we have shared to 2-part assessment that can help you get started.

After creating your assessment, you will then want to identify which team members will facilitate each part of the interview process. For the Culture Fit & Energy Criteria, select someone from your team who truly embodies the spirit of your team. Typically, the hiring manager is best suited to cover Experience, Motive, and Preparation.

For the technical assessment, clients will typically delegate tasks to 2-3 team members. In the example below of a Java Developer, clients would typically have a Sr. Developer interview candidates on Core Java & Architecture. Then, a Team Lead would usually handle Analysis & Design, and SDLC. Lastly, a Test Lead would usually assess candidates' ability with QA/Test.

Overall Assessment					
	Rating	Yes	No	Maybe	Comments
Culture Fit					
Energy					
Experience					
Preparation					
Motive					

#### The Overall Assessment

Does the candidate match your requirements based on preparation, motive, technical experience, and overall fit?

#### Technical Assessment

Does the candidate match your requirements based on your 3-5 core skills needed for the role?

Technical Assessment					
	Rating	Yes	No	Maybe	Comments
Core Java					
SDLC					
A & D					
Architecture					
Testing					





### Pitfall #3: Layered Decision-Making Process

*Many times, companies use a layered decision making process that causes delays and struggles in the selection process.*

#### ❑ Defining the “Decision Maker”

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The decision chain typically has many “decision makers” involved, but once the candidate starts, there is only one boss that is responsible for the performance of that individual.

When using a clearly defined interview process with quantifiable ways to assess candidates, the decision making process can become much clearer. The assessment results will spell out if there is a good fit with the candidate. Holding a meeting or conference call with all involved in the interview process can be helpful not only to gather all pertinent feedback, but also to make sure everyone is evaluating the candidate on criteria and expectations.



Our most successful clients start the process with the hiring manager defining the role, building out the interview process and defining who the Decision Maker will be for the hire.

Additionally, they must make it clear what they want from each of the participants in the interview process, so the interviewer is clear on their role and the importance of their assessment of the candidate. This creates a level of insight, accountability, trust and consistency from the start of the selection process through on-

#### ❑ Quality Recruiting Services from BridgeView IT

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