

RECRUITMENT & SELECTION PLAN FOR REDUCED TIME TO HIRE EVENT

Classification:	Department:
Salary:	HR Rep:
CEO Approval Date (This date begins the count):	Hiring Manager(s) (primary plus any additional who will review/intv candidates):
Recruitment Meeting Date (This meeting occurs 1 day after CEO approval date. HR Tech, HR Rep and at least primary HM present):	
Recr Meeting Items to be Discussed (Check off each one and provide copy of form to HR Rep, HM)	
<input type="checkbox"/> Job spec okay? <input type="checkbox"/> Choose comp and fit questions to be posted (HM) <input type="checkbox"/> Identify comp and fit questions which can be used in interview (HM) <input type="checkbox"/> Choose panelists <input type="checkbox"/> Send invites to panelists for 1 st and 2 nd intvs (HR Rep, day of this meeting)	<input type="checkbox"/> Ensure intv dates are in job posting (HRTech) <input type="checkbox"/> Ensure exam plan questions which ask about KSAs are fit with "A-E" answers (HR Tech) <input type="checkbox"/> Textio posting done? (HR Rep, day of meeting)
Job Posting	
<input type="checkbox"/> Open/Close Dates (posting occurs one day after Recr Meeting. Posting std 2 wks):	
<input type="checkbox"/> Applications Reviewed/Referred by this Date (apps continuously reviewed by HR and referred one day after close date):	
<input type="checkbox"/> First Interview Date (pre-set during Recr Meeting, advertised, and one week after pos closes):	
<input type="checkbox"/> Follow-up/2 nd Interview Date (pre-set during Recr Meeting, advertised, one day after initial intv):	
<input type="checkbox"/> Participating Panelists (names):	
<input type="checkbox"/> Textio complete yes/no (due day of Recr Meeting):	
<input type="checkbox"/> KSAs which can use A-E (HR Tech, replace time-based or formulaic exam plan questions with A-E; review with HM which answer = mcq's; identify here 1 or more A-E questions):	
Organizational Core Competencies (HM chooses which one(s) to add as supp questions; HR Tech adds in.) <input type="checkbox"/> Priority Setting <input type="checkbox"/> Integrity & Trust <input type="checkbox"/> Customer Focus <input type="checkbox"/> Interpersonal Savvy <input type="checkbox"/> Developing Direct Reports <input type="checkbox"/> Motivating Others <input type="checkbox"/> Compassion <input type="checkbox"/> Ethics & Values <input type="checkbox"/> Listening <input type="checkbox"/> Managing & Measuring (Supervisor, Manager, and Department Head core competencies available on other side.)	
Motivational Fit Questions: (HM chooses which one(s) to add as supp questions, and HR Tech adds in.) <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E	
Position Fit Questions: (HM chooses which one(s) to add as supp questions, and HR Tech adds in.) <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H <input type="checkbox"/> I <input type="checkbox"/> J <input type="checkbox"/> K <input type="checkbox"/> L <input type="checkbox"/> M <input type="checkbox"/> N <input type="checkbox"/> O <input type="checkbox"/> P	
ADVERTISING	
Standard advertisement line-up for non-exempt positions (HM affirms will pay): <i>GJ, CIG Boost, CraigsList Professional Association: List associations, #:</i> Standard advertisement line-up for exempt positions (HM affirms will pay.): <i>GJ, possibly Zip Recruiter or other GJ boost, CIG Boost, CraigsList, CSAC, JA, Professional Association: List associations, #:</i>	

A-E Answer Guidelines for Use with Some "Minimum Qualifications" and "KSA" Question Types

- A. I have not had education, training, or experience in performing this task.
- B. I have had education or training in how to perform this task but have not yet performed it on the job.
- C. I have performed this task on the job. My work on this task was monitored closely by a supervisor or senior employee to ensure compliance with proper procedures.
- D. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee.
- E. I am considered an expert in performing this task. I have supervised performance of this task or am normally the person who is consulted by other workers to assist or train them in doing this task because of my expertise.

Motivational Fit Questions

- A. What was the best job you ever had? What were your responsibilities? Why do you consider it your best job? Is there anything you didn't like about it?
- B. Tell me about the job that you enjoyed the least? What were your responsibilities? What did you not like about it? Was there anything that you enjoyed about this position?
- C. What type of work environment do you work best in? Tell me about a time when you worked in this environment.
- D. Describe your ideal supervisor. Tell me about a time when you worked for someone like this. What qualities do you not prefer in a boss?
- E. Describe a job where you performed in a similar capacity to the job here at _____. What did you like about it? What did you dislike about this type of work?

Position Fit Questions

- A. What behaviors did you see rewarded at your current or most recent place of employment? How did that reward system affect you?
- B. Describe the work environment or culture in which you are most productive and happy.
- C. What are the characteristics exhibited by the best boss you have ever had—or wish that you have had?
- D. In your experience, what how does an organization encourage your use of your discretionary energy and effort, that willingness each employee has, to go the extra mile, push harder, spend more time, and do whatever is necessary to get the job done?
- E. Describe what you believe are the most effective roles that a good manager plays in his/her relationship with reporting staff members.
- F. Do you have a best friend at work? How do you feel about becoming friends with your coworkers? Is this a wise practice?
- G. What is the single most important factor that must be present in your work environment for you to be successfully and happily employed? Now that you have answered that question, what were two others that you debated about responding before you gave the response that you chose?
- H. What is your preferred work style? Do you prefer working alone or as part of a team? What percentage of your time would you allocate to each, given a choice?
- I. How would your co-workers describe your work style and contributions in your former job?
- J. Tell us about an occasion when you believe that you delighted a customer, either an internal or an external customer.
- K. When you work with a team, describe the role that you are most likely to play on the team.
- L. How would co-workers describe the role that you play on a team?
- M. When working with people, in general, describe your preferred relationship with them.
- N. How would reporting staff members describe their relationship with you? What would they like to see you do more of, less of, start, and stop?
- O. Provide an example of a time when you went out of your way and jumped through hoops to delight a customer.
- P. Tell us about a decision that you made that was made based primarily on customer needs and input.

Competencies

SUPERVISOR

Approachability
Confronting Direct Reports
Directing Others
Informing
Integrity and Trust*
Managing & Measuring*
Motivating Others*
Time Management
Written Communication
Customer Focus*
Developing Direct Reports*
Priority Setting*
Compassion*
Ethics & Values*
Fairness to Direct Reports
Listening*
Peer relationships

MANAGER

Integrity & Trust*
Developing Direct Reports*
Ethics & Values*
Delegation
Organization Agility
Motivating Others*
Managing & Measuring*
Listening*
Building Teams
Sizing up People
Comfort with Senior Mgrs.
Compassion*
Customer Focus*
Decision Quality
Interpersonal Savvy*
Priority Setting*
Problem Solving
Process Management
Drive for Results
Dealing with Ambiguity
Managerial Courage

DEPARTMENT HEAD

Political Savvy
Interpersonal Savvy*
Dealing with Ambiguity
Command Skills
Conflict Management
Creativity
Ethics & Values*
Humor
Innovative Mgmt.
Integrity & Trust*
Learning on the Fly
Listening*
Motivating Others*
Negotiation
Results Oriented
Self Knowledge
Standing Alone
Strategic Agility
Building Team Spirit
Managing Vision & Purpose
Priority Setting*
Customer Focus*
Developing Direct Reports*
Compassion*
Managing & Measuring*

***ORGANIZATIONAL CORE COMPETENCIES**

Priority Setting	Motivating Others
Integrity & Trust	Customer Focus
Interpersonal Savvy	Developing Direct Reports
Compassion	Listening
Managing & Measuring	Ethics & Values