

ACCELER8 HR FOCUS



ACCELER 8:
**10 STEPS
TO FILTERING
CANDIDATES**



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FILTER:

Are you trying to teach someone to say “Please” & “Thank You” or are you hiring people who already do?

MOST IMPORTANT DECISION: WHO WE HIRE TO LEAD OUR PEOPLE



The key filter for Zappos is how people interact on the bus ride to the Zappo's HQ. The bus driver will report back to the hiring manager on each person.

NORDSTROM requires applicants to go on the floor and sell as part of the hiring process.





STEP 1: **EMAIL EXCHANGE, 5 QUESTIONS**

1. Why do you think you are a GOOD FIT for www.company.com?
2. What are you looking for in a job opportunity (what can WE do for you)?

STEP 2: **EMAIL EXCHANGE QUESTIONS**

- a) Challenge the answers
- b) Go deeper
- c) Notice timing, technique and tone

STEP 3: **PHONE CALL**

- a) 10 mins
- b) Drill down a question or two
- c) YES/NO
- d) Set up meeting (give options)

STEP 4: **1ST INTERVIEW**

- a) With a manager
- b) Value (OURS) aligned questions
- c) Character (THEIRS) aligned questions
- d) TORC

EXAMPLE: CORE VALUES & CHARACTER QUESTIONS

CORE VALUES

1. Prepared and on time – everytime!
2. Brilliant at the basics
3. Excellent communicators
4. Proud, professional and passionate team players
5. Not just going through the motions. We make it happen!
6. Always play above the line
7. Don't offer excuses, offer compensation
8. Be the Brand

CHARACTER QUESTIONS

1. Last time you used your own judgment to make a decision and it worked out really well? A time it didn't?
2. What did you learn that you would do differently next time? How would I know that?
3. Who do you look up to and admire in your personal life?
4. What are the characteristic you most admire about that person?
5. Do you admire those because you share or lack them?

STEP 4: END OF FIRST INTERVIEW MYSTERY SHOP EXERCISE

- a) \$50 Budget (\$15 COG)
- b) 3 Things to IMPROVE
- c) 3 Things to BUILD ON

STEP 5A: REFERENCE CHECKS

1. ALWAYS do them
2. Avoid speaking to people they listed
3. Ask questions that matter

STEP 5B: **2ND INTERVIEW (1 OR 2)**

- a) With a Manager and department team leader
- b) Discuss reference checks (push back hard)
- c) Present mystery shop
- d) Set up for 3rd interview

STEP 6: **3RD INTERVIEW**

- a) With a Manager and department team leader
- b) 10 min presentation to mgmt team (at weekly/monthly meeting)
- c) 5-10 min Q&A
- d) Follow up coffee

STEP 7: **PAID TRIAL SHIFTS**

- a) 2x floor shifts
- b) Half shift/manager
- c) Debrief at end of shift

PART A – WRITTEN DEBRIEF **PAID TRIAL SHIFTS:**

- a) What worked?
- b) What didn't?
- c) How could we improve some of the above issues?

PART B – WRITTEN DEBRIEF **P2P EVALUATION**

- a) Interaction with staff
- b) Interaction with guests
- c) Problem solving



STEP 8: **MAKE A HIRING DECISION**

- a) Review their feedback
- b) Management feedback
- c) Staff feedback

STEP 9: **OUTLINE KPLS + JOB OFFER**

Cover:

- a) Expected outcomes
- b) Duties
- c) How/when they'll be measured

STEP 10: **PROBATIONARY PERIOD**

- a) 30-60 day assignment + review
- b) Candidate reports to GM