



**INSIGHT
GLOBAL'S
COMPLETE
GUIDE TO
HIRING
EMPLOYEES**

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READY TO HIRE?

At Insight Global, we know exactly how challenging the hiring process can be. After all, we've been recruiting and hiring people for more than 20 years! And because we are experts at it, we also realize the recruiting and hiring process has evolved—and keeps changing. That means hiring managers need to stay on top of these evolutions and hone their skills to be great at finding talent.

It's important to keep up with those adjustments in the workplace, but it's not always easy. For this reason, we created this: *The Ultimate Guide to Hiring Employees*.

We wrote this hiring guide to get into the nitty-gritty of what it means to recruit, hire, onboard, and retain the ideal employees for your business.

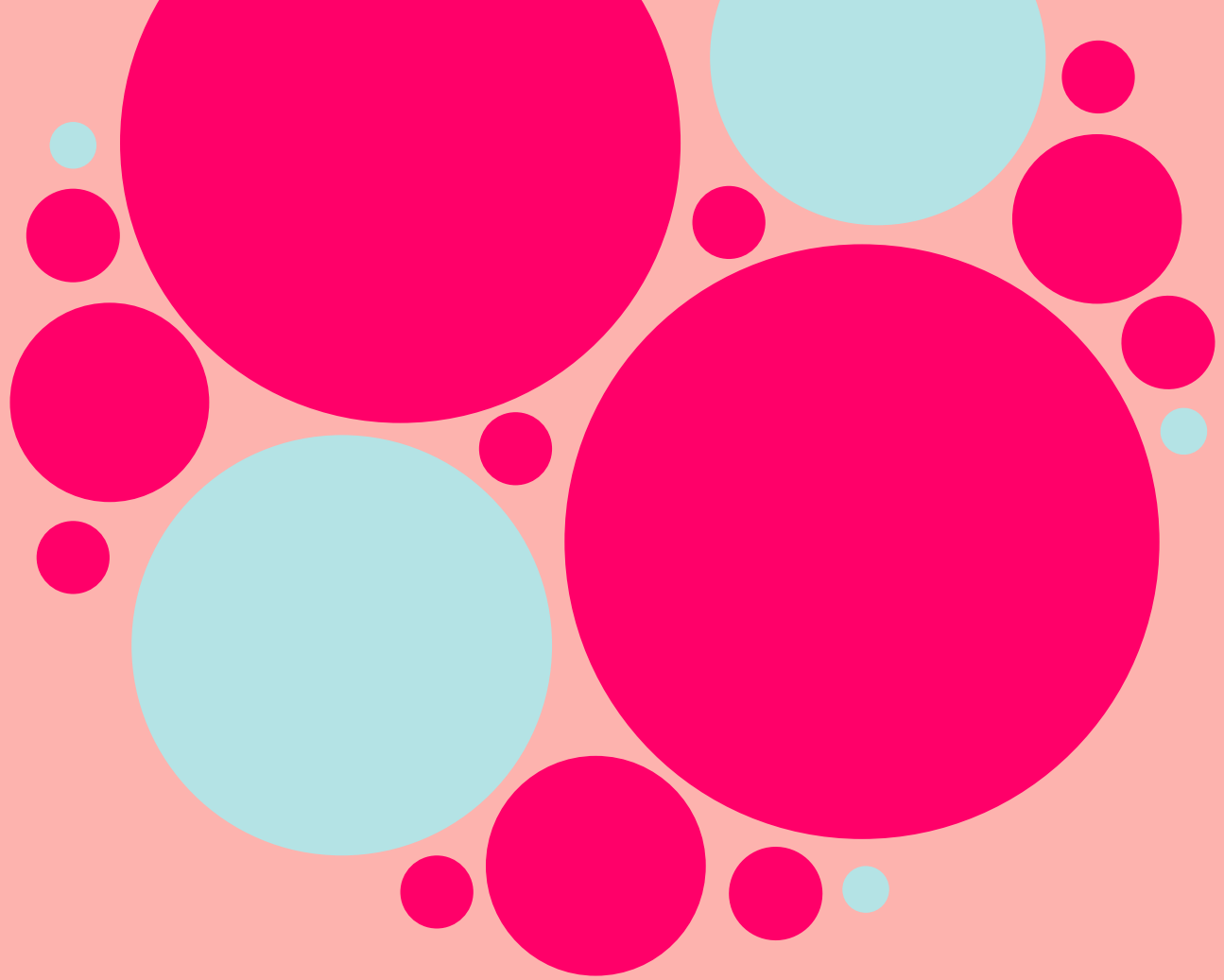
We'll start at the very beginning (job descriptions) and walk you through every step, all the way to onboarding. You'll even find bonus chapters at the end that address unique hiring circumstances.

Whether this is your first hire or your 100th, this guide has something for you.

It doesn't matter if you're in recruiting, human resources, the C-suite, or somewhere else, if you're part of the hiring process, we've got tips, tricks, and more created just for you.

Even if you're a seasoned hiring professional, we challenge you to read through the whole thing, beginning to end. You just might be surprised by what you discover.

Are you ready to hire your next employee? Welcome—let's dive in!



WHERE TO START WITH HIRING

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CHAPTER 1

HOW TO WRITE A JOB DESCRIPTION

Writing a [compelling job description](#) is essential in any hiring process where you hope to land a prime employee. They provide potential candidates with a clear idea of the role, what is expected from them, a glimpse into their day-to-day responsibilities, and how they will be evaluated for success.

In fact, the quality of your job description is so important that it can predict the quality of your interview process. In this chapter, we'll talk about what a job description is and why they're so important, plus we'll provide step-by-step examples for creating a great one.



What Is a Job Description?

A job description details an organization's expectations for a particular position. It should include things like the title, location, and supervisor as well as information about the responsibilities of the role and how success will be measured.

Job descriptions can be presented in conjunction with documents like applications and candidate assessments (think application reviews, phone screenings, one-on-one interviews, skills tests, or even personality assessments) to select people who best fit your company culture and the role.

These can all be part of a job posting that will be advertised to candidates.

Writing a practical job description can be challenging because there's no single way to do it, but it's crucial to get it right for your company and the position you need to fill.

Job postings are often the first opportunity for job seekers to be introduced to your company or to learn more about this specific position. So, it's important to think of them not only in terms of laying out the details of the position, but also to let them know more about your business and how this role fits into your structure and success.

Every organization will have different expectations and goals, so you'll need to tailor your job postings accordingly. Job descriptions can make or break your hiring process.

Job
descriptions
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or break
your hiring
process.

Here are three ways that the wrong job description can impact your success in finding a great candidate:

CAN ATTRACT THE WRONG CANDIDATES

Your job description needs to attract the right job seeker.

If it's too generic, you might end up interviewing people who are not qualified for the position or have a [different career path](#) in mind. Applicants may be disappointed once they get into the interview stage and drop out, or they could quit soon after starting—a costly mistake for your company.

On the other hand, if you place too much emphasis on specific skills or [characteristics](#), you might narrow your candidate pool too much and miss out on qualified candidates who don't meet your specific criteria. You might miss out on candidates perfect for your culture and team if you're only focusing on hard skills and nothing else.

CAN SLOW DOWN YOUR RECRUITMENT PROCESS

Writing an effective job description can speed up your recruitment process.

A well-written job description that sets clear expectations for the position will help to reduce time-related bottlenecks in hiring. If you're struggling to find qualified applicants, then tweaking the job description can give a candidate a clearer understanding of your expectations for the role (and for the candidate themselves). Small, effective changes can speed up the hiring process.

CAN NEGATIVELY AFFECT TURNOVER RATE

A quality job description can positively affect your company culture and [employee morale](#) as well as reduce your long-term [turnover rate](#). How?

When employees have a clear understanding of their responsibilities, the expectations of their role, and how they are evaluated for success, they are more likely to be successful in their jobs and may stay longer in their role than if reality is different than what was presented during the hiring process.

A clear job description with expectations of a role can help everyone feel more confident that you've both found the right fit from the start.

What To Do Before You Write Your Job Description

Before you start writing your job description, there are a couple of things you need to do as a hiring manager.

01 ASSESS YOUR COMPANY'S NEEDS

Investigate what qualifications, skills, and abilities are required to fulfill the role properly. You'll also need to examine how long it usually takes for new hires to complete projects so you can set realistic expectations in your job description.

For example, if a product launch typically takes 18 months, you don't want to write in the description that success in the role requires launching two new products in the first year.

Think about what responsibilities will fall to the new hire. Ask yourself and your team:

- What is this person going to do on a day-to-day basis?
- How can they contribute most effectively?
- What are the [hard and soft skills](#) this person will need before starting?
- What skills should you and your team be prepared to teach the new hire?
- Who will manage their onboarding and training?
- Are leadership skills essential in this position?
- What's the promotion or career path for this role?
- What type of personal qualities align with our company culture?

Consider the qualities and the crucial skills for this job. Think about what makes a successful candidate stand out from other applicants in this area.

If the candidate will work with a big team, you'll want to address how well candidates work with others in the interview process.

If they need to manage other people, it's important that you talk about leadership and management skills they bring to the table as well as the style expected as part of your company. A hiring manager or your HR partner should understand these traits and be able to accurately lay them out in a job description.

02 EVALUATE YOUR COMPETITORS

If your competitors are attracting more applicants or seeing faster hiring times, it might be time to ask if their job descriptions might appeal more to the pool of candidates.

It's often helpful to research what others are doing to see what might work for your company and adjust accordingly. (It's important to stay true to your company's values and expectations, though—not the competition's.)

Is there anything in their job descriptions worth incorporating into yours?

You can also research competitors to help define what you don't want to put in your job posting. Perhaps they are being less clear about what a potential employee will do on a day-to-day basis. Or perhaps they are requiring a college degree where your industry doesn't trend that way anymore.

Be clear with what you need as you develop the posting. Never be afraid to sell why your team is the one to work with—from duties to growth opportunities to culture.

Make sure your job description completely entails what you expect out of a role.

03 TALK TO TEAM MEMBERS WHO WILL BE WORKING WITH THE NEW HIRE

Chat with existing employees about what is (and isn't) working well for your hiring process. It can be especially helpful to ask anyone hired in the last three months. Were there things they felt were unclear or confusing—or different on day one than they expected?

This information can help you avoid common pitfalls and create a job description that's fair, realistic, and effective.

Does the position need technical skills? What about soft skills? Talk to someone in a similar job: has the role taken on new responsibilities that weren't in their original job description?

If you are backfilling, you might also seek out the employee leaving the role—due to promotion or another reason—to see if the description you're writing accurately fits their experience of the expected responsibilities (or needs to change).



How To Write a Job Description

Now that you have a better idea of what to include in your job description, it's time to start creating the outline. This ensures that nothing important is left out.

Sketch out everything you want to cover without worrying too much about how long the description will be. You can always cut things out later if you need to.

You want applicants to feel excited, not overwhelmed or discouraged, by what they are reading. You want them to be able to see themselves in the role—or skip it when it just doesn't sound like a good fit. That limits the number of resumes you'll have to sift through.

Here is what you should include in your job description:

- Job title
- Job summary
- Responsibilities and duties
- Qualifications and skills
- Salary and benefits
- Location or remote option, or hybrid expectations
- About us or why work for us section
- Let's look at each of these in more depth.

How To Write a Job Description (cont.)

JOB TITLE

Create a concise but descriptive title that accurately represents this role. Titles that are too wordy, confusing, or broad may turn potential candidates away.

A role as a “Manager” isn’t descriptive enough. “Manager of IT Solutions and Project Development” may be too confusing for what the job responsibilities entail. “IT Project Manager” could be the right landing space for a potential title. Job titles are often between two and five words.

JOB SUMMARY

A job summary is a brief, general overview of the position, and its main responsibilities. It can include:

- Your company name and what position you’re hiring for (be specific)
- What duties and responsibilities will this role have? What are some examples? For management positions, talk about how many people or projects they’ll be managing.
- What qualifications and skills are needed for this position? What experience is a plus but not necessary?

If it’s a temporary position or contract, mention how long someone would be expected to stay in this role.

You’ll often see an introduction paragraph followed by more specific bullet points of what the responsibilities and necessary qualifications for the role are.

To the right is an example of a job summary posted on Insight Global’s internal job board. It doesn’t tell you every single detail about the role, but it sets clear expectations for what the company is looking for, what the candidate will be doing at the job, an example of a skill needed for the position, and the name of the position.

EXAMPLE: ABOUT THIS ROLE

The Program Manager will be responsible for the oversight and health of a portfolio of projects or programs within Insight Global, IT Delivery. This role is responsible for ensuring the program delivery meets expectations, including: KPIs, SLA/SLOs, milestones, and portfolio goals. This role also includes, but is not limited to, risks/issues tracking, managing/mentoring project managers, financial oversight, and portfolio reporting/leadership reviews.



RESPONSIBILITIES & DUTIES

Here's where you can get more into detail about the day-to-day aspects of the role. You should be as specific as possible about the day-to-day of the job.

Don't feel like you must give specific project or client information away, though (especially if it's confidential and you don't want potential competitors to see it).

This description of responsibilities and duties can include bullet points that touch on:

- Who this role reports to and communicates with daily
- What types of projects the role handles
- What type of reports, data, or reviews the role needs to create or manage
- Who the role supports and what departments the role works with

Try to include at least seven or eight bullet points (no more than a dozen or so) regarding what responsibilities the job has. Feel free to be descriptive.

QUALIFICATIONS & SKILLS

Qualifications and skills can come in two forms:

- **Required skills:** skills that are absolutely necessary to complete the job.
- **Desired skills:** nice-to-have skills that would complement a candidate's ability to do the job. These are also skills that may be included in the training of the position or skills candidates should be expected to gain competency within the first couple months of the job.

These can also be listed out in bullet form fashion.

But be mindful of how you present these. You can lose out on highly qualified candidates if you list too many "nice to have" skills that aren't required. As you screen resumes, be sure to consider candidates who don't have all of the desired skills you wish for or may have experience that relates to what you need but may not be an exact match.

PAY & BENEFITS

Compensation is often as important to a prospective employee as the rest of the sections.

Setting the pay (or pay range) from the start gives the candidate a clear understanding of what the role pays annually or hourly. This also helps remove some stress and anxiety about pay talks later down the road for both of you.

Being clear about the benefits and perks you offer may also attract candidates based on the [quality of your benefits](#), too. These benefits can range from healthcare and dental insurance to unlimited paid time off or tuition reimbursement.

Note: Make sure to familiarize yourself with your local employment laws as some locations have requirements about the information you can or cannot include in job descriptions or give during the hiring process.

Being upfront about pay rate and benefits can set you apart from other companies that aren't being as transparent. If you can, highlight this in your job description.

LOCATION OF THE JOB

A few questions to ask you sketch out your job description:

- What city will the employee be expected to work in? Does the work require them to be in the office? Do you expect employees to go into an office a couple times a week or a couple times a month? Define where the job is primarily based.
- Is there an option for the job fully remote? If so, you may attract candidates from across the country. If they are outside your time zone, will they be expected to work your office hours or be asynchronous?
- Is travel required beyond a basic daily commute? Spell out what percentage of travel will be required and if it will be domestic or international.

LENGTH OF THE JOB

In addition to where the job is completed, also be clear about how long the job is needed. Not every job is a permanent full-time job requiring 40 hours per week. Some other types of employment include:

- Part-time employment
- Temporary employment
- Contract-to-permanent employment

ABOUT US OR WHY WORK FOR US SECTION

Here, you'll detail what's special about your company and how it pertains to this specific role. Why would someone want to work for you over the other options in their job search?

If it's valuable for candidates to understand how and why you were founded or your company's mission and values, this is a great place to lay it out. Or link to your website where they can read more about your origin story and shared values.

Your "About Us" section can include basic company history and talk about what industry the company serves, but it can also dig deeper into company culture and what the company believes in.

Remember that this is your chance to sell your company and job to a candidate.

Be specific about the position you're offering but avoid overloading candidates with details. The job description should ideally address what is expected of them on a day-to-day basis and if there are growth opportunities down the road.

By keeping these considerations in mind, you'll create a job description that can effectively attract qualified applicants suitable for the role.

Five Bonus Tips for Writing Effective Job Descriptions

While everything in the previous section is vital for a job description, there are some other tips and tricks you can do to optimize your job description to reach the widest audience and attract the best candidates.

01

BE CLEAR AND CONCISE

[Avoid cliches](#), use simple formatting, and use links to send people to your website to read more.

02

OPTIMIZE IT FOR SEARCH ENGINES

What keywords would someone type into Google to find this kind of position? Use those keywords in your job description to maximize the number of people who see it.

03

KEEP DIVERSITY, EQUITY, INCLUSIVITY, AND BELONGING IN MIND

Job descriptions can unintentionally have bias. Triple-check yours. Remember, you can also highlight your commitment to diversity, equity, inclusion, and belonging in your About Us section.

04

DEFINE THE CAREER GROWTH OPPORTUNITIES

How can the successful candidate expect to grow at your company?

05

MAKE IT EASY TO APPLY

A vast majority of job applications never get finished. Make it easy for yours to be completed.





Writing Job Descriptions Can Be Tough

There's a lot that goes into writing a job description. Writing an effective one is as much an art as a science—and it takes time to master the process.

When a job description is clear and well-written, managers and employees alike will have a strong sense of the role's purpose and expectations. It will act as a guide for both you and the candidate during the hiring process. That, hopefully down the road, will lead you to higher retention rates because everyone was on the same page about expectations from day one.

And Now Here's a Template

If you want to write your own job description, we've provided a quick example to follow.

Job Title

The formal position title.

Job Summary

A clear, concise four to five sentence description of the role plus how it fits into the team and the company overall, and who this role reports to.

Responsibilities & Duties

- List all the essential duties of the position
- Use present tense verbs and shorter sentences
- Use gender-neutral language
- Here's where you can answer what success looks like in this position

Qualifications & Skills

- Skills needed to succeed in the job
- Experience in years
- Education level needed (Associate's, Bachelor's, etc.)
- Physical abilities
- Professional certifications or licenses
- Personal characteristics

PAY & BENEFITS

Salary or hourly pay, list of primary benefits (including ones that may help you stand out among other competition).

LOCATION & TYPE OF JOB

Both the physical location of the company and if there are any remote aspects; whether it's full-time, part-time, or contract.

ABOUT US

Give the who, what, when, where, and why of your company in 4 – 5 concise sentences. You can also share the future goals of where your company is headed, as well as certain values your company cares most about.

CHAPTER 2

HOW TO WRITE A JOB REQUISITION

From the [Great Resignation](#) through 2023's tight labor market, we know how tough it is to replace an employee, grow your team to meet business demands, and find top talent with a specific skillset. That's what we do, day in and day out.

In Chapter 1, we covered how to write a job description, but now we will talk about a job requisition. (This is sometimes shortened to job req).

But [what is a job requisition](#), exactly, and how's it different than a job description?

Once you've read through this chapter, you'll be ready to:

- Identify your [ideal candidate](#).
- Produce a job requisition for your HR department to approve.
- Set yourself up to help attract the best talent.

What Is a Job Requisition?

A job requisition is a formal request made by recruiters or hiring managers to their company's HR department to create a new position or fill a job vacancy.

A job req goes beyond just the job description and job title, though. A good job req also includes relevant information such as:

- Hiring manager details
- The department or team that needs the new hire
- Justification for a new hire
- Job responsibilities
- Minimum qualifications
- Ideal qualifications
- Position type (full-time, part-time, contract, etc.)
- Ideal start date
- Pay and benefits
- Any other details relevant to the job and the company

It's the origin of your next great hire.

Once HR authorizes your job req, you can finish up any last details on the job description, send it to your staffing agency partner or get it posted on whatever job board you use (we'll discuss advertising a job opening in the next chapter), and then begin the recruiting process.

While job reqs are typically used in businesses with traditional HR methods, companies of any size or industry can utilize them to make great hires.

It's the
origin of
your next
great hire.



Why Is a job Requisition Important?

Let's get the obvious answer out of the way. In many companies, a job requisition is required by HR to begin the talent acquisition process. Often, a strong job requisition is key to getting HR—and finance—to approve your request. That said, a job req is important for other reasons as well.

A good one makes the recruiting process easier for everyone involved. While putting together a job req, you'll get clear on the ideal candidate and streamline the recruiting process. When you know exactly what you need in a new hire and why, you can save your company time and money.

BENEFITS OF A JOB REQUISITION

A strong job requisition process sets up hiring managers—and new hires—for success. They help you:

01

**KNOW WHY YOUR TEAM
NEEDS A NEW HIRE.**

02

**ALIGN
EXPECTATIONS.**

03

**FIND GOOD
CANDIDATES.**

04

**WORK WITH A
GREAT NEW HIRE.**

05

**SAVE TIME
AND MONEY.**



What's the Difference Between a Job Requisition, a Job Description, and a Job Posting?

Before we move on to building a solid job req, let's check out the difference between it, a job description, and a job posting.



J O B R E Q U I S I T I O N

A job req is an internal document compiled by the hiring manager and submitted to Human Resources. This document outlines job details, including:

- Team/department
- Job description
- Justification for a new hire
- Budget



J O B D E S C R I P T I O N

A job description is an internal document compiled by the hiring manager and their team. This document outlines candidate details and job details, including:

- Minimum skills and experience
- Ideal skills and experience
- Duties and responsibilities
- Pay and benefits



J O B P O S T I N G

A job posting is an external document that announces a job opening. It is based off the job description, but written in an engaging tone to attract job seekers. In addition to sharing abbreviated details from the job description, it also adds:

- Breakdown of a typical work day or work week
- Employee perks
- Company description

Tips For Writing a Great Job Requisition

Now let's get into things to keep in mind as you are creating the job req.

01

WHY DO YOU NEED TO HIRE?

Honestly evaluate your team, your projects, and any gaps in skill or human labor. Ask hard questions about what changes would best improve your team.

Do you need another employee, or do you need more from your existing employees? Is there an opportunity to up-skill or re-skill someone you have? Taking some time to ask a few questions might help clarify the situation and build your case to justify the new headcount.

- Why is my team struggling now? Is the workload too high? Are some of the systems inefficient? Is the current workload temporary or permanent?
- What goals or projects could we achieve with more employees?
- How could my team better support the company?
- Is my team missing a skill set or experience that could be found in a new type of employee? Or does my team need more people in a similar role?
- If I'm replacing someone, how has the job evolved since we last hired?
- What impact will this role have on the team overall?

As you work through these questions, you will be able to figure out what changes your team needs to succeed. If this includes a new hire, will they need to be temporary, part-time, or full-time? (These questions will help you ascertain needs for the initial job description, too.)



02

REVIEW THE JOB DESCRIPTION

While writing a job requisition, you need the basics for the job description, but it's okay for that part to change throughout this process. Remember: you haven't posted the job yet.

Chapter 1 details writing a full job description, but here's a quick summary of some questions you can ask when writing a JD:

- Look at the existing job description (if applicable) from when you hired before. What is still relevant? What needs to change?
- Think about your ideal candidate. What is their level of experience? Which certifications do they have? What are their skills? How does their personality fit with your team? What else do they bring to the table?
- Determine the minimum qualifications needed for this role. What skills do they need to have on day one, and what skills can they learn on the job?
- What certifications do they need (ideally or even required by law), and what training can you offer? For example, a medical provider needs specific degrees and licenses, but many IT professionals are self-taught.
- Outline job duties on a daily, weekly, monthly, and quarterly basis. What are the expected outcomes? What are the relevant deadlines?
- Place this role within your existing team. Is this an entry-level position, an executive position, or something else? What will be the reporting structure?

Remember to be both realistic and flexible with the job description.

03

TALK TO YOUR TEAM

Your existing team is a treasure trove of information—and will often know the answers to these questions and more!

They likely know exactly why you need a new hire, and they can help you create the job description. Plus, they can offer perspectives you might not have considered.

Your existing team members will be the new co-workers of any new employees so they can help you vet them. Take advantage of their valuable input.



04

TAKE THE TIME TO WRITE A GOOD JOB REQUISITION

Hiring is an investment in your company's future—and for many companies, staffing is their biggest expense. Because of that financial impact and the negative repercussions of a bad hire, the time to develop these materials is usually a very worthy investment.

Many businesses will have a standard job requisition form for you to complete. However, if your HR team doesn't provide you with a job requisition form, you can still write a good one using these guidelines.

While each business will have different needs, they typically include:

- Job title and job code (used to track applications)
- Department
- Hiring manager
- Job description (job duties, skills needed, etc.)
- Minimum qualifications (education, licensing, experience, etc.)
- Justification (reasoning for job req)
- Type of employment
- Pay range and associated costs (e.g., benefits or other compensation)
- Union status (if applicable)

Keep all of these tips in mind when writing your next job requisition, and you'll be prepared to hire the best employees who are a good fit for your company culture.

Job Requisition Template

Just as we offered with the job description, here's a template for a job requisition if your company doesn't have a form (or wants to make any changes).

Job Title:

Job Code:

Date of Request:

Requisition Number:

Requested By:

POSITION/SECTION TO BE HIRED FOR:

A brief description of this position. Be specific about the job duties, responsibilities, and qualifications needed to succeed in this position.

POSITION DURATION/ CONTRACT TYPE:

Determine whether this position is full-time or temporary and what type of contract it will have (if applicable).

POSITION QUALIFICATIONS:

- Minimum and preferred qualifications for this position. If there is a salary range associated with the job, include it here as well.
- Describe any necessary certifications or licenses that need to be obtained to succeed in this role. You may also want to list what steps should be taken if the candidate already has the certification/license.
- If it's necessary to be certified in CPR or first aid, mention that as well.
- Is this position union? What type of bargaining unit do they fall under? This should be included as an additional document with your job description.

REQUISITION REASON:

Is this for a new role? To fill a vacancy? Did an employee retire? Make sure you have space to include the reason for the requisition.

BUDGET:

Add details about the impact the new position will have on budget: Is there room in the current budget for a new hire or is it for the next fiscal year? Will this new hire require any additional budget?

Job requisitions help you better define your employment needs, align expansion goals with corporate objectives, and ensure that you have adequate funding to take on new employees. They are part of the first steps of your recruitment process, and effective job requisitions can help you quickly identify candidates with the right qualifications to meet your company's specific needs.

Now that you know how to write one, let's get your position advertised to candidates.

CHAPTER 3

HOW TO ADVERTISE A JOB OPENING

When there's a job opening on your team, publishing it on your careers page likely won't be enough to get the resumes you're looking for. You probably need to get the word out in many places to bring in the volume and quality of candidates.

With a solid advertising strategy in place, you'll have another tool in the box to help you hire the best person.

Your job req was approved by HR, and you have a solid job description ready to go. Now, how do you get applicants? Let's look at how to get the word out.

Where Should I Advertise a Job Opening?

There are plenty of options for advertising job openings, both online and offline. Some are free or very low cost. Others can feel costly but may be worth the money for certain roles. (Some may already be included in your [recruitment plan](#).)

Let's look at some options.

LINKEDIN

LinkedIn has long been the most popular social network for job seekers and can be a great way to advertise job openings. You can use it in several ways.

Your Company's LinkedIn Page

- Post a status update linking to the job listing on your website. Encourage your followers to apply or to share it with their network in case they have contacts who'd be interested.
- Posting job openings on LinkedIn can be inexpensive and quickly gets the word out. You can have employees share this posting to their LinkedIn feed, too.

LinkedIn Jobs

- For a small budget, you can use LinkedIn Jobs to promote the role to give it greater visibility.
- You can promote a single free job posting on LinkedIn Jobs, too, with limited features.

JOB BOARDS

Another option to advertise a job opening is on popular online job boards. Some of these let you post jobs for free, but they also offer paid plan to get your job posting in front of more eyes and at the top of searches.

Some of the most highly rated job boards to advertise on are:

- [Indeed](#): Free to post jobs, though you'll get the best results by sponsoring your job posting. It includes tools to manage multiple job postings and applicants.
- [ZipRecruiter](#): A smaller site with a free trial, ZipRecruiter has great customer support and sends your job postings to 100+ other job board sites. You'll need to pay extra to post to LinkedIn, Monster, and other big sites.
- [Monster](#): Another massive job posting site, second only to Indeed, Monster has a wide range of useful tools. You cannot post jobs for free on Monster.

WORK WITH A STAFFING AGENCY

Working with a staffing agency like Insight Global has its benefits. We have access to thousands of candidates in our rolodex, and we can do the recruiting legwork for you from creating the job description to vetting resumes to setting up interviews. We can also do pre-employment testing and help with onboarding tasks.

EMAIL PREVIOUS APPLICANTS

Chances are, you already have a stack of resumes from past applicants. These may be candidates who applied for a role in the past and who you potentially already [vetted](#) during the hiring process. Some qualified candidates may have narrowly missed out, and they could be a great fit now that your company is expanding.

Here's a simple email template you can use to contact a past applicant:

*Dear **[name]**,*

*I'm **[name]**, a **[job title]** at **[company name]**. You might remember **[you applied for / we spoke when ... etc]** in **[month, year]**.*

*We've kept your resume in our database of talent so we could reach out if a suitable role came up. I'm pleased to let you know that we have a position open for **[job title]**.*

*I think your skills and experience would make you a great fit for this position. You can find all the details about it at **[link to job description on your company website]**.*

If you have any questions, just let me know. I'd be very happy to set up a time to chat about the role.

*Best wishes,
[your name]*

LOCAL COLLEGES AND UNIVERSITIES

Looking for entry-level candidates? University careers services departments will likely have a database of job opportunities that they make available to students and even alumni.

This is a great way to get your role in front of eager job seekers who are about to complete their degree or may be a few years out of school. If you're looking for seasonal workers (such as during the summer and holiday periods) or interns, local universities can be a great source of undergraduates looking for work between semesters.

GLASSDOOR

You may think of Glassdoor primarily as a site for employees to post reviews of their employers, but you can also use it to post open roles and job opportunities.

If you plan to use Glassdoor or similar career sites for recruitment purposes, consider completing and optimizing your company profile and feedback on the site. It can benefit your hiring process to maintain a strong employer brand, so take time to talk about your mission and vision as well as your hiring process and company culture.

SOCIAL MEDIA (BEYOND LINKEDIN)

Although LinkedIn is a popular social network for a job search, [other social media platforms](#) can be useful for advertising open roles. You may want to consider:

- **Twitter:** Particularly popular in the tech and journalism industries.
- **Facebook:** Local groups are a great way to advertise open positions in your area for restaurants, care homes, shops, and construction.
- **Reddit:** You can post roles for free on [reddit.com/r/jobpostings](https://www.reddit.com/r/jobpostings), though you may want to post in more specialized subreddits to find higher quality applicants, particularly in tech.

Encourage current employees to share openings on social media, especially if you have a system for rewarding employee referrals.

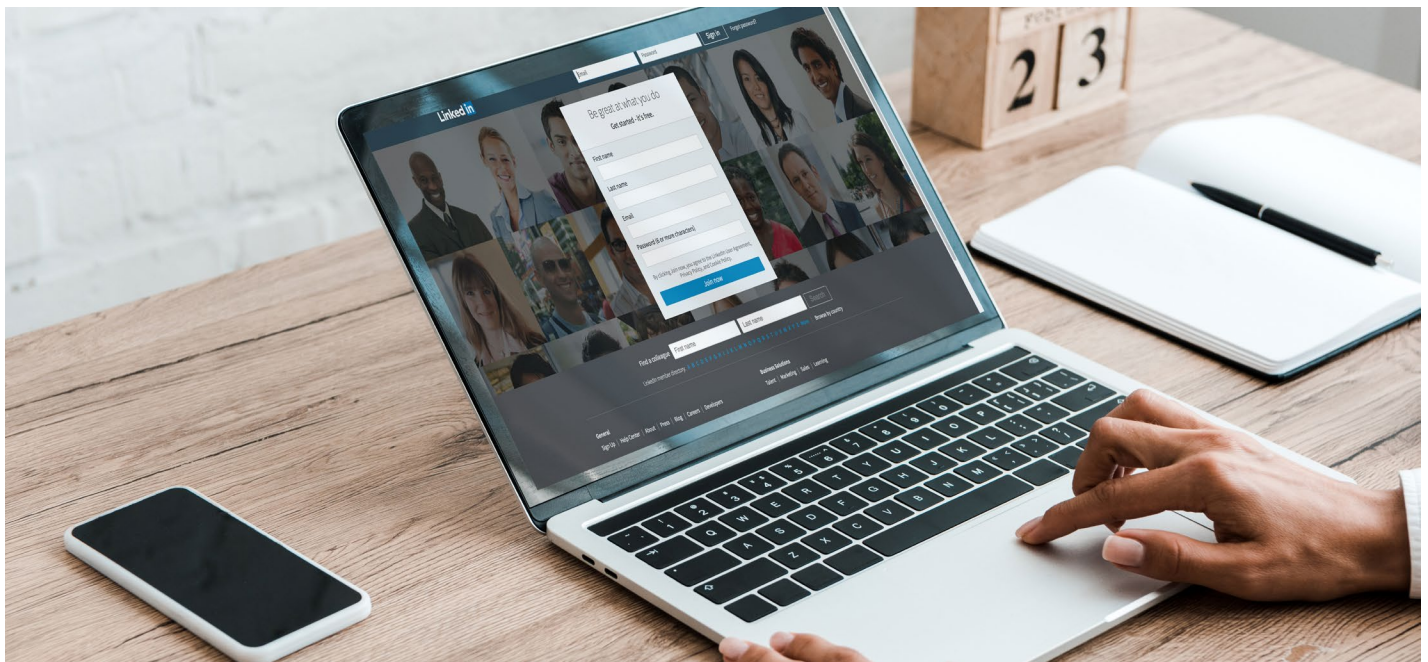
LOCAL RADIO OR PUBLIC TRANSIT

If you're recruiting for many jobs, particularly hourly roles, then local radio or public transit can help you reach an audience.

Keep in mind that using this creative way to advertise job openings can become expensive, both in terms of the advertising fee itself and for the necessary creative assets (voice recording for radio, photography or stock images, and graphic design for ads).

STORE FRONT

If your business has a brick-and-mortar facility open to the public, you can use it to advertise your job opening. This could be as simple as putting a “We’re Hiring” sign in your window—ideally with some details about what you’re looking for in case someone passes by when you’re closed.



What About a Budget?

You may or may not have a budget for advertising job openings. We totally get that.

If you have a small budget or no budget, then prioritize where best to use your resources (both money and time). For example, you may want to focus on advertising the role on LinkedIn and Indeed, as those are two of the best areas to find potential candidates online.

If you're working with a larger budget, you may want to advertise your job opening in a range of different places. Make sure you track your results for each location, such as number of applications or percentage of candidates that went on to the second stage of recruitment.

This will help you see where best to use your budget in the future.

Don't Forget to Optimize for SEO When Posting Online

Some job hunters will simply head straight to Google and type in what they're looking for, like "front-of-house restaurant staff NYC."

When you create a job posting, use some basic search engine optimization (SEO) best practices, such as:

- Think of the words or phrases that candidates would type into a search engine to find a job.
- Have a clear and specific title for your job posting (avoid language like "Job Opening" in the title).

Let a Staffing Company Do it All For You

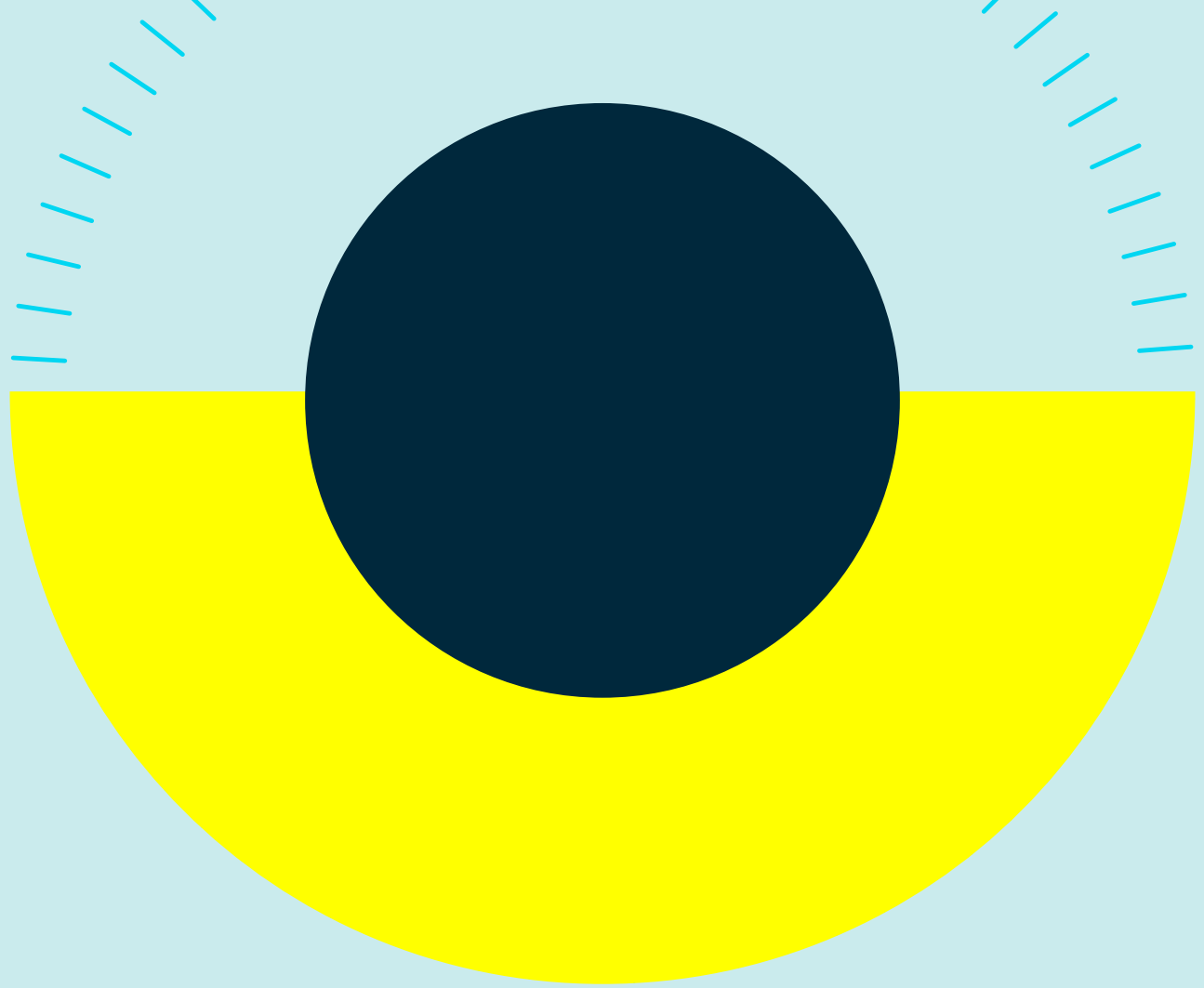
If you're feeling a little daunted by where and how best to fill your job opening, we can help.

At Insight Global, we handle the whole process for you while working within your budget.

Whether you're looking for a temporary employee or permanent staff member, we can take care of it all. We'll identify top talent, curate the right candidates for you, then take care of onboarding and even payroll.



**NOW WE'VE TALKED ABOUT HOW TO FIND
YOUR CANDIDATES. BUT WHAT DO YOU DO
ONCE YOU HAVE A PILE OF RESUMES TO SIFT
THROUGH? IT'S TIME TO REVIEW RESUMES.**



REVIEWING CANDIDATES

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39	TOP REASONS TO USE A SKILL ASSESSMENT
42	BEST INTERVIEW QUESTIONS TO ASK CANDIDATES

CHAPTER 4

REVIEWING RESUMES

Reviewing resumes is one of the most important—and sometimes time-consuming—parts of the hiring process.

How many resumes have you reviewed over the last six months? Dozens? Hundreds? Or are you brand new to the process as a hiring manager?

No matter what, we know your time is precious. Hiring managers report they, on average, spend *less than a minute reviewing resumes*. That's quick, but it still adds up fast.

Whether you're a first-time hiring manager or have been in the resume review game for a long time, here are some tips and tricks to help make your resume review process a little more efficient to help you find the best candidates.

How do
you make
the most
out of
resume
review
time?

Seven Tips to Review Resumes

Here are seven tips to reviewing resumes, no matter if you're reviewing one or dozens.

01

MAKE SURE YOUR CANDIDATE PROFILE IS STRONG

The process begins before you pick up the first resume.

A candidate profile is an outline of what your ideal candidate looks in the job position you're looking to fill. This profile will match up with the job description and detail all the experience, qualifications, certifications, and more that your ideal candidate will have.

These markers can be ranked, too, with more important and absolutely necessary qualifications at the top, and those would-be-nice qualifications given less weight.

You want to make sure this profile is strong before you start reviewing resumes—and at top of mind.

If you don't know what your ideal candidate looks like, how will you know what to look for on the resume? A great candidate profile can be a guiding light during the interview process. It's a win for the whole recruiting period.

02

DOES THE CANDIDATE'S EXPERIENCE LINE UP WITH THE CANDIDATE PROFILE/JOB DESCRIPTION?

Keep these two questions in mind when starting to review resumes:

- Is the candidate's experience and qualifications in line with the candidate profile?
- Is the candidate's resume tailored to this job description?

Not every candidate is a 100% perfect fit for a job. If they meet most of the qualifications and experience you're looking for, they're probably worth talking to in an interview stage. But what if they meet less than half of what you need? There are likely stronger candidates in other resumes.

Does the candidate's resume line up with your job description? Part of a candidate's responsibility when crafting a resume is to showcase their experience and expertise—and how it's a fit for the role you're hiring for.

For instance, if you're looking for a SQL developer with experience with the Oracle database system, did the candidate highlight their experience with Oracle on their resume? Or did they mention that their previous experience was with another database like Oracle?

03

CONSIDER A BLIND RESUME REVIEW

A blind resume review takes all personal information out of a candidate's resume including things like:

- Birth dates
- Graduation dates
- Names
- Years of experience at a job
- Any other personally identifying information

That leaves the most objective information possible about a candidate. The goal is to try to remove any sort of unconscious biases that may creep in during the recruiting process.

The blind resume review can be part of an overall blind hiring process, which tries to create the most objective hiring process possible from reviewing resume to interviewing.

04

UTILIZE AN APPLICANT TRACKING SYSTEM

Applicant Tracking Systems (ATSs) are programs used to process and filter applications and applicants. They help with other parts of the recruiting process, too, but one of their primary purposes is to identify strong candidates for a position based on what they submit on their resume.

For hiring managers, an ATS could cut down the time you spend reviewing resumes. But know that some candidates' resumes won't make it past an ATS if it doesn't meet certain qualifications or show necessary experience.

Most large companies use applicant tracking systems, but if you're one that doesn't, or you're a smaller business looking how to better optimize your time, an applicant tracking system may help you in the recruiting process.

05

FLAG ANY QUESTIONS AS YOU REVIEW

Have questions about a gap in their resume or a series of jobs over what seems like a short period of time? Worried they seem to have stayed at the same level for a long time or not shown career progression at their current company? That might be exactly why they're looking for a new gig.

If the candidate seems otherwise qualified, it might be worth your time to ask for some additional details.

Some of these may matter to you. Some might not. Decide what matters most out of a candidate's resume, and if something that might be viewed by some as a "red flag" isn't an issue for you, you may have found your hidden diamond.

06

CREATE A CHECKLIST FOR REVIEWING A RESUME

Checklists are an excellent way to keep track of what caught your eye about resumes that you review. This is your own personal checklist to remind you what you're looking for in a candidate, and it can remind you of the resume later when you're assessing who to set up interviews with.

Some things you want to include on a resume checklist are areas to make sure the candidate:

- Pairs up well with the experience you desire
- Includes experience that would fit the job description they're applying for
- Has all relevant experience
- Has necessary certifications and other hard skills
- Presents their contact information in a clear way (if you're doing a blind resume review, you can double check the resume you receive is blind)
- Uses a consistent and clear format

Leave an area at the bottom and at the side for comments beyond making sure resume simply checks boxes. Just remember this may become part of their employment record if hired.

07

TAKE TIME TO REVIEW THE RESUME

As we mentioned earlier, most hiring managers don't spend longer than one minute on resumes. Some [reports](#) have shown that some employers spend as little as **six to seven seconds** looking at a single resume. This is all to say: hiring managers don't spend a ton of time toiling over resumes, and you probably don't need to either.

In most cases, you'll have a lot of resumes to review for a single job position. If you're spending a significant amount of time with each one, reviewing them could become a chore. If you can't decide within a minute or so if you want to proceed with that candidate, that may tell you all you need to know. You can always set those resumes aside in a separate pile to revisit.

For some companies, reviewing resumes is just the beginning of the process. From there, you may need candidates to complete pre-employment assessments or screenings before you can proceed to an interview. So, let's look at how hiring managers can smoothly move to that next step in hiring.

CHAPTER 5

TYPES OF PRE-EMPLOYMENT TESTS

Pre-employment screenings are a way to assess candidates before progressing further with interviews.

Along with reviewing resumes, they're a way to whittle down a large pool of applicants. They can also be useful to objectively compare candidates during the selection process.

In this chapter, we'll cover different types of pre-employment tests companies can use before the interview process. (We'll save the post-interview employment tests for later.)

But first, what are these tests and what do they screen for?



What Are Pre-Employment Tests?

[Pre-employment tests](#) gauge a candidate's skill level with certain abilities. They may involve testing their knowledge of a type of software, asking them to carry out a typical work task, or asking them to take a personality test. They can also check specific skills like problem solving, grammar, or math.

Using pre-employment tests can slim down the stack of applications or resumes you need to review considerably. They can also reduce bias and help hiring managers make data-based hiring decisions.

What Are the Primary Types of Pre-Employment Tests?

Now let's get more in-depth about what these tests gauge. They have their pluses and some limitations. We'll discuss both.

01

JOB KNOWLEDGE

While you may be happy to provide plenty of on-the-job training for some roles, chances are you have positions that require specific knowledge. When you test candidates on their job knowledge, it can help to make a good hire.

A job knowledge test will cover technical or theoretical expertise. For instance, in IT, you may ask candidates about the key features of a programming language. In the healthcare industry, a job knowledge test may include questions on specific medications and their contraindications.

These can be best for: Roles that involve a lot of acquired knowledge, perhaps from a specific qualification or many years of experience.

Limitations: Job knowledge tests only demonstrate what a candidate already knows—they don't tell you how fast that candidate will learn a new skill or how easily they can apply what they already know to a new situation.

02

COGNITIVE ABILITY

A cognitive ability test is designed to measure candidates' intelligence. It often looks at logical, verbal, and numerical reasoning. You may also know it as an aptitude or cognitive aptitude test.

Cognitive ability have shown a [strong positive correlation with job performance](#) in some cases. Candidates who score well will likely be skilled problem-solvers who excel at analyzing data and situations. Their critical thinking and decision-making skills can help them stand out as great candidates for the role.

These can be best for: Making confident hiring decisions based on clear data. Candidates can't "cheat" a cognitive ability test. Qualities that may cloud an interviewer's judgment (e.g. charisma) won't affect the test.

Limitations: Some candidates may be highly intelligent and great at problem-solving, but they could lack other attributes or soft skills that would make them a great fit for the role. A cognitive ability test won't tell you that.

03

INTEGRITY

Integrity tests look at applicants' values and ethics. They ask questions like "would you lie to a client?", "would you do something illegal if your manager asked you to?", and "would you cheat on a test if you knew you wouldn't be caught?"

An integrity test is designed to help determine if employees are a good match for the organization, will work well with colleagues, and will avoid taking actions that could be detrimental to the company.

These can be best for: Roles that require a high degree of integrity, such as finance, retail, cybersecurity, or healthcare.

Limitations: It's not difficult to determine the most acceptable answer on these tests.

04

PERSONALITY

Personality tests can be useful for making sure your new hires will fit into your company culture. You want to hire people who will feel happy and fulfilled in their role, and who will get along well with their colleagues. There are lots of different commercially available personality tests, such as the Myers-Briggs test and the DISC model.

These can be best for: Positions where candidates' personality traits are strongly relevant to how well they'll likely perform in the role. For instance, you may want to make sure you're hiring someone who tests as confident or extroverted for roles where that personality type thrives.

Limitations: Candidates may give the answers they think you want—or the answers that they wish were true—rather than accurately reflecting on how they'd behave in different situations. These tests can reinforce unconscious biases towards what seems like the best type for a role.

05

EMOTIONAL INTELLIGENCE

For people-facing roles, emotional intelligence (EQ) can be particularly essential. It's also important for purely internal roles, where your employees need to get along well with one another.

Candidates who score highly on an EQ test are can be easier to manage, able to accept critical feedback, calm under pressure, and capable of handling setbacks well.

These can be best for: Customer-facing roles, human resources positions, and any role that involves frequent interaction with peers, as well as high-pressure or stressful roles.

Limitations: As with other personality-based tests, it's easy for candidates to give what they feel is the "right" answer.

06

SKILLS

Skills assessments may test candidates' [hard skills or soft skills](#), particularly the competencies listed on their resumes. They differ from job knowledge tests in that they ask candidates to show their skills in some way.

If you're recruiting for an IT role, you may provide a skills test that asks the candidate to write a short piece of working code or to debug an existing code snippet. If you're recruiting an electrical engineer, you could ask them to demonstrate how they would test a specific device. In the healthcare industry, you could ask candidates to roleplay delivering difficult news to a patient. And on and on.

These can be best for: Roles where you need someone to come in and perform well immediately without spending months on training.

Limitations: The test results may not accurately reflect the reality of day-to-day work. For instance, if someone has a full week to complete a short coding project, is that reflective of the pressure on the job?

Let's dig into this kind of assessment a little more in the next chapter.

CHAPTER 6

TOP REASONS SOME HIRING MANAGERS USE A SKILL ASSESSMENT

As we touched on in Chapter 5, a skill assessment is a tool used to evaluate a job candidate's proficiency in the specific expertise related to the job they are applying for. The assessment typically consists of questions, tasks, or exercises designed to test the candidate's knowledge and abilities.

[Skill assessments can take many forms](#), from online quizzes and tests to hands-on exercises and simulations. The specific format and content of the evaluation will depend on the job requirements and the skills needing to be evaluated.

These tests aim to provide objective data on a candidate's skills and abilities that can then be used to make a more informed hiring decision. By using a skills assessment, hiring managers have more information about the candidate beyond resumes and interviews to evaluate their fit for the role.

Let's dig into why skills assessments can be popular with hiring managers.

THEY CONFIRM REQUIRED SKILLS

One of the benefits some hiring managers like about using skill assessments is the ability to confirm that job candidates have the required skills for the role. They can evaluate a candidate's knowledge and experience in a particular area, whether technical or soft skills.

They can also help to identify areas where a candidate may need additional training or development. Not knowing certain skills—especially if they are not part of the required skills on your job description—may not totally disqualify a candidate from the job.

And awareness of this information can be valuable in onboarding and training new hires since it can help hiring managers identify areas where a new employee may need additional support.

Overall, when multiple candidates have similar qualifications and experience, the results of a skills assessment can provide additional insight into which candidate may be a fit for the role.

SCREEN CANDIDATES QUICKLY

Traditional hiring methods often involve reviewing resumes, conducting phone interviews, and scheduling in-person interviews—which can be time-consuming. However, skills assessments allow you to quickly evaluate candidates' skills and knowledge to expediently move them further in the hiring process.

Depending on how the skills assessment is administered, results can be generated in minutes or hours—allowing you to move rapidly through the hiring process.

They also help you reduce the time spent on unqualified candidates, easing some of the workload of recruiters and hiring managers.

MINIMIZE BIAS IN SCREENING

Skill assessments also help to minimize bias in the hiring process. They're objective and standardized and do not consider factors like a candidate's age, gender, or race.

This can help eliminate [unconscious bias](#) and promote diversity and inclusion in the workplace, which leads to better business outcomes. (More on these factors in later chapters.)



INTERVIEW FEWER CANDIDATES

Ultimately, hiring managers want to objectively and reasonably whittle down the number of candidates to interview.

By using a skills assessment to screen candidates, you can identify applicants with the necessary skills and experience for the role. This can help you avoid spending time and resources on interviewing candidates who do not have the skill set.

Additionally, interviewing fewer candidates can lead to a more positive candidate experience. Candidates who are not a good fit for the role may still have a positive impression of the company if they are treated respectfully during the hiring process. And that often includes making in a faster experience whenever possible.

IMPROVE NEW HIRE RETENTION RATE

With a skills assessment, you can screen necessary skills in candidates who are more likely to excel in their role, which can result in higher retention rates. It also may allow you to evaluate more quickly who is a good fit for the company's culture.

Candidates who are a good fit for the job and the company culture may be more likely to be satisfied with their job and stay with the company long-term. We've all had that feeling, right? When you love your job and who you work with, you're likely more excited to go to work every day and stick with it to achieve greatness in your role.

And higher employee retention rate can result in cost savings for the company as you skip over a lengthy hiring process and lost time on projects. And who doesn't want to save some money and headaches these days?

Organizations can often save time and money on hiring with skill assessments. As we've seen, they can help to identify the most qualified candidates and minimize bias in the screening process, leading to fewer time-consuming interviews and wasted resources, ultimately yielding a more efficient hiring process.

Moreover, by only interviewing candidates who have passed a particular skills assessment, organizations may be able to use their time and resources effectively. This can help reduce the hiring process's cost and minimize the risk of hiring the wrong candidate, which can be costly in terms of time, training, and turnover.

OUTSOURCE CANDIDATE SCREENING TO INSIGHT GLOBAL

Outsourcing candidate screening to Insight Global can provide organizations with access to the best possible candidates while saving time and resources. How? Insight Global has a team of experienced recruiters skilled at identifying top talent for various industries and job types and vetting them for your open position based on the job description and company needs.

CHAPTER 7

BEST INTERVIEW QUESTIONS TO ASK CANDIDATES

You've sourced resumes and whittled down candidates to those who are qualified to proceed to the next step. Now, it's time to interview.

Nearly 75% of employers admit they've hired the wrong person for a job

The best way to avoid this is a strong, consistent interview process. By asking strategic interview questions, you're more likely to screen candidates well and hire the right person for the job.

But how do you determine which strategic interview questions to ask candidates? After all, the best interview questions depend on the job opening, the company, the industry, and even the hiring manager.

For example, a hiring manager looking for a candidate to fill an [entry-level creative position](#) will have a different approach than one looking for a candidate to fill a senior executive financial position.

After all, the best interview questions depend on the job opening, the company, the industry, and even the hiring manager?

No matter the case, you want to ask the best questions to get the best answers that will help them determine [whether the candidate](#) is qualified for the position they have open.

Before we get into some strategic questions you can ask candidates, let's look at how to prepare for an interview.

How to prepare

Interviews can be difficult because you only have a small window of time to get an accurate idea of how someone would fit into your team and the value they would bring.

You are trying to understand a job candidate's:

- experience
- future performance
- personality

And all this is done when trying to measure them against other job candidates.

Getting that information in a quick conversation isn't easy. Getting that information and *feeling good about it* is even tougher.

Some things you may want to ask yourself when thinking of questions to ask are:

- What is the role you are trying to fill? Think about the [hard skills and soft skills](#) needed for this job.
- What would you like to see in the candidate you are about to interview? Consider details not covered by their resume.
- What type of personality would succeed in this role? Reflect on your company culture. Who can add to it?

Once you know the answer to these questions, you'll be on your way to selecting the best interview questions specific to your job opening.

Remember: a job candidate probably has a pretty good idea of some of the interview questions you will ask. They have likely already prepared their answers for those common interview questions.

It might be in your best interest to have a few unique questions to ask when interviewing someone. That way, you get more off-the-cuff answers—if their role will include pressure situations where they have to be able to respond extemporaneously to things, this is a good way to see how they react.

That said, some of the most strategic interview questions to ask candidates aren't meant to trip them up or be trick questions. You want them to answer candidly, or even take time to think before they respond.

You don't want them to feel flustered or uncomfortable.

Next, check out the candidate's resume, application, or any other information they've provided you with so far and build some questions off that.

Ask questions that let them tell you their story. Were they part of any unique projects or startups? Do they have a particular set of skills that you're interested in knowing more about?

To get good answers, you've got to ask good questions.

Here's a list of some of the best strategic interview questions to ask candidates. These can be useful for just about any interview format, from in-person to remote to group interviews.

01

WHAT'S SOMETHING ABOUT YOU THAT ISN'T ON YOUR RESUME?

You've already spent time poring over the candidate's resume, but you may not have the full picture.

Asking this question fills in some gaps and helps you learn more about a candidate's personality as they tell you their story. Regardless of how they answer, it'll help you better understand them.

02

WHAT IS A DIFFICULT WORK SITUATION YOU'VE FACED, AND HOW DID YOU OVERCOME IT?

This behavioral question can serve several purposes. It's important to know how a potential employee handles adversity. In many cases, their answer will outline a difficult situation that helped them grow into better professionals. In the best-case scenario, the candidate will talk about what they learned from this situation.

Pay careful attention to the candidate's response. How did they tell the story? Did they discuss the many ways in which a difficult situation helped them grow into the person they are today? No matter how they answer, it may help you better evaluate their candidacy.

03

WHAT ARE YOUR GOALS FOR PROFESSIONAL SELF-IMPROVEMENT OVER THE NEXT YEAR?

This question will help you understand if the candidate considers themselves open to growth and improvement.

Do they want to challenge themselves in their career, or are they comfortable with their current level? Are they happy with their current industry, or are they looking to grow their expertise in a different field? Maybe this person is interested in hitting a certain target, getting to a new level of leadership, or picking up a new skill within a timeline you should be aware of.

It's important to know their aspirations to know if they will be a good fit. Do their future goals align with your company's plans? If so, this candidate may be more likely to be interested in staying with your company long-term.

04

HOW WOULD YOUR
CO-WORKERS OR LEADERS
DESCRIBE YOUR WORK?

Can the candidate consider a perspective other than their own? Are they self-aware of how their work is perceived? In addition, this question may spark the candidate to share how they interacted with colleagues on their previous teams or on past projects.

05

HOW DO YOU
RESPOND TO TIGHT
OR SHIFTING
DEADLINES?

While many jobs involve deadlines, you especially need to ask this question if you're hiring for a role that will frequently have important deadlines or if your team has deadlines move because of shifting priorities.

If you get the feeling that the candidate frequently waits until the last minute to turn in their work, that could be a follow up question. If they talk about missed deadlines, that may not be a deal-breaker if they can explain how they learned from those mistakes to meet future deadlines. If they are uncomfortable with deadlines having to move because of new business goals, and that happens often in your department or team, it's good to discuss that in the interview process.

06

WHAT'S THE MOST
INTERESTING OR
REWARDING PROJECT
YOU'VE WORKED ON?

By knowing what the candidate does like to work on, you can gauge how much they will enjoy the job duties for the role you're hiring for. When an employee likes their work, they're more engaged. [More engaged employees are more productive!](#)

Plus, if the role has some flexibility or freedom to create new projects or directions for your team, you can take this time to sell the candidate on that as part of the job. Let them know the successful candidate will have the option to set priorities and create projects if that's the case.

07

HOW DID YOU GET TO
YOUR CURRENT ROLE?

This is a great interview question for employers to ask candidates to understand how they arrived at their current work environment. The [career path](#) from Point A to Point B (or Point C or Point D) may help illuminate their work ethic, their ambition, and their adaptability.

Did they pursue new skills and experience, even outside of work, and then leverage those abilities to earn a promotion? Was their previous position eliminated, so they pivoted to a new role? These may reveal ambition or flexibility that could be valuable in your role.

Ideally their answer will explain what actions they took which led them to their current job and what they learned from it for what they want in their next role.

08

WHAT IS YOUR IDEAL COMPANY CULTURE?

Does the job candidate value the company culture that your business has? If your company is all about “work hard & play hard,” and they value work/life balance above all else, there might be a disconnect. By asking this question, you can try to understand what the candidate is looking for and if your workplace aligns with their wants.

This question also gives you the opportunity to highlight your company culture plus share what perks and benefits are offered. Explain what the people are like. Give the candidate a better understanding of what your company is like. You have to sell the job to the candidate just like they have to sell themselves to you.

09

WHY DO YOU WANT TO WORK FOR THIS COMPANY?

This question will show whether the candidate has done their research about your company and why they believe they align with the purpose or mission of the company. Most importantly, you will know if the candidate wants just any job, or if they are interested specifically in this job, at your company.

10

WHAT QUESTIONS DO YOU HAVE FOR ME?

Finally, you’ll want to end your interview by giving them time to ask their questions. This should be a conversation with some give and take between you both, but making sure the candidate has time to ask you questions is essential. What they ask will let you share things you may not have up to then and gauge how much they know about the role, expectations, and the company.

They may ask about the day-to-day job, about your career at the company, or growth opportunities. They might throw you a curve ball, so be prepared! If you can’t answer the question immediately, offer to follow up with the answer. (And make sure you actually do follow up).

Ideally, they will have prepared multiple questions to ask, and they will use their time with you to prioritize their most important questions. A strong candidate will want to gather as much information as they can during the interview.

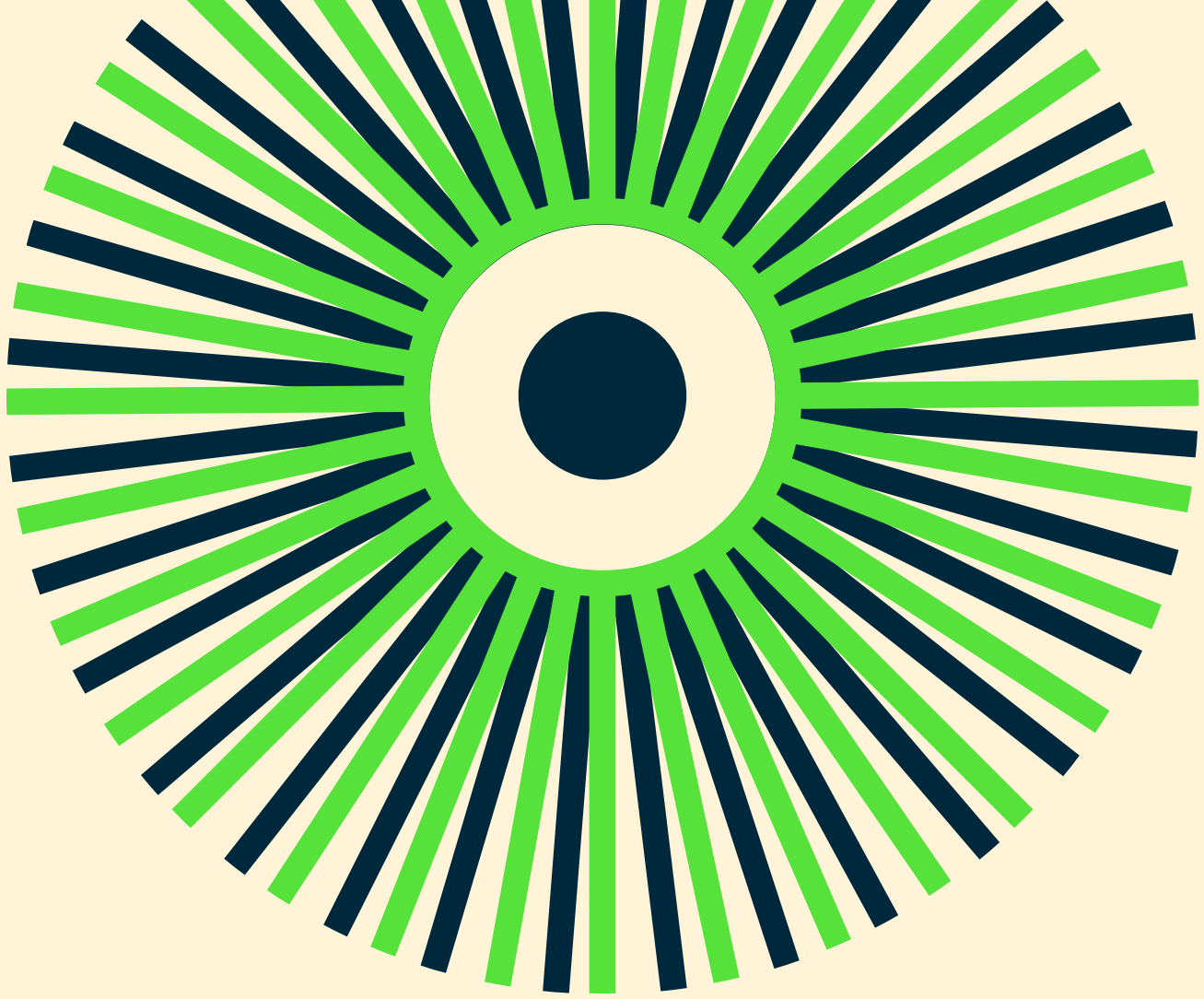
While it might be concerning if the candidate doesn’t have any questions at the end, don’t rule them out. Did they ask a question throughout the interview as a natural part of conversation? Did they take notes and refer to them to say that you already addressed their questions?

Consider the entire interview when weighing a non-answer to this final question.

If this conversation with you went well, you may need to pass the candidate’s resume to your boss or someone else in the company for any additional interviews from here—or any other pre-employment queries required. But, if you’re ready to hire, congratulations on finding the right person for your open position!

The image features three seagulls in flight against a clear, vibrant blue sky. One seagull is positioned in the upper left, another in the upper right, and a third, larger one is in the lower right. The seagulls have white bodies and dark wings. The text is centered in the middle of the image.

**IF YOU'RE READY TO MAKE AN OFFER,
CHECK OUT OUR GUIDE IN CHAPTER 8.**



WHEN YOU'RE READY TO HIRE

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53	NEW HIRE PAPERWORK
58	NEW EMPLOYEE ONBOARDING PROCESS

CHAPTER 8

HOW TO MAKE A JOB OFFER

Phew. You've created job descriptions and requisitions, advertised the job, reviewed resumes, run pre-employment tests, and finally interviewed a handful of qualified candidates you think could be great at the job. The fact that you've attracted the attention of multiple ideal candidates is exciting, and it's important to not waste time moving forward.

So, that means it's time to craft the offer to bring them onboard.

But how do you go about making a candidate a job offer? Do you make a job offer over the phone? How do you make a job offer letter? Let's go over the steps to formally making a job offer to a candidate.

Decide Quickly

Once you have a short list of candidates who would be ideal for your available position, decide on the right candidate as quickly as possible. This is somewhat of a delicate balance because you don't want to be hasty, but you shouldn't wait weeks to decide, either.

It's important to be expedient in your hiring process for a few reasons.

First: the job market. Candidates can and often will have multiple offers that they are considering. Acting quickly may land you a sought-after person before they choose another one of the opportunities that may be available to them.

Also, [according to one study](#), it costs between six and eight months of an employee's salary to replace them with someone new.

That's in large part because of the time involved in interviewing and onboarding someone then getting them up to speed and equipped with knowledge and experience to fulfill the role. So, if the person previously in the position you are trying to fill was making \$100,000 per year, it may cost an estimated \$50,000 to \$66,000 (in time to lost productivity, for example) to replace them.

The sooner you choose and make an offer to your preferred candidate, the less time and money you may ultimately spend on the process itself, not to mention the lost productivity that inherently comes with an open position.

According to one study, it costs between six and eight months of an employee's salary to replace them with someone new.

Make a Verbal Offer Over the Phone

Now, you've selected a candidate. It's become quite common to make them a verbal offer over the phone followed up by a written offer. After all, you've already included the salary range in the job description and talked about benefits and perks in the interview. This part should be a natural follow up to that. Sometimes it's handled by your HR department, but if not, here's a guide to making a job offer, step by step.

This isn't as simple as saying "You're hired!" and having them clock in the following week, so there are several key points you'll want to address in your verbal offer, including:

- Asking if the candidate has any questions that they'd like to see answered
- Why they're the right candidate and why they were selected
- Compensation and benefits
- Finer details of the process, like their formal start date and other next steps
- A timeline for them to accept the written offer

Follow Up With a Job Offer Letter

After you've made your job offer over the phone, follow up with a written job offer letter.

Essentially, you will want to reiterate everything that you discussed during your call, such as compensation and benefits, start date, and the deadline to accept the job offer. The HR department, in part, typically handles sending the letter and negotiations, but it can also come from the hiring manager if that's the approach at your company.

Getting a job offer over the phone essentially begins the process of filling the role, and a letter outlining all that you talked about adds a formality and structure to the hiring process. It also gives them the details in writing so they can ask any questions or negotiate any elements of the offer.

If you require pre-employment screenings like drug testing or background checks, and you haven't yet completed them with this candidate, be clear that the offer is contingent on those being clear.

Once any tests are completed and the candidate accepts their offer, you're ready to let the other folks you talked to know the outcome.

Inform the Other Candidates

If the candidate in question accepts your job offer, you'll then want to call any other candidates you interviewed for the position. It has become more common to let potential employees know this via email, but a phone call can help keep the relationship going if you think there will be other opportunities for this person at your company in the future.

If you didn't interview the candidate, an email letting them know you've gone in a different direction is quite common.

Take time to let them know that you were impressed by their resume, their skills, and everything they had to offer. Explain that there could still be a possibility for them to work with you if another position opens—if that's the case.

Given that the hiring process has become increasingly competitive in recent years, especially with many industries facing skills gaps and labor shortages, you don't want to burn any bridges with great candidates. This is especially true if the candidates in question would be ideal for any future openings that you may have.

Letting them know that they weren't selected *this time* as a courtesy is an excellent way to keep the door open should things change in the future.

Remember the last time you went through an interview process: would you want to be treated the same way again? What would you change as you become the hiring manager?

Job Offer FAQs

You may have some other questions about how to handle the job offer process. We're here to help answer some of them.

WHAT DO YOU SAY WHEN YOU OFFER SOMEONE A JOB?

When offering someone a job, it's important to make sure they're clear on many things. Start by explaining why they were selected, reaffirming that certain qualities they possess are important to their success. Give them some additional details on work and management style and why you're excited for them to work on certain projects or goals.

This will also help them understand what will be expected of them when they start working.

HOW DO YOU CREATE AN OFFER LETTER?

Creating a job offer letter is fairly straightforward. If your HR department doesn't have this process formally set up, or you run your own business, here are a couple steps to follow:

- Write it on official letterhead or add your company logo and address.
- After an opening paragraph that confirms they are being offered the position, go into more detail about the job itself. Let them know the title, what hours they will be working, where they will be working from, who their leader is (especially if it's not you), and more.
- Outline things like their pay and benefits, any applicable bonus structures, whether they can work remotely or hybrid, and so on.
- Include a closing paragraph that includes both your contact information and that of your Human Resources department so they can get answers to any questions or address any concerns that they might have.

HOW LONG SHOULD YOU WAIT FOR A JOB OFFER RESPONSE?

There is no firm rule regarding how much time you can give someone to respond to a job offer, both in terms of one that was made over the phone and in writing. It will ultimately come down to your business's own needs and how urgently the position must be filled.

Some organizations give 24 – 48 hours or even a work week to the candidate to make a decision—especially if they have other offers that they need to carefully consider. You have to do what's right for your company and for the candidate. A little flexibility here might go a long way with the prospective employee if the job represents a big life change like moving to a new city or arranging childcare.

But once they accept the offer and you've celebrated landing the candidate of your dreams, it's time to get ready to welcome them to your company and your team. Like the interview process, this can make or break success for this person, so it's important to think it through.

CHAPTER 9

NEW HIRE PAPERWORK

Now that your candidate accepted the job, it's time to get them onboarded. There are a handful to steps to getting a new employee onboarded. It starts with new hire paperwork.

How great was it to tell someone they got the job? And how amazing is it to fill that key position with your team? Congratulations!

Now that your candidate accepted the job, it's time to get them onboarded. There are a handful to steps to getting a new employee onboarded. It starts with new hire paperwork.

For employers, gathering and providing new hire paperwork for a new employee can be a complex task.

Some employers have systems that manage this information and guide their new employees through the new hire paperwork page by page. Others won't have that option and will need new employees to fill out paperwork by hand (and send in electronically if they are working remotely).

Some employers have their employees fill out new hire paperwork in advance, while others require that they do it on the clock on their first day.

No matter your process—and whether you have one or not—let's get into what kind of new hire paperwork there is and how to improve the whole process.



What is New Hire Paperwork?

New hire paperwork includes all the forms and information an employee needs to provide before starting work. Legally, an employer must verify a prospective employee is authorized to work in the United States.

If you need assistance determining how to set up secure employee files, consult with an employment attorney so you're sure to get it right for your industry as well as city, county, and state laws.

In addition to these standard forms, your company may have other policies depending on their restrictions surrounding employee behavior and industry standards. In the healthcare industry, for example, the employer may require certifications or [Health Insurance Portability and Accountability Act](#) (HIPAA) training to ensure patient or customer safety.

The new hire paperwork process could also trigger some verification procedures for the employer, such as checking with listed schools to ensure stated degrees and educational experiences are legitimate.

TYPES OF NEW EMPLOYEE FORMS

These forms come in three primary categories: government-mandated, company-mandated, and optional.



Government-mandated paperwork is legally required to ensure the employee submits things like tax forms and is verified as eligible to work in the United States. State and local information may also be required to assist in the payment of state and local taxes. Check with your attorney to be sure you've got everything you need prepared.



Company-mandated new hire paperwork includes things necessary for the employee to safely work at the business and protects both the company and the employee. This often includes employee non-disclosure agreements (NDAs), emergency contact info, and more. Check with your attorney to be sure your documents are current under the law and applicable to the person's role.



Optional new hire paperwork may include data that is helpful to the organization but not required. This can be things like shirt size for uniforms or demographic information. Collecting some employee information isn't always appropriate, but employee-volunteered information can be useful for your company's hiring metrics. Volunteered, optional info could include things such as veteran or disability status. Check with your attorney to be sure what you're asking for is appropriate under the law and applicable to the person's role.

Disability Accommodation Information

It is also important to collect information about an employee's accommodation needs during the new hire paperwork phase. Per the [Americans with Disabilities Act \(ADA\)](#), the employer must provide reasonable accommodations for a disabled employee.

Examples of ADA accommodations may include things like:

- An ergonomic chair
- Additional or adjusted break times
- Office around fluorescent lighting

WHY DO NEW EMPLOYEES NEED TO FILL OUT PAPERWORK?

New hire paperwork is required to ensure compliance with government, industry, or company regulations.

Having everything on the record is a way to ensure a legal, professional relationship between the company and the employee. Having a contract and all employee records on file ensures an accurate paper trail should you need them for any HR or legal issues in the future.

FEDERAL AND STATE NEW HIRE FORMS

Employers should include the following federal and state new hire forms in the paperwork.

These new hire forms may include:

- Form I-9
- Form W-4 or Form W-9
- Equal Opportunity Data Form
- State Tax Withholding Form
- New Hire Reporting Form

If your employee has questions about filling out the forms, they can consult their accountant for advice. You should not offer financial or legal advice as their employer.

INTERNAL NEW HIRE FORMS

Your company can also collect data from new employees. This establishes positive communication and a habit of interactions and information between the employer and the new employee.

If you are asking for this new hire paperwork to be filled out before the employee's start date, make sure to provide them with a deadline for completion.

Some examples of internal new hire paperwork are:

- Candidate's offer letter
- Employee agreement (like a non-disclosure agreement or non-compete agreement)
- Background check (including a drug test or physical, if applicable)
- Employee benefits document
- Employee handbook
- Direct deposit authorization
- Union agreements
- Personal data and information for the employer, such as emergency contact information or allergies or uniform sizes
- New hire questionnaire



Tips to Streamline New Employee Paperwork

That's a lot of paper! Filling these out can be a time-consuming process for the new employee (and for the employer to review). You may get a lot of questions while they're completing it all. This is especially true for those who don't have a lot of job experience. To streamline the process, you can:

CREATE A NEW HIRE PAPERWORK CHECKLIST

Ensure you have all the necessary paperwork and signatures by creating a checklist for accuracy. If you're there with them in person, consider checking off all paperwork items with them.

The HR representative and the employee should review the checklist and sign to certify that the new hire paperwork is completed. Ensure your new employee gets access to copies of what they've completed.

BRING IN THE TECHNOLOGY

It has never been easier to find software or other tools to help onboard your new employees.

Automating the paperwork process can save you and your HR team time and it lets your employee focus on learning the ropes of your company and their new position. Plus, there's less chance of someone else mis-keying essential data when the employee enters it all themselves. Think date of birth or Social Security numbers...

Note that some roles, especially hourly ones, will require that your new employee complete these documents on day one.

HIRE THROUGH A STAFFING AGENCY

When you work with a staffing agency to hire new employees, they can handle all the paperwork for you.

It is a good idea to discuss any specific requirements your company may have for new hire paperwork with the agency in advance. This will ensure you have everything you need to easily onboard all new employees.

GETTING NEW HIRE PAPERWORK RIGHT IS CRUCIAL

Using these tips can help to ensure you have the proper documentation and forms for every new hire for your business.

Whether you hire employees directly or partner with a staffing agency to fill the role, these required forms and necessary employee information make up an employee's file which may be referred to throughout their employment for needed information. Again, consulting with your attorney to be sure you've got all your legal and HR bases covered is a great idea.

But the new hire paperwork is just the start of the employee onboarding process. What's next?

CHAPTER 10

NEW EMPLOYEE ONBOARDING PROCESS

How long is your onboarding process? Is it a couple of weeks after day one? Including training? Or does your onboarding process last a whole year?

Retaining great workers starts in the hiring and onboarding process. Experience and research tell us it's essential that new employees feel welcomed and set up for success.

What may surprise you is that it's in the early days and weeks of a new job that an employee decides their future with your company. With some help from Insight Global's Managing Director of Corporate Talent Strategy, Courtney Palmer, let's dig a little deeper to discover how you can create the best onboarding experience for your new employees and why it matters.

Why Do Some New Employees Quit During Onboarding?

Starting a new job can be overwhelming. Employees don't always fully know what to expect for their day-to-day just yet or the people they'll be working with. That's daunting.

Do they even know where the bathrooms are? What about the lunch places that are close by? Palmer says it's only natural for employees to feel uncertain as they transition to a new role.

"We should aim to overcommunicate in those early days and weeks because it can be an unsettling time for a new employee who is already taking a leap of faith," she says.

"Employees are evaluating you, your shared values, and the [company culture](#). We need to be proactively giving information and reassurance." Otherwise, these uncertainties can lead to higher attrition rates.

And how quickly that turnover could happen may come as a surprise. Research dissected by the [Society for Human Resources Management](#) (SHRM) shows that new hires overwhelmingly decide how long they'll stay with the company in the first six months of employment. [Another survey](#) reveals that 20% of new hires resign in their first 45 days. Surprised? Let's look at the data.

As SHRM points out:

- Approximately one-third of employees surveyed admitted that they would quit a job within six months of hire.
- One in six survey respondents say they have left a job between their first week and their first three months.

Of those who left within six months, SHRM explains that:

- 23% indicated receiving clear guidelines on their responsibilities would have encouraged them to stay.
- 21% felt they were not trained effectively.
- 17% said that better rapport with co-workers would have been helpful.
- 9% reported needing more guidance from managers and co-workers.
- One-third of new hires reported having little to no onboarding.
- 15% cited that an inefficient onboarding process contributed to their decision to leave.

Meanwhile, new hires are more than twice as likely (58%) to still be with the same company three years later if they participated in a structured onboarding process.

"The first 30 days are crucial," explains Palmer. "People make decisions about their trajectory with the company that quickly, and it can make or break long-term employee engagement."

Your onboarding experience is essential to much more than making sure your new staffer knows how to do their job and can find the break room. It's a short-term way to set them up for success and a long-term investment in their success—and your company's future.

What is Onboarding?

Before we go any further, let's look at what the onboarding process of new employees entails.

An onboarding process typically includes activities such as new hire paperwork (as we discussed), dedicated time for orientation, and training on the company's mission, structure, culture, and values. The process varies by organization and can be as short as a few days or up to several months to a year.

The onboarding process can begin before the first day on the job.

During the interview process, Insight Global brings potential new hires to the local office they'll be working at as part of the conversation. It showcases the working environment, gives a glimpse of the culture, and lets them know the commute. We also share onboarding paperwork like Form I-9 and payroll documents before a new worker's first day.

"We find having them come on-site helps," Palmer says. "It helps us be transparent, and it allows candidates to see the culture, meet some of the people they'll be working with, and experience our pace."

We understand this isn't always possible, especially with the rise of [remote employees](#). But having employees check out their potential workspace and meet fellow co-workers face-to-face is a great primary step in onboarding.

Orientation is an essential part of onboarding, but it's just the beginning. Palmer says companies can create a multi-phase onboarding process with up to five phases:

01

Pre-boarding begins once an employee signs their offer letter. This includes all new hire paperwork.

02

Welcome or orientation can last up to a week to help new hires become accustomed to the organization. This can look like pairing them with a buddy or a formal training program.

03

Role-specific training helps new workers learn their roles, responsibilities, and how to do their jobs and will often be led by their direct manager or team.

04

Transitioning to their role, where they are working more independently, incorporating feedback from training, and starting to own their responsibilities.

05

Ongoing development helps employees continue to grow in their role over time and can be seen as part of the long-term onboarding process.

Having a well-developed onboarding process is mutually beneficial. It can:

- Lower attrition rates
- Improve [retention rates](#)
- Boost [employee morale](#)
- Increase employee engagement
- Decrease the likelihood of [quiet quitting](#)
- Save money on recruiting and hiring costs

What Hiring Managers Can Add to the Experience of Onboarding New Employees

Recent [Gallup studies](#) reveal that only 12% of employees feel they had a great onboarding experience and only 29% feel prepared and supported for their new role.

“When a new hire leaves within the first 90 days, we credit that to some sort of miss in the hiring process—something that could have been avoided during the interview stages,” Palmer said. “It may have been transparency regarding the job or culture, or transparency about the state of the team they’re joining. People need to know what they’re signing up for.”

A [great onboarding experience](#) can increase retention by 50%. Let’s look at some common challenges in the onboarding process—and how to address them.

MORE TRANSPARENCY

Ensuring [transparency](#) during the recruiting and hiring process will help streamline the transition into a successful pre-boarding phase, laying the foundations for a smooth and efficient onboarding and transition. Nearly [three-in-four employees](#) want more transparency, while three-in-10 employees have quit a job due to a lack of it.

Increasing transparency can increase employee satisfaction: most employees with transparent employers reported satisfaction with their employment.

ADDITIONAL PLANNING

Planning ahead is vital.

“Don’t wait for someone to show up on the first day to think about training and acclimating them to their environment,” Palmer suggests. “Whether there’s a formalized process or something you’re putting together on your own as their supervisor, map out what their first week and first thirty days will look like before their first day.”

“People are eager to get up and running quickly and to be productive,” she says, acknowledging that new hires are set up for failure when there is a lack of planning. “Onboarding doesn’t go well when we have people rush into starting work without allowing them to adjust and get familiar with the environment. Don’t rush someone in the door to be productive.”

Palmer says that switching to strategic start dates versus randomized ones helped Insight Global solve some of our planning issues. When there were random start dates, the company struggled to ensure that people had their workspaces set up and the correct equipment and program accesses. “It looked like we weren’t prioritizing our new hires,” she explains.

Also, encourage employees to spend their first meetings learning rather than trying to produce. If they come up to speed quickly and naturally, great. But allow new employees the time to learn the team, business, and strategies.

“Don’t wait for someone to show up on the first day to think about training and acclimating them to their environment...”

ENCOURAGE A SENSE OF BELONGING

Palmer stressed the importance of simple things like ensuring the correct spelling of names, having a desk prepped and equipment set up, and creating a welcoming environment to help new hires feel safe and wanted.

“It’s important for new hires to see that there’s a place for them and that they belong,” she says.

Creating a sense of belonging can be an overlooked aspect of onboarding. It has been linked to a 56% increase in job performance, cuts turnover risks in half, and can result in a sharp reduction in the use of sick days. This can result in millions of dollars in cost-savings and increased revenue via improvements in employee productivity, engagement, and attendance.

COMMUNICATE MORE

“Retention is tied to a thoughtful onboarding experience,” Palmer says. She suggests that leaders look at scheduling a day-one conversation with new staffers. “Be clear with them about your investment in their success at the company. Show you’re super excited to have them. Be diligent about their ongoing development. Set clear expectations for both parties.”

ENCOURAGE ENGAGEMENT

Palmer also says that it’s helpful when new hires are active participants in their own onboarding. She encourages new employees to ask questions during the interview process and as they start at the company. A hiring manager should emphasize that they are there to help and answer any questions.

After that, she recommends engaging the employee to offer feedback about your onboarding and training experience. Feedback will only help.

A sense of belonging has been linked to a 56% increase in job performance, cuts turnover risks in half, and can result in a sharp reduction in the use of sick days.

Onboarding New Employees Takes Time and Effort

As an employer, the onboarding process can feel like a lot to create when you’re also running your day-to-day operations. But, once it’s in place, you may see huge benefits almost immediately. And, done well, it’s applicable to everyone you hire.



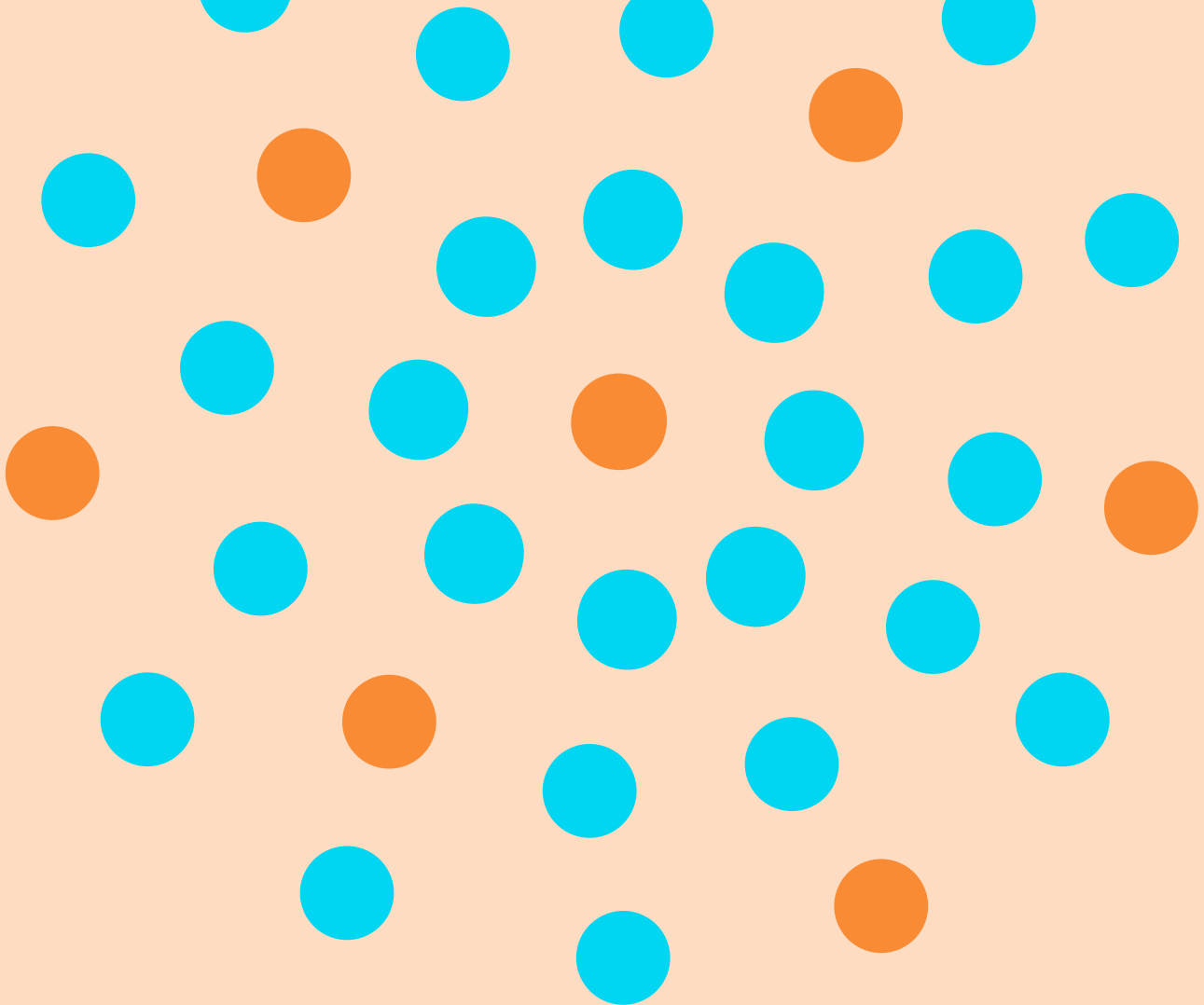
BONUS CHAPTERS — UNIQUE PERSPECTIVES ON HIRING

Now you know the ins and outs of hiring a new employee, but you might still have some questions. What if you're hiring your first employee? What if you're trying to diversify your workforce?

Don't worry, we have you covered in this bonus material. The next two chapters each cover specific hiring topics that you can use in addition to everything you've already learned. Here are the topics:

- How to Hire Employees for Small Businesses
- How to Hire Diverse Employees

Everything in these chapters still connects with the chapters we've already covered, just with new angles on the hiring process.



OTHER RESOURCES

- 65 HIRING FOR SMALL BUSINESS
- 69 HOW TO HIRE DIVERSE EMPLOYEES

CHAPTER 11

HOW TO HIRE EMPLOYEES FOR SMALL BUSINESSES

We know starting a small business requires determination, adaptability, and creative problem-solving. It's a proud moment when small business owners realize it's time to add people to their team.

However, it also presents a new challenge—finding and shaping the right individuals to grow what you've created.

Building a great team isn't easy, and each hiring decision can have a significant impact. [Hiring the right person for your small business](#) can fuel growth and help free you to focus on other things. A bad hire can divert your time and energy, making things more challenging.

The prior chapters in this guide were an overall guide for the hiring process. This chapter is designed to help you hire your first employee—and each subsequent one!

Following a structured hiring process ensures you can deliver on your business goals and find the best new employees for your small business.

Prepare for Your First Small Business Hire

A mistake some small business owners make is rushing through the hiring process. You may need someone right away, but if the recruiting process is rushed, you may be setting yourself up for employee turnover or a regrettable hire. A little extra time on the front end can save time, money, and headaches.

Here are two essential steps to complete before you post your job opening.

EVALUATE YOUR BUSINESS NEEDS

Take a moment and consider what your business needs from this new employee. You may be used to wearing several hats and jumping from task to task, but which of those skills is essential for your new hire? What can they successfully take off your plate?

You also need to think about your potential employee and how this position will meet their career goals. How can you make this role attractive to qualified candidates?

By approaching the job role from both points of view, you can set yourself up to identify and recruit the right talent for the job.

GET READY TO HIRE AND ONBOARD EMPLOYEES

Before you hire your first employee, you should ensure that you can do so properly, so consult your attorney for detailed advice that's specifically applicable to your business, industry, and part of the country. But it can include things like:

GETTING AN EIN

An Employer Identification Number (EIN) is the business equivalent of a Social Security number and will be used on your payroll paperwork. If you aren't working with a lawyer or accountant who can do it for you, you can [apply for an EIN on the IRS website](#).

SETTING UP PAYROLL AND RECORD KEEPING

Payroll is a complex calculation, and at the end of the year, you'll need a clear record of the wages and taxes paid. While it can be done, it is challenging to calculate payroll and taxes manually.

If you use an accountant, let them know you're hiring. Confirm if they can handle payroll for you. Otherwise, you can hire a dedicated payroll service provider. If you do your own accounting, many business accounting software platforms have a payroll add-on.

FOLLOWING ANY TAX REQUIREMENTS

As an employer, you are responsible for each employee's [Medicare and Social Security taxes](#). If you hire W-2 employees, you pay half the Medicare and Social Security taxes owed. The employees pay the other half, but

you need to withhold that amount from their paychecks and submit it to the IRS.

SPEAKING TO AN EXPERT AND GETTING FAMILIAR WITH APPLICABLE LAWS

There are [U.S.](#), state, and sometimes local employment laws, and it's important to adhere to all of them. They include the minimum wage, overtime, and safety regulations. Find a good legal expert to get your set up and familiarize yourself with the laws in your location.



Recruit Job Candidates

When you're ready, it's time to let job seekers know you have a position open. We covered this whole process in previous chapters—most of which applies to business no matter the size.

Your goal in recruiting job candidates is to reach the widest possible audience of job seekers while targeting the best matches.

To do this, you will:

- Write a job description (Chapter 2)
- Advertise your job opening (Chapter 3)
- Review resumes (Chapter 4)
- Interview employees (Chapter 7)
- Extend a job offer (Chapter 8)
- Complete all new hire paperwork (Chapter 9)
- Onboard the new employee (Chapter 10)

FAQ About Hiring New Employees

These are common questions we've heard from small business owners:

01

CAN A SOLE PROPRIETOR HAVE EMPLOYEES?

Yes, a sole proprietor can get an EIN and hire employees like any business. Like any other employer, you must still comply with all tax and employment regulations.

02

CAN AN LLC HAVE EMPLOYEES?

Yes, an LLC can get an EIN and have unlimited employees as long as all tax and employment regulations are followed.

03

CAN I HIRE A FAMILY MEMBER?

Yes, you can legally hire a family member and process their payroll and taxes like any other employee.

04

WHAT'S THE DIFFERENCE BETWEEN AN EMPLOYEE AND A TEMPORARY WORKER OR A CONTRACTOR?

If you hire someone who shows up on a schedule you set and performs work that you direct, they are likely considered employees and should receive Form W-2 wages. This is still true if they are part-time or temporary, but it's wise to consult with an employment attorney if you aren't sure how to classify your employees.

Temporary employment occurs when tasks are performed for a specific period and are often for project, seasonal, or contract work. Temporary employees can work on projects for a couple of months to as long as two or three years.

You should consult with an employment attorney if you plan to utilize independent contractors.

05

WHEN SHOULD I WORK WITH A STAFFING AGENCY?

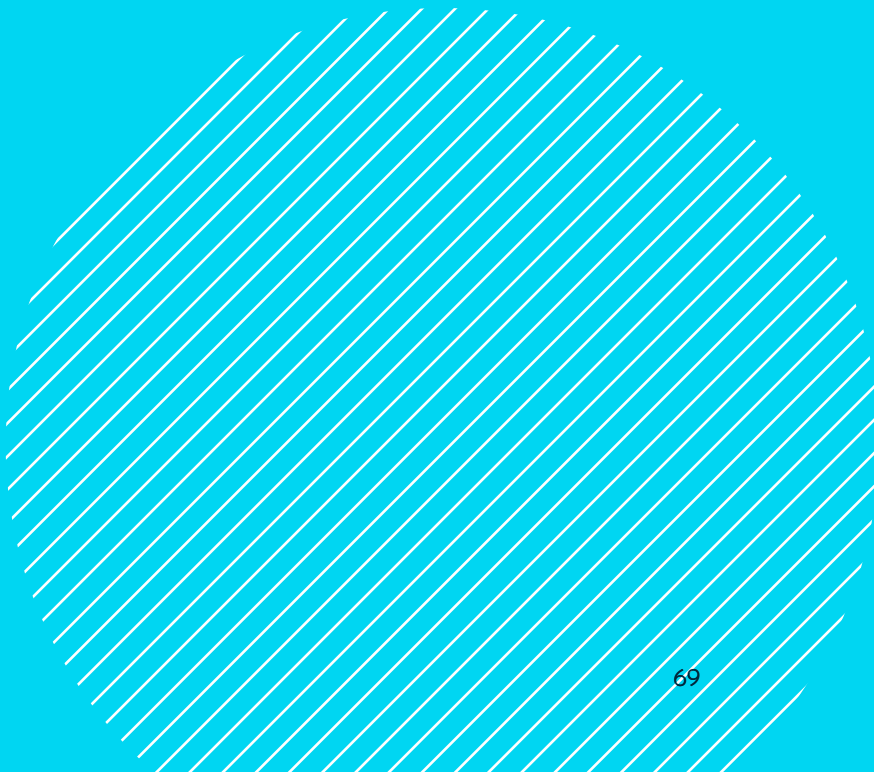
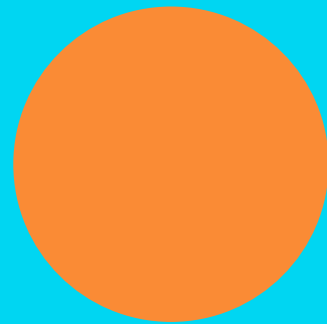
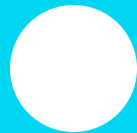
As your business grows, your role evolves. Initially, you may have been doing it all from the day-to-day operations to marketing and sales. However, over time and with expansion, you can become more of a leader who maintains the vision, sets the direction, and ensures other individuals fulfill their roles. A staffing agency specializes in finding and hiring qualified candidates so you can focus on running your business.

If you need to expand your staff quickly and are already beyond your capacity to meet the demands of your business, a staffing agency can save you time and hassle. They are a partner dedicated to recruiting talent while you manage your business.

CHAPTER 12

HOW TO HIRE DIVERSE EMPLOYEES

Are you looking for ways to build a successful, diverse team that will help your organization meet its long-term goals? [Diverse hiring can help.](#)



What is Diverse Hiring?

Diverse hiring is the intentional practice of seeking out candidates from underrepresented groups to join your team. Because demographics vary greatly between industries and geographic locations, that effort will look different in each company.

Some examples of underrepresented groups include:

- People with disabilities
- Members of the LGBTQ+ community
- People from different ethnic or racial groups
- Veterans
- Women

There are many different [types of diversity](#). Above represents just a short list of common underrepresented groups in the United States.

This approach to hiring includes recruiting diverse employees, creating an inclusive interview process, welcoming new employees with an effective onboarding process, and creating an inclusive workplace to retain employees.

But why should companies consider diverse hiring?

It turns out that having a diverse workforce isn't just the right thing to do, but it can also be beneficial to your company's bottom line.

Why Diversity Is Important in the Workplace

Studies show companies with a strong [commitment to diversity, equity, and inclusion](#) (DEI) enjoy many benefits such as:

- Diversity in the workplace can lead to [higher-quality work, better decision-making, and greater team satisfaction](#).
- According to a McKinsey study, "Companies in the top quartile for racial and ethnic diversity are [35 percent more likely](#) to have financial returns above their respective national industry medians."
- Diversity can improve performance. [Three out of four organizations with a diverse and inclusive culture reflected in their frontline decision-making teams exceed their financial targets](#).

But before you get started with diverse recruiting and inclusive hiring, it's important to set DEI goals so you can better measure success.



Setting Diverse Hiring Goals

Diversity isn't about meeting quotas—it's about creating a workplace where everyone feels valued and appreciated. Your leadership team can begin the process by setting goals for the organization and then committing to them.

Let's break down a way to approach this process.



ASSESS YOUR CURRENT WORKFORCE

You can't track progress if you don't know where you're starting. Assessing the diversity of your current workforce is the key first step to recruiting and retaining diverse employees.

This assessment should capture various demographic, identity, and cultural elements such as age, gender, race, ethnicity, disabilities, sexual orientation, and so on. It is important to analyze the diversity of your workforce across all levels of the organization, from entry-level hires to the highest executives. Record this baseline so you can track improvements.

Once you have a clear picture of where the company stands today, you can identify gaps and shortcomings.

DEFINE AREAS THAT NEED IMPROVEMENT

Once you've assessed your current workforce, take time to define the areas that need improvement. Start with the data.

- Which groups may be underrepresented? Consider this based on both your industry and your company's geographic location.
- How many diverse candidates have applied to your company? What percentage of them were interviewed or offered a job?
- What is the attrition rate of diverse candidates? How does this compare to your company's overall attrition rate? How does that compare to your industry?

By asking these questions and more, you can define exactly what needs to improve to build diversity in your workplace.

START WITH 2 – 3 INITIAL GOALS

As you begin developing your diversity hiring plan, it's important to focus on two or three primary goals. You cannot transform your workforce overnight. If you try to do too much at once, your resources may simply be spread too thin, and it will be harder to succeed.

Define clear and measurable targets. This will keep everyone focused on their efforts. Your primary goals should relate to recruiting diverse talent, creating an inclusive workplace culture, and improving retention rates for underrepresented candidates.

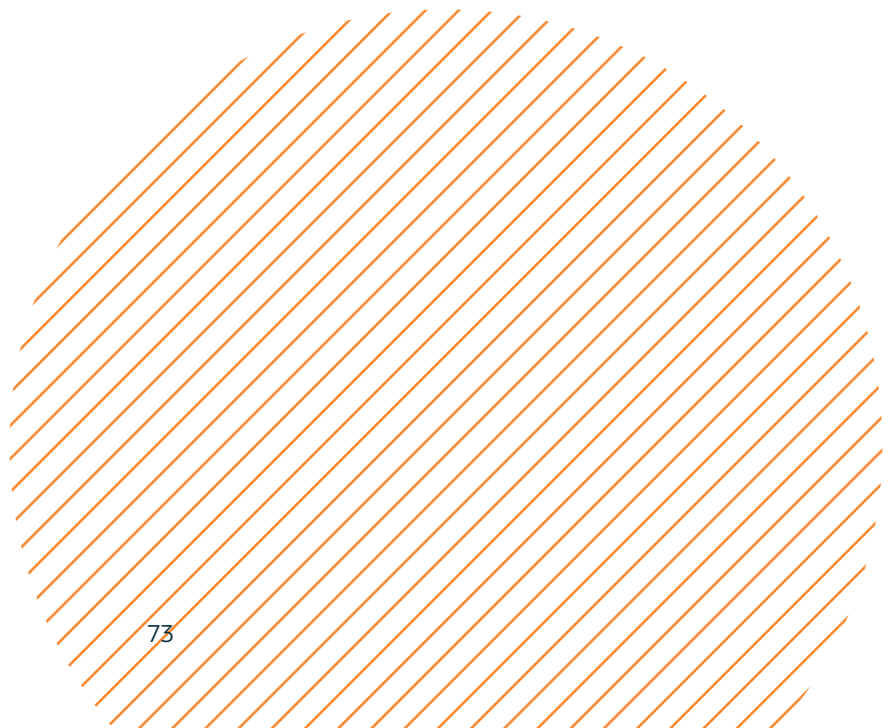
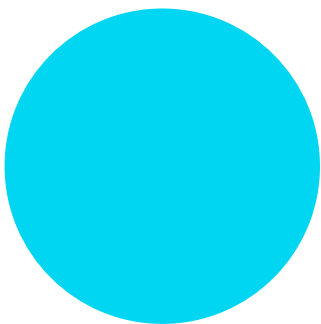
DETERMINE METRICS TO TRACK PROGRESS TOWARD THOSE GOALS

Once you have your goals, you need to determine which metrics are important to track. This is why setting a baseline was so important—so you can keep track of your company's progress.

Examples of metrics include things like:

- Percentage of diverse applicants
- Job offer acceptance rates of diverse candidates
- Demographics of each department

Once you've established your desired metrics, develop a system to track these numbers. It's also a good idea to generate regular reports that can be shared with stakeholders.



How to Get Started with Diverse Recruitment

There are two easy places to begin when it comes to diversifying your workforce through recruiting new talent: job descriptions and candidate sourcing methods.

WRITE INCLUSIVE JOB DESCRIPTIONS

When crafting job descriptions, use language that indicates a welcoming and inclusive workplace and showcases your culture.

Avoid words that could be interpreted as biased or preferring a particular demographic. Highlight benefits that might appeal to underrepresented groups, like paid parental leave or tuition support. Also, include a statement on your commitment to DEI.

By writing [inclusive job descriptions](#), you will help attract a wider range of applicants.

DIVERSIFY YOUR SOURCING METHODS

In addition to revising job descriptions, it's important to diversify your candidate sourcing methods. Create a strategy that incorporates traditional recruiting methods as well as unconventional ones such as posting on community boards and attending local diversity events. Seek out alumni from trade schools or colleges that typically don't apply at your company. Partner with industry or trade groups who may have access to a wider pool of talent.

You may even consider partnering with local organizations who help underrepresented groups find work.

Consider a Blind Hiring Process

Blind hiring is one way to reduce unconscious bias during the recruitment process. This can include blind resume screening, skills assessments, and even blind interviews.

The easiest part of blind hiring is blind resume screening. This involves removing any personal information that could reveal a candidate's demographics. Then hiring managers only focus on necessary qualifications.

However, blind hiring is only one solution to reducing bias in the hiring process, and it has many limitations. For example, once a candidate gets to the interview stage, several of their specific identifiers like race and gender will become apparent.

In addition, if your company hasn't done the work to train hiring managers on unconscious bias and DEI best practices, then they could inadvertently turn off qualified, diverse candidates. Similarly, even if someone accepts the job offer, if your company hasn't created an inclusive workplace, then employee retention could become an issue.

A blind hiring process is just one tool for diverse hiring, but it won't transform your company's DEI practices overnight.



How to Build an Inclusive Interview Process

After recruiting, the next stage of the hiring process is interviewing. An inclusive interview process is one that allows every candidate to feel comfortable while demonstrating their skills and expertise.

There are two simple ways to do this. Not only will these changes make interviews more equitable and inclusive, but they will also help hiring managers save time and feel more confident in their hiring decisions.

STANDARDIZE INTERVIEWS

Standardizing interviews is important for creating an equitable recruitment process. While this can't be perfectly replicated across all roles, you should have a standard process for each candidate applying for the same position.

First, if possible, each candidate should be offered the same interview format in the same order. For example, start with a phone interview for each person, and then have a video interview for each one in the next round.

In addition, establish a set of questions to ask all candidates. You can include a few questions specific to each candidate based on their resume, but most of the questions should be standardized. This allows you to compare candidates more evenly—and more easily.

Finally, consider implementing accommodations that address the unique needs of neurodiverse candidates. For example, choose interview questions with straightforward wording. In addition, try to interview candidates in a quiet space without interruptions. While these are considerations specifically for neurodiverse populations, you can apply them to all candidates.

INCLUDE MULTIPLE INTERVIEWERS

Adding multiple interviewers to the process can also help create a more inclusive environment and reduce bias by introducing diverse points of view. This can be done with different people handling different stages of the interviews, or you could have one layer in the process as a panel interview.

Either way, by including multiple interviewers, you gain multiple perspectives on who would be the best candidate to hire for the role.

An inclusive interview process is one that allows every candidate to feel comfortable while demonstrating their skills and expertise.

How to Retain Diverse Talent

Diverse hiring is only part of ensuring you have a broad range of employees in your organization. It's also important to retain diverse employees. Your employees should feel like they [belong in the workplace](#). This can be accomplished with things like clear anti-discrimination policies, [opportunities to learn and grow](#), and programs designed for boosting retention.

Creating a culture of inclusion takes time and effort, but it is well worth it for the long-term success of your organization. A great way to start is with onboarding.

CREATE A STANDARD ONBOARDING PROGRAM

Onboarding new employees is an essential step in growing a successful and diverse workforce. Refer to Chapter 10 for tips on creating an effective onboarding program to welcome and to train all new employees.

CREATE AN INCLUSIVE WORKPLACE

Finally, look at ways you can create an inclusive workplace that allows all employees to bring their full selves to work. Allyship should not be limited to celebratory months like Black History Month or Pride Month.

Encourage your workers to share their unique perspectives during conversations, celebrate successes among all team members, and provide consistent feedback on performance. Look at additional events you can add to your team celebrations or ways staffers can share and honor their heritage and background.

If you're looking for even more guidance on diverse hiring, check out our [Unconscious Bias Visualization Exercise](#).



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