

Recruitment & Hiring Guide



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Job Description Checklist



Information About Your Company



An Overview Of The Job



A Description Of Day to Day Duties



Compensation



A Description Of The Ideal Candidate

Consider including:
Skills and competencies
Strengths and talents
Style and approach
Experiences and accomplishments
Background (academic or otherwise)



Keep it Neutral: 67% of job seekers report having positive impressions of a company when a neutral tone is used in the job description. Using gender-neutral language can increase the number of applicants by 42%



Keep it Real: Applicants are 2-4x less likely to apply for a role if the tone of your job post does not match your company culture.



Keep it Short: Shorter job posts receive 8.4% more applications per view than average. When writing, use short paragraphs, headers & bullet lists to make your post easy to scan and pick out the key points of the role. Remember – you only have about 14 seconds to sell a candidate on applying.



Optimize it: If candidates can't find your post, it doesn't matter how well it was written. So, you need to optimize it for search across job sites, LinkedIn, social media, and Google. Use keywords and phrases that are relevant to the job choose an appropriate job title.

Employer Branding



➤ What is an **Employer Brand**?

Your company's **reputation** – the way people think about its values, history, products, services, leaders, and more.

➤ What is **Employer Branding**?

Marketing your company to people you want to hire by managing your employer brand. Focus on what *you* can offer in exchange for *their* skills and experience. For example:

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Organizational mission & purpose• Compensation• Company culture• Career development opportunities | <ul style="list-style-type: none">• Employee recognition• Office location and facilities• Remote work opportunities• Flexible work options / Work-life balance | <ul style="list-style-type: none">• Job security• Employee benefits and perks• Social responsibility• DEI commitment |
|--|---|---|

➤ 4 Ways to Generate Positive **Employer Brand Reviews**

1 Get your team involved

Encourage your employees to communicate why they enjoy working for your company. Ask them to share their experiences with your company to help you attract top talent.

2 Pay attention to online reviews

Every company will receive negative reviews from time to time. But don't just ignore them. Take the time to respond to all reviews, especially the negative ones. People understand that negative reviews happen. It's how your company addresses them that matters.

3 Create a great place to work

People tend to write reviews online when they have a great experience or a really poor experience. Focus on creating a top-quality company culture. Happy and engaged employees (current and former) will be more willing to write positive reviews.

4 Promote your best reviews

Did someone have something great to say about your company? Did someone leave a 5-star raving review? Share it! Potential talent will not only see the review, but it can also encourage others to leave a good review about your company.

How to Write Engaging LinkedIn InMails

You only get one chance at a first impression, so we turned to the experts at the [LinkedIn Talent blog](#) to help us with some of the best InMail practices and strategies.

Identify Candidates Who are **Most Likely to Respond**

Start by filtering your LinkedIn Recruiter search by prioritizing the candidates who are most likely to respond to your InMail. Here are some tips from [LinkedIn](#):

- People who follow your company on LinkedIn are [81% more likely to respond](#)
- Candidates who are already connected to someone at your company are [46% more likely to accept your InMail](#)
- Candidates who are "Open to Work" are [~35% more likely to respond](#)

Be Creative With Your **Subject Line**

The infographic displays four examples of LinkedIn InMail subject lines, each with an explanation of why it works or doesn't work.

- Example 1:** "Hello from a fellow bulldog owner". **Why it works:** Most people list outside interests on their LinkedIn profile and resume. By mentioning one in your subject line, you tap into a personal passion and stand out from email cold calls.
- Example 2:** "Want to come back to Flexis, Yvette?". **Why it works:** Like the first one, this taps into a common interest, which makes you less of a stranger.
- Example 3:** "You're probably happy at FixDex, but...". **Why it doesn't work:** It's been used a thousand times, and it rarely gets read.
- Example 4:** "Looking for a dynamic Director of Marketing with a broad marketing background for a great company!". **Why it doesn't work:** Too long, too generic, and easily ignored.

Source: [LinkedIn](#).

Personalize Each InMail

According to LinkedIn, "[personalized InMails can increase acceptance rates by 40%](#)". People don't like to feel like they're being spammed. Mentioning something you noticed in their profile, or something you have in common, can go a long way. Moreover, "if you reference a common former employer in your first message to a candidate, your [chances of getting a response leaps by 27%](#)." And don't forget to let them know what's in it for *them* - compensation, flexibility, perks, etc.!

The infographic displays two examples of personalized LinkedIn InMail messages, each with an explanation of why they work.

- Example 1:** "Hi Jocelyn, As soon as I saw the David Ogilvy quote on your profile, I knew I had to get in touch. We actually have the same quote framed in our office. I'm currently building out a paid media team and think you'd be a great fit. Do you have some time next week for a quick call to talk about the role, and of course, the wise words of Mr. Ogilvy?". **Why it works:** We start with a hook to build relatability, and then pay it off at the end in a playful way. Clocking in at 70 words, this message is short, sweet, and has a clear call to action.
- Example 2:** "Hi Pat, I'm blown away by your sales skills at T-Mobix. Coincidentally, that's where I started working after college, too. I am always looking to network with bright sales individuals, and I'd love to learn more about your career goals. Let me know of 2-3 times when you are available to talk, as well as a good number to call. Cheers!". **Why it works:** As in the first example, this outreach email is a quick read at 77 words and establishes something that the recruiter and candidate have in common early on.

Source: [LinkedIn](#).

Sample Interview Questions

Standard interview questions are effective to help you learn about a candidate. On the other hand, most candidates are well prepared for them, so sometimes you need to ask less expected questions to gain a deeper understanding of what they are all about. Here are some sample interview questions and why you might want to use them.



1 Tell me your story.

This question can catch candidates off guard because there is so little direction. It forces them to quickly take an approach to answer the question. As an interviewer, it's interesting to see how they answer. Do they have a well-thought-out answer? Do they ramble? What do they talk about? You never know how they will answer.

2 What is the first challenge you want to take on if you get the job?

This question will provide you with some insight into how much the candidate knows about the company, position, and areas where they can provide the most assistance. It will help you understand how much of an impact they plan to make and where their focus is from day one.

3 How does your current job prepare you for this one?

Asking this question will give you insights into what the candidate does in their current job. It also makes them think critically about how their experience prepares them to take on the challenges of this new role.

4 What would your last / current manager say is your biggest strength? ... weakness?

Asking “*what their manager would say*” makes them think critically and answer more honestly in anticipation of a reference check.



5 What have you learned from failure?

Asking candidates about their biggest weakness has become commonplace. They are ready to answer that question. So, shift the question and ask them about what they have learned from failure. By leaving the question open-ended and less specific, you give the candidate the freedom to talk about a personal or professional situation.

6 Tell us something about this job that scares you.

This is a good question to ask if a candidate is taking a step up in their career. For example, they are moving into a senior management position for the first time. You can learn about potential skills or experience gaps. You can also gain insights that are outside of your comfort zone.

7 What made you decide to make a career move right now?

There are a lot of reasons why a person wants to make a career move. Perhaps they have done everything they can do in their organization, and they need to move on to progress their career. Understanding why they want to make a move will give you perspective into whether you are the right next step for them. You can also use this opportunity to spot red flags, like bad-mouthing or blaming of ex-colleagues or managers.

8 What is the most important thing you want in a new job?

Asking this question will give you some important insights into what a candidate wants from their next employer. This will help you assess if your company is a good match for what the candidate is seeking in an employer. If there is a mismatch in expectations, then you may want to move on from the candidate. For example, the candidate may want to work for a company that allows employees to work from home part of the time. If you don't offer this, you have a mismatch. If they want extensive mentorship that you know you can't provide, another mismatch, and so forth.



How to Choose Between Two (Or More) Great Candidates

01 Another Round of Testing.

If you've already done some testing as part of the interview process, **consider testing that is more practical**, perhaps a function of the job, or something that simulates the work they would be doing if they were hired.

02 Have an Informal Meeting.

Invite the candidate to come in and meet some of the people they would be working with and get some input from your team. You could also take them out for coffee, or even plan a lunch. The more relaxed atmosphere will get them to let down their guard somewhat, and **you will get to see their personality more**.

03 Ask Them "Why You?"

Asking this question should offer some insight into the candidate's desire to get the job. This will **encourage the candidate to explain, in greater detail, the skills and other things they can bring to the role**. Encourage them to explain how they are unique and share their key differentiators, both personal and professional.

04 Consider Hiring Both Candidates.

This is particularly an option if your company plans to grow in the near future. Great talent is tough to find today, and if you are lucky enough to come across two great candidates, adding both of them can give your company a great boost.



Candidate Red Flags To Be Aware Of:



They Have No Weaknesses –
They ARE the Perfect Candidate



They're Always Running Late



Questionable References



Lack of Ownership;
Playing the Victim



Lack of Interest or Passion



Negativity / Bad Mouthing

Inclusive Interviewing

Inclusive Interviewing requires reducing the influence of unconscious bias.

*The reality is that we all have **biases – forces that shape our opinions and beliefs – which in turn inform our behaviours.***

Here's how you can minimize the effects of unconscious bias in interviews:

Increase your self-awareness.

Becoming aware of our bias helps to reduce its effect in our decision-making. Ask yourself “Why do I have a positive or negative opinion of this candidate?; Are they valid, job-related reasons?”

Develop structured interview questions.

And remember to keep them objective and job-related.

Use the same set of questions for each candidate.

Using the same questions standardizes your evaluation across candidates.

Predetermine the ideal answers and/or use a scoring system for answers.

These tools help you to keep things objective.

Provide interview questions in writing.

This practice is inclusive of different types of cognitive processing.

Use an interview panel.

An interview panel reduces bias because you get different perspectives regarding the same interaction.

Leave time for assessment immediately following interviews.

Our memories fade quickly!

Have a diverse applicant pool.

...and diverse panel, if possible!

Use behavioural based/situational questions when determining job-related competencies.



Onboarding: Welcoming New Hires

It's important for companies to make a great first impression on new talent coming into their organizations and to build positive momentum. You need to make new hires not only feel welcome but engaged from day one and to immerse them into your company culture.

If you don't, they may not stick around for the long term. In fact, a report found that **44% of employees have regrets about their new job within the first week!**



01. Send Them a Welcome Email Before They Start.

Express to them you are excited to have them as part of the team. **Reconfirm their start date and outline any important information they will need to know for their first day.** This will put them at ease and give them an idea of what they can expect on day one. Finish your email by letting them know you are available to answer any questions they have leading up to their start date.



02. Set Expectations with an Onboarding Document.

One of the most effective ways to make a new hire feel comfortable is by providing them with **information about their job and the company expectations.** An onboarding document can help them quickly ramp up, get answers to common questions, provide contact information, and give them a schedule of their first week on the job. The more information the better.



03. Set Up Their Office Space in Advance.

Something as simple as setting up their office space can make a new hire feel more comfortable. It also **shows you value them and made them a priority.** Get their space set up, have IT connect their computer and make sure they have the right level of access.



04. Schedule a Team Meet & Greet.

Setting up an informal lunch or meet and greet gathering is a great way to help new hires meet the team and get to know everyone. During this time, you can **introduce all the team members and offer brief overviews of their roles and how they will interact with the new hire.**



05. Set Them Up with a Mentor/Advisor.

New hires will have questions, lots of them. Setting them up with a mentor, advisor, and someone they can go to when they need help is a great resource. Having someone you can go to when you get stuck is very important. **They can help ease new hires' concerns, provide direction, and become a trusted colleague.**

Additional Resources

[How to Deal with Preventable Hiring Mistakes](#)

[3 Signs You Are About to Make a Bad Hiring Decision](#)

[4 Ways to Prepare Before Hiring a Remote Worker](#)

[4 Signs You Have Made a Bad Hiring Decision](#)

[Hiring in the Age of AI: The Good, The Bad & The Scary](#)

[How to Use ChatGPT to Help You Write a Job Description](#)

[How to Prevent New Hires from Regretting Their Decision](#)

[5 Rookie Mistakes You're Making in Your Hiring Process](#)

[Hiring an Executive Director? Look for These Must Have Traits](#)

[Want to Hire the Best in the Market? Make Sure You're Offering a "Care Package"](#)

[Google's "Quiet Hiring" Is the Antidote to "Quiet Quitting" for Employers](#)

[Don't Wait Until January to Start Your Hiring Process. Seriously, Here's Why.](#)

[What Hiring Managers Should Wear \(& What NOT to Wear\) to a Job Interview](#)

[Top 3 Signs Your Hiring Process Might Be Broken \(And How to Fix It\)](#)

[Hiring for an Executive Position? 3 Non-Negotiables You Should Look For](#)

[You've Made a Poor Hiring Decision, What Next? 4 Ways to Handle a Bad Hire.](#)

“The secret to my success is that we have gone to exceptional lengths to hire the best people in the world.

STEVE JOBS

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(416) 599-4700



info@iqpartners.com



www.iqpartners.com



**1 University Ave, 3rd Floor
Toronto, ON M5J 2P1**