
HIRING FOR CHARACTER TOOLKIT

POWERED BY



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TABLE OF CONTENTS

| | |
|--|----------------|
| INTRODUCTION | 3 |
| WRITING JOB DESCRIPTIONS | 4 - 5 |
| JOB DESCRIPTION TEMPLATE | 6 - 7 |
| JOB APPLICATION - SAMPLE | 8 - 9 |
| CANDIDATE SCREENING & COMPARISON FORM | 10 |
| CHARACTER-BASED HIRING APPLICANT FORM | 11 - 13 |
| INTERVIEW PROCESS GUIDE | 14 |
| INTERVIEW PROCESS FORM | 15 |
| INTERVIEW QUESTIONS | 16 - 18 |
| CHARACTER-BASED INTERVIEW QUESTIONS | 20 - 28 |
| INTERVIEW QUESTIONS TO AVOID | 29 - 30 |
| INTERVIEW RATING FORM | 31 |
| REFERENCE CHECK FORM | 32 |
| GETTING THE MOST OUT OF A REFERENCE CHECK.... | 33 |
| SAMPLE OFFER LETTER | 34 |
| SAMPLE REJECTION LETTER | 35 |
| ONBOARDING CHECK LIST | 36 - 37 |

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INTRODUCTION

It's no secret the hiring process is a critical component to ensuring your organization has the right people to meet your goals. Creating a hiring process that places emphasis on hiring people based on high character and high competence can put you in rare company and pave the way for lower turnover, higher-performance, a healthier culture, and success as an organization.

We believe an effective hiring process revolves around the C3 model.



C1 Character describes the mental model used to determine one's actions. In organizations, it includes the cultural norms and values that guide its decision-making. To hire the right people, you must determine the character strengths you want new hires to display.

C2 Competence describes the knowledge and ability needed to do something well measured against a common standard. It is the ability to solve technical problems. To hire the right people, you must also determine the competency strengths you want new hires to hold.

C3 Consistency is the ability to produce the same results over an extended period of time, which increases trust. This requires a culture of character and competence. Hiring for both character and competence will help you create a workforce of employees, managers, and leaders who are getting results the right way and consistently over a long period of time.

The purpose of this document is to provide you with the tools you will need to create a hiring process that incorporates the C3 approach. Each tool is customizable to the needs of your organization. You now have access to our Hiring for Character Online Library that contains all the forms, templates, and tools you will find in this document. Each are provided in a format that you can download, change formatting and wording, and add your logo.

To access the Hiring Toolkit online go to www.StrataLeadership.com/hiringtoolkit. You will need to enter the email you used to make payment and register. Your passcode will be provided to you via email.

WRITING THE JOB DESCRIPTION

The first priority in the hiring process is to determine the role for which you are hiring. The process by which you document the responsibilities of the job role can be determined through writing a clear and concise Job Description.

Standard job descriptions vary greatly among companies and organizations. In this section you will learn how to create a job description that incorporates both the competency and character strengths you want your new hire to possess. This is what distinguishes the Strata Leadership approach from the multitude of job description approaches that are available in the marketplace.

A job description is a narrative document of information describing the nature, scope, and responsibilities of a specific job. It is very important that the hiring manager, and any other persons responsible for ensuring an effective hire, are involved in creating the job description. The information in the job description will help the hiring manager to determine the best candidate for the job. It will also ensure that the hiring process does not compromise fair hiring practices.

The job description is not only used by the hiring manager, it may also be used in other human resources functions including recruiting, compensation, organizational planning, training and development, and talent management. To be used effectively by all parties involved, it is important that job descriptions are factual, complete, unambiguous, and written in a uniform format.

The important factors of a job description include:

- The purpose of the job
- The responsibilities of the job
- Financial justification for the job (why it is a good investment)
- Individual tasks involved
- Methods for how tasks will be completed
- The relationship of the job to other jobs
- Qualifications needed for the job

Important considerations when starting to create the job description include the following:

- Describe the purpose of the job and how it fits into the department and organizational mission.
- Focus on the job requirements, not the person performing the job
- Describe the job as it is now, not how it will be in the future
- Describe specific tasks and duties that will need to be accomplished
- Use neutral language that is not gender or culture-biased
- Include broad responsibility statements
- Do not understate or overstate work requirements
- Consider adding a generic statement such as “Performs other related duties and responsibilities consistent with the classification of the position” as a final responsibility statement
- Avoid using technical jargon

WRITING THE JOB DESCRIPTION

The number of components within a job description vary by organization, but the standard components include the following:

- A. Title
- B. Job Summary
- C. Job Duties
- D. Wage Classification
- E. Financial Justification for the Position
- F. Work Hours
- G. Duties and Responsibilities
- H. Reporting
- I. Character Strengths
- J. Education/Training
- K. Competencies
- L. Experience
- M. Physical Requirements

On the next page you will find a sample job description you can use as a template.

JOB DESCRIPTION TEMPLATE

Job Title: Construction Supervisor

Job Summary

Responsible for the management and supervision of the Construction Department.

Participate in pre-construction project planning to ensure project is feasible and best construction methods are considered during planning phases. Prepare reports and justification for acquisition of large capital expenditure tools and equipment, restrict mid-project re-scheduling and re-assignments in order to comply with approved timelines and budget restraints. Ensure the proper use and assignment of the Construction Department resources and personnel. Oversee construction workers and supervisors, and direct acquisition of land for construction projects.

Report the use of Construction Department resources and personnel as needed or requested by the Board of Directors and immediate supervising manager. Review contracts and submit, as needed, for legal review according to written policy procedures and practices.

Participate in the interview, hiring, and evaluation process of new employees. Prepare contracts and negotiate revisions, changes, and additions to contractual agreements with architects, consultants, clients, administrative staff, suppliers and subcontractors, and workers.

Job Duties

- a. Prepare company financial statements.
- b. Run financial reports and analyze for accuracy.
- c. Analyze financial data for trends.
- d. Make financial recommendations to executive management.
- e. Gather and submit needed legal documents associated with vendor contracts.
- f. Dispatch workers to construction sites
- g. Exercise corrective authority in disciplinary actions according to written policy.
- h. Tracking / reporting time resource use of personnel.
- i. Participate in the hiring and interviewing of prospective personnel.
- j. Assign projects to appropriate personnel in a timely manner.
- k. Ensure proper use and storage of employee assigned tools through documented process.

Wage Classification

Salaried

Financial Justification for the Position

This position will allow for the expansion of construction services and allow the company to commit to more contracts. Additionally, the supervisor role will help reduce project cycle-times and increase the quality of the construction team's work.

Work Hours

First Shift – 7am to 4pm

JOB DESCRIPTION TEMPLATE

Reporting

This position will report to the Construction Manager

Desired Character Strengths

Cautiousness, Dependability, Determination, Diligence, Endurance, Honesty, Orderliness, Punctuality, Responsibility, and Thoroughness

Education/Training

- a. High School Diploma or equivalent certification.
- b. Work experience in building construction, remodeling, or construction project coordination experience
- c. College or vocational course work in the area of construction project coordination, building construction or closely related field:
 - i. 30 semester hours equals 1 year (12 months)
 - ii. Associate Degree (60 semester hours) equals 2 years (24 months)
 - iii. 90-semester hours equals 3 years (36 months)
 - iv. Bachelor's Degree or higher (120 semester hours) equals 4 years (48 months)

Competencies

- a. General management skills
- b. Excellent interpersonal skills
- c. Ability to schedule and multitask
- d. Good problem-solving skills
- e. Knowledge of electrical, mechanical and structural systems
- f. Ability to read blueprints and specifications for building
- g. Knowledge of building materials, tools, and machines
- h. Knowledge of all phases of building construction

Experience

Four years (48 months) of supervisory experience in building construction trade

Physical Requirements

Constant walking, pushing, and pulling. Lifting up to 50 pounds is required.

JOB APPLICATION - SAMPLE

| APPLICATION FOR EMPLOYMENT | | | | | LAST |
|---|--------------------|---|---------------------------------------|------------------|------|
| PERSONAL INFORMATION (PLEASE PRINT CLEARLY.) | | | | | |
| NAME, LAST | FIRST | MIDDLE | SOCIAL SECURITY NO. | | |
| PRESENT ADDRESS, STREET | | CITY | STATE | ZIP | |
| PERMANENT ADDRESS, STREET | | CITY | STATE | ZIP | |
| PHONE | | REFERRED BY | | | |
| EMPLOYMENT DESIRED | | | | | |
| DATE OF APPLICATION | POSITION DESIRED | SALARY DESIRED | DATE YOU CAN START | | |
| ARE YOU EMPLOYED NOW? | | IF SO, MAY WE INQUIRE OF YOUR PRESENT EMPLOYER? | | | |
| EVER APPLIED TO THIS COMPANY BEFORE? | | WHERE? | WHEN? | | |
| EDUCATION | | | | | |
| HIGH SCHOOL | LOCATION OF SCHOOL | YEARS ATTENDED | DATE GRADUATED | SUBJECTS STUDIED | |
| COLLEGE | LOCATION OF SCHOOL | YEARS ATTENDED | DATE GRADUATED | SUBJECTS STUDIED | |
| TRADE SCHOOL | LOCATION OF SCHOOL | YEARS ATTENDED | DATE GRADUATED | SUBJECTS STUDIED | |
| APPRENTICESHIP | UNDER | WHEN? | AREAS OF APPRENTICESHIP | | |
| GENERAL INTERESTS | | | | | |
| OTHER SPECIAL TRAINING OR SKILLS | | | | | |
| DO YOU SPEAK ANY FOREIGN LANGUAGES FLUENTLY? | | READ? | WRITE? | | |
| U.S. MILITARY OR NAVAL SERVICE | | RANK | PRESENTLY NATIONAL GUARD OR RESERVES? | | |

LAST

FIRST

MIDDLE

JOB APPLICATION - SAMPLE

| APPLICATION FOR EMPLOYMENT | | | | |
|---|------------|---------|--------------------|------------------|
| FORMER EMPLOYERS LIST YOUR LAST FOUR EMPLOYERS, MOST RECENT EMPLOYER FIRST. | | | | |
| TO | EMPLOYER | ADDRESS | POSITION | SALARY |
| FROM | SUPERVISOR | PHONE | REASON FOR LEAVING | |
| TO | EMPLOYER | ADDRESS | POSITION | SALARY |
| FROM | SUPERVISOR | PHONE | REASON FOR LEAVING | |
| TO | EMPLOYER | ADDRESS | POSITION | SALARY |
| FROM | SUPERVISOR | PHONE | REASON FOR LEAVING | |
| TO | EMPLOYER | ADDRESS | POSITION | SALARY |
| FROM | SUPERVISOR | PHONE | REASON FOR LEAVING | |
| REFERENCES (LIST THE NAMES OF TWO PERSONS NOT RELATED TO YOU, WHO WOULD KNOW YOU BEST.) | | | | |
| NAME | ADDRESS | PHONE | BUSINESS | YEARS ACQUAINTED |
| NAME | ADDRESS | PHONE | BUSINESS | YEARS ACQUAINTED |
| DRUG/ALCOHOL POLICY | | | | |
| THIS COMPANY HAS A DRUG FREE POLICY, AND DOES RANDOM DRUG AND ALCOHOL TESTS. NOT PASSING A RANDOM DRUG OR ALCOHOL TEST WILL BE CAUSE FOR DISMISSAL. | | | | |
| <p>ALL INFORMATION PROVIDED BY ME IN SUPPORT OF MY APPLICATION FOR EMPLOYMENT IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE. I UNDERSTAND THAT MISREPRESENTATIONS OR OMISSIONS MAY BE CAUSE FOR REJECTION, OR MAY BE CAUSE FOR SUBSEQUENT DISMISSAL IF I AM HIRED. I AGREE TO ABIDE BY ALL ESTABLISHED RULES AND POLICIES OF THE COMPANY AS A CONDITION OF CONTINUED EMPLOYMENT. I ALSO AGREE TO REPAY THE COMPANY FOR ANY MONEY ADVANCED, OR FOR ANY THINGS OF VALUE FURNISHED BY THE COMPANY THROUGH PAY- ROLL DEDUCTIONS FROM MONIES DUE TO THE EMPLOYEE.</p> <p>DATE:</p> <p>SIGNATURE:</p> | | | | |

CANDIDATE SCREENING & SCORING FORM

Position Title: _____ Position No: _____ Date: _____

Supervisor Reviewer: _____

SKILL, ABILITIES, KNOWLEDGE

| Candidate Name | Required Education | Required License/Certification | Job Experience | Other Related Requirement(s) | Management Experience | Technical Computer Experience | Total Score |
|----------------|--------------------|--------------------------------|----------------|------------------------------|-----------------------|-------------------------------|-------------|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |
| 7. | | | | | | | |
| 8. | | | | | | | |
| 9. | | | | | | | |
| 10. | | | | | | | |

DIRECTIONS: This form is used to screen applications and resumes to determine the best suited candidates for the interviewing process. The supervisor and any other person with hiring responsibility, should obtain all resumes, applications, and any other screening documents, and use this form to rate each area.

Prior to the screening process, the manager/supervisor and/or reviewers must determine the required knowledge, skills, and abilities based upon the job description. It is important that each candidate is evaluated on the same criteria.

SCORING: The scoring will indicate that the following is present:
0 indicates that the candidate fails to meet job requirements.
1 indicates that the candidate meets job requirements.
2 indicates that the candidate exceeds job requirements.
N/A indicates that the element is unrated due to lack of information.

NEXT STEPS: The hiring manager should add all of the numbers to determine the total score for each candidate, and those with the highest scores should be considered for an employment interview.

FILING PROCEDURE: Upon completion of the screening process, a copy of this Candidate Screening and Scoring Form should be filed for future review or to verify compliance with Equal Opportunity and Affirmative Action guidelines.

CHARACTER-BASED HIRING - APPLICANT FORM

This application form can be given to a candidate as a part of application process. It asks a series of questions that provides insight into how the person handles character issues and dilemmas. It is important that the person return the completed application within an hour of receiving it.

NAME: LAST _____ FIRST _____ M.I. _____

1. Would your previous supervisors say you are consistently on time? Yes No

Why or why not?

2. How would your previous supervisors rate your attendance?

Excellent Good Fair Poor

Please explain.

3. Would your past supervisors say that you are organized? Yes No

4. What does "being orderly" mean to you?

5. Would those who know you best say your word can be trusted? Yes No

Why or why not?

6. What responsibilities do you have, or have you had that prepared you for your responsibilities at this job?

7. If you know a fellow employee who is involved in immoral or illegal activity, what is your responsibility to your employer?

8. What are some legitimate reasons to miss work?

CHARACTER-BASED HIRING - APPLICANT FORM

9. Would your previous supervisor say that you were good at following instructions? Yes No
Why or why not? _____

10. How often would your past supervisors say you get angry?
 Never Rarely Sometimes Often

11. What causes you to get upset on the job?

12. Have you ever experienced a loss for doing what is right?

13. What methods do you use to remember instructions?

14. What outward signs should you watch for to ensure that a customer's needs are being met?

15. What do you think you owe to your employer?

CHARACTER-BASED HIRING - APPLICANT FORM

16. What does your employer owe you?

18. Please check three areas in which you are strongest:

- | | | |
|---------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Gratefulness | <input type="checkbox"/> Orderliness | <input type="checkbox"/> Generosity |
| <input type="checkbox"/> Forgiveness | <input type="checkbox"/> Dependability | <input type="checkbox"/> Cooperation |
| <input type="checkbox"/> Truthfulness | <input type="checkbox"/> Punctuality | <input type="checkbox"/> Discipline |
| <input type="checkbox"/> Loyalty | <input type="checkbox"/> Positivity | |

19. What distinguishes “your” time from “company” time?

20. What are your goals?

21. How will this job help you achieve your goals?

Signed: _____

Date: _____

INTERVIEW PROCESS GUIDE

It is important for a good interviewer to be prepared. This document will provide guidelines to help you prepare for an interview.

- 1) Ensure that you have contacted the candidate to request a “face-to-face” interview. If the candidate accepts, provide the person with all information he/she needs to arrive at the designated location on time. This may include directions and parking information.
- 2) Be sure to arrange for an appropriate interview site which is comfortable and well lit. Be sure to allocate sufficient time for the interview. In general, the amount of time is between 30 and 60 minutes.
- 3) Carefully review the job description and qualification requirements to identify critical “job related” factors.
- 4) Select/develop interview questions that are related to the position, “job related” factors, and the character qualities you are seeking. You are encouraged to use the interview question ideas contained in the Hiring for Character Toolkit.

In conducting your interviews, it is recommended that you follow these five sequential steps:

1. Introduction and Welcome

Establish rapport with the candidate and explain the purpose of the interview.

2. Obtain Relevant Information

Use your job-related questions.

3. Discuss the Position

Provide full information about the duties and responsibilities of the position including possible travel or overtime requirements.

4. Allow the Candidate to Ask Questions

5. End the Interview

Express appreciation to the candidate for his/her time, and inform the person of:

- a. When the selection will be made
- b. How she/he will be notified of the decision

INTERVIEW PROCESS FORM

One of the most critical decisions in any organization is the selection of employees. You may think, “This is just a temporary situation” or “I just need a body to fill a position.” However, every employee impacts productivity, morale, profits, and customer service. Hiring decisions based on character help you select the best person for each position.

1. Position

Fill in the title of position for which you are hiring.

2. Skill Requirements

What skill and training qualifications are necessary for the open position?

3. Character Qualities

List four essential character qualities for the position.

4. Interview Questions

Write two questions for each of the qualities listed in step three. Be creative and probing when determining which questions to ask.

Quality: _____

1. _____

2. _____

Quality: _____

1. _____

2. _____

Quality: _____

1. _____

2. _____

Quality: _____

1. _____

2. _____

INTERVIEW QUESTIONS

GUIDELINES FOR CONDUCTING THE INTERVIEW

- Remember, the interview begins as soon as the candidate enters the room.
- Avoid personal remarks which might be perceived as discriminatory.
- Ask open-ended questions.
- Allow silence---time for candidate to gather thoughts.
- Control the interview by redirecting the conversation, if necessary.
- Listen for inconsistencies.
- Invite the candidate to ask questions.

QUESTIONS YOU CAN ASK

Personality

- Tell me about yourself?
- How would your best friend describe you?
- What do your friends dislike about you?

Expand on Their Resume

- What are your strengths?
- What are your weaknesses?

Workplace Attitudes/Interests

- What did you like most about your last job?
- What did you dislike most about your last job?
- What would you consider the ideal job?
- What did you learn about yourself in your last job?

Decision-Making and Goal Setting

- Why did you choose your major?
- What is the toughest decision you have ever had to make?
- Tell me about a situation where you had to make a decision which made you unpopular.
What did you do to restore good will?
- What do you want to be doing in five years?
- Where do you expect to be in ten years?
- What are your long-term goals?

Leadership

- What leadership roles have you been involved in?
- Cite an example of a time when you faced open opposition from a group and won.
- Describe a time when you had to motivate people to solve a problem.

INTERVIEW QUESTIONS

Problem-Solving

- What was a problem that you had to deal with in your last job?
- What is the biggest problem you have solved this year?
- Describe a pressure situation you've been in and how you handled it.
- When faced with a problem, how do you go about analyzing the situation and developing a solution?
- If you supervised your current department, what problems would get your immediate attention and why?

Accomplishments

- Tell me about an achievement of which you are proud.
- Tell me about a major accomplishment in your life.
- Tell me about a failure you have experienced, and what you learned from it.

Activities

- What interests do you enjoy outside of work?
- What skills have you developed or enhanced outside of your present (or most recent) job?

Education/Coursework

- In school, which classes did you enjoy most and why?
- What was the worst course you took and why?
- Tell me about your coursework.
- Which courses in school do you feel best prepared you for this position?

Miscellaneous

- Why should we hire you?
- Is there something you would like to tell me that I have failed to ask?

INTERVIEW QUESTIONS

BEHAVIORAL INTERVIEW QUESTIONS

Achievement

- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.
- Give an example of a goal you didn't meet and how you handled it.
- How do you handle a challenge?
- Have you gone above and beyond the call of duty? If so, how?
- Give an example of how you set goals and achieve them.

Handling Stress

- Describe a stressful situation at work and how you handled it.
- Tell me about how you worked effectively under pressure.
- Have you ever made a mistake? How did you handle it?
- When you worked on multiple projects, how did you prioritize?
- How did you handle meeting a tight deadline?

Decision Making

- Describe a decision you made that was unpopular and how you handled implementing it.
- Did you ever make a risky decision? Why? How did you handle it?
- Did you ever postpone making a decision? Why?
- What do you do when your schedule is interrupted? Give an example of how you handle it.

Interpersonal Skill

- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Give an example of how you worked on team.
- Have you handled a difficult situation with a co-worker? How?
- What do you do if you disagree with a co-worker?
- Share an example of how you were able to motivate employees or co-workers.
- Have you handled a difficult situation with a supervisor? How?
- Have you handled a difficult situation with another department? How?
- Have you handled a difficult situation with a client or vendor? How?
- What do you do if you disagree with your boss?

CHARACTER-BASED INTERVIEW QUESTIONS

Clear and concise character-focused questions will help you measure the candidate's level for each quality you believe is important. After you have determined the priority character qualities for the job role, use the following list of character qualities to choose the questions you will ask.

ALERTNESS - *Being aware of what is taking place around me so I can respond appropriately*

- Identify a time when you were able to avoid a problem by using your ability to pay close attention to details.
- Give an example of a time you had to make a split second decision.
- Can you tell about a time you anticipated an obstacle or problem before it surfaced?
- How do you go about making sure routine details aren't missed in everyday tasks?
- How do you concentrate on the task at hand when there are a lot of distractions going on?
- How do you keep up with multiple tasks? Has anything ever dropped through the cracks and what was the consequence?
- How do you feel when you enter a store and the employees ignore you?
- How does alertness help you to provide good customer service?

ATTENTIVENESS - *Concentrating on the person or task before me*

- Has there ever been a time you had to persuade others to see a different viewpoint? If so, what methods did you use to persuade them?
- Do you have a problem asking for help, or do you prefer to try and do everything on your own even under the pressure of deadlines?
- Describe a situation where you were able to convince someone to see things your way.
- Describe a situation where you were able to be persuaded to change your opinion after listening to someone else's perspective.
- What steps can you take to avoid distractions in your workplace?
- Tell about a time you were able to avoid a mistake by going back and re-checking your work.
- How do you manage multiple tasks? Has anything ever dropped through the cracks and what was the consequence?
- How do you concentrate on the task at hand when there are a lot of distractions going on?
- How do you ensure that routine details aren't missed in everyday tasks?

AVAILABILITY - *Willingness to change my schedule and priorities to meet a need*

- Explain a time when you had to resolve a conflict between your personal priorities and those of your employer.
- What does giving 110% mean to you?
- Tell about a time you had to put the priorities of someone else above your own priorities.
- Tell about a time you were working diligently to complete a task and you were interrupted and forced to move your focus to another task. How did you react?
- In the last year, how many times have you been late to work? How late is late? Did you call in?
- How many times have you missed work when you were scheduled?

CHARACTER-BASED INTERVIEW QUESTIONS

CAUTIOUSNESS - *Taking time to ensure the right decision is made or action is taken*

- How do you improve methods without cutting corners?
- Tell about a time that you chose to slow a project or delay a deliverable in order to be cautious?
- What is most important: delivering a project/product on time or delivering it with quality?
- When you have multiple tasks that need to be accomplished, how do you decide what to do first?

COMPASSION - *Helping those in need*

- This position requires an individual to be compassionate when a person is injured on the job, but yet there is always the possibility of workers' comp fraud. Tell us how you would combine the character trait of compassion with the necessity of getting the facts and investigating a claim.
- When has someone stopped to help you? How do you make time to help others?
- When have coworkers or family members experienced pain or difficulty? How have you gotten involved?
- What guidelines do you use in order to identify your responsibilities in a particular situation?

COOPERATION - *Understanding others so I can effectively work with them*

- Tell me about a time that you and a coworker disagreed on something and what you did to handle the situation.
- What have you done in the past to cultivate good working relationships with your coworkers?
- How do you rely on others to make you better?
- How do you help other people become better?

COURAGE - *Overcoming fear by saying and doing what is right*

- Tell about a time you became aware of a situation that you did not believe was right, and what you did.
- How can you support others when you know they are right?
- What would you tell me if I came to your desk and asked you to complete a project that could not realistically be completed by the end of the day (when you were in the middle of working)?

CREATIVITY - *Approaching a need, a task, or an idea from a new perspective*

- When have you chosen to complete a task or project differently than usual at work? What did you do?
- If you thought that a work process or procedure didn't work well, what would you do?
- Tell me about a time that you had an idea and wanted to implement it. What did you do?
- How do you approach addressing work problems?
- How do you know when it is okay to change a process or procedure and when to stay with the tried and true method?

CHARACTER-BASED INTERVIEW QUESTIONS

DECISIVENESS - *Processing information and finalizing difficult decisions*

- Do you consider yourself to be thoughtful and analytical or do you usually make up your mind quickly? Give an example.
- What was the most difficult work related decision you had to make in the last year?
- What made it difficult? Do you think you made a good decision?
- Why do you think it was a good (or a poor) decision?
- Give an example of a time you had to make a split-second decision.
- The last time that you did not know what decision to make, what did you do?
- Have you ever had to make an unpopular decision/announcement? Please describe it and tell how you handled it.
- What does decisiveness look like in your job?
- What are some hasty decisions you have made? What will you do differently if you face that situation again?
- How should you respond when others pressure you to make a decision?
- Tell about the last time you did not know what decision to make. What did you do?

DEPENDABILITY - *Fulfilling commitments even in the face of difficulty*

- Tell about a time you had to go above & beyond what you considered the call of duty to complete a task.
- Tell about a time when you had to deal with strict deadlines or time demands.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Tell about a time you had work problems or stresses that were difficult for you.
- Have you been in a position in which you worked on your own without immediate supervision?
- Have you ever left a job under unfavorable conditions? If so, explain.
- What important goals have you set in the past, and how successful have you been in working toward accomplishment?
- In the last year, how many times have you been late to work? How late is late? Did you call in?
- How many times have you missed work when you were scheduled?

CHARACTER-BASED INTERVIEW QUESTIONS

DETERMINATION - *Overcoming obstacles in order to reach my goal*

- What have been some major challenges you faced in your current job, and how did you handle them?
- Tell about a time when you had to go above and beyond the call of duty in order to get a job done.
- What important goals have you set in the past, and how successful have you been in working toward accomplishment?
- What are your goals for next five years; how do you plan to accomplish them?
- What was the most difficult work decision you had to make in the last year? What made it difficult? Do you think you made a good decision? Why do you think it was a good decision (or a poor decision)?
- How do you deal with frustrations that occur on the job? What causes you frustrations?
- Tell about a time you were given a task that was completely new and unfamiliar and how you figured out what you were supposed to do.
- Tell about a time you became aware of a situation that you did not believe was right, and what you did.
- Tell about a long term project or task you completed that involved research and multiple steps. Did you ever feel like giving up? If so what did you do when you felt like giving up?
- How do you deal with frustrations that occur on the job? What causes your frustrations?
- What would you tell me if I came to your desk and asked you to complete a project that could not realistically be completed by the end of the day (when you were in the middle of working)?

DILIGENCE - *Focusing my effort on the work at hand*

- Tell about a time you were assigned a task you absolutely dreaded. What did you do?
- Give an example of a time you had to go above and beyond the call of duty in order to get a job done.
- Tell about a time you were in charge of a project from the beginning to the end.
- How do you set priorities and goals in order to increase your productivity?

DISCIPLINE - *Choosing behaviors to help me reach my goals*

- Tell me about a time that you did something difficult in order to achieve a long-term goal.
- That is more important, short-term results or long-term results?

CHARACTER-BASED INTERVIEW QUESTIONS

ENDURANCE - *The inner strength to withstand stress and do my best*

- What do you do to relieve everyday stress or tension?
- Tell about a time when you had to go above and beyond the call of duty in order to get a job done.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Describe a time when you had to overcome a major obstacle.
- Tell about a time you had to work long hours to complete a job.
- Have you ever attempted to do something that took a long time?

ENTHUSIASM - *Expressing interest and excitement in what I do*

- How do you maintain enthusiasm while performing routine tasks?
- What are some of the problems you encounter(ed) in doing your job? Which one frustrates you the most? What do you usually do about it?
- Tell about a time you were assigned a task you absolutely dreaded. What did you do?
- When have you faced disappointment, and how did you persevere?

FLEXIBILITY - *Adjusting to change with a good attitude*

- Have you ever been in a situation where you were on a hot project and your supervisor called and asked you to handle another task? How did you respond, or how would you respond?
- Tell about a time you were trying to focus on a task and you were continuously interrupted by customers, either on the phone or in person. How do you deal with this when it happens?
- Have you ever been assigned a task that you didn't want to do or didn't like to do? If so, how did you respond?
- Describe a situation in which you have changed plans because a supervisor changed direction.
- How did you adjust your attitude in order to make your supervisors successful?

FORGIVENESS - *Releasing feelings of resentment*

- How do you maintain a commitment to what is right, no matter the circumstances?
- What is your first reaction when others have offended you?

GENEROSITY - *Managing resources to freely give*

- What simple things can you do to show generosity on a daily basis?
- How do you share your time with others on the job?
- How have you helped a colleague in another department?

GRATEFULNESS - *Demonstrating appreciation to others for what I have and how they have helped me*

- How have others helped you progress in your career and what have you done to show your appreciation?
- How do you thank people?
- In what ways do you communicate to people how much they mean to you?
- How often do you believe someone should be recognized for doing good work?

CHARACTER-BASED INTERVIEW QUESTIONS

HONESTY - *Being truthful in what I say and do*

- When is it okay to tell a lie?
- Tell me about a time that you were tempted to be dishonest or were asked to be dishonest and how you handled the situation.
- Would you say someone who is exaggerating information is lying or being dishonest? Why or why not?
- How do you ensure you are reporting accurate information when you receive this information from a supervisor, coworker or a direct report?
- How do you focus on what is “right” amid changing circumstances?
- Tell me about a time you did something because it was the right thing to do.
- Do you think it is possible to be flexible and still ensure regulations and policies are followed?

HUMILITY - *Recognizing the people and factors that have shaped my life*

- Tell about someone who invested in your life. How has that investment benefited you and allowed you to benefit others?
- How can you serve others unselfishly?
- How have you gotten to where you are today?
- What do you credit for your success thus far in your life?
- How have others inspired you to succeed?

INITIATIVE - *Recognizing and doing what needs to be done before I am asked to do it*

- What is one of the first things you would do if you received this position?
- Have you ever applied for a promotion with a company?
- Have you received any promotions, awards, or commendations from previous employers? If so, what were they for?
- What are your long-term employment or career ambitions?
- What do you see as an area you need to improve upon in your life?
- Tell about a time when you used fact-finding skills to solve a problem.
- Describe a time when you anticipated potential problems and developed preventative measures.
- Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
- Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What do you wish you had done differently?
- Give us an example of a time you showed initiative and took the lead.
- What do you do when you have “down time” in your current position/previous position?
- Tell about a time you proposed a new idea or suggestion and it was implemented. What was the outcome?
- What motivates you to put forth your best effort?

CHARACTER-BASED INTERVIEW QUESTIONS

LOYALTY - *Demonstrating commitment to others*

- Do you consider yourself to be a team player?
- What does Loyalty mean to you?
- Give an example of how you worked with a team to accomplish a significant goal or task?
- What specific responsibilities do you have to your family members, coworkers, and friends?
- How do you prepare relationships to weather the hard times?
- How do you recognize when others need support? What do you do when you need help?
- Discuss how you might build consensus on a specific group project

ORDERLINESS - *Organizing my thoughts and surroundings for greater achievement*

- How do you handle multi tasking?
- Has anything ever fell through the cracks and what were the consequences?
- Have you ever been in a situation when you were on a critical deadline and your supervisor called and asked for you to handle another task? How did you respond?
- What personal qualities do you think will help a person do well in this position?
(Listen for orderliness or organization)
- What do you think it means to be orderly?
- How do you like to organize your work information, materials, files, etc.?

PATIENCE - *Taking the time necessary to work through a difficult situation*

- What kind of people do you find most difficult to work with? What do you do to improve the situation?
- What type of things make you angry? How do you react?
- How do you react when things don't go your way?
- When has patience helped you solve a difficult problem?

PERSUASIVENESS - *Effectively communicating with others so they can better understand*

- Tell us about a time you had to persuade someone to see a situation differently than they may have initially.
- Tell us about a time you had to persuade someone to see things your way.
- What are the different ways you have approach presenting an idea to someone or a group of people?
- How do you determine what will motivate someone?
- How do you ask a coworker, employee, or a supervisor for something you need?

POSITIVITY - *Maintaining a good attitude, even when faced with difficulty*

- What are some of the problems you encounter(ed) in doing your job? Which one frustrates you the most? What do you usually do about it?
- Tell about a time you were assigned a task you absolutely dreaded. What did you do?
- How do you like to have fun at work?
- Tell about a time you were able to do something for a coworker that really made their day.
- How do you keep a good attitude?
- How would you describe a person with a good attitude?
- What do you do to maintain a positive outlook on work and life?
- When you have a bad day, how do you respond?
- How do you handle difficulty at work?
- Tell me about a time that you had to endure a difficult situation at work and what you did to get through it.
- Tell me about a time you were confronted by an angry customer. How did you handle the situation?

CHARACTER-BASED INTERVIEW QUESTIONS

PUNCTUALITY - *Showing respect for others by doing the right thing at the right time*

- If you were given a job assignment at 8:00 to be completed by 10:00, and by 9:45 the job wasn't completed, what would you do?
- What routines have you established in order to effectively manage your time?
- What practical steps can you take to anticipate and overcome obstacles?
- How would you respond to a person who is always late to meet you?

RESILIENCE - *Recovering from adversity*

- What do you do when you fail at something?
- Tell me about a time when you failed at something. What did you do next?
- How do you determine if something is too risky to pursue or get involved in?
- Describe a time when you overcame an obstacle? What helped you overcome?
- How do you take care of yourself?

RESPECT - *Treating others with honor and dignity*

- What skills do you use in order to maintain respect for someone with whom you disagree?
- What types of things make you angry? How do you react?
- What makes you different from other people?
- How do you go about disagreeing with someone and still treating them with respect?
- Tell me about a time that you were angry with someone. How did you go about handling the situation?
- How do you show respect to people?
- When has patience helped you handle a difficult situation with another person?
- Tell me about a time when you gave feedback to another person. What was the outcome?
- Describe the way you handled a specific problem involving someone at work with differing values, ideas or beliefs.

RESPONSIBILITY - *Knowing and doing what is expected of me*

- How did you organize your work in your last position? What happened to your plan when unforeseen events occurred?
- What are some unexpected sacrifices you have made in order to complete a job?
- How do you maintain a positive and productive attitude even when you feel overwhelmed or you feel as if life has you down?
- Have you ever left a job under unfavorable conditions? If so, explain.

SINCERITY - *Doing what is right with transparent motives*

- When should you withhold your thoughts or feelings on a matter?
- How do you overcome obstacles when it appears easier to abandon commitments?
- What motivates you to go to work each day?
- How do you ensure you (and your team) are following company policy and ethical guidelines?
- How do you avoid offending others?
- How do you ensure that your communication and interaction is perceived as being honest, truthful, and genuine?

CHARACTER-BASED INTERVIEW QUESTIONS

THOROUGHNESS - *Taking care of necessary details*

- Tell about a time when you used fact-finding skills to solve a problem.
- Describe a time when you anticipated potential problems and developed preventative measures.
- Tell about a time when you had to analyze information and make a recommendation.
To whom did you make the recommendation? What was your reasoning? What was your thought process? Why? Was the recommendation accepted? If not, why not?
- Tell about a time you made a mistake.

TOLERANCE - *Demonstrating respect for others who do not share my perspective*

- How do you react if something doesn't go your way?
- What is your typical way of dealing with conflict? Give an example.
- Have you ever been in a conflict with a supervisor or co-worker? How did you work through the conflict?
- Describe what it means to be firm, yet tactful, when delivering information to someone.
- What kind of people do you like to work with? What do you feel is the easiest type of person to deal with? The most difficult?

TRUSTWORTHINESS - *Gaining the confidence of others by demonstrating reliability*

- What does integrity mean to you?
- What are some sacrifices you have made in order to complete a task?
- How do you keep your supervisor advised of the status on projects?
- Tell me about a time when you chose to trust someone? What was the outcome?
- Tell me about a time when you had to completed multiple tasks/projects within a tight timeline.
- How does a person build trust with others? Please give an example.

WISDOM - *Making practical application of what is learned*

- What have you learned from the successes and failures in your life and in others' lives?
- What motivates you to do the hard work of applying what you have learned?
- How do you grow and progress as a person?
- How do you grow and progress as an employee?
- How do you grow and progress as a leader?
- How do you help others demonstrate good character?

INTERVIEW QUESTIONS TO AVOID

Age

1. Don't ask: *How old are you?*
Ask: *Are you over the age of 18?*
2. Don't ask: *How much longer do you plan to work before you retire?*
Ask: *What are your long-term career goals?*

Nationality

3. Don't ask: *Are you a U.S. citizen?*
Ask: *Are you authorized to work in the U.S.?*
4. Don't ask: *What country are you from?*
Ask: *What languages do you speak or write fluently?*

Religion

5. Don't ask: *What is your religion?*
Ask: *What days are you available to work?*
6. Don't ask: *Which religious holidays would you want off?*
Ask: *Are you able to work with our required schedule?*
7. Don't ask: *What social organization are you involved with?*
Ask: *Are you a member of a professional or trade group that is relevant to our industry?*

Marital and Family Status

8. Don't ask: *What is your maiden name?*
Ask: *Have you worked or earned a degree under another name?*
9. Don't ask: *Do you have children? or Do you plan on having children?*
Ask: *Can you travel? Are you available to work overtime on occasion?*
10. Don't ask: *If you get pregnant, will you continue to work, and will you come back after maternity leave?*
Ask: *What are your long-term career goals?*
11. Don't ask: *Can you get a babysitter on short notice for overtime or travel?*
Ask: *You'll be required to travel or work overtime on short notice. Is this a problem for you?*
12. Don't ask: *Who is your closest relative to notify in case of an emergency?*
Ask: *Who should we notify, in case of an emergency?*
13. Don't ask: *What do your parents do for a living?*
Ask: *Tell how you became interested in the "x" industry.*

INTERVIEW QUESTIONS TO AVOID

Gender

14. Don't ask: *We've always had a man/woman do this job. How do you think you will do?*
Ask: *What do you have to offer our company?*
15. Don't ask: *How do you feel about supervising men/women?*
Ask: *Tell about you previous experience managing teams.*

Health and Physical Abilities

16. Don't ask: *Do you smoke or drink?*
Ask: *In the past, have you been disciplined for violating company policies forbidding the use of alcohol or tobacco products?*
17. Don't ask: *Do you take drugs?*
Ask: *Do you use illegal drugs?*
18. Don't ask: *How tall are you?*
Ask: *Are you able to reach items on a shelf that's five feet high?*
19. Don't ask: *How much do you weigh?*
Ask: *Are you able to lift boxes weighing up to 40 pounds?*
20. Don't ask: *How many sick days did you take last year?*
Ask instead: *How many days of work did you miss last year?*
21. Don't ask: *Do you have any disabilities?*
Ask: *Are you able to perform the duties of this position?*
22. Don't ask: *Have you had any recent or past illnesses or operations?*
Ask: *Are you able to perform the essential functions of this job? What accommodations will you need to perform the essential functions of this job?*

Miscellaneous

23. Don't ask: *How far is your commute? Where do you live? How far do you live away from here?*
Ask: *Are you able to start work at 8 a.m. each day? Are you willing to relocate?*
24. Don't ask: *Have you ever been arrested?*
Ask: *Have you ever been convicted of "x" (fraud, theft and so on)?*
25. Don't ask: *Were you honorably discharged from the military?*
Ask: *Tell how your experience in the military can benefit the company.*
26. Don't ask: *Are you a member of the military, National Guard or Reserves?*
Ask: *Do you have any upcoming events that would require extensive time away from work?*

INTERVIEW RATING FORM

Date: _____ Time: _____ Applicant Name: _____

Position: _____ Interviewer: _____

This rating tool will help you control bias in your decision-making process. The tool will help you rate each candidate on specific requirements and provide you with a mechanism to compare ratings across your candidate pool. List each major job requirement, under the Competence and Character sections. During or after the interview, rate the candidate according to the scale below. Ensure that the job requirements you are using for the rating are congruent with the requirements you used to build your interview questions. If you are completing the rating after the interview be sure to review your notes while making your rating decision.

COMPETENCE

| Skill/Knowledge | Rating | | | |
|-----------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 1. | | | | |

| Skill/Knowledge | Rating | | | |
|-----------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 2. | | | | |

| Skill/Knowledge | Rating | | | |
|-----------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 3. | | | | |

| Skill/Knowledge | Rating | | | |
|-----------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 4. | | | | |

| Skill/Knowledge | Rating | | | |
|-----------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 5. | | | | |

CHARACTER

| Character Quality | Rating | | | |
|-------------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 1. | | | | |

| Character Quality | Rating | | | |
|-------------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 2. | | | | |

| Character Quality | Rating | | | |
|-------------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 3. | | | | |

| Character Quality | Rating | | | |
|-------------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 4. | | | | |

| Character Quality | Rating | | | |
|-------------------|----------|-----------|---------------|-----------|
| | Marginal | Competent | Above Average | Excellent |
| 5. | | | | |

GETTING THE MOST OUT OF REFERENCE CHECKING

Because many people are reluctant to speak candidly and objectively about the performance of a previous employee, it can be difficult to obtain useful information. However, there are several techniques which will give you a better understanding of how to encourage open communication about an individual's past job performance.

To increase your chances of success, begin by attempting to speak directly with the candidate's manager, not someone in the human resources department. If you experience any resistance, offer to keep the conversation confidential, or go "off the record." Remind the manager how difficult it is to find someone who will provide accurate information regarding a candidate's past performance, and you would appreciate any information he/she could provide. Offer to have the candidate sign a waiver statement giving the employer permission to speak with you, and fax it over to him. If none of these techniques produce results ask the manager to give you the name of anyone else who would be familiar with the candidate's work performance who might be willing to speak to you.

If the manager is willing to help you, begin by asking if you could simply VERIFY some information. Ask to confirm factual data such as dates of employment, salary, job title, duties and responsibilities. Once you have verified facts and established rapport, you can begin asking performance-related questions such as, "As an employee, what were his/her strong points and weak points?" or "What type of management attention did he/she require?" A good closing question would be "What else can you tell me that would help me better understand him/her?" as this provides the reference with the opportunity to offer any final input or comments.

If you put forth the extra effort to hire outstanding team members, the payoff will be easier training, motivation, and day-to-day management. Successful companies rarely settle for anything less than the best, whether it be their product, their service, or most importantly, their people.

REFERENCE CHECK FORM

Candidate: _____

Date: _____

Company: _____

Person Contacted: _____

Phone #: _____

Title: _____

1. Introduction - name, title, company

2. _____ is a candidate for a position with our company. I would like to verify some information he/she provided us.

3. Were you his/her supervisor? Yes ___ No ___

What was his/her duration of employment? From ___ To ___

4. Describe his/her work role and responsibility. The type of work he/she did.

a. When started _____

b. When left _____

5. _____ indicated monthly earnings of _____ when he/she left.

Is this correct? Yes ___ No ___

6. Describe the method of compensation. _____

7. Did he/she have supervisory responsibility? Yes ___ No ___

8. What were his/her key job functions and special skills? _____

9. How did his/her performance compare with others? _____

10. How well did he/she get along with people? _____

11. Why did he/she leave? _____

12. Would you hire him/her again? Yes ___ No ___

If not, why not? _____

13. What, if anything, interfered with his/her work? _____

14. Describe his/her strong points. _____

15. What were his/her weak points? _____

16. What advice would you give me in considering _____ for this job?

17. Is this person eligible for rehire with your organization? Yes ___ No ___ N/A ___

18. Is there anything else that would help me understand him/her better?

19. Appreciation - Thank you very much for your input. You have been very helpful.

Comments: _____

OFFER LETTER SAMPLE

<Company Logo>

Ms. (Offeree's Name)
(Address)
(City, State, Zip Code)

Dear Ms. (Name):

It is with great pleasure that I inform you that [Name of company] is offering you the position of [title of position]. We are excited about the potential that you bring to our company.

As we discussed during your interview, your work location will be [location address]. You will report directly to [supervisor's name and title] and be a member of our [name of department or team].

You will be classified as a/an [non-exempt or exempt] employee. Your initial compensation package includes a salary of \$ [insert annual salary amount or hourly pay amount]. You will also receive full medical and dental coverage through our company's employee benefit plan, and fringe benefits as described in the enclosed document.

In accepting our offer of employment, you certify your understanding that employment will be on an at-will basis, and that neither you, nor any company representative, have entered into a contract regarding the terms or the duration of your employment. As an at-will employee, you will be free to terminate your employment with [Name of company] at any time, with or without cause or advance notice. Likewise, the [Name of company] will have the right to reassign you, to change your compensation, or to terminate your employment at any time, with or without cause or advance notice.

We look forward to you joining our team and I am confident that you will play a key role in our company's success. Please note that I will need to know your decision to accept or reject this offer by [date]. If you have any questions or concerns please don't hesitate to contact me.

Sincerely,

[Name]
[Title]
[Name of Company]

[Contact Information]

REJECTION LETTER SAMPLE

<Company Logo>

Ms. (Offeree's Name)
(Address)
(City, State, Zip Code)

Dear Ms. (Name):

Thank you for your recent application and interview regarding the position with [company name]. We certainly appreciate your interest and time.

I want to inform you that we have offered the position to another applicant whom we think best meets our needs for the position. It was a difficult decision because a number of applicants, including you, were strong candidates. We would like to keep your application on file in the event another position for which you are qualified becomes available. If that occurs, we will give your application strong consideration.

Again, we thank you for your interest in [company name] and interviewing with us. We wish you continued success in your career endeavors.

Sincerely,

[Name]
[Title]
[Name of Company]

[Contact Information]

ONBOARDING GUIDE

Once you have made the employment offer and the candidate has accepted, your job is not complete. In fact, the next step is one of the most important pieces of the hiring cycle - onboarding.

The onboarding process begins immediately after the candidate accepts the position. There will be a number of actions the person will need to complete to ensure all paperwork is completed and is ready to report for work. Likewise, you will have action items to prepare for the new employee to report. The onboarding process extends through the next few months until the employee has all the necessary resources, information, and support to perform well.

Below you will find a checklist of items that often need to be completed during the onboarding process. You can utilize this template to develop your own onboarding checklist.

| X When Complete | ACTION | ASSIGNED TO |
|-----------------|--|-------------|
| | PRIOR TO START | |
| _____ | Call the new employee and confirm start date, contact person, and reporting location and time. | _____ |
| _____ | Provide information related to parking and transportation | _____ |
| _____ | Review dress policy, expectations, and culture norms the person needs to know | _____ |
| _____ | Email employee with link to new employee information and website (if applicable) | _____ |
| _____ | Inform employee of any paperwork or assessments that need to be completed before reporting | _____ |
| _____ | Discuss relocation support (if applicable) | _____ |
| _____ | Inform employee of any orientation information, online training, live training, manuals, etc. | _____ |
| | Put together a welcome packet that includes the info below: | |
| _____ | o Job Description | _____ |
| _____ | o New Employee Checklist | _____ |
| _____ | o Leave policy | _____ |
| _____ | o Job manuals/Employee handbook | _____ |
| _____ | o Schedule of first week | _____ |
| _____ | o Map of campus | _____ |
| _____ | o Contact information of supervisor and co-workers | _____ |
| _____ | o Business hotline numbers | _____ |
| _____ | o Information on Pay & Benefits | _____ |
| _____ | o HR forms that need to be completed | _____ |
| _____ | o HR information for employment needs and reporting | _____ |
| _____ | Identify "Onboarding Buddy" | _____ |
| _____ | Work Space | _____ |
| _____ | Order office furniture | _____ |
| _____ | Order office supplies | _____ |
| _____ | Order computer and peripherals | _____ |
| _____ | Order telephone installation and assigned number | _____ |

ONBOARDING GUIDE

| X When Complete | ACTION | ASSIGNED TO |
|-----------------|---|-------------|
| _____ | Order computer credentials and imaging | _____ |
| _____ | Order software employee will need | _____ |
| _____ | Order employee purchasing card | _____ |
| _____ | Order identification badge, name tag/plate, and keys | _____ |
| _____ | Clean work area | _____ |
| _____ | Order business cards | _____ |
| _____ | Schedule priority training programs | _____ |
| _____ | Notify colleagues and teammates of start date | _____ |
| | FIRST DAY OF WORK | |
| _____ | Welcome the person upon arrival | _____ |
| _____ | Orient to the campus (office location, restrooms, cafeteria, etc) | _____ |
| _____ | Orient to his/her office space | _____ |
| _____ | Arrange to have lunch with the employee on first day | _____ |
| _____ | Provide the employee with a welcome package | _____ |
| _____ | Review welcome package with new employee | _____ |
| _____ | Review work expectations, sick leave, vacation, and flexibility policy | _____ |
| _____ | Review policy related to daily arrival/departure, telecommuting, breaks, lunch, etc. | _____ |
| _____ | Review onboarding timeline | _____ |
| _____ | Introduce the new employee to department members and other key colleagues. | _____ |
| _____ | Provide the employee with all technology access information, identification information (badge/name tag) | _____ |
| _____ | Orient employee to computer and other systems and websites including company intranet, server/cloud, HR portal, storage, copy machine, printers, etc. | _____ |
| _____ | Take employee to Human Resources to complete paperwork | _____ |
| _____ | Introduce employee to HR support personnel | _____ |
| _____ | Help the employee understand who can assist with questions | _____ |
| | FIRST WEEK CHECK-IN | |
| _____ | Schedule a time for a first week de-brief meeting with the new employee | _____ |
| _____ | Review training schedule | _____ |
| _____ | Verify employee has full access to all systems | _____ |
| _____ | Provide list of current projects for the employee | _____ |
| _____ | Discuss company mission, vision, values, and character qualities | _____ |
| _____ | Share team, department, and company goals/objectives | _____ |
| _____ | Review key policies regarding ethics, relationships, conduct, professional standards, budgeting, expenses, discrimination, and harassment | _____ |
| _____ | Ask the new employee what questions or needs he/she has | _____ |
| | FIRST MONTH CHECK-IN | |
| _____ | Establish ongoing meetings for check-in and coaching | _____ |
| _____ | Check in with the employee about her/his benefits and payroll to ensure enrollment and processing is working smoothly. | _____ |
| _____ | Discuss performance objectives and evaluation process | _____ |
| _____ | Remind the employee to complete all training programs | _____ |
| | 3 MONTH CHECK-IN | |
| _____ | 90-Day Performance Evaluation – with feedback | _____ |
| _____ | Ask the employee what she/he likes and dislikes | _____ |
| _____ | Ask what you can do to support him/her | _____ |
| _____ | Review performance goals | _____ |

ABOUT STRATA LEADERSHIP

WHAT WE DO

Culture is everything, and you might be able to create a better one. That is why Strata Leadership exists to help organizations intentionally shape their culture in the right direction.

We serve a wide range of organizations—including companies, non-profits, government agencies, law enforcement and public safety, public and private schools, and faith-based organizations—through our assessments, training, coaching, and curriculum. Each month these services reach more than 850,000 people in 28 countries.

To read more about the history of Strata Leadership, visit strataleadership.com/history.

THE C3 CONCEPT

There are two important components to building a culture of trust, creativity, innovation, and loyalty—character and competence. Both of these are necessary if you want to consistently produce excellent results. At Strata Leadership, we call this the C3 Concept™:

CHARACTER (C1) + COMPETENCE (C2) = CONSISTENCY (C3)

We describe Character as the mental model and values we use to make decisions. Competence is what we call the knowledge and skills needed to solve technical problems. And Consistency refers to the long-term results and outcomes of a person or organization.

To learn more about The C3 Concept, visit strataleadership.com/c3

TRAINING

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