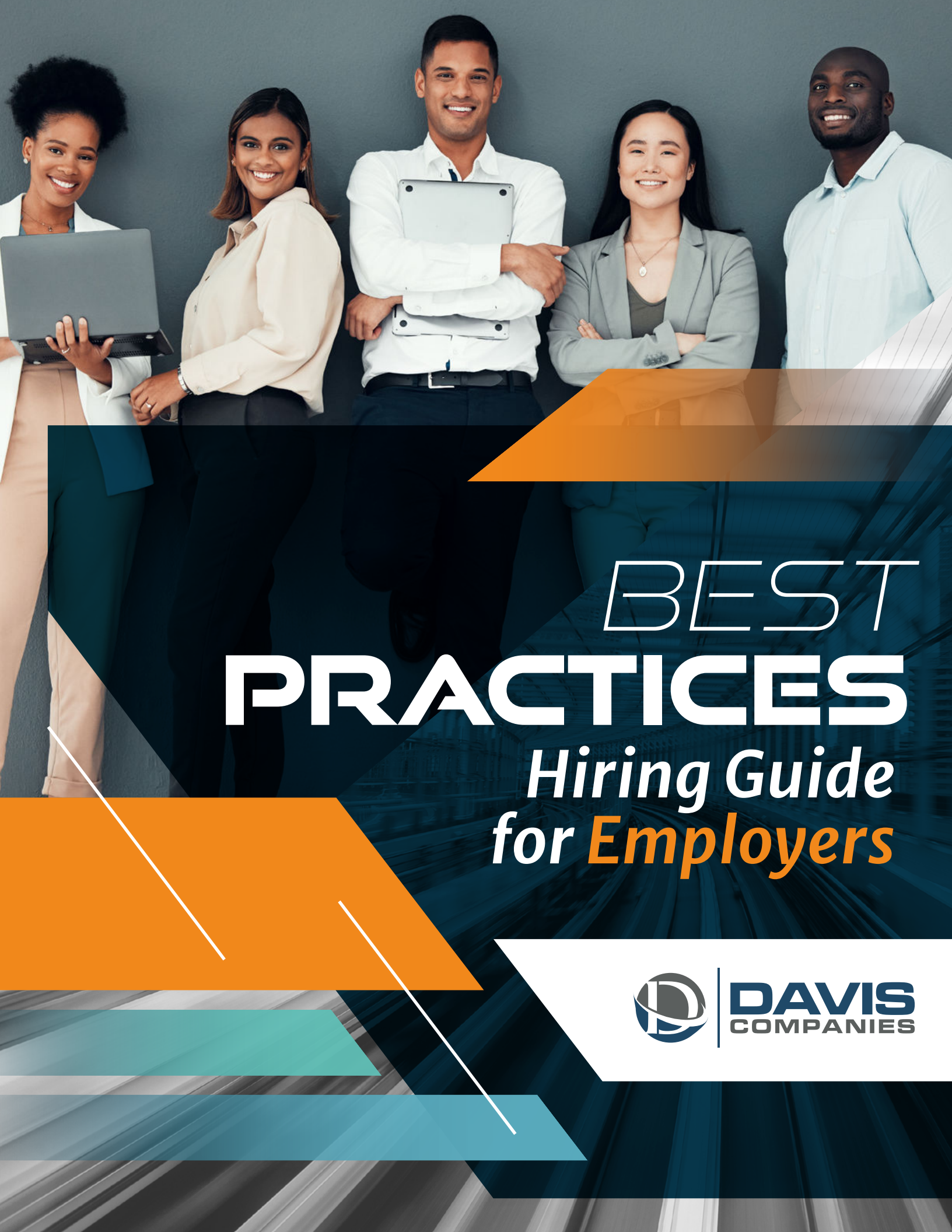




BEST **PRACTICES** *Hiring Guide* for *Employers*



DAVIS
COMPANIES

A high-angle, black and white photograph of a woman in business attire (white shirt, black skirt) in a starting crouch on a running track. She is looking directly at the camera with a determined expression. The track has white lane lines. The image is partially overlaid by a blue and orange geometric graphic at the bottom left.

Competing in a constantly changing market requires employers to be on top of what candidates need at every turn—but this isn't always easy.

We know the struggles you face as a hiring manager, that's why we've taken the time to make sure you have what you need. With this, you can build a recruitment strategy that won't just help you improve your recruitment process but also create a positive candidate experience, so you can get ahead of the game.

In this guide, you will find a compilation of insights, experiences, and actionable advice from our team of experts here at DAVIS specifically designed to help you:

- Identify various points you may be struggling with in recruitment.
- Get valuable insights on how to expedite specific steps in talent acquisition.
- Evaluate processes within your recruitment pipeline and offer tried and tested solutions.

***The race has
already begun.
So, let's get
started.***

THE CURRENT JOB MARKET



Job experience and technical skills are vital characteristics you look for in the ideal hire. However, more emphasis is now given on what the candidate needs versus what the hiring manager needs.

For example, the pandemic led professionals to realize the significance of their well-being. The Great Resignation came from a demand for **work-life balance**, with employees sometimes opting for lesser-paying jobs to work from home.

In recent years, we've seen a predominantly **candidate-centric market**. Because of this, employers now find it difficult to even find the right candidate.

Employer's Current Challenges

Here are some of the most common concerns with the hiring process identified by our clients:

Flexibility in hiring.

Today's job seekers have strict non-negotiables. **Candidates have rejected offers because they are not on par with what they want.** This demonstrates a misalignment between candidates and employers.

Time-to-hire.

The time between an interview and an offer is crucial. Professionals know their worth, and they protect themselves by applying to different companies. Making the candidate wait too long might push them **to accept offers elsewhere**.

Interview process.

Structure and consistency are hard to establish so it's good to **create an outline of the hiring process** and let the candidates know that you also want to meet their needs.

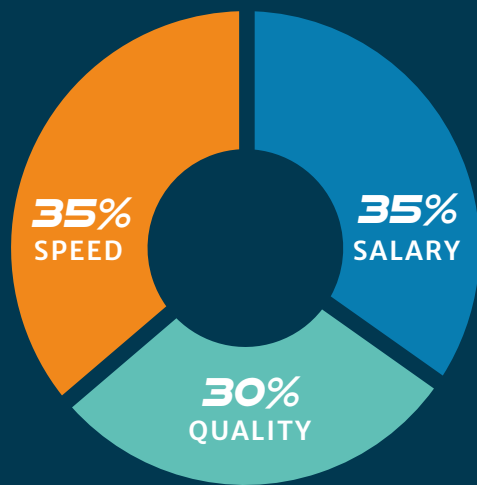
Going Dark.

At any given time, candidates can be applying for multiple positions. That means they **can easily disappear without notice**. Even after receiving an offer, candidates may still consider other opportunities and accept a better offer elsewhere.

BEST PRACTICES: CHOOSING WISELY

Once a resume is received, **the process must move quickly**. Unfilled jobs mean loss of revenue, productivity issues, and missed deadlines: all of which can derail business goals.

DAVIS TOP 3 HIRING CONSIDERATIONS BEFORE JOB POSTING



- SPEED TO HIRE
- SALARY
- QUALITY JOB DESCRIPTION



36 DAYS
on average to
fill a position

Speed, Planning, Communication: Expedite the Process

On average, it takes **36 days** to fill a position. If you want to beat your competition, your **recruitment process needs to be quicker**.

Good candidates go off the market quickly. If you prioritize speed, planning, and communication throughout your recruitment cycle, **your decisiveness will speed up the hiring process**. Have everyone on your team be on the same page and prepared to move quickly.

Prepare a Seat at the Table: Readiness to Hire

Before sending a request for a new job requisition, answer these questions first:

Are you ready to hire?

As a hiring manager, you need to be **100 percent sure you need to hire a new employee**, and that the budget has been approved before initiating the hiring process.

Is internal hiring possible?

Start by **looking at internal candidates** and evaluate the interest of part-time or contract employees who may apply for a full-time opportunity.



“**STOP
LOOKING FOR
THE "PERFECT
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FOR THE
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INSTEAD.**

What is your “perfect hire”?

Define who the **“ideal hire”** is with a set of minimum requirements on skills, qualities, and work experience a candidate must have. Other needed skills can be taught in the workplace or fall under the category of “nice to have.”

How long can the position remain vacant?

Have a clear timeline to **create a structure that ensures the best possible outcome.**

Taking the time to answer these questions can help you shorten the 36 days average time needed to fill a role with a streamlined interview process and candidate feedback system.





Get the Process Going: Be Ready to Interview

Once an applicant expresses interest, **be ready to evaluate them immediately**, preferably on the day the resume is received. Don't wait to contact the applicant. If possible, schedule the interview within the same day.

Don't view this as rushing the applicant. If they are genuinely interested in the opportunity, they will say yes to being interviewed as soon as possible.

Attract the Right Candidates: Compensation Packages

Compiling an attractive yet competitive compensation package is the next step. **Think holistically** when you want to get candidates on board.

Many of today's professionals are no longer swayed by huge salaries but are focusing on **the benefits**. Paid time off, insurance, and even remote work options help candidates look to the future and envision years of service to the company.

Consider direct hiring for a usual temp-to-hire role. Providing perks like sign-on bonuses, paid time off policies, and community service opportunities can sometimes be the deciding factor in candidates choosing your job.



During the process, consider the following:

Stop being too picky. Perhaps the candidate missed one or two characteristics. Can they make up for what they lack once they're in place? **Today's job market puts a premium on soft skills and culture fit.**

The best professionals are trainable.

Learning never stops, and dedicated professionals take this to heart. Be clear to them that ongoing training is a requirement in this job. They'll adjust and work hard accordingly.

No more "we'll look into other applications."

This pursuit of looking for the best candidate will result in losing great ones. If you think that the candidate could do well in their new role, why look for someone else?

The Best Isn't Perfect: Be Flexible but Don't Force It

In line with presenting an offer right away, **be ready to hire someone that may not be an exact fit.** While technical skills are important for an employee's success, there's great value in understanding how they will fit with or add to company culture and long-term goals.



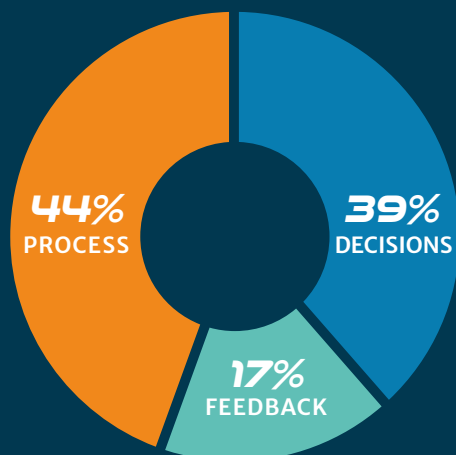
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BEST PRACTICES: INTERVIEWING THE RIGHT CANDIDATE

Creating consistency within the interview process **promotes fairness, accuracy, and speed of hire.**

It is best practice to have a **standardized process** throughout the recruitment pipeline. This allows you to look at candidates through the same lens and keep biases and preferences out of the picture.

TOP 3 INTERVIEW FACTORS DAVIS CANDIDATES PRIORITIZE



- SHORT INTERVIEW PROCESS
- QUICK DECISIONS
- QUICK FEEDBACK



Standardizing the interview process also identifies clear steps in reaching company goals regarding building the workforce. Here are some best practices when it comes to interviewing candidates.

Good Prep Means Great Results: Interview Preparation

The following tips should be part of the team's standard operating procedure.

Set time aside to interview.

Candidates won't have to wait a long time, making them feel valued and respected.

Know the candidate.

Read through the candidate's resume and write notes on information you'd like to discuss when meeting with the candidate.

Build Relationships.

In a sea of transactions, be the relationship. Show genuine interest in the candidate as a person to establish trust and rapport. Take the time to know the person beyond the resume and qualifications. This will go a long way and most likely to leave a positive impression.

Create checklists.

Using a scoring system will help you quantify and qualify all candidates' performance during interviews equally and accurately.

Consistency Means Perfection: Streamline Your Interview Approach

Setting standards for interviews defines **how to carry out the process**. A streamlined process can help you in bringing in quality hires consistently.

Set a timeline.

If possible, aim for openings to be filled as fast as possible with a quality candidate that fits your requirements and culture

Keep interview numbers to a minimum.

Try to do one interview—two at the most—without having to call the candidate back. **Provide the best candidate experience** by finishing all interviews within the same day.

Avoid panel interviews if possible.

Aim to create an environment that is welcoming. Invite them to be their authentic self by breaking the ice with a warm greeting, or perhaps a friendly comment. When you start the interview with authenticity, the candidate is most likely to follow suit.

Be consistent with interview questions.

A standard set of questions will keep all interviews uniform. While follow-up questions are inevitable, a defined list will make the interview short yet purposeful.





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Ask for key details:

- What was their biggest accomplishment in their last role?
- When can the candidate start if hired?
- Will they be open to other tasks and responsibilities, especially urgent ones?
- Are they available to work in the office/hybrid setup?

Maintain fairness.

If you are on the fence about a candidate, bring them in to meet the team because **you can't always tell everything about the candidate from a piece of paper.** The rapport they develop with the team can tell you that this person might be the one you're looking for.

Establish expectations.

Disappointment is the root of a negative candidate experience, and this only happens when their expectation does not meet your delivery. So, more than anything else, **be transparent about the next steps in their journey.**



7 Tips for Great Interviews

In the interviewing process, **etiquette is also a critical factor**. Candidates must impress you, but you must also impress them. For interviews, take these reminders to heart:

1. Dress the part.

Remember **you are representing your company** and want to present a positive image.

2. Non-verbal cues matter.

- Shake the candidate's hand before starting.
- Maintain eye contact.
- Lean forward to show you are listening.
- Avoid digital distractions.

3. Ask your internal employees how the candidate acted.

While not part of the actual interview, **how the candidate interacted with people** within your office or building says a lot about how they could fit within the company culture.

4. Give easily understandable directions to your location.

Include a Google Maps pin if possible.

5. Give the candidate a chance to ask questions.

Encourage them to inquire about the company. It will help them **understand your company and environment**.

6. End the interview with pertinent details.

With these details outlined, the candidate will know what to expect.

- How long should they wait to hear the results?
- What is the next step for them?

7. For virtual interviews:

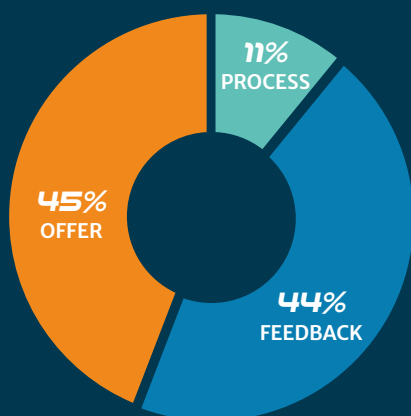
- Maintain the same etiquette for a face-to-face meeting.
- Make sure you have the right tools, and everything is working properly.
- Continue eye contact to keep your interviewee engaged.

BEST PRACTICES: POST-INTERVIEW COMMUNICATION

Staying in touch with candidates when interviews are over should be intentional and well thought-out. For candidates who you want to hire, presenting the offer and welcoming them to the company is the start of a new professional relationship.

If an applicant is not hired, keeping a positive connection allows you to maintain a possible champion who may refer other people or be a match for future positions.

TOP 3 POST-INTERVIEW MUST-DOS FOR DAVIS HIRING MANAGERS



- QUICK OFFER
- DETAILED FEEDBACK
- PROCESS IN PLACE

Candidates not only want to know if they're being considered, but they want to know ways to improve for the future. Improving your feedback system is great for your employer brand and enhances your recruitment process.

Candidates are appreciative of feedback for the following reasons:

They are still in the job market.

The candidate may be pursuing other opportunities and feedback will let them know where they stand. It also leaves a good impression on how they were treated as applicants.

Onboarding Paperwork.

Onboarding requires time. Providing timely feedback ensures enough time for applicants to gather whatever documents are needed and does not slow down the hiring process.

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Enough time to discuss salary.

You will have to be transparent if a certain salary requirement cannot be met. While a candidate rejecting your offer sets you back in the recruitment process, your team knows immediately and can regroup to look at other candidates.

Closing the Loop: What to Tell Candidates

It's recommended that the interview process updates be delivered within **24 hours** after the interview. Highlight what they did well and what set them apart from other applicants. If there are any points for improvement, encourage candidates to work on them as well.

If the candidate did not make it, highlight that the result does not diminish their capabilities and worth as a professional. Remind them that their application will remain on file for future openings.

Provide process
updates
within
24 HOURS
of the interview



How Did We Do: Ask for Feedback as Well

Whether it's an in-message survey, a link to a landing page, or any automated tool, make sure to have a built-in feedback system where the candidate can briefly summarize how they found the recruitment process.

Instead of compiling this feedback on a weekly or monthly basis, read it immediately. You can improve your recruitment process right away according to the feedback you receive and build a quality candidate experience.

Hiring Right Away: Making Quick, Tough, but Good Decisions

It's pretty challenging to toe the line between a well-discerned decision and an impulsive one. What helps is knowing what to look for and creating benchmarks for ease of comparison.

Look for a candidate willing to do their best right now.

Make sure that all key figures are on board with decisions on who to hire. Set a deadline and stay as close to it as possible.



Stick to Your Timeline

It is recommended to give your best offer right out of the gate. Doing so gives little room to negotiate, and being up front with the candidate communicates that the company truly wants them in their workforce.

In addition, be prepared to make an offer to the second-best candidate. This will ensure you will still hire within the set time frame in case your first-choice candidate turns down your offer.

Together with the offer, have a list of dates and when to complete requirements for onboarding, such as drug tests, background checks, and more. Being prepared will assure candidates they are joining a well-organized and well-managed company.



CANDIDATE-CENTRIC JOB MARKET: **5 KEY TAKEAWAYS**

To give today's job seekers the best experience, apply the following best practices.

1. Set hiring or recruitment goals.
2. Practice transparency when communicating with candidates.
3. Use your company brand to pull in like-minded candidates.
4. Use social media to share or promote job opportunities and build your employer reputation.
5. Always do job market research.



GOING ABOVE AND BEYOND

Who is today's candidate? They have a great understanding of what their professional capabilities are and will not second-guess themselves in choosing the right company for them. In response, who should you be as an employer or hiring manager in today's job market?

You should be swift with your decisions while staying fair and mindful of the candidate's preferences. Your team should adjust to an expedited recruitment process that will provide a world-class candidate experience. Lastly, be confident in your role as an employer because you are the bridge between job seekers and the right positions.

With these best practices, your hiring process will surely improve. Not only will you get the employees you need, but you also give the candidates a great hiring experience.

We at the **DAVIS Companies** have always been about continuous improvement, and we invite you to be the same. We challenge ourselves by working on eliminating the obstacles we face. This is the DAVIS Way.

Feel free to approach us for staffing solutions and talent advisory services.

We would love to hear from you!



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