

# Hiring only the



# Best of the Best

Presented by:

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# Defining The Job

In many ways, defining the job mirrors key aspects of an ordinary job description. Basically, you answer the question, “*what work needs to be done?*”

## **The Job Purpose**

- *When the job is performed well, what will be the benefit to the organization, customers, and employees?*
- *What is the end result or outcome from the existence of this position?*

## **Requirements**

Requirements include:

- *Licenses*
- *Degrees*
- *Certifications*
- *Experience in certain functions or fields*

## **Major Responsibilities**

- *What are the major responsibilities of the position?*
- *What are the essential tasks required to achieve the purpose of the job?*

## **Location**

- *Where will the person be located? (at headquarters, in the field, telecommute, etc.)*
- *If travel is required, where will the employee travel, how often, and for how long?*

## **Interactions**

- *With whom will the employee interact? (customers, vendors, other employees, senior management, teams, etc.)*
- *Which interactions are most important? Why?*

## **Performance Expectations**

- *What are the performance expectations for the first six, twelve, eighteen months?*
- *Will the position and/or the performance expectations change during the first one or two years? If so, how and why?*

## **Skills & Knowledge**

- *What skills and knowledge are necessary to achieve the purpose and perform the major responsibilities of the job?*
- *What will the person need to do or know in order to do the job?*

## **Personal Characteristics**

- *What distinguishes a person who is very effective in this position from one who is barely adequate?*
- *What attitudes or interests will enable this person to perform the job?*

# Defining The Culture

Culture is defined as the beliefs, values, and norms of behavior that determine how work gets done in an organization. Analyzing the work environment in this way allows you to answer the question: “*How will the position be performed in this environment?*”

The culture of an organization, division, department, and/or team helps determine the “fit” – the work style, skills, and attitudes of the person who will fulfill the job successfully for the long term.

## **Decision Making**

How are decisions made?

- *Top down?*
- *Participatory?*
- *Consensus?*
- *Unilateral?*

## **Problem Solving**

How are problems solved?

- *Analytically?*
- *Intuitively?*
- *Quickly?*
- *Slowly and carefully?*

## **Information Sharing**

What organizational information is shared? How is information shared?

- *In writing?*
- *Through presentations?*
- *Informally?*
- *Through the “grapevine?”*

## **Work Pace**

What is the typical work week like?

- *Steady?*
- *Predictable?*
- *Chaotic?*
- *Intense?*

## **Responsibility and Authority**

- *To what degree is responsibility delegated?*
- *To what degree is authority delegated?*

## **Work Behaviors**

What work behaviors are encouraged or discouraged?

- *Risk-taking?*
- *Creativity?*
- *Innovation?*
- *Analysis?*
- *Collaboration?*
- *Competition?*

## **Relationships**

What kinds of working relationships are expected within departments? Between departments? With customers and/or vendors? With teams or work groups?

- *Formal?*
- *Friendly?*
- *Informal?*
- *Hierarchical?*

## **Communications**

How does communication between colleagues take place?

- *Formal?*
- *Informal?*
- *Spontaneous?*
- *Directive?*
- *Supportive?*
- *Confrontational?*

## Sample Questions To Think About

### ❖ The Basic Get To Know You Questions

- Tell me about yourself?
- What are your biggest accomplishments?
- What is your greatest strength? Weakness?
- How do you manage stress?
- How do you handle criticism?
- What qualities should a successful manager possess?
- How do you define success?

### ❖ Questions About Your Work Habits & Experience

- What have you done that shows initiative and willingness to work?
- What are some of the things you find difficult to do? Why?
- How do you organize and plan for a project?
- Do you prefer working independently or on a team?
- Do you make your opinions known when you disagree with the view of your supervisor? How?

### ❖ Questions About Your College Experience

- Why did you choose to attend \_\_\_\_\_?
- Describe your most rewarding college experiences and tell me why it as so rewarding?
- Relate your studies and or experiences to this position?
- Why did you choose to study Park & Recreation?
- How will you prepare for the transition from college to the workplace?

### ❖ Questions About Your Interests and Career Choice

- What do you want out of your career?
- How do you feel that you will add value to this agency?
- Why are you interested in working for this agency?
- What qualifications do you have that will make you successful in this field?
- What personal characteristics are necessary for success in this field?

### ❖ Questions About The Agency or Position

- As described to you, what about this position appeals to you?
- What do you know about our organization?
- Why should I hire you?
- Why are you the best person for this position?

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