

# HIRING MANAGER

TOOLKIT



Publishing.com



# Contents



**Message from Leadership**



**Our Culture & Values**



**Hiring Manager Expectations**



**Interviewing & Questions**



**Recruiting & Onboarding**



**Additional Resources**



# Message From The Mikkelsen's

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When it comes to hiring, we invite you to think as if you were the CEO of the business. "How would I be hiring if this was my business?"

You were likely hired and a member of this team because we thought you were the best! So that's all we ask of you, is to uphold that expectation and only hire the absolute best to raise the bar.

When we raise the bar, it creates a ripple effect in the company causing everyone to grow as well.

We have big dreams and need some big players to help us get there!





# Why Choose us ?

Our programs have the power to change the lives of people all around the globe. Many of you have been students yourselves and have seen the impact publishing has had on your life.

2018

## Making Massive Impact

Creating avenues to financial independence is the driving force behind Publishing.com. That impact has been felt by more than 25,000 students to date. We seek out individuals that want to make a difference and have the drive to impact others.

2022

## Just Getting Started

Publishing.com is 4 years into it's journey and will become a leader in the Alternative Education space. Our future is to dominate the market with the most comprehensive resources and offerings dedicated to self-publishing consumers. We will be the one stop shop to everything in the self-publishing space.





# The Core of Publishing.com

Inclusion, full transparency & mutual respect are cornerstones that allow people to thrive while loving what they do.



## **STUDENT OBSESSED**

Doing whatever it takes to help students achieve their goals because student success is our success.



## **WORK HARD, STAY HUMBLD**

Do the best work you can and welcome feedback to be better. Take accountability and own your wins and losses.



## **GREAT FREAKIN' ATTITUDE**

Having a positive attitude that lifts and inspires people around you.



# Hiring Manager Expectations

Hiring managers are responsible for effectively communicating and setting recruiting goals & needs, setting expectations, and establishing what accountability looks like for the position being filled.

Establishing accountability for the position being filled before the hiring process begins looks like:

- Defining how the role will benefit the organization
- Identifying the responsibilities and skills needed to elevate the organization
- Communicating the needs to the interview panel to align and operate systematically





# Hiring Manager Guidance

- Identify the hiring timeline
  - Suggestion is for the hiring process to take within 4-6 weeks
- Determine what position you are wanting to hire/fill
  - What role is this new hire going to fill within the company
  - Outline the possible responsibilities for the role
    - Daily, Weekly, Monthly, etc
    - Determine the overall department responsibilities
- Have a clear vision for how this role fits into your business org chart
  - Make any updates to the hierarchy as needed
  - Inform any department heads/team members of the upcoming role you are hiring for
- Begin writing the job description
  - Determine if this is a 1099 or employee role
  - Determine approx how many hours per week/month
  - Determine pay scale





# Interview Process

## 1) Preparation

- Outline organizational need & Business objectives
- COO approval to hire
- Budget approval from finance
- HR budget review & salary banding

## 2) Identify A Need

- Identify talent need and define business case
- Write or revise a job description
- Request a requisition & post as needed
- Buy, build, or borrow decision

## 3) Enable Your Recruiting Plan

- Identify target audiences
- Advertise compelling job announcement
- Post via social media channels

## 4) Create & Launch A Recruiting Plan

- Identify team and stakeholder interview participants
- Build prescreen interview goals/topics
- Build Face-to-Face interview goals/topics
- Identify top competencies to assess fit

## 5) Assess

- Administer Candidate assessments. 30/60/90 & technical assessments
- Attend / Execute calibration / feedback sessions to rank / review candidates
- Communicate next steps to candidates & disposition as needed.
- Short list finalists
- Preclose & surface competition & objectives/ reservations with final candidates

## 6) Hire/On-Board

- Offer Negotiations
- References Final
- Offer Terms
- Orientation
- Assimilation
- New Hire Forms
- Access to system access
- Close requisition & notify candidates

## 7) Measure & Maintain

- Review Hiring metrics
- Archive high potentials into talent pools
- Gather Hiring Manager Feedback







# Interview Question Library

## BUILDING TEAMS

- Give me an examples of planned, real-time and motivational communication you have had with your team in the last three months?
- When creating a new team what elements do make sure are consistent?
- How do you promote upward feedback?
- Share some examples of group learning opportunities your teams have had recently.
- Tell me about feedback your team provided in order to better things. What was the feedback? Did you put it to use?
- How much time do you spend on recruiting when you don't have any open roles? What have been your most effective methods for finding and hiring great talent?
- What methodology do you use to perform an analysis of your team and gauge strengths and gaps?

## OWNERSHIP

- Your role often means managing the dependencies of your decisions. Describe a time when a decision you made created an issue that you were ultimately responsible for. How did you manage the issue?
- How do you coach a direct report that approaches an issue with the attitude "that's not my job"?
- Share a time when your team fell short of a highly visible goal. What was your message to the business? What was your message to the team?

UTILIZE THE FOLLOWING COMPETENCY LIBRARY TO YOUR ADVANTAGE WHEN HIRING AT PUBLISHING.COM



# Interview Question Library

CONTINUED

## COACH/MENTOR

- Describe the training/mentoring programs you provide your team?
- Walk me through a typical 1:1 conversation with one of your direct reports.
- Please tell me how you helped an employee reach their career goals. Where did they start compared to where you left them?
- Describe a time when you matched an employee to a challenging task, and how did you coach him or her through it? What growth did the employee experience?
- Tell me about a time when a team member didn't reach the desired results, what did you do?
- Tell me about the biggest success story as far as someone you gave opportunity and developed? Tell me about your biggest learning lesson when it comes to developing others
- What metrics do you track and measure with your team? How often do you review forecasts with your team? With management?

## EXECUTION

- Walk me through the process of achieving high bar team goals. What is your method? What goes into planning? Do you have a system/calculation?
- How do you know your team is being effective? What are the key indicators?
- If offered the position, what are your priorities over the next 6 to 12 months? Do you share those priorities with your team? How do they align?
- Tell me of a time when you used data to support business needs or practices and created consistency for your customers.
- Most successful people have a good plan, what does your current plan entail? (listen for people, funding, tools, support and an A-Z philosophy)
- Describe to me a situation when action had to come before planning and strategy? What are the right circumstances when action overrides planning? What are the wrong circumstances?

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# Interview Question Library

CONTINUED

## BUILDING FOR THE FUTURE

- People who manage vision and purpose impassion others and generate expectancy and optimism in others. Describe a situation that demonstrates your skill in this area.
- How do you ascertain what inspires and motivates people?
- Describe a situation in which you demonstrated this competency.
- Describe a time when you were faced with having to build a compelling vision in the midst of change. What challenges did you face in getting buy in from the team?
- What methods have you used to gain commitment from your team? How do you measure commitment?
- You work in a dynamic, ever changing environment with rapidly evolving technology and constant emerging competitors. How do you keep your team up to speed on the industry in order to stay competitive and

## EMOTIONAL EQ

- When was the last time you lost your composure? What got you to that point?
- A sign of stress for me is (personal example: writing things down) what would be a sign that you are stressed?
- This industry can be unpredictable, can you recall a time when you were faced with a situation that did not go as planned. How did you react?
- Tell me about a time when a professional on your team made a costly error. How did you approach that situation? What was the course of action? What was the outcome?
- Think of the last work related scenario where you have felt negatively triggered. What did that entail and how did that manifest?

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# Interview Question Library

CONTINUED

## ENERGY & MOTIVATION

- What must be present in your day-to-day environment to keep you engaged and motivated?
- Can you share some attributes of past leaders that have motivated you to deliver your best results?
- What are some attributes that have demotivated you?
- Even the best employee can hit a rough patch, describe a time when you encountered this situation. What did you do or say?
- Describe that last time you were inspired?
- Can you share a time when you inspired someone else?
- How do you create an inclusive and positive work environment?

## DRIVING FOR RESULTS

- Can you tell me about two instances that showcase your drive for results?
- Tell me about a time when you were able to persevere through setbacks and overcome obstacles to deliver outstanding results.
- Have you ever worked on something really hard then failed? How did you
- Tell me about a time you not only met your goals, but exceeded expectations.
- What's your process of putting a plan into action?
- What is the most complex and difficult goal you've needed to set for you and your team, and how did you pursue this goal?
- When have you achieved a goal that seemed too big to achieve, what did you do to get there?

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## What makes a good interview?

Being a strong interviewer comes down to: Fairness and respect, good communication and being human . Interviews you conduct should flow more like a conversation rather than an interrogation.

### **HOW TO CONDUCT AN EFFECTIVE INTERVIEW:** (*THEHARTFORD.COM*)

1. Put the applicant at ease. Make eye contact and establish rapport by finding a shared topic to talk about before you get down to the hard questions.
2. Ask open-ended questions.
3. Listen more, talk less.
4. Take notes.
5. Understand what you can't ask.

# Understanding and Avoiding Bias



## Unconscious Bias: What is it?

### 10 ways to reduce interviewer bias

#### Define the job, not the person

Focus on what the candidate will do in the role, not what experience they should have.

#### Conduct a phone screen first

The phone minimizes the visual part of the first impression bias.

#### Use panel interviews

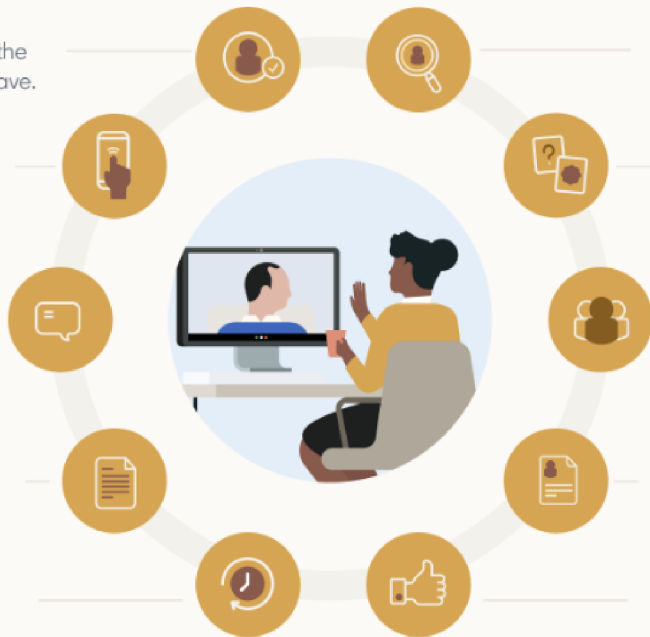
Replace the 30 minute 1:1 interview with a 2-3 person organized panel.

#### Script the interview

Conduct a work history review and ask every candidate the same questions.

#### Don't make snap judgements

Wait 30 minutes before making any "yes" or "no" decision.



#### Be a juror — not a judge

Hear all the evidence before deciding yes or no.

#### Use reverse logic

Become cynical with those you like, and open-minded with those you don't like.

#### Treat candidates as consultants

Assume the candidate is extremely competent and treat them with respect.

#### Use a talent scorecard

Require interviewers to provide evidence of the candidate's competence and motivation to do the work.

#### Measure first impressions at the end

Determine if the person's first impression will help or hinder on-the-job success.

**What Biases might be present in your hiring practices today?**

**What ideas do you have to overcome those biases?**

# Onboarding Expectations



| Timeline       | Descriptions   |
|----------------|--|
| Prior to Day 1 | Contact employee and confirm the details for their first day. HR will send your new hire an orientation confirmation letter.   |
|                | Announce new employee's start date in the TeamHR Slack chat.   |
|                | Send a welcome email/text to the new employee to begin building the relationship.  |
|                | Encourage team members to send new employee a welcome slack or Kudoboard.  |
|                | Prepare agenda for new employee's first week: <ul style="list-style-type: none"><li>• Develop a training plan. Arrange for a buddy or mentor if appropriate</li><li>• Identify and schedule any training to be completed in the first 30 days</li><li>• Identify meetings that your new employee should attend</li><li>• Make a short list of people for the new hire to connect with at stakeholders and team members</li></ul> |
| Week 1 - 2     | Review Department policies   |
|                | Orient Employee to Department/Division/Work Unit   |
|                | Review functional job descriptions and on-boarding training plan   |
|                | Explain the department's mission, vision statements and goals. Also explain the new employee's role in fulfilling the mission, vision and goals for the organization   |
|                | Schedule a meeting at the end of the first week to check in with the new employee  |



# Talent & People

## How Talent Acquisition is Connected to Human Resource (HR)

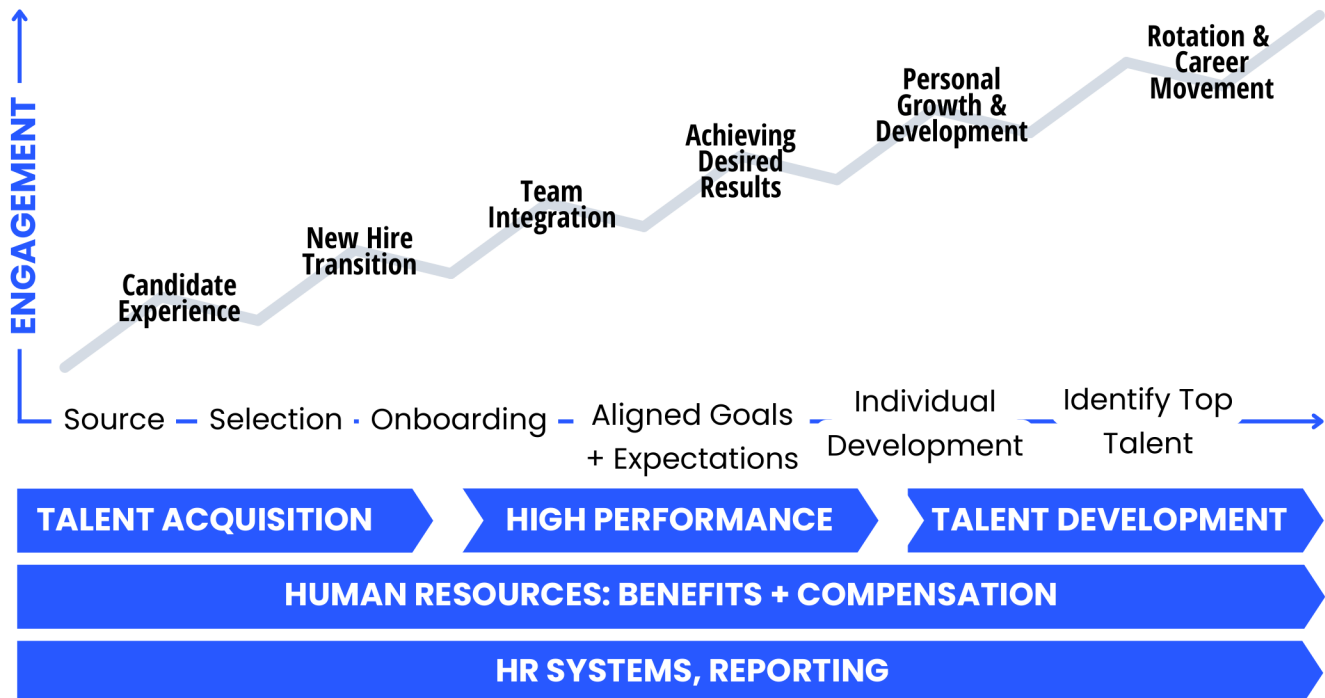
Employee Lifecycle: Engagement



**Katie Garcia**  
Head of Talent Acquisition



**Becky Sylvera**  
Head of HR/ People







# Who does what in HR & Talent Acquisition?

## Human Resources

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### Becky Sylvera

- Background Checks
- Onboarding
- Payroll
- Benefits
- 1099 Contract Execution
- Career Planning
- Compensation Reviews
- Employee Change Forms
- Promotions and PIP's
- Exit Interviews

## Talent Acquisition

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### Katie Lutz-Garcia

- Recruiting (Sourcing, attracting, interviewing, selection, offers)
- Hiring Manager Training
- Organizational Planning
- 1099 Contractor Identification and selection
- Talent Brand
- Career Planning
- Promotions (Interviewing/Selection)



# What a Recruiter Needs to Know to Recruit for you

- Why are these positions open? New or Backfill?
- Do you have an internal or external candidate in mind?
- Is there anyone in your network who you feel would be the ideal candidate?
- Is there anyone in your network that you are planning to reach out to?
- Are there companies you would like me to reach out to?
- Are there any changes to the current job descriptions?
- What is the business need?
- Is this position remote, hybrid, or local?
- What does the first 60-90 days look like? (duties, challenges, who they interact with and why, goals of the team, environment, culture, performance measurement, etc.) Beyond this, what does the scope of the position look like?
- What leadership behaviors are most critical for success in role?
- What are the most important skills/abilities (prioritized)?
- What talent/skill gaps do you have?
- What are the business or org goals this person would play a critical role with?
- Team fit--what would round out or compliment your team?
- What is the team structure/dynamic?
- Why is this position appealing?
  - Work from home, flex schedule, perks, benefits, high-visibility within organization. Business unit specific perks.
- Is travel involved. If so, what is the percentage?
- What is the recruitment strategy and process?
- Networking and sourcing strategy - instructions on hiring manager's networking efforts.
- Do you have an interview guide in place, i.e. time of day, team, duration, video conferencing, skype?

# Requesting Contractors



The Publishing.com TA team is your first and primary recruiting source. Outside agencies should not be engaged only when hard-to-fill and high risk roles do not yield viable candidates from the internal recruiting team.

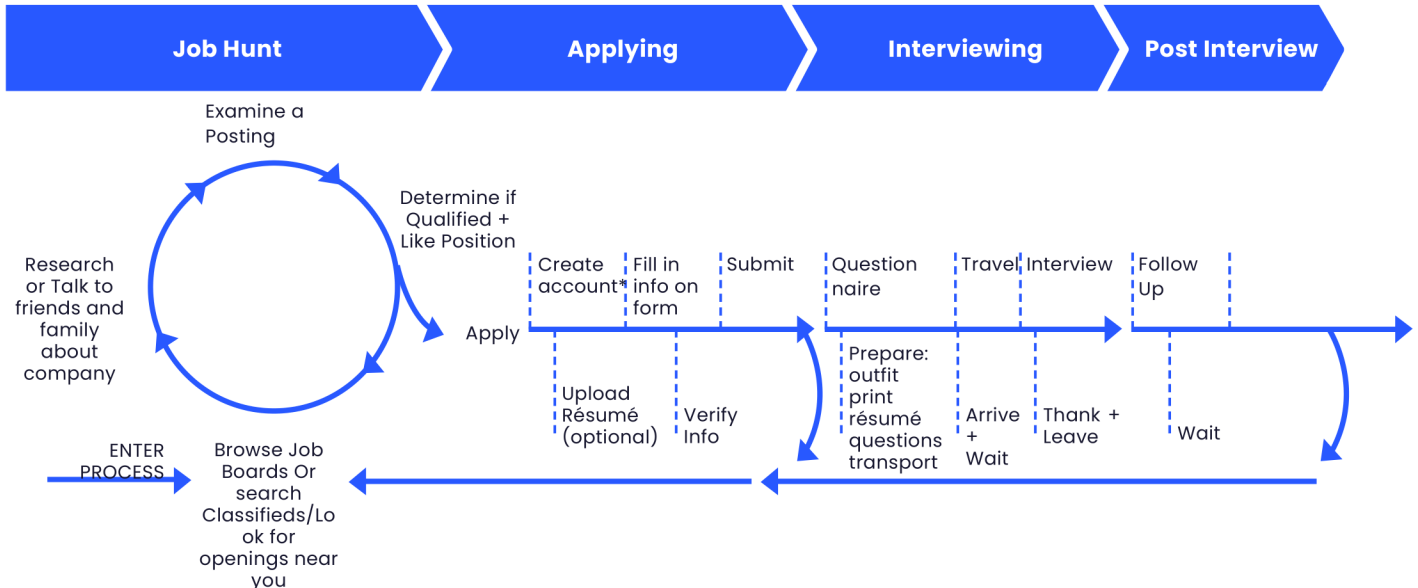
## How to Request & Hire a Contractor:

- 1.) Contact Katie Lutz-Garcia in Talent Acquisition to review your project needs.
- 2.) Create a draft Statement of Work outlining the scope of the work involved for the vendor, the desired deliverables, costs, and timeline.
- 3.) Determine the method of identifying and qualifying contract talent with the talent team.
- 4.) Execute the sourcing and vetting process alongside Talent Acquisition.
- 5.) Select the contractor and execute the final contract with Becky Sylvera in HR.



# What does a candidate experience?

The candidate journey begins long before an individual submits an application. It is an emotional experience for the candidate. An experience that we as the employer have the ability to influence and drive both positive and negative outcomes. It is our goal at PublishingLife to develop and reinforce a positive candidate experience and treat each applicant as if they will one day be our client.



## Thinking and Feeling

|  |   |                            |   |
|--|---|----------------------------|---|
| <p>Anxious<br/>Alternately determined and discouraged<br/>Concerned over pay and benefits<br/>Confusion over job descriptions<br/>Desperation: "I'll welcome anything"</p> | <p>Annoyed<br/>Not feeling valued as an individual<br/>Sense of futility<br/>Self-Doubt: "What is wrong with me?"</p> | <p>Excited<br/>Nervous</p> | <p>Relieved interview is over<br/>Happy it went well<br/>Disappointed it went poorly<br/>Anxious to hear back<br/>"Betrayed" if don't hear back</p> |
|--|---|----------------------------|---|





# What Talent Acquisition (TA) Entails

## Talent Acquisition Strategy Influencers:

- Business Strategy
- Workforce Planning
- Labor Market
- Talent Management
- Diversity
- Financials

## Key Priorities:

- Talent Selection
- Employment Branding
- Candidate Pipelines



### Define Requirements

- Leadership Characteristics
- Team Dynamic
- Job ads
- Questions/Videos/Employee Experience/Testimonies
- Talent Profiles
- Team Goals and Initiatives Build
- Screening



### Build Candidate Pool

- Job Announcements
- Sourcing
- Sponsored Media
- Career Fairs
- Meet-ups
- Talent Communities
- Saved Profiles/Resumes
- Social Media
- Referrals



### Screen Candidates

- Recruiter Pre-Screen
- Screening Questions
- Review Portfolio
- Industry and Functional Knowledge
- Review Resume/Career History
- Video Interviews - VideoAsk



### Interview Finalists

- Formal Interviews
- Team Fit/Org Fit
- Simulations - Job Shadowing
- 30/60/90 Review
- Assess Technical Skills
- Leadership Behaviors - Leadership Questions
- Group Interviews



### Feedback and Decision

- Debrief - Gather
- Feedback Professional
- References
- Drug and Background Checks
- Close Search
- Offer - Negotiations
- Release Runners-up

## METRICS + ANALYTICS

NPS  
Survey Results

## CANDIDATE AUDIENCES:

Passive Organic Alumni Internal Interns Referrals Silver Medals Leads

## CANDIDATE JOURNEY



## TOOLS + TECHNOLOGY

### Sourcing

- Paid Campaigns Advertising
- Social Channels
- Website
- Email / Text



### Selecting

- ATS (BambooHR)
- Assessments (Custom)
- References (kick-off letter in BambooHR)



### Hiring + On-boarding

- Forms Mgmt
- Human Resource Information System (HRIS)
- New Hire Ticketing (BambooHR)

# Additional Resources



## Company Sites & Social Media

[www.Publishing.com](http://www.Publishing.com)

<https://www.youtube.com/c/MikkelsenTwins>

<https://www.instagram.com/publishinglife/>

<https://www.linkedin.com/company/81965528/>

<https://www.facebook.com/publishinglife1>



## Applicant Tracking System

[BambooHR Learning Path - Hiring 101](#)



## Helpful Links for Managers

[Leadership IQ Blog](#)

[FYI: For Your Improvement Digital Book](#)

[Blank Job Description Template](#)



# Talent Acquisition Abbreviations and Acronyms

## A

**(ATS)** Applicant Tracking System

## E

**(EVP)** Employee Value Proposition

## F

**(F2F)** Face-to-Face

## H

**(HM)** Hiring Managers

**(HR)** Human Resource

**(HRBP)** Human Resource Business Partner

**(HRIS)** Human Resource Information System

## N

**(NHO)** New Hire Orientation

## P

**(PO)** Purchase Order

## R

**(R)** Recruiter

**(RC)** Recruiting Coordinator

## S

**(SLA)** Service Level Agreement

## T

**(TA)** Talent Acquisition