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After the Interview



Post-interview debriefing with all staff involved to gauge impressions

Within 24 hours of the interview, sit down to debrief with any staff members involved. Discuss opinions; make it a round table discussion and listen to each other's feedback. Make sure that you use the same evaluation criteria for all candidates.



Weigh scorecard and findings against the current need

Reference your score cards and notes. Remember that this interview is meant to fill a position that will complement the organization, add value and create a more well-rounded work force.



Conduct a follow-up interview

Second impressions are important. Call finalists in for a second interview and repeat the process, ask new questions and a few repeats. Pay attention to whether their answers are consistent. A second interview also gives the applicant a chance to ask more questions, too. This second chance means you are not rushing a decision and ensuring that you get the right employee when you do hire.



Check references and conduct any background checks

Don't skip the important step of checking references – many employers do. Generally, it is a step that should come before the any job offers are extended. Develop a list of questions (use the same list for any reference checks for the same position.) Ask about: what capacity they know the candidate; for how long; what the person's responsibilities were in the prior position; strengths and weaknesses; why they left. Was the person disciplined or promoted? Was the candidate a valued member of the company? Include some open-ended and behavioral questions that allow the former employer to extemporize.

Pre-employment background checks can cut turnover rates and trim the costs of rehiring and retraining. There are various inquiries that can be made, such as Social Security numbers, whether a candidate appears on the national sex offender registry or the FBI wanted list, credit history, driving records, local criminal records, education and work history verification. Be sure you comply with your state law in relation to timing of these checks. In the interests of privacy, some states require that you make a conditional offer before you conduct background checks or run any pre-employment tests.



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Extend an offer

Once you've decided on a candidate, it's time to make the job offer. Make a call and be prepared to talk about the salary offer, the working hours and major benefits. Allow the candidate time to come to a decision but set a time limit and keep the process moving. Follow up with a written offer that spells out the details of the offer and the job. If the job offer is contingent on background checks or any testing, make that clear.



Do not settle, hire the best or not at all

Hold out for the right employee. Hiring someone who does not fit the need can undermine both their future success and yours. It can also be a costly mistake. The cost of a bad or wrong hire who must be replaced can range from 80% to 100% of that person's salary, or higher. As a rule, you can fix skill sets but not behaviors. Hiring someone who needs skill development will work better than hiring someone who needs to change their behavior. Determine to find the best candidate for the position rather than getting the position filled as quickly as possible.

If you absolutely must have somebody quickly, find a temporary replacement or reallocate the work to current staff until you can find the right person.



Follow up with all interviewed candidates

Once the selection is complete, follow up with all candidates who interviewed for the position. It's simple a professional courtesy and best practice to contact all candidates who took the time to meet with you about the job. It gives a positive impression of your organization and fosters good will. It is also a good practice to extend a follow-up thank you note to all who applied. Should you have future openings, it will certainly help if you have a pool of candidates who have a positive impression of your organization.