

Article

Involving Employees in the Hiring Process

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More organizations are utilizing employee groups to assist in the hiring process every day. In general, the practice is productive and will benefit the greater cause. However, it is critically important that organizations implementing such a practice formalize it. I offer several suggestions around implementing an employee assisted hiring process:



Designate appropriate employee groups to participate. These groups should be representative of a corporate cross section and reflect the majority norm in belief and behavior.

Train each representative on interviewing skills and define the objective for their interaction.

Expose the candidate to the process and let he/she know what to expect during the second interview with the employee representatives. The candidate should also be prepared to ask questions of this diverse group in order to formulate an understanding of the culture. During the candidate's third and final interview with you, be sure to reflect on the experience, expose feedback from the group and discuss alignment not only with competence but with corporate culture.

Follow up with the representative groups that provided interviewing assistance. Giving them feedback will help to build their skills and keep them part of the process.

The aforementioned steps should be customized to fit your organizational needs. In my experience, this model is most effective when it follows a process rich in communication, collaboration and accountability.

Some of the benefits you can expect from this endeavor are: buy-in from existing staff as it pertains to helping new hires succeed, quicker orientation for the new hire due to prerequisite interaction and, most importantly, a heightened sense of collective accountability from the new hire and colleagues.

Some of the downfalls to this model are: staff and candidate confusion due to lack of preparation and negative views of the culture, as well as poor presentation of the organization. Although all of these items can be avoided easily, they are usually the first to be overlooked.

Obviously, the benefits outweigh the downfalls. If you plan the process, measure it closely and provide opportunity to improve upon it; your organization will reap the benefit of a forward thinking model for hiring and retaining great employees.