



# The Large Company Hiring Process – an HR View

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February 2016

# The Large Company Hiring Process

- Review the general practices used by large companies in their talent acquisition process.
- Review how the process aligns with candidate preparation.
- Much of this is relevant to small companies.
- Variations will occur between companies and within a company.
- Process information in blue font.
- Candidate information in red font.

# Before Applying – Be Prepared!

## *Your Responsibilities:*

- Be prepared. This is in your control.
  - know all that you can about the company, their people, and their business
  - know how your skills and experiences fit with the job opportunity
- Tell your story to the best of your ability. Make it easy for the company to understand the value you bring.
- Don't worry about what you don't control.
  - Internal matters that may affect the company's decision
  - Your competition for the job
- Keep going until you have the job you want.

# Before Applying – Be Prepared!

**Preparation is critical. To begin to tell your story, you will need:**

- A marketing plan
- A positive on line profile
- Exit and positioning statements
- A strong, updated résumé based on your experiences and SOAR/STAR stories. Develop a generic cover letter to go with the résumé.

# Before Applying – Be Prepared!

## Houston Area Resources

Between Jobs Ministries (BJM):  
Northwest Bible Church, Spring, TX  
[www.nwbc.org](http://www.nwbc.org)

Other churches: St. Martha's  
Catholic, 2<sup>nd</sup> Baptist, St. Luke's  
UMC, St. Anthony of Padua  
Catholic, Living Word Lutheran,  
1<sup>st</sup> Baptist, Memorial Drive UMC,  
Chapelwood UMC, etc.

“What Color is Your Parachute?” by

Dick Bolles: [www.jobhuntersbible.com](http://www.jobhuntersbible.com)

[www.job-hunt.org](http://www.job-hunt.org)

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

[www.js101.org](http://www.js101.org)

Internet searches: SOAR stories;  
Behavioral Interview Questions,  
Houston Networking Events; Houston  
Job Search Work Teams; Houston  
Job Fairs

# Process Steps

- Job Identification and Approval
- Job Posting
- Initial Screening
- Selection of Interviewees
- Interview Process
- Final Selection
- Offer, Negotiation, and Acceptance

## *Large Company Hiring Process*

# Job Identification and Approval

### **Activity:**

- Need for a job is identified
- Job description is written and submitted for approval
- Review & discussion conducted based on strategy, structure, and goals

### **Company Goals:**

- Manage diversity, headcount, and costs
- Internal equity in job level
- Assure all approved jobs are necessary and aligned to company success

**Barriers:** “Ping-pong” between hiring manager and leadership or HR. Activity in some other internal organization that causes delay or a rethinking of the organization or strategy. Unanticipated process limitations such as a hiring freeze or systematic delay.



*Large Company Hiring Process*

# Job Identification and Approval

*Candidate Preparation Required:*

Continue to refine your marketing plan, LinkedIn profile, and résumé.

Network: If you are networking and meeting with hiring managers, you have the opportunity to help the manager understand your value.

Once you have the basics complete, begin working on answers to common interview questions using your STAR / SOAR stories.



## *Large Company Hiring Process*

# Job Posting

### **Activity:**

- Job description is more fully developed and grade / salary range finalized.
- Candidate experience requirements and preferences are agreed upon.
- Marketing methodology is defined (internal and external posting, length of posting, use of search firms, etc.).
- Job is posted in the company system and picked up by external sources.

### **Company Goals:**

- Elapsed time from posting to acceptance.
- Ensure the hiring process can be defended in any regulatory review or internal audit.

**Barriers:** Cost control. Internal conflict about posted job level. HR backlog. For highly specialized roles, talent acquisition specialists in company may not have an idea how or where to market the job.

## *Large Company Hiring Process*

# Job Posting

### **Preparation required:**

- If networking with the hiring manager, review your notes and ensure you have fully researched the opportunity. Ensure your materials are focused toward the opportunity.
- If you are coming to this through a job board or a recruiter, make sure you fully understand the opportunity.
- Research the company, businesses, and people, prepare cover letter, fine tune résumé for the opportunity, identify and contact individuals for networking.
- Update your reference list. Contact the ones you would like to use for this opportunity.
- Continue to learn about this opportunity and continue to apply for others.

# *Large Company Hiring Process*

## Job Posting

### **Resources:**

BJM Seminars / Workshops: Networking, Résumé Prep, Working with Recruiters, Interviewing, Negotiating Offers, Job Search Work Teams

“What Color is Your Parachute?” book and website by Dick Bolles:  
[www.jobhuntersbible.com](http://www.jobhuntersbible.com)

## *Large Company Hiring Process*

# Initial Screening

### **Activity:**

- Automated screening of résumé and/or other submitted materials.
- Phone screen, web interview and/or automated video interview by HR.
- Some companies may require tests (ability, knowledge, emotional intelligence, personality, etc.).

### **Company Goals:**

- Narrow the field to a few top candidates for hiring manager to select from.
- Talent Acquisition HR will generally provide a recommendation for the hiring manager on each of the top candidates.

**Barriers:** Communication breakdowns between Manager and HR or within HR result in delays or poor matches between candidates and desired experiences. HR staffing levels.

## *Large Company Hiring Process*

# Initial Screening

### **Preparation required:**

- Prepare for phone interviews the same way you would for a face to face, in depth interview.
- Review all your materials prior to the interview.
- Practice answers to common questions, STAR/SOAR stories, exit statement and positioning statement.
- Ensure you have some focused / thoughtful questions to ask the interviewer. These should show that you have done your homework.

# *Large Company Hiring Process*

## Selection of Interviewees

### **Activity:**

- Talent Acquisition HR supplies top candidate information to Hiring Manager and HR representative.
- Hiring Manager and HR review and select candidates to interview.

### **Company Goals:**

- Narrow the field to a few key candidates to invite for interviews.

**Barriers:** Hiring manager did not account for time to review candidate information resulting in delays. Scope changes (manager may want changes in posting after seeing candidate information). Communication breakdowns between Manager and HR or within HR result in poor matches between candidates and desired experiences. Manager may want a specific candidate not listed by Talent Acquisition.

# *Large Company Hiring Process*

## Interview Process

### **Activity:**

- Interviews scheduled and conducted according to company norms.
- Candidates may be asked to make a presentation.
- Multiple interviewers will normally be used and will be provided with competency based behavioral questions to use in the interview.
- Depending on the position, second or third interviews may be required with different teams or individuals.

### **Company Goals:**

- Pick a candidate or two candidates if further reviews / interviews are required (such as a second level interview).

**Barriers:** Delays can occur as the hiring manager or others have schedule issues and are not able to conduct timely interviews. Hiring manager may desire to see the next tier of candidates after the first round, resulting in additional delays. Hiring manager may add an additional round or two of interviews for additional validation from next level, peers, or clients resulting in schedule issues.

# *Large Company Hiring Process*

## Interview Process

### **Preparation required:**

- Review all materials prior to interview.
- Be prepared for individual, small team, or panel interviews. Functional roles may have separate functional and client interviews.
- Research interviewers to have STAR/SOAR Stories, examples and questions for each.
- Practice answers to common questions, STAR/SOAR Stories, exit statement and positioning statement.
- Work on timing and content of SOAR stories to insure you provide enough information without giving away the "secret sauce" or confidential information.
- Post interview, follow-up appropriately via e-mail, phone, etc.



## *Large Company Hiring Process*

# Final Selection

### **Activity:**

- Final selection may require additional interviews.
- Hiring manager will meet with HR to finalize the selection and talk about communication with the candidate, compensation, and other issues.
- HR will remind leader of any contingencies.

### **Company Goals:**

- Get it done, ensure all details taken care of, have employee report ASAP
- Minimize negotiations.

**Barriers:** Disagreements between individuals or groups on candidate selection, changes in organization or company since the process was initiated, etc.

## *Large Company Hiring Process*

# Offer, Negotiation, and Acceptance

### **Activity:**

- Offer presented to candidate contingent upon successful background check and other required items (drug screens, TWIC, etc.).

### **Company Goals:**

- Internal equity in compensation
- Minimize negotiations
- Get candidate on board and complete process quickly.
- Understand any limitations from confidentiality / non-disclosure / non-compete agreements.

**Barriers:** Internal company compensation issues, candidate compensation expectations, confidentiality agreements, non-compete agreements, timing conflicts.

# Offer, Negotiation, and Acceptance

## *Preparation required:*

- Understand what is important to you for the negotiations.
- Be prepared. Know what items will be a deal killer for you and those that you are willing to trade or negotiate.
- Think broadly. You may be able to negotiate on issues other than base pay or vacation.

# *The Large Company Hiring Process*

## Closing Thoughts

- Be prepared! Take responsibility for what is in your control.
- Understand what the company is looking for at each step. Make it EASY for them to find it and EASY for them to understand the value that you can bring.
- Be kind to yourself. Don't lose sleep over what is not in your control. Understand your role in the process and tell your story to the very best of your ability.
- Keep going until you land the job you want.