Ready for Your Next Interview in a State of Flux

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ABSTRACT

Global pandemic caused by the Coronavirus disease since 2020 has changed lifestyle and workstyle for more than two years. The job marketing for programmers in China has already been impacted in many ways which has provided candidate with both different opportunities and new challenges. Along with changes in epidemic prevention measures, the interview process of our organization has also been altered timely. One of the most obvious changes is from face to face interview to virtual interview. We'd like to share some points based on our hiring experience in the past two years about preparation that should be considered for interviewees for programming job opportunities in this era. These points may also benefit other interviewers with a similar business scope or similar recruitment needs.

INTRODUCTION

Employers are finding ways to save recruitment costs, less cooperation with recruitment agency is one ultimately useful manner. But we all know that a professional recruitment agency could provide many benefit in hiring. Professional agency recruiters are uniquely placed to mediate between employer and candidates, especially in some specific area, which means an efficient talent identification and time saving. With less cooperation with recruitment agency, the company HR department plays more roles in hiring, which turns out a deeper collaboration between company HR department and business department, and ultimately brings a better understanding and closer connection between both parties.

UNDERSTAND INTERVIEW FROM HR'S PERSPECTIVE

There are three important parties playing roles in the full process of interview, the HR department, business department and candidates. For candidates, the outcome of interview is not only a new job, but also a new working environment, new challenges, new roles and responsibilities, and further step in their career path. For employers, the outcome of interview is not only hiring new members or obtaining new resources, but also sustainable contribution and profit.

STEPS OF INTERVIEW ALONG TIME AXIS

To make employers' outcome easy to measure, HRs brings a concept of measurable performance-driven recruitment into the process of interview, and build up methods to analysis the interview process through time frame and results.

Let's see how interview descripts along a time axis:

Step 1: Needs generated – new positions come out

Step 2: Analysis the position

Step 3: Fulfill the needs

Step 4: Verify the results

These four steps describe movements before and after an interview. Standard process or methods would make interview more smooth and efficient. Furthermore, closing the loop on interview would improve efficiency and avoid potential risk. Let's see how to closing the loop on interview from HR's perspective, in the other word, what HR's KPI is in recruitment.
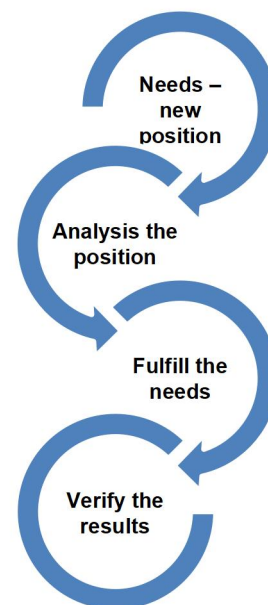

Figure 1. Four steps of interview along a time axis

VERIFY THE RESULTS OF INTERVIEW

There are four rates to describe the results of interview: recruitment accomplish rate, new hire retention rate, probation passing rate, and high performance rate.

- Recruitment accomplish rate is the basic requirement to meet in HR recruitment. For example, there are 10 new positions posted, and 10 new hires onboard, which is 100% recruitment accomplish rate.

- New hire retention rate is the proportion of new hires in a given period that remained at the company for a certain time. This rate is frequently regarded as the effort employers make to keep their employees. Necessary for any company.

- Probation passing rate is frequently regarded as the effort business department make to evaluate new hire's capability and improve new hire's skillset in order to ensuring new hire qualified for the new responsibilities. HR department is also accountable for tracking this rate in order to avoid or solve potential problems with business department.

- High performance rate is the top goal for both HR department and business department.

CLOSE COLLABORATION WITH HR RECRUITER

With deeper understanding of our partner HR, the business department would be able to have smooth and close collaboration with HR department, and benefit the recruitment in the end. The figure below describes a 10-step closed-loop recruitment process, which is a performance driven process. HR department usually drives the recruitment work following this 10-step process.

Figure 2. 10-step closed-loop recruitment process

When looking into the detailed descriptions of the interview loop, we could list out six points that business department getting deeply involved, and figure out how to collaborate with our partner HR recruiter in much more efficient way:

1. Position analysis

    Business department needs to prepare job description before hiring starts, since the job advert needs

to clearly outline what the job entails and what capabilities or skillset the position needs so that both our partner HR and the applicants understand the job role and accountability.

In addition, the business department have to help HR to buildup portrait of talents. There are many benefits of building up portrait of talents, the obvious one is to minimize the misunderstanding between HR and business department in negotiation by providing some simple and straightforward descriptions. For instance, we can tell HR that we need a candidate with similar skillsets or working experience just like the star staff Peter we have right now. Since HR knows Peter well, so that he/she can easily find a right talent.

2. Resume prediction

Resume selection is the first round selection, it's really time consuming since our HR have to review tons of resume per day. In order to help HR recruiter to quickly target right candidate, we can try to list out the key requirements in words or short description, such as statistical analysis software usage experience, industry experience, TA knowledge, leadership mindsets, etc.

3. Interview & Assessment

Running interview with a standard process will give a profession impression to candidate. When running assessment, a standard evaluation system with same scale would ensure the justice. And when interview finished, it's important to share business department's feedback with HR, including person-job fit, expectation and any useful information may help HR successfully move forward to offering process.

4. Onboarding

Onboarding officially starts when the candidate signs the offer letter. Get the candidate excited while simultaneously affirming they've made the right choice to take a chance on a new job.

- A warm welcome and kindness to help new hires to find their feet.

- Share role-relevant information and documentation, including background details on specific assignments the candidate might take on when they officially start.

- Share information (and preferably pictures or videos) highlighting our work anniversary celebrations and other events unique to our company.

5. Probation

Probation usually last anywhere between 3 to 6 months. It lets both the employee and the employer get to know each other better before the organization can offer him/her a regular or permanent position. To help new hires passing their probation period successfully, line managers can try these:

- Understand their challenges

- Accelerate their learning

- Make them part of the team

- Connect them with key stakeholders

- Give them direction

- Help them get early wins

- Coach then for success

6. Performance evaluation

Good performance management during and after the probationary period is critical for the employee's success.

- Provide clear performance management by setting a SMART goal. SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Timely.

- Provide a well-designed training system
- Tracking, feedback and evaluation regularly

CONCLUSION

By understanding interview from HR's perspective, business department can design and adjust own interview process in order to achieve the same KPI with HR department, simultaneously firming excelsior collaborative recruitment and hiring process in the end. As a result, business department is able to get right talent in place to fulfill more and more challenging business needs and support new drug development.

REFERENCES

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