

# CAREERS

## Narrowing the Field, Making a Selection

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SPECIAL TO THE DAILY SOUND

Just as you need a system to help you quickly and effectively sort through resumes and decide whom you would like to interview, it is critical that you have a plan when faced with the next step, making the “right” selection. It is possible that you will have several well-qualified applicants that you would consider hiring. There are several things to consider before making your final selection.

Meet with all those involved in the interviewing process to discuss each applicant in depth. It is important to look back at the job requirements list you used to sort through resumes to determine the following: Which applicants have the skill set required to do the job? Are they capable of doing the essential job functions? Does their level of experience reflect an ability to effectively and efficiently do the job? Did they give concrete examples of prior success in completing tasks and projects of a scope that mirrors the requirements of the position you are filling?

Once you have determined which finalists meet the “technical” requirements of the position, you’ll then want to look at how they might fulfill other aspects of the job. Consider work style—yours, theirs, and your team’s. Consider the dynamics of the team and how each individual would assimilate. How would each individual add value to your business? What are their strengths? Weaknesses? How would these impact your department and the organization? Consider the goals of the applicants and how they align with the goals of your business.

Candidate A may have all the experience you are looking for with the appropriate skill set, but may not express an interest in new experiences and learning new skills. Candidate B may not have as many years of experience as Candidate A, but shows enthusiasm and a desire to grow. Chances are good that your selection pool will be filled with candidates with very different assets, backgrounds, and career goals. You are charged with figuring out which combination will be the right “fit” for the position you have available as well as the best fit for the team they will be working with. As crucial as company culture is to ensuring a good fit, though, it’s not an excuse to discriminate, so educate yourself about employment laws and don’t pass over candidates based on protected status such as race, sex, age, or national origin.

Taking the right steps and making the right selection the first time will save your bottom line in the long run by minimizing turnover costs. In addition, having considered all of the elements of the job, including team dynamics, will likely decrease potential workplace turbulence. You want to make sure you select the best overall match for the position. You want the applicant who will add value to your business and get along with the team.

Prior to making your final selection and making a job offer, you will want to verify the applicant’s references to ensure their credibility. Keep your eyes peeled for our next article on conducting reference and background checks.

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