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**Hiring is a key part of any business, no matter how large or how small. That does not, however, mean it's always an easy process, especially as the way business looks drastically changes. Let's face it — if your hiring process in 2022 looks exactly like it did in 2019, then you're behind the curve.**

**In this special report, we've collected the best of Business Management Daily's advice on proper hiring practices and common mistakes to avoid. It's not enough to find good talent, the hiring process is make-or-break when it comes to securing them and keeping them with the company.**

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# What your hiring process should look like in 2022

Long gone are the days when adding staff meant posting a “help wanted” sign today and bringing aboard a new employee tomorrow. The modern hiring process, especially in times of low unemployment, involves numerous steps.

Businesses must spend time figuring out what type of talent they need and how to attract qualified candidates. Then, they need to evaluate resumes received, decide who merits an interview, and verify the credentials of individuals they might want to hire. Once extending an offer letter, the employer may still need to go through negotiations with the prospective hire to arrive on mutually satisfactory terms. Lastly, HR departments should onboard with intention to ensure legal compliance, cover all important matters, and give the new employee confidence that he made a wise career decision.

Sound complicated? Below, we break down these actions into manageable steps to make the hiring process as straightforward and organized as possible.

## Identify needs

The hiring process starts with human resources and management determining if a need exists to fill a vacant position or expand the current workforce. When the answer is “yes,” they then focus on job requirements in order to create a job posting that attracts the right candidates.

### Issues to consider include:

- What are the key responsibilities of the position?
- Is the position remote, on-site, or some combination?
- What are the daily tasks for which the person will be responsible?
- What are the “must-have” skills to include in the job description?
- What qualities or abilities would be desirable in a job applicant but not necessarily required?
- What degrees, certifications, or licenses are pertinent?
- What type of work history, including years of experience, should we require?
- What traits might make someone a good cultural fit with our organization?

Hiring managers often rely on templates to ensure their new job listings cover everything they should. Make sure, too, that the final version addresses what every candidate wants to know, “What’s in it for me?” Present a salary range. Tout benefits, especially unique or exceptional ones, such as choice of healthcare plans, unlimited time off, or flexible schedules. Use action verbs that create energy and help readers visualize themselves in the role. Standing out during a labor shortage can mean the difference between a strong talent pool and a lack of interest.

## **Recruit qualified candidates**

Options abound as to where human resources can advertise a job opening. The careers page on the company website is an obvious starting place in the recruitment process, as people interested in the organization likely check there regularly.

Other methods of getting the word out about a new job include:

- Job boards, general and/or niche
- Social media
- Job fairs
- Employee referral programs
- Networking with area colleges

It also can pay to check applications you already have on hand. Someone who sent a blind cover letter and resume earlier in the year or a person who previously interviewed for a position but did not get offered the job may prove a good match for this new job.

## **Evaluate applications**

While some hiring managers still glance at every cover letter and resume that comes their way, many rely on Applicant Tracking Systems. ATS technology identifies the most promising candidates based on the occurrence of predetermined keywords in their submission. Such pinpointing provides a great starting place as to which cover letters and resumes to read in full.

## **Interview the most promising applicants**

After you review applications to determine the best candidates, start the interview process. Conducting a phone interview first often proves a great way to learn more about selected job applicants. Since many workplaces still have pandemic-related limitations on who can come into the building, phone interviews also assist in reducing the number of on-site interviews.

Schedule interviews with candidates deemed promising based on the phone interview. Depending on your organization's hiring process, this might involve applicants conversing one-to-one with a human resources rep, chatting with departmental leaders, or interacting with a whole hiring team. These formal rounds of interviews may take place in person, via Zoom, or some combination thereof.

To give every candidate a fair chance and to ensure legal boundaries do not get overstepped, interviewers generally come up with (and stick to) a predetermined list of interview questions. Such consistency keeps the interview focused on relevant matters and gathers the same type of info from each interviewee.

While interviewers may pose yes/no questions to verify statements made on a person's resume or LinkedIn profile, try to ask questions that require a greater answer. Open-ended questions reveal more about the potential new hire, and they provide the opportunity for the interviewee to showcase communication skills.

And while you will undoubtedly want to spend time highlighting the merits of your organization, avoid dominating the conversation. Carefully listening to an interviewee's responses and providing ample time for the candidate to ask questions offers valuable insight into the person's qualifications, personality, and cultural fit.

## **Conduct a thorough check**

When you have narrowed the hiring decision down to one or two top candidates, scrutinize before hiring. Perform reference checks. Verify educational attainment and work history. Run background checks. Now is the time to discover a lie or a criminal record, not later when your new employee underperforms or causes trouble.

Hiring managers also often look carefully at a person's online presence. A lack of judgment or professionalism on social media, for instance, should raise red flags.

## **Make an offer**

When all relevant parties in the selection process agree on who they wish to hire, extend an offer of employment. A human resources representative typically performs this action through a phone call or email. In either case, the rep should make it clear that this is an actual offer of employment, not more interviewing.

**Job offers generally include specifics such as:**

- The name of the position being offered, its main responsibilities, and who it reports to.
- The start date.

- The position's salary.
- Benefits for which the person is eligible.
- A breakdown of vacation, sick days, and other paid time off.
- Where the work will be performed (on-site, remote, hybrid).
- A schedule of hours or how many hours will be worked per week.
- Any other conditions of employment.
- The length of time a candidate has to respond to the offer.

Sometimes a candidate will accept the terms presented, and HR can move on to spelling out everything in a formal offer letter for the new employee to sign. Other potential new hires choose to negotiate. They may jockey for, perhaps, higher pay or an adjustment to the schedule. Hiring teams often discuss what they will or will not budge on before contacting a candidate. Or, the HR rep may reconvene the hiring team after being presented with candidate concerns to decide if changes can be made. Back and forth may occur between all sides involved until parties agree on terms or the final job offer expires.

## **Onboard with care**

A new employee spells plenty of activity for the human resources department. Using a checklist ensures nothing inadvertently gets overlooked.

**While the items on such a list vary by organization, some of the most common things needing completion include:**

- Issuing an ID badge, parking pass, keys, and other company equipment.
- Setting up a company email address and providing login information.
- Handing out an employee handbook, answering related questions, and obtaining a signature from the new hire confirming she has reviewed it.
- Distributing and ensuring receipt of federal and state W-4 forms.
- Verifying employment eligibility through examination of personal identification documents and completing an I-9 form appropriately.
- Explaining various company benefits, answering questions about them, and assisting with related paperwork.

- Obtaining emergency contact information.
- Collecting direct deposit information for payroll.
- Setting up the individual for applicable videos and modules covering topics such as safety, expectations, office procedures, and company history.
- Introducing the new employee to appropriate staff members within the organization and perhaps assigning a mentor.
- Presenting “welcome” swag such as a company-logo shirt or keychain.

HR also alerts appropriate departments to the new arrival. Maintenance may need to prepare a workstation before the person’s first day, or IT might require a heads-up to issue database access.

Perhaps most importantly, human resources should notify the new hire’s immediate supervisor of the start date. The two sides can coordinate activities so that HR-related matters get accomplished while the person also begins contributing to his new team. The first days of employment make a huge, lasting impression. Make them as welcoming, interesting, and seamless as possible. You’ll solidify in the new employee’s mind that this is a great place to work!

## **6 common hiring mistakes to avoid**

No employer wants to make a bad hiring decision. Bringing aboard someone who ends up performing inadequately or proving a poor cultural fit affects productivity and office morale. Whether you end up firing the new person or the individual realizes on his own that this job isn’t for him and leaves, the company is back to square one in the hiring process — plus time and money wasted.

The labor shortages many industries face at the present time make hiring mistakes easier than ever to commit. Hiring managers desperate to fill roles may cut corners in the hiring process, only to discover down the line that they selected the wrong person.

While there’s no way to guarantee whoever you hire will end up as a perfect match, employers can take action that increases the odds of not hiring the wrong candidate. Monitor your behavior to ensure you don’t fall prey to these six common hiring mistakes.

### **Writing an inaccurate job description**

Finding talent truly in line with your needs begins with crafting a spot-on, thorough job description. Don’t just dust off the last job ad you wrote for that role and deem it sufficient. Identifying the essence of the job opening as it stands now brings forward ideal candidates with

the background and skill set necessary for success. You can't really blame a new hire for not living up to current expectations if you advertised for old qualifications.

Spend time figuring out key responsibilities. Think about essential characteristics for a top performer. Create a job posting that clearly outlines what the person who gets hired will be doing on a day-to-day basis and how that fits into the overall operation of the company.

In your quest to get noticed, watch that you still remain truthful. Yes, you want to present the opportunity in the best possible light. However, omitting unattractive yet important parts of the job does not help anyone in the long term. If your new hire quits after learning during onboarding that she's expected to work every other Saturday, that's on you.

## **Speeding through the hiring process**

Unfilled positions mean less productivity. Thus, in an effort to fill them quickly, hiring managers may cut corners. Instead of conducting phone interviews with several potential great candidates, they may jump to inviting just a few in for formal conversations. This haste could exclude individuals who might have proven a better match. It also can lead to "settling" for someone who was interviewed because of not wanting to waste the effort expended.

During a hurried interview process, job candidates may meet with fewer employees of the company. They might, perhaps, talk with someone in human resources and the immediate supervisor in the department that's hiring but not interact with any other team members. The result is that fewer people weigh in on hiring decisions. This lack of interaction means less to go on. Eyes and ears that may have spotted potential problems with the job candidate never had the opportunity to notice.

## **Skipping the background check**

It would be nice to think of all job seekers as professionals who present a truthful resume. Research shows, however, that 85% of employers have caught [candidates lying](#) on their applications.

The repercussions of these fibs vary. You may bring aboard someone who lacks the education, licensure, and skill set to perform the tasks for which he was hired. Worse yet, you could endanger your company's funds, staff, and reputation by employing a person with a criminal history. The bit of extra time it takes to run a background check, contact references, and verify information is a drop in the bucket compared to the trouble that could ensue by neglecting those safeguards.

## **Ignoring company culture**

The best candidate for an open position is not always the one with the most credentials or experience. Hiring a new employee who is not a good cultural fit can cause problems. First, the

new hire may feel out of place. This dissatisfaction can impact performance and retention. Second, she may not bond well with others on staff, which could affect communication, teamwork, and morale.

Try to evaluate cultural fit during the interview process. Ask questions about how the candidate has approached various work situations in the past. How does their style and behavior mesh with your office's vibe? A non-competitive person, for instance, may feel uncomfortable in an assertive environment. Or, a person who thrives on having a clear outline of individual job responsibilities may not enjoy a looser, more collaborative workplace.

Since job seekers want to be happy in the role they accept, they often scrutinize job postings and social media for information on a prospective company. Provide a vivid, truthful picture. You'll attract candidates who can envision themselves working at your organization and deter those looking for something different.

## **Failing to listen**

Is it possible that an interviewee dropped clues that he would not be a good match for the role, but you didn't catch them? From overworked human resources staff determined to stay on schedule to well-intentioned hiring managers spending too much time touting the company, those involved in the hiring process often make the common mistake of not listening.

Letting candidates talk reveals many things. It demonstrates their ability to communicate and conveys their enthusiasm (or lack of it) for the job at hand. It offers insight into their past, their personality, and their priorities. Sometimes, what they say contradicts what's on their resume or LinkedIn profile — and you need to catch that to get at the correct information.

Watch that your interviews do not focus too heavily on questions requiring a simple yes or no answer. Rather, formulate open-ended questions that force the applicant to think and talk. And when they do respond, stay silent and take in what they are saying.

## **Settling because you feel limited**

Lastly, employers under pressure sometimes ignore their qualms about a candidate. They hire and hope for the best because they don't see a better alternative. Unfortunately, too often the result is a bad hire.

Altering your mindset can be a more effective strategy. Perhaps you are overlooking highly teachable candidates with a solid work history in another industry who possess soft skills transferable to your field. Maybe you are too busy looking for someone who fits a certain mold to give proper consideration to an energetic older candidate. Take a serious look at the "musts" for the position and at your own possible biases.

If lack of applicants truly is the problem, consider casting a wider net. As remote work during the pandemic demonstrated, many jobs can be performed off-site. Without geographical boundaries, more potentially perfect candidates can apply.

Also, consider shaking up your talent acquisition methods. If job boards aren't generating the pool you want, maybe a hiring strategy centered around an employee referral system or a targeted social media campaign would lead to better outcomes.

Or, take a look at how your best employees came to the company. Maybe internships led to great hires or an ad on a certain industry website proved profitable. Invest resources in what has worked rather than wasting money on efforts that have not paid off.

## **Bonus Case: Refusing to hire a litigious applicant could be illegal**

If you haven't read the class-action lawsuit that Brian Flores (the fired coach of the Miami Dolphins) filed against the NFL and three of its teams, you should. It reads like a law school employment law exam question. It has allegations of systemic racial discrimination, fraud, bribery, and even a smoking gun text message.

This lawsuit will likely bring much-needed change to the NFL's hiring practices. It will also likely mark the end of Flores' coaching career, a fact that he readily admits.

Flores has turned himself toxic. Yet any team refusing to hire Flores now because he sued over the NFL's discriminatory hiring practice would likely be committing unlawful retaliation. But that doesn't mean teams still won't steer clear of him.

### **Lawsuit = protected activity**

Filing a lawsuit claiming an employment law violation is protected activity. Refusing to hire someone who engaged in protected activity is unlawful retaliation. Thus, refusing to hire someone because that person filed a lawsuit claiming an employment law violation constitutes unlawful retaliation.

Thus, if someone can prove that a prospective employer is refusing to hire him because of his prior lawsuit against a former employer, then that applicant would have a solid retaliation claim.

Hunches, however, do not equal proof. And the proof, as they say, is in the pudding. It may be that other applicants are more qualified (lawful). Or it may be that the employer is wary of hiring a qualified, but litigious, employee (unlawful).

Employers do not like getting sued. Therefore, it makes sense they want to minimize that risk by not hiring employees who show a propensity to sue other employers. Employers need to

understand, however, that such a rationale is retaliatory. And that could result in the very lawsuit they are trying to protect against.

## **What's the answer for businesses?**

Hire blind. Most lawsuits aren't as highly publicized as Flores' lawsuit, so you'd never hear about them unless you search.

If you are going to search applicants' backgrounds for civil lawsuits, limit the search to lawsuits that relate to the job (lawsuits against the applicant involving issues of dishonesty, for example). If you don't look for protected activity, you will be able to insulate yourself from a retaliation claim that could result from it.

Finally, if you happen to come across a lawsuit against an ex-employer in an applicant's past, do the right thing and ignore it. Hire based on ability and qualifications, not litigiousness and fear.