UNDERSTANDING YOUR ROLE
“Essentials of a Hiring Manager”
Session 1
UNDERSTANDING YOUR ROLE
“Essentials of a Hiring Manager”
Specific Action Items to Improve Hiring Outcomes
ROAD MAP FOR OUR DISCUSSION

- Making the Case for Great Hiring
- Defining Hiring Needs - Recruitment Strategy (Job Scoping) Session
- Sourcing
- Assessing
- Making the Hiring Decision
- Onboarding
LEARNING OBJECTIVES

By the end of this section, you will…

- Identify the forces that are making getting to the right selection decision difficult
- Understand the benefits of good hiring decisions for Harvard Campus Services as well as the new hire
- Identify personally relevant reasons to invest in making good hiring decisions
IT’S GETTING HARDER TO MAKE GOOD HIRING DECISIONS
Making the right selection decisions is getting harder given the realities you face as a hiring manager

Today’s Hiring Reality

| Economic Volatility | Market uncertainty places a premium on good hiring  
Performance demands in this environment drive the need to reduce vacancy costs while filling positions with steady performers. |
|---------------------|--------------------------------------------------------------------------------------------------|
| Job Complexity      | Complexity of jobs we are hiring for is increasing  
Position variety has increased and roles are more complex. |
| Low Employee Loyalty| Readiness to change jobs heightens the importance of selecting the “right” candidate  
Managers expect shorter employee tenure as the number of “job-changers” under 30 increases. |
| “Back-Door” Reference Checking | Enhanced ability of candidates to “back-door” reference check our organization reinforces the need for greater accuracy (and consistency) in conversations with candidates  
Web sites like Vault.com and others shape candidate’s perceptions of our organization and our jobs. |
HIRING DECISIONS ARE YOURS AND THE CANDIDATES’
Only 50% of selection decisions are win-win for both you and the new hire

Relationship Between Hiring Manager and New Hire Confidence in Their Decisions

- "Hiring Manager Remorse": 26%
- "Win-Win": 50%
- "Lose-Lose": 6%
- "New Hire Remorse": 18%

24% of the time it is the new hires who are not confident in their selection decision.

32% of the time it is the hiring managers who are not confident in their selection decision.

MAKING THE CASE FOR GREAT HIRING > DEFINING HIRING NEEDS > SOURCING > ASSESSING > MAKING THE HIRING DECISION > ONBOARDING
HIRING IS AN IMPORTANT PART OF YOUR JOB
When you make the wrong hiring decisions, you suffer decreased new hire performance, and the new hire will be less engaged and less likely to stay.
BREAKOUT SESSION

How would having a poor hire in seat disrupt your team’s goals and culture?

Instructions!

1. Recreate or consult your list of current initiatives and priorities.

2. In groups, discuss specific ways that a bad selection decision could impact or has impacted:
   1. Your ability to meet goals
   2. Your project timelines
   3. The morale of your team

3. Develop one list per group of the five most important reasons to invest time and effort into making good hiring decisions.

4. Share with the entire group.
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LEARNING OBJECTIVES

By the end of this section, you will...

- Identify key areas and topics of discussion between hiring managers and Recruiting or HR consultants during a Recruitment Strategy (Job Scoping) Session

- List important questions to ask your recruiter or HR consultant during a Recruitment Strategy (Job Scoping) session

- Discuss key job information that is difficult to immediately articulate and how to answer key questions about the job and organization
CONDUCT COMPREHENSIVE NEEDS ANALYSIS IN ADVANCE OF JOB POSTING
Before posting jobs, you and your HR consultant or recruiter must spend time clearly defining the need

Job Scoping Questions

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</thead>
<tbody>
<tr>
<td>Sample Scoping Question:</td>
<td>Was this hire budgeted or forecasted for?</td>
<td>What are the labor market factors that might affect availability of candidates?</td>
<td>What minimum qualifications must the candidate possess?</td>
<td>How flexible is the compensation package?</td>
<td>What are the primary responsibilities of the individual in this position?</td>
<td>How soon could a high-quality hire expect a promotion?</td>
</tr>
</tbody>
</table>
CALIBRATE LOGISTICAL AND COMMUNICATION EXPECTATIONS WITH YOUR RECRUITER
Get on the same page with recruiters regarding likely applicant quality and recruiter timelines

Checklist of Questions to Discuss with Your Recruiter

- What are the labor market realities to consider?
- What priorities am I willing to trade if necessary (e.g., is it more important to hire someone quickly or to spend the time to get a high-quality hire in seat)?
- What logistical plans should we put in place (e.g., a standing check-in meeting)?
- What sourcing options should we consider?

Components of a Hiring Service Level Agreement

1. Timelines
2. Schedule Barriers
3. Ongoing Communication
4. Priorities & Trade-Offs
5. Responsibilities
6. Sourcing Plan
7. Stipulations
Session 2
UNDERSTANDING YOUR ROLE
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LEARNING OBJECTIVES

By the end of this section, you will...

- Have an overview of OFCCP regulations regarding recruitment
- Outline the spectrum of hiring manager involvement in finding potential candidates
- Identify ways to create a list of potential candidates
- List key components of an effective outreach message
THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS (OFCCP)
The OFCCP is a government agency that enforces for the benefit of job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required of those who do business with the Federal government.

Legal Overview

- Executive Order 11246 (race, color, religion, sex, national origin)
- Rehabilitation Act (disability)
- Vietnam Era Veterans’ Readjustment Assistance Act (veterans status)

Affirmative Action Requirements

- Increase participation of women and minorities in the workplace so employment equals labor availability
- Set placement goals, adopt good faith measures, track progress towards goals

OFCCP’s Enforcement Authority

- Enforces affirmative action obligations (e.g., record keeping)
- Investigates individual and systematic discrimination (including hiring and compensation)
  - Feb 2011: OFCCP announces $1.65M settlement in systematic hiring discrimination case
  - September 2013: OFCCP administrative Law Judge orders Bank of America to pay $2.2M in race-based hiring discrimination case.
LESSONS LEARNED DURING LAST OFCCP REVIEW
Disconnect between goals and recruitment activity, and lack of standard processes, policies, guidelines, and training.

Best Practices

- Develop consistent method of documenting good faith efforts and recruitment strategies
- Capture information in ASPIRE as a system of record
- Embed affirmative action compliance responsibilities in all positions with recruiting and hiring authority
- Create awareness of goals on part of hiring managers
- Develop in advance strategies for outreach in all job groups with goals
PARTNER WITH RECRUITING TO FIND THE BEST CANDIDATES
You can play a part in finding the best candidates for your positions

Spectrum of Hiring Manager Partnership in Sourcing

- Provide Recruiting with Market Intelligence
- Share Their Rolodex with Recruiting
- Learn How to “Sell” the Firm’s Jobs
- Be Mindful of Recruiting Prospects at Networking Events
- Send E-mails on Behalf of Recruiting
- Conduct Outreach Calls to Prospective Talent

Degree of Involvement

- Low: Information Sharing
- High: Targeted Outreach

MAKING THE CASE FOR GREAT HIRING > DEFINING HIRING NEEDS > SOURCING > ASSESSING > MAKING THE HIRING DECISION > ONBOARDING
REACH OUT TO INDIVIDUALS IN YOUR INDUSTRY AND GEOGRAPHY
Get to know the typical profile of the ideal candidate for the positions you hire

Considerations for Determining the Ideal Candidate Profile

Where are we best known?
Candidates are most receptive to organizations with well-known brands or are in their preferred region and industry.

How transferrable is the skill set of the position(s) I hire for?
Individuals with less specialized skills are more inclined to switch industries than relocate, and individuals with specialized skills are more willing to relocate than switch industries.

Building a List of Potential Candidates for Your Positions

✓ Individuals referred by your colleagues

✓ Candidates that you or your colleagues interviewed in the past who didn’t get the offer, but possess needed skill sets (silver medalists)

✓ Individuals you have met at conferences or through your professional networks

✓ Current employees in the internal labor market

✓ Individuals at organizations that recently announced layoffs or other structural changes
LEAD WITH OPPORTUNITY-FOCUSED MESSAGES
There are some messages that are more likely to drive initial interest in your positions among potential candidates

Objectives for the Initial Conversation

✓ Take every opportunity to promote Harvard Campus Services (e.g., its locations, market position, stability)

✓ If the prospect is unfamiliar with Harvard Campus Services, be prepared to give the 30-second “elevator pitch” that creates familiarity with and interest in our organization

✓ If you are able, begin conversations with prospects by mentioning opportunities for better compensation, higher seniority, or more rapid career advancement

✓ If compensation, seniority, and career advancement would not change, lead with alternative messages around development, benefits, and work-life balance

✓ Be prepared to respond to common questions

✓ Understand the prospect’s current position and future career goals

✓ Get a sense of the general availability/timing of when the prospect might consider a move

✓ Gain the prospect’s buy-in for continuing an ongoing relationship
KEEP THE CANDIDATE RELATIONSHIP WARM OVER TIME

Maintain two essential goals throughout the cultivation period

Objectives for Long-Term Relationships with Potential Candidates

The “Soft” Sell

- Increase their interest in our organization
- Identify factors that could positively or negatively impact their willingness to apply

The Subtle Selection

- Learn more about their qualifications
- Learn more about how they might fit into our work environment

Candidate Outreach Guidelines

- Reach out at least once every three months
- Contact prospective candidates at home, if possible

MAKING THE CASE FOR GREAT HIRING > DEFINING HIRING NEEDS > SOURCING > ASSESSING > MAKING THE HIRING DECISION > ONBOARDING
BREAKOUT SESSION

What will you talk about with potential candidates?

Instructions

1. In front of the group, one volunteer will act as themselves, and another volunteer will act as a potential candidate for a position that the first volunteer hires for.

2. The volunteers will act out a phone or live conversation, where the hiring manager uses the principles we have discussed to engage the potential candidate and the potential candidate asks common questions.

3. After the conversation, discuss the following as a group:
   1. What points did the hiring manager bring up with the candidate? Are these likely to sell the candidate on the position?
   2. What types of questions did the potential candidate ask? How should hiring managers respond?
   3. What worked well? What would you do differently?
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- **Assessing**
- Making the Hiring Decision
- Onboarding
LEARNING OBJECTIVES

By the end of this section, you will...

- Identify the reasons for and differences between descriptive and demonstrative interview activities
- List potential demonstrative activities for a specific position
- Review methods for ensuring accurate information is shared with the candidate
- Discuss components of good candidate experience
ASK THE CANDIDATE TO DEMONSTRATE, NOT JUST DESCRIBE, RELEVANT SKILLS
You can increase the accuracy of information you gather from candidates, and consequently their performance, by observing candidates demonstrate their skills and abilities.

<table>
<thead>
<tr>
<th>Descriptive Interview Activities</th>
<th>Demonstrative Interview Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask the candidate to describe…</td>
<td>Ask the candidate to…</td>
</tr>
<tr>
<td>- how he/she responded to particular situations in the past.</td>
<td>- demonstrate how he/she would solve particular problems faced on the job.</td>
</tr>
<tr>
<td>- the skills he/she has.</td>
<td>- demonstrate his/her people skills.</td>
</tr>
<tr>
<td>- potential weaknesses, skill gaps, or areas for improvement.</td>
<td>- work through an example problem or question.</td>
</tr>
<tr>
<td>- his/her career plans beyond the current job.</td>
<td>- act out or play a particular role.</td>
</tr>
<tr>
<td>- how he/she would respond to a particular situation in the future.</td>
<td>- provide a writing sample.</td>
</tr>
<tr>
<td>- what he/she likes to do.</td>
<td>- participate in a job sampling.</td>
</tr>
<tr>
<td>- the type of person that he/she is.</td>
<td></td>
</tr>
</tbody>
</table>
PROVIDE ACCURATE INFORMATION DURING THE INTERVIEW
Use your interactions with candidates to ensure they have accurate, complete information about the job and organization

Methods to Ensure Information You Provide to Candidates Is Accurate

- Perform or shadow the job
- Ask your recruiter or HR consultant to sit in on some of the interviews to screen the candidates
- Create a list of best and worst aspects of the jobs you hire for using information from current employees in role to sharpen your conversations with candidates
- Intermittently schedule a peer of the open position to join you for interviews to provide feedback to you after the interview
- Solicit feedback from new hires regarding the accuracy of the information they received from you during the hiring process
RESPECT THE CANDIDATE’S TIME THROUGHOUT THE PROCESS
For all candidates—but particularly senior level hires—respecting the candidate’s time is a critical driver of quality of hire

Tips for Respecting Candidates’ Time

<table>
<thead>
<tr>
<th>Interview Scheduling</th>
<th>Pre-Interview Coordination</th>
<th>Interview Day(s)</th>
<th>Post-Interview Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Schedule interviews in blocks to minimize return visits</td>
<td>▪ Make sure the candidate knows where to stay if they are traveling from out of town</td>
<td>▪ Assign a point person to meet and shepherd the candidate through interviews</td>
<td>▪ Provide the candidate with a realistic timeline for follow-up</td>
</tr>
<tr>
<td>▪ Set a reasonable limit to the number of interviews</td>
<td>▪ Emphasize to the interview team the importance of not cancelling interviews, and of starting and ending the interviews on time</td>
<td>▪ Insist that candidate interviews end on time, particularly for candidates travelling long distances</td>
<td>▪ Agree with Recruiting on protocols for appropriate follow-up timeframes for responding to candidate queries</td>
</tr>
<tr>
<td>▪ Ensure each interviewer has designated areas to cover to avoid redundancy</td>
<td></td>
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</table>

MAKING THE CASE FOR GREAT HIRING > DEFINING HIRING NEEDS > SOURCING > ASSESSING > MAKING THE HIRING DECISION > ONBOARDING
ACTIVELY SELL THE CANDIDATE ON THE OPPORTUNITY
Sell each candidate on the offer across the entire hiring process, not just once an offer has been extended

Candidate Conversion Checklist

- Ensure offer is made on time
- Send congratulatory messages
- Encourage future colleagues to send individual congratulatory messages
- Make follow-up call to reiterate contact information and availability for questions
- Schedule and conduct follow-up call if negotiations are necessary
Session 3
UNDERSTANDING YOUR ROLE
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LEARNING OBJECTIVES

By the end of this section, you will...

- Review common hiring decision pitfalls and guardrails to protect against them
- Review a sample candidate evaluation matrix
- Discuss the importance of timely decision-making
GUARD AGAINST TYPICAL PITFALLS OF THE HIRING DECISION

There are many ways for your selection decisions to go awry.

<table>
<thead>
<tr>
<th>Common Hiring Decision-Making Risks</th>
<th>Guardrails</th>
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<tbody>
<tr>
<td><strong>Follow the Leader</strong>—Tendency of consensus to follow preference of senior stakeholder</td>
<td>Require the most senior leader to give hiring opinions last</td>
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<tr>
<td><strong>Pressure Cooker</strong>—Decision-making under pressure from internal or external sources</td>
<td>Ensure at least two candidates reach the final decision stage</td>
</tr>
<tr>
<td><strong>Groupthink</strong>—Danger of an individual holding back opinions to follow the group majority</td>
<td>Have a moderator encourage the hiring team to provide diverse opinions</td>
</tr>
<tr>
<td><strong>Visceral Reaction</strong>—Declining a candidate due to factors unrelated to job performance</td>
<td>Substantiate candidate concerns with objective examples</td>
</tr>
<tr>
<td><strong>Deciding in a Fog</strong>—Making a decision without all data having been gathered</td>
<td>Ask for all available data about the candidate</td>
</tr>
<tr>
<td><strong>Playing It Safe</strong>—Opting to hire the safe candidate rather than the best candidate</td>
<td>Before confirming the final decision, list the reasons for opting against declined candidates</td>
</tr>
</tbody>
</table>
ADHERE TO A RIGOROUS DECISION PROCESS
Using formal decision-making tools helps ensure you are not overlooking or over-weighting certain candidate qualifications

Candidate Evaluation Matrix

<table>
<thead>
<tr>
<th>Competency (Technical and Behavioral)</th>
<th>Competency Weight</th>
<th>Candidate A:</th>
<th>Candidate B:</th>
<th>Candidate C:</th>
<th>Candidate D:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Raw Score</td>
<td>Weighted Score</td>
<td>Raw Score</td>
<td>Weighted Score</td>
<td>Raw Score</td>
</tr>
<tr>
<td>Project Management</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>4</td>
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Total Weighted Score

Comments

MAKING THE CASE FOR GREAT HIRING > DEFINING HIRING NEEDS > SOURCING > ASSESSING > MAKING THE HIRING DECISION > ONBOARDING
### Candidate Evaluation Matrix

<table>
<thead>
<tr>
<th>Competency</th>
<th>Competency Weight</th>
<th>Candidate A: Jack Nelson</th>
<th>Candidate B: Maria Sharapova</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management (Assessment Test)</td>
<td>3</td>
<td>80</td>
<td>240</td>
</tr>
<tr>
<td>Multitasking and Attention to Detail</td>
<td>5</td>
<td>81</td>
<td>405</td>
</tr>
<tr>
<td>(Demonstrative Exercise)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oral and Written Communication</td>
<td>2</td>
<td>75</td>
<td>150</td>
</tr>
<tr>
<td>(Writing Sample and Presentation)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networking (Interview)</td>
<td>4</td>
<td>90</td>
<td>360</td>
</tr>
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</table>

**Total Weighted Score**

|                          |                   | 1155                     | 1120                       |

**Comments**

In comments during the interview, Jack remarked twice that he saw this position as “an interim”, “for a time.” When asked about a timeframe, he became uncomfortable and didn’t answer. Concerns about his retention aside, he is very experienced and will likely have a relatively short onboarding timeframe.

A great deal of enthusiasm for this position. Sees herself as a “career exec assistant.” Intent to stay seems high. She has a few small skill gaps but demonstrated she is a quick learner. Onboarding may be slightly longer than average, but her enthusiasm, initiative, and career history leads me to think she’ll stay in the position for a while.
REACH A DECISION ON WHOM TO EXTEND THE OFFER TO IN A TIMELY FASHION

With every day that you wait to extend the offer, quality of hire declines as the best candidates remove themselves from consideration.

**Time Gap Between Final Interview and Offer Extension: Impact on Quality**

<table>
<thead>
<tr>
<th>Impact on Quality</th>
<th>Time Gap Between Final Interview and Offer Extension</th>
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</thead>
<tbody>
<tr>
<td>0.0% (10.0%)</td>
<td>The Same Day</td>
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<tr>
<td>0.0% (5.0%)</td>
<td>The Next Day</td>
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<tr>
<td>1.0% (2.6%)</td>
<td>2 to 3 Days Later</td>
</tr>
<tr>
<td>2.6% (2.6%)</td>
<td>4 to 6 Days Later</td>
</tr>
<tr>
<td>4.0% (4.0%)</td>
<td>1 to 2 Weeks</td>
</tr>
<tr>
<td>6.0% (6.0%)</td>
<td>2 to 4 Weeks</td>
</tr>
<tr>
<td>6.6% (6.6%)</td>
<td>More Than 4 Weeks</td>
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<tr>
<td>7.4% (7.4%)</td>
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**Four Ways to Improve the Timeliness of the Decision Process**

1. Ensure the decision meeting is scheduled at the same time the interviews are scheduled.
2. Set mandatory attendance protocols for the decision meeting and require that a hiring decision be reached at the meeting itself.
3. Require that interview evaluations are turned in immediately following interviews by anyone not attending the decision meeting.
4. Try to schedule interviews so that the top-ranked candidate (based on screening criteria) goes last—and therefore has less time to wait for the outcome of the final decision.
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LEARNING OBJECTIVES

By the end of this section, you will...

- Identify methods for engaging with and communicating to new hires post-offer, but pre-start date
- List specific new hire concerns and performance management materials to share with new hires during onboarding
- Review the components of the 45 day review
PROVIDE ADDITIONAL INFORMATION ABOUT THE JOB BEFORE THE NEW HIRE’S START DATE

Providing specific information about the job during the pre-start period can increase the engagement of your new hires.

Potential Components of a Pre-Start Welcome Kit

- Logistical information for their start date
- Required forms
- Information about Campus Service’s and your department's vision and strategy
- Candidate experience survey
- Examples of work the new hire will be doing and/or information about upcoming projects
- Information unique to the new hire’s location (e.g., parking, lunch spots, day care)
RESPOND TO NEW HIRE CONCERNS DURING THE ONBOARDING PERIOD

When new hires feel they can communicate their concerns to you openly and get resolution, their performance level increases significantly.

Why New Hires Are Reluctant to Voice Concerns to Managers

How You Can Address These Concerns

1. Meet frequently with the new hire—several times per week for the first few weeks, and at least once per week for the first three months.

2. Meet with the new hire over coffee or lunch to promote a more relaxed atmosphere where the new hire may feel safer voicing concerns.

3. Share anecdotes with the new hire about your own onboarding experience to let them know their concerns are not unusual.

4. Provide the new hire with a contact outside their immediate work team to speak with if they feel uncomfortable voicing concerns with you.
ENSURE THE NEW HIRE UNDERSTANDS PERFORMANCE OBJECTIVES FROM THE START
Explaining to new hires when and how their performance will be reviewed is critical to ensuring they are prioritizing the right activities and behaviors.

Performance Materials to Provide to New Hires During Their First Week

Sample performance review form that shows:
• What performance criteria are covered
• How each is measured
• How information will be presented to the employee
• What will be discussed with the manager during the formal review

Sample performance review form documentation that covers:
• When and how often formal reviews occur
• Who is involved and what the process involves (e.g., calibration sessions)
• How each performance criteria is defined and measured

<table>
<thead>
<tr>
<th>Skill Category/Criteria</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>x.x</td>
</tr>
<tr>
<td>B</td>
<td>x.x</td>
</tr>
<tr>
<td>C</td>
<td>x.x</td>
</tr>
<tr>
<td>D</td>
<td>x.x</td>
</tr>
<tr>
<td>E</td>
<td>x.x</td>
</tr>
<tr>
<td>OVERALL</td>
<td>x.x</td>
</tr>
</tbody>
</table>

Overview of the Performance Review Process for Analysts and Senior Analysts
All analysts and senior analysts for the banking and investment divisions will be reviewed as a group twice per year. Prior to the review meeting, all analysts and senior analysts must complete and submit a self-review. Their managers must also complete and submit a downward review. During the review, each analyst and senior analyst will be presented by their manager, including performance highlights and promotion considerations. Following this, there will be a calibration of all analysts and, separately, of all senior analysts. Promotion decisions will then be made.

Detailed Explanation of the Performance Criteria:
- Analytical Capability (40%):
  - 
  - 
- Project Management (30%):
  - 
  - 
- People Management (20%):
  - 
  -
GIVE THE NEW HIRE THEIR 45 DAY REVIEW
Providing the new hire with a 45 day review ensures that the new hire is on track and gives them actionable feedback on what they can do to maximize their performance

Overview of the 45 Day Review

What is the 45 day review?

• A scheduled, structured conversation between you and your new hire about their performance to date, including areas for improvement

What is ideal timing for the review?

• When you have had a chance to observe the new hire and can comment fairly on their performance, providing enough time so that the new hire has a chance to take corrective action prior to their first 90 day review if needed

What should I include in the 45 day review?

• Align the 45 day review with the performance criteria the new hire will be reviewed against in 90 days.

• Focus on specific, actionable guidance on how the new hire can achieve performance goals
KEY ACTIVITIES TO IMPROVE HIRING OUTCOMES
Focusing your efforts against specific actions helps you maximize your effectiveness as a hiring manager

<table>
<thead>
<tr>
<th>Making the Case for Great Hiring</th>
<th>Defining Hiring Needs</th>
<th>Sourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• It’s getting harder to make good hiring decisions</td>
<td>• Conduct comprehensive recruitment strategy session in advance of job posting</td>
<td>• Partner with Recruiting to find the best candidates</td>
</tr>
<tr>
<td>• Hiring decisions are yours AND the candidates’</td>
<td>• Calibrate logistical and communication expectations with your recruiter or HR consultant</td>
<td>• Reach out to individuals in your industry and geography</td>
</tr>
<tr>
<td>• Hiring is an important part of your job</td>
<td></td>
<td>• Lead with opportunity-focused messages</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Keep the candidate relationship warm over time</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Assessing</th>
<th>Making the Hiring Decision</th>
<th>Onboarding</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ask the candidate to demonstrate, not just describe, relevant skills</td>
<td>• Guard against typical final hiring decision pitfalls</td>
<td>• Provide additional information about the job before the new hire’s start date</td>
</tr>
<tr>
<td>• Provide accurate information during the interview</td>
<td>• Adhere to a rigorous decision process</td>
<td>• Respond to new hire concerns during the onboarding period</td>
</tr>
<tr>
<td>• Respect the candidate’s time throughout the process</td>
<td>• Reach a decision on whom to extend the offer in a timely fashion</td>
<td>• Ensure the new hire understands performance objectives from the start</td>
</tr>
<tr>
<td>• Actively sell the candidate on the opportunity</td>
<td></td>
<td>• Give the new hire a 45 day review</td>
</tr>
</tbody>
</table>
Questions?

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