

## How to Hire – a Tutorial for Hiring Managers

*Discover how to hire top performing employees without breaking the bank*

We will teach you everything you need to know:

- ✓ How to make the hiring process less time consuming and less painful.
- ✓ The challenges and opportunities presented by the current economy.
- ✓ The challenges and opportunities presented by recruitment trends (online sourcing, social media).
- ✓ How to choose the most effective and efficient means of separating wheat from chaff when faced with high response rates.
- ✓ When it's more efficient to use software programs, web services, and/or consultants.
- ✓ If using a consultant, how to find the right one, where to look and what questions to ask.

“Mauri is one of that rare breed - a really reliable, top flight recruiter. She understands the business and quickly 'gets' what you are looking for. In addition, she has an amazing ability to find great people. We have hired quite a few people from her and been very satisfied. She is completely honest and straight forward to work with, as well as responsive. I can't recommend her highly enough.” ...Quenby Morrow, Former Program Manager, Dolby Laboratories

“We hired Career Insiders two years ago to help us hire the right person for a newly created position. We posted the job and were besieged with resumes. Mauri reviewed all the resumes and selected the ones for me to interview. She pointed out pluses and minuses about each candidate and told me exactly what to look for in the interviews. I hired a terrific employee because of her help. Our new associate is already doing an awesome job! Mauri's the best!” ...Tina McGovern, Director of Development & Outreach, Gateway High School

### 10 steps to a successful hire:

1. *Adopt the right recruiting philosophy* – Focus your attention on attaining top performers, not just good candidates. The process is as much subjective as objective; finding the right balance is the key.
2. *Understand your needs* – Just like any other road in life, you need to know where you're going and how to get there. If you don't know exactly what characteristics you need, then you won't hire the right person.
3. *Write a compelling job description* – Recruiting is a marketing venture just as much as it is a shopping exercise. Craft a description that is clear and attractive. Don't ask for too much or too little.
4. *Gain consensus* – Ensure that all involved are committed to the same vision and will remain on board throughout the process.
5. *Publicize your open positions strategically* – There are many ways to get the word out regarding your openings and many are free or inexpensive. Think beyond craigslist.
6. *Evaluate resumes* – Develop your assessment strategy when you create the job description. You need to know how to recognize a good candidate.

7. *Ace the interview* – As a hiring manager the burden is on you to choose the right candidate and simultaneously sell the position. Ask questions designed to elicit details regarding relevant experience. Whether you hire a person or not, your reputation is on the line.
8. *Evaluate interviews* – Review your assessment strategy and criteria in light of the new input you've gathered during the interview process. Can you trust your intuition?
9. *Communicate* – Keep consistent lines of communication open between you and your candidates. Maintain steady progress throughout the process.
10. *Close the deal* – The close begins at the start of the recruitment process. If you've waited until the end, you're not likely to close the deal. Salary is only one component of a job offer.

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With 20 years experience recruiting professionals at all levels and for many industries, Career Insiders President Mauri Schwartz is a leading figure in the San Francisco Bay Area career management community. Providing companies with talent acquisition and outplacement services as well as executive coaching, she has an outstanding success rate in helping clients achieve their goals.

Mauri has a rare combination among career consultants - highly technical experience with an MBA education. Having held many of the technical positions of her clients, she is highly respected for her understanding of technology issues. In addition, with her wide range of business expertise, she has been able to assist executives in diverse industries to advance their careers.

Mauri serves as Adjunct Advisor of Career Services at the Haas School of Business, University of California, Berkeley, where she received her MBA. Corporate clients have included companies such as McKesson, Dolby Laboratories, Wells Fargo Bank, Ernst & Young, Charles Schwab, Novartis/Chiron, Clorox, Levi Strauss, Williams-Sonoma, Stubhub, Genentech, and many others.

Mauri is a frequent speaker at professional conferences, job fairs, and student career panels. She writes columns for OpportunityKnocks.org and presents career workshops at OK's annual career conference. She has also contributed her expertise to YNPNsfba and the Association of Fundraising Professionals.

She has a strong history of community involvement and has served in leadership roles with numerous San Francisco community boards and commissions.

Mauri is a professional "people person" whose lifetime focus on networking has provided her with an extensive contact database. This and her constant attention to detail have made her a very successful recruitment professional.

In addition to her Haas MBA, Mauri holds a BS degree in Mathematics from Tulane University in New Orleans.