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# CERN Recruitment & Sourcing Seminar 2011





**ORACLE®**

## **Selecting a Winner**

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**Friday 18<sup>th</sup> November 2011**

**5:00-5:35pm**

# Agenda

- Why are we interviewing
- Common mistakes
- Interview preparation
- Creating questions
- Evaluating candidates
- Types of interview
- Q&A



# Why Interview?



To provide the interviewer and the job candidate  
with an opportunity to obtain the  
information they need  
to make the best possible decision.

# Common mistakes



# Hiring Manager Briefing

A key step in the recruitment process:

- Discuss timeframe and sourcing strategy
- Key position requirements
- Selling proposition - USPs
- Agree the selection process to be used – set expectations with candidates
- Salary range and career level agreed with Manager and HR

# Before you start....



- ONLY ONE REASON TO HIRE:
  - Fulfil a Business Need
- Identify your Business Need CLEARLY
- Build a **performance based success profile** for the role
- You need to know what you're looking for in the CV and the interview
- **Interview quickly** – do not leave candidates waiting for weeks

# Performance Based Success Profile

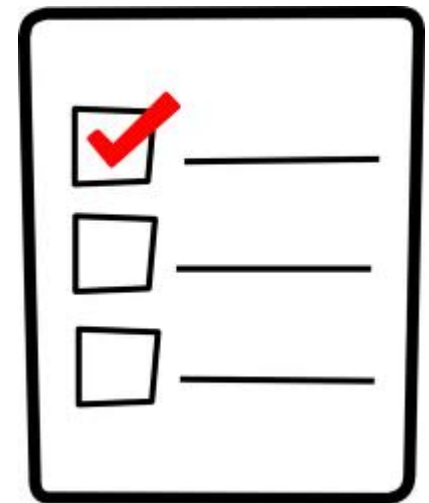
*Developing a clear picture of the successful person for my job*

- What does it take to succeed?
  - Look at appraisals of successful team members – and unsuccessful team members - benchmark
  - Observe the job
    - Include barriers to success and frustrating things about the job
  - Who is the person going to depend on to do their job?
  - Review the job description



# Identify Required Outcomes

- Sales
  - Gained agreement on territory management plan
  - Opened three new accounts
  - Signed one new partner
  - Achieve x% of quota
- Account Management
  - Updated account plan
  - Created political map of organisation
  - Identified x new revenue opportunities



# Critical Requirements

Test	Key Questions
Is it a <i>MUST</i> ?	<ul style="list-style-type: none"><li>• Can I live without it?</li><li>• Am I willing to train it?</li><li>• Will I hire them without it?</li></ul>
Can I define it?	<ul style="list-style-type: none"><li>• Can you communicate it to other team members? Interview team members?</li><li>• Does it describe a specific behaviour?</li></ul>

# Sample Requirement Statements

Requirement	Representative Behaviour
Sales Skills	•Uses a structured process to manage sales opportunities
Rapport Skills	•Quickly finds common ground and establishes relationships
Flexibility	•Manages multiple sales campaigns simultaneously
Executive Credibility	•Translates product and solutions into business value •Communicates the appropriate message to senior executives

# Reading the CV

- Look for reasons to interview – not reasons not to interview
  1. Read CV in correct chronological order
  2. Identify trends/patterns
  3. Look for accomplishments/outcomes similar to those you expect
  4. Include Recruiter's notes
  5. Read max of 5/6 CVs per sitting



# Interview Questions



# Data Gathering Questions

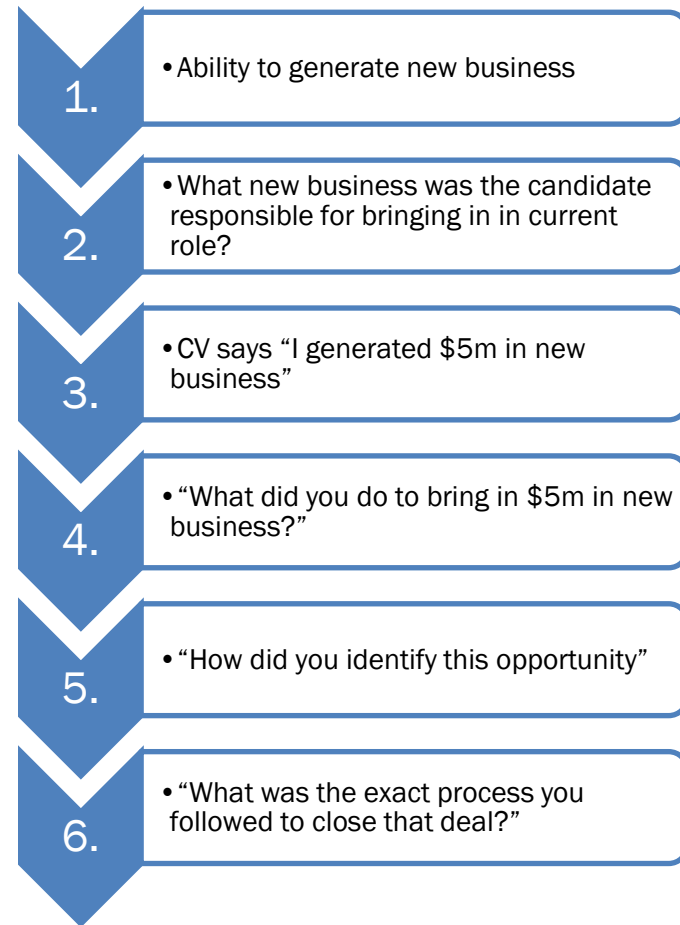
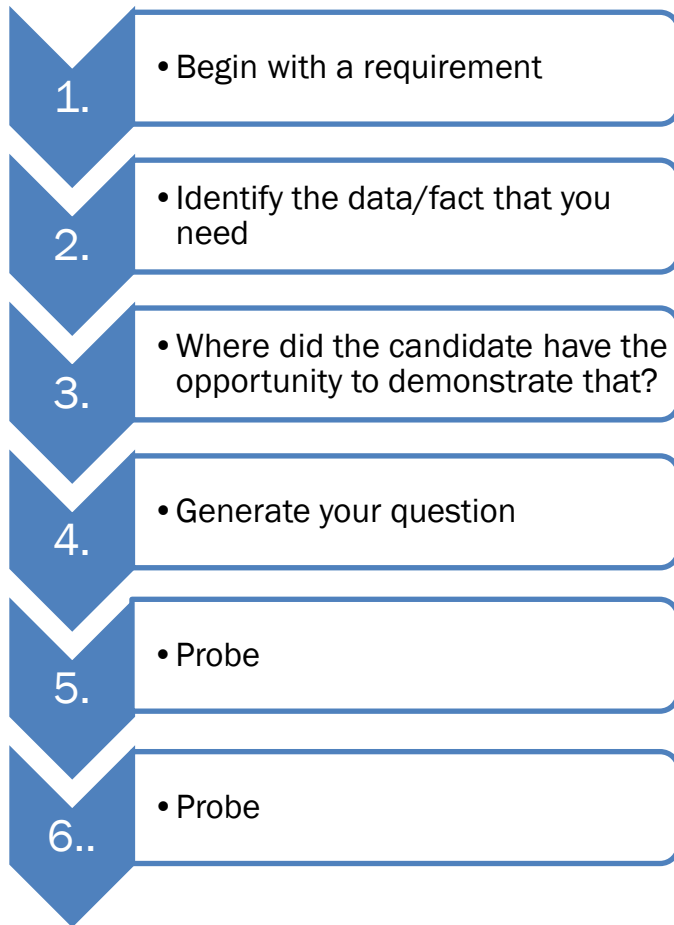
- Look for information that helps you predict success
- Look for a discreet piece of information
  - How many deals did you close last Q
  - What % of our quota have you attained year to date
  - What software did you use to manage customer contact?
- Require an answer that describes past behaviour
  - How did you build this years territory management plan?
  - How did you get your customer to buy additional products
  - How did you implement your sales strategy for the ABC deal?
  - How did you get the appointment with the executive in ABC?
- Probe to get clarification and detail
  - Who else worked on that sale with you?
  - How long did the sale last?
  - What were the key milestones of your sales plan?



# Data Gathering Questions

- Look for examples of situations that are the same or similar to those they will face in your team
  - How did you overcome the price objection on the ABC deal?
  - How did you negotiate the contract at ABC?
  - Step me through how you put your territory management plan together?
- Dig deep on examples, look for additional examples to confirm the behaviour
  - What was the second biggest?
  - What other problems did you encounter in that deal?
  - Describe another difficult/successful/complex sales campaign

# How To Create Questions



# Question types

- Questions should always be designed to gather data – not opinions
- All questions should be based on specific actual events
- Ask as many questions as you need for clarification
- Make sure you get outcomes
- Don't be afraid of closed questions if they're for clarification

# Questions to avoid

- Open questions
- Theoretical or hypothetical questions
- Leading questions
- General questions



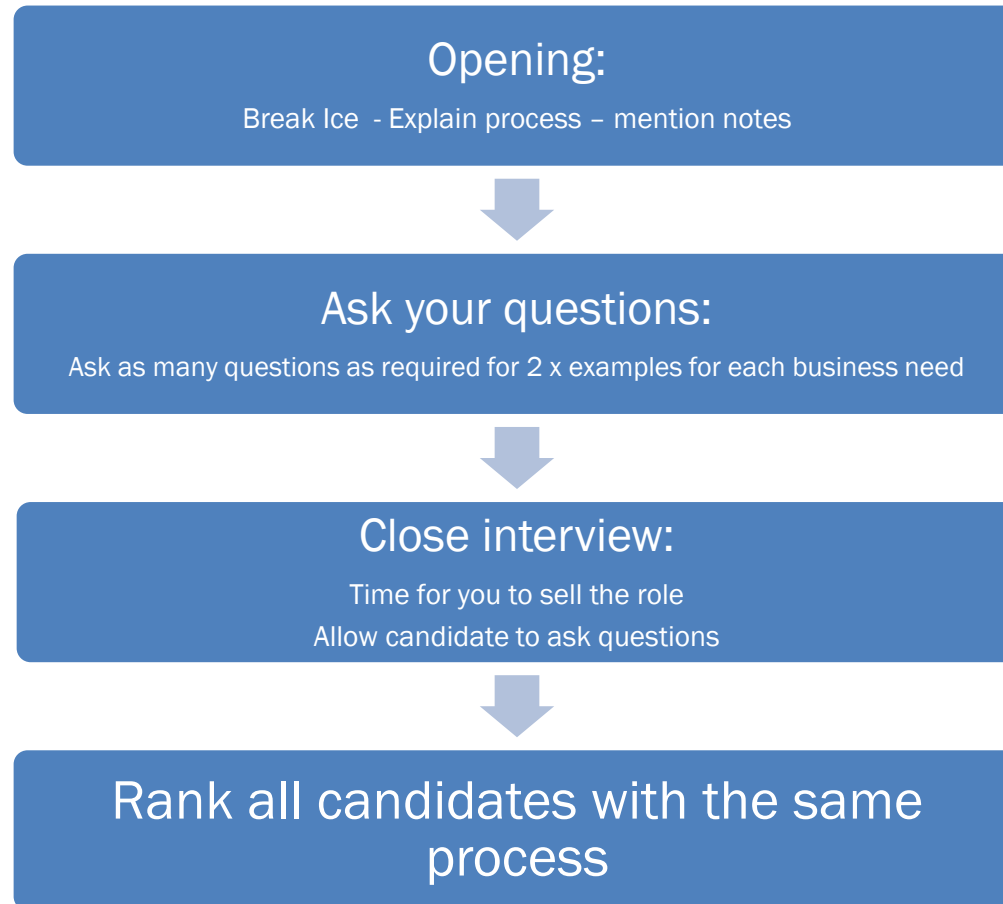
Is it related to a business need?  
Will it give me data to help predict success?  
Is it related to candidate's experience?

# Gut Feel



- Acts as a warning system, not a decision making system
- If your gut is warning you of something use the questioning process to verify or validate the feeling

# Interview Process



# How to rank candidates

Candidate	Requirements				Comments
	Sales Skills	Presentation Skills	Goal Orientated	Tenacity	
John Smith	✓	✓	✓	+	
Ann Murphy		✓	✓	-	
James Brown	-	✓	+	✓	
Simon Carter	✓	✓	✓	✓	

✓ =meets expectations    + =exceeds expectations    - =Does not meet expectations

# Telephone Interview

- Can be useful as the first-step of the process if:
  - the Hiring Manager is in a different country to the candidate
  - as a time-saving exercise for volume recruitment
  - if strong telephone skills are a requirement for the role
- Question the candidate on one job or on one competency – not both.

# Interviewing a 'headhunt' candidate



- We contacted this person – **they didn't apply to work for Oracle** – chances are they are very happy with their current employer
- We need to sell the Company and the opportunity
- The process must be transparent, always involving the Recruiter who has conducted the Search
- We should be very flexible regarding interview / start dates
- High respect at every stage, regardless of whether they are the right candidate

# Candidate Requirements

- Remember you are interviewing a person
- Treat everyone in a fair and equitable manner
- Treat everyone with dignity and respect
- This person deserves to be seen as competent
- Value the candidate's time

Candidate = Customer

# Stay Engaged

- Making your decision is not the end of the process
- Stay in touch with your candidate during their notice period
- Occasional phone calls
- Copy them on appropriate mails
- Meet if possible
- Invest time in good on-boarding
- Ensure they have confidence in their decision

**Q&A**