

"What's taking so long?" - What candidate has not asked this question? The purpose of this tool is to help answer it.

Below are the different phases of the hiring process and questions that companies must ask themselves. Depending upon the circumstances, some questions can be easily dealt with, but others can take time and lengthen the hiring process.

Understanding where a company is in the process of answering these questions can help set your expectation as to how quickly a hiring decision can be made. Besides learning about the company, understanding how they go about hiring is also important information to get from your networking.

The order of the questions is sequential, the actual timing may not be. Many companies will start to interview candidates, before they have addressed all the questions, so they will be the companies that put the process 'on hold'.

I've been involved where the process is well underway, when one of these questions has popped up and put the position on hold for three months. We did eventually make the hire, so never assume when you don't hear right away that the position is gone.

What's happening?	What questions are raised?	What is the possible delay to hiring?
Someone's departure is announced	1) What do we need from the person before they leave?	1) Managers are focused on transfer of critical tasks and finishing projects
Schedule meeting to discuss position with team/HR	2) When do you have time in your schedule?	2) This step could easily take a week or more to schedule a meeting
	3) Who needs to be involved in the discussion?	3) Often delays are caused by deciding who can decide on the position
Meet with HR/team to discuss open position	4) Do we still need this position?	4) Creating and discussing multiple scenarios of how to split up the work versus hiring a replacement
	5) Who will be the person's manager?	5) Debate over whether someone is/can be a good manager
	6) Can we/should we reorganize the department?	6) The higher the position - the more likely there will be a reorganization discussion. This is often driven by people outside the department. (e.g. power seekers, etc.)
Decide to proceed with hiring someone	7) Do you have a job description?	7) Damn it - I thought it was in this folder. We need to write one. Now to find the time.
	8) What skills do you want to add to the position?	8) Assess current team skills to see what is missing
Budget/Financial discussion	9) Do we have the budget?	9) Managers start the 'Budget Shuffle' to figure out to pay for the position - especially if they upgraded the role which will cost more
	10) How do the quarterly results look?	10) Hiring may be delayed until the quarterly results are better - this happens in both public and private firms. I've seen CFO roles being filled due to a slow quarter.

**THE HIRING PROCESS
THE POSSIBLE DELAYS IN MAKING A DECISION**

What's happening?	What questions are raised?	What is the possible delay to hiring?
<u>Go Find Someone:</u> Look Internal	11) What is the process for posting internally? How do we fairly offer the role?	11) For many larger companies, the process and timing for internal candidates to post can be long and complicated
	12) Can we afford to have this person leave their current role?	12) Sometimes you have to get the internal candidate's position backfilled before they can move
Use Your Network	13) Do you know anyone?	13) Let me make some calls to my network.
	14) How you found anyone yet?	14) My network is getting me their contact and I've got to make the calls
	15) Are they interested?	15) I need to talk with them again - I think they are interested
Use a Job Board	16) Who has the write-up for the ad?	16) To help with the next questions, some companies create a very precise ad
	17) How do we prioritize and sort through all of these resumes?	17) This is no small task - with job boards a company can get hundreds of resumes. The job is usually shared between HR and the hiring department.
Use an External Recruiter	18) Do we need to use a recruiter? Can we get the fee approved?	18) Approval time to use recruiter. Selection and providing recruiter the requirements for hiring.
	19) How soon can we see candidates?	19) Most recruiters will take about 6 weeks to get a pool of candidates who match the hiring criteria and are interested.
Let's meet the candidates!	20) When can you meet?	20) Like the initial meeting, just allow loads of time for scheduling in multiple people for possibly multiple meetings
Deciding to hire	21) Okay, who is the best candidate?	21) Every company is different - so see what you can find out about how quickly they make decisions