THE DONALD COOPER CORPORATION

Speaking and coaching internationally on management, marketing and profitability

Management tool #B-20:©

EMPLOYMENT CANDIDATE EVALUATION TOOL:

1. **Specific job for which we're interviewing:** _____ .

2. **Name of the person being interviewed:** _____ .

Not hiring the right people carries a huge cost in missed opportunity, wasted training costs, inefficiency, destroyed morale, frustration and wasted time. And getting rid of 'bad hires' is costly and disruptive.

This simple Candidate Evaluation Tool will help you assess candidates in a clear and organized way. First, it will help you determine the importance of each of the 7 key factors required to be successful at any specific job…and then, second, to make a reasoned judgment as to the strength of each candidate in each of these 7 key factors. It will then allow you to create a **"Suitability Score"** for each candidate interviewed for any job.

In the **A** boxes below, first rate the importance of each of the 7 key 'success factors' in the successful performance of the specific job for which you're interviewing. Use a scale of 1 to 10, with 10 being 'very important'.

For each of the 7 key 'success factors' create a number of specific questions to determine whether or not candidates have what's required to do that job wonderfully now…and to be promoted in the future. **Note:** When interviewing candidates, don't just ask yourself if they can do the job for which you're interviewing. Also ask yourself if they can help grow the business to be where it needs to be in 3 years.

In the **B** boxes, rate the individual candidate being interviewed, on a scale of 1 to 10, for the extent to which they possess each particular 'success factor'.

To create a "Suitability Score" for each candidate, after the interview, multiply the number that you've put in the A box for each of the 7 key success factors by the number that you've put in the B box. Enter that number in the **C** box to document that candidate's score on that particular 'success factor'. At the end, you will add up the 7 'box C' scores to calculate the total "Suitability Score" for that candidate.

A   B   C

1. **Talent:** Some jobs require a very specific talent to succeed. 'Talent' is defined as the natural aptitude or skill that allows someone to be good at a particular activity. If there is a required talent for this particular job, it is _____ _____ .

2. **Knowledge, skill and experience:** This could be industry knowledge and experience, or knowledge of, skill and experience in a particular function such as accounting, machine operation, social media, project management, product design, etc.

   - For this particular job, if there is specific industry knowledge and experience required, it is _____

   _____ .

   - If there is specific functional knowledge and experience required, it is _____

   _____ .

A   B   C
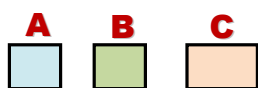
3. **Positive attitude, passion and personality:** 'Attitude' can simply be defined as our natural mental and emotional outlook. One cannot overestimate the importance of a positive attitude, personality and passion. They affect how we respond to people and situations. They affect our energy level and our ability to relate to, connect with and inspire others.

   - For this particular job, the specific attitude, passion and personality we require is _____

   _____.

4. **Judgment and maturity:** People who lack good judgment and maturity will have to be closely supervised and micro-managed...and they are not promotable.

   - For this particular job, the degree of judgment and maturity we require is _____

   _____.

5. **Ambition:** 'Ambition' can simply be defined as a desire to contribute, grow, move forward and prosper. There may be some jobs where ambition is not especially important, but people who don't want to improve and grow themselves will not want to help grow and improve our business. They're just not into 'growth'. And we can't grow our business without growing our people.

6. **Physical requirements:** Some jobs require people capable of a particular level of strength, endurance or physical performance. Is this one of those jobs?

   - For this particular job, if there are specific physical requirements, they are ____

   _____.

7. **Cultural fit:** It is absolutely important that we hire people who will embrace and nurture our business culture, purpose, Vision, values and standards of appearance, performance and behaviour...not erode them. First, we must be clear about what our culture is and what we 'stand for' as a business. For more help in clarifying this important area, refer to Donald's Biz Tools #5 and #27.

Total "Suitability Score" for this candidate (the sum of all 7 **C** box scores).

By comparing the **"Suitability Scores"** for all candidates interviewed, you'll have a clearer perspective on who is your best candidate. It's also a possibility that if no candidate has a high enough "Suitability Score", it may be that none of them is what you're looking for. You want excellent candidates...not just 'the best of a bad lot'. So, you may need to start over with a new batch of candidates. Don't settle for mediocrity. Remember, we become what we hire.