



#### **Assignment 2: The Hiring Process**

Due Week 4, Sunday, midnight of your time zone (Weight: 15%)

##### **Introduction**

Hiring is one of the most critical aspects of being a leader. In order to have an effective hiring process, some important preparation must be done before the candidate search, shortlist selection, and interview processes even begin. You and your team need to create a job description that includes all the hard and soft skills desired in candidates, as well as the key responsibilities of the role. After that, you and the team must agree upon a set of key competencies for the position. Finally, you must develop a set of questions designed to enable you to interview candidates for those competencies. All candidates will be interviewed with the same set of questions, thus enabling the hiring team to compare candidates effectively. This assignment is designed to allow you to practice the preparation phase of the hiring process.

##### **Instructions**

For this exercise, select a position you are currently hiring for, or select a position that may have to be filled in your department or organization in the future.

Follow the steps below to create all the required components of the Hiring Sheet for this position:

##### **Step 1: Develop a Job Description**

If there is a current job description for an open position in your department or organization, you can use that for this part of the exercise. Submit your Job Description as a separate attachment for review. **Do not copy and paste it within your assignment.**

##### **Step 2: Identify Key Competencies**

Select 5 key competencies for the position from the List of Professional Competencies below. Instead, if you wish, you may select 4 competencies from the list and create one (1) competency of your own.

##### **Step 3: Rank the Competencies**

Rank the competencies that you selected in order, from the most important (1) to the least important (5). Write a paragraph to explain your rationale for the order of importance of the competencies.

##### **Step 4: Create Interview Questions**

Develop 2 questions for each competency that you selected for use when interviewing candidates. Your final list of questions for the position will contain 10 questions.



### Formatting Requirements

- The assignment is typed and double-spaced, with a professional font (size 10 – 12)
- Your submission includes two documents: one Job Description and one Hiring Sheet. Your Hiring Sheet must be submitted in an MS Word document format.
- Include a Cover Page with the assignment title, your name, the professor's name, course title, and date
- Your Hiring Sheet includes:
  - A brief Introduction, describing the company, department, and position for which you are creating the hiring sheet
  - Five Key Competencies ranked from most important (1) to least important (5)
  - Your Rationale for the ranking and order of importance of the competencies
  - Two Interview Questions to assess each competency, for a total of 10 questions
- The assignment is written in a formal manner, with correct spelling and grammar
- References must be included and provide appropriate information that enables the reader to locate the original source. Application and analysis of course materials and resources are expected, and additional research is welcome.

**NOTE:** See the *JWMI Writing Standards Guide* for professional writing requirements for your assignments.



**List of Professional Competencies**

COMPETENCIES
<b>INTELLECTUAL</b>
1. Intelligence
2. Analysis Skills
3. Judgment/Decision Making
4. Conceptual Ability
5. Creativity
6. Strategic Skills
7. Pragmatism
8. Risk Taking
9. Leading Edge
10. Education
11. Experience
12. Track Record
<b>PERSONAL</b>
13. Integrity
14. Resourcefulness
15. Organization/Planning
16. Excellence
17. Independence
18. Stress Management
19. Self-Awareness
20. Adaptability
21. First Impression

COMPETENCIES
<b>INTERPERSONAL</b>
22. Likability
23. Listening
24. Customer Focus
25. Team Player
26. Assertiveness
27. Communications — Oral
28. Communications — Written
29. Political Savvy
30. Negotiation
31. Persuasion
<b>MANAGEMENT</b>
32. Selecting A Players
33. Coaching
34. Goal Setting
35. Empowerment
36. Accountability
37. Remote/Hybrid Team Management
38. Team Building
39. Diversity, Equity & Inclusion
40. Running Meetings

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COMPETENCIES
LEADERSHIP
41 Vision
42 Change Leadership
43. Motivational Ability
44. Conflict Management
45. Crisis Management
MOTIVATIONAL
46. Energy
47. Passion
48. Ambition
49. Compatibility of Needs
50. Work/Life Balance
OTHER COMPETENCIES



**RUBRIC – Assignment 2: The Hiring Process**

CRITERIA	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. Develop or find a job description. Select and rank five competencies for the position.  Weight: 25%	Does not develop or provide a job description. Does not select and rank five competencies for the position.	Partially develops or provides a job description. Partially selects and ranks five competencies for each position.	Satisfactorily develops or provides a job description. Selects and ranks five competencies for each position.	Develops or provides a good job description. Selects and ranks five competencies for the position, with evidence of careful analysis.	Develops or provides an excellent job description. Selects and ranks five competencies for the position, with evidence of excellent analysis.
2. Explain your rationale for the competency rankings.  Weight: 25%	No rationale is provided for the competency rankings.	Poor rationale for the competency rankings, or the rationales are missing for some competencies.	Brief but adequate rationale for all the competency rankings is provided.	Good, logical rationale for all the competency rankings is provided.	Excellent and thoughtful rationale for all the competency rankings is provided.
3. Create 2 interview questions for each competency in the position.  Weight: 40%	Does not create two interview questions for each competency in the position.	Partially creates two interview questions for each competency in the position.	Satisfactorily creates two interview questions for each competency in the position.  Questions relate logically to the competencies.	Creates two interview questions for each competency in the position.  Questions show good analysis and relate well to the competencies.	Creates two interview questions for each competency in the position.  Questions show excellent analysis and relate extremely well to the competencies.
5. Clarity, Writing Mechanics, Grammar, and Formatting.  Weight: 10 %	Mechanical errors; student fails to follow formatting instructions.	Mechanical errors; student does not fully follow formatting instructions.	Some mechanical errors; student follows formatting instructions.	Few mechanical errors; student follows formatting instructions.	Minimal minor mechanical errors; student follows formatting instructions.