

HIRING MANAGER TOOLKIT



Includes samples
& templates

TABLE OF CONTENTS:

I. JOB DESCRIPTION

- a. Job Description Sample
 - b. Job Description Template
-

II. INTERVIEWING

- a1. Candidate Interview Sample
 - a2. Candidate Interview Template
 - b1. Assessing Achievements Sample
 - b2. Assessing Achievements Template
 - c. Intrinsic Skills Assessment Scorecard
-

III. REFERENCE CHECK

- a. Reference Check Form Template
-

IV. OFFER LETTER

- a. Job Offer Letter Sample
 - b. Job Offer Letter Template
-



Job Description Template

Company: _____

Job title: _____

Work location: _____

Reports to: _____

Job Type: [Full-time] [Part-time]

Position Overview:

[Explain how the candidate's role fits into the larger success of the company. "Position" the candidate within the wider organization. This will include saying which skills best contribute towards that success (e.g. "ability to work with multiple departments.")]

For example:

As a Product Manager with our company, you will be involved in numerous product launches. We are a venture capital-backed company and we are introducing 30 new products per year. You will be working closely with sales, product development, manufacturing, QA and finance to ensure timely release of new products. You will need to have a high sense of urgency and at the same time, be very organized and detailed oriented.

Performance Objectives:

[Decide what performance objectives are needed to be successful at a job, choose the top 6-8, and describe what must be achieved for each.]



Working with sales and their clients to determine the most desired product attributes. Meet with 10 KOL's and submit your findings to the VPM within 30 days.

Within 90 days determine the 5 most important product attributes and present your findings to R&D.

Present financial projections for new products to finance to determine gross profit and provide sales projections. Deliver a comprehensive report to the CFO within 10 days of presenting product attributes to R&D.

Work with product development to ensure a smooth transfer of products to manufacturing.

Experience:

[Only ask for the absolute essentials. Requiring non-essential experience may leave out otherwise qualified candidates.]

Successful product launch experience for at least two products.

Marketing degree or equivalent experience



Job Description Template

Company: _____

Job title: _____

Work location: _____

Reports to: _____

Job Type: [Full-time] [Part-time]

Position Overview:

Performance Objectives:



Experience:

Candidate Interview- Sales Rep

Candidate Interview	
Applicant Name:	Interview Date:
Position Applying for:	
Criteria	Comments
Experience <ul style="list-style-type: none"> • Oncology • Diagnostics • Surgical • Minimum of 5 years applicable experience • Stability • Entrepreneurial, military, athlete 	
Sales Processes <ul style="list-style-type: none"> • Hunter mentality • Manufacture a demand for product? • Follow up process 	
Ranking against Peers <ul style="list-style-type: none"> • Top 10% • President's Club • Record of Success/Evidence 	
Desire to work for Company Name <ul style="list-style-type: none"> • Small company/VC Backed • Pay for performance • Willingness to contribute 	
Motivation <ul style="list-style-type: none"> • For success • For diagnostics • Passion for oncology 	
Most significant accomplishment	
Availability Date <ul style="list-style-type: none"> • When can you start? • Year-end bonus concerns • Available for Training 	
Endorsement: Name: Title: Relationship:	
Endorsement: Name: Title: Relationship:	
Interviewer's Name:	

Candidate Interview-

Candidate Interview	
Applicant Name:	Interview Date:
Position Applying for:	
Criteria	Comments
Experience	
Ranking against Peers	
Desire to work for Company Name	
Motivation	
Most significant accomplishment	
Availability Date	
Endorsement: Name: Title: Relationship:	
Endorsement: Name: Title: Relationship:	
Interviewer's Name:	

Accessing Achievements Interview

Past performance is the best predictor of future success.

During the interview, ask the candidate about which accomplishments they are most proud of.

Do this for their last 2-3 positions.

Determine how significant each achievement was and rank on a scale of 1-5. 5 being the highest.

Ask the candidate “What achievements are you most proud of in your role as _____?”

For every accomplishment that meets your desired standards, ask a lot of questions to better understand how the candidate accomplished the task. What skills did they use to be successful? Were they creative, persistent, etc.? How much supervision did they need? Record your observations under “Skills Used”

Candidates Name: _____

Current Company: _____

Title: _____

Company/Position	Significant Achievements	Skills Used	Rank 1-5
XYZ Company	Won Presidents Club 5 years in a row Only 5 people out of 50 make Presidents Club every year	Creativity	5

Company/Position	Significant Achievements	Skills Use	Rank 1-5
XYZ Company	Won Presidents Club 5 years in a row Only 5 people out of 50 make Presidents Club every year	Persistence	5

Company/Position	Significant Achievements	Skills Used	Rank 1-5
XYZ Company	Won Presidents Club 5 years in a row Only 5 people out of 50 make Presidents Club every year	Work Ethic	5

Accessing Achievements Interview Template

Past performance is the best predictor of future success.

During the interview, ask the candidate about which accomplishments they are most proud of.

Do this for their last 2-3 positions.

Determine how significant each achievement was and rank on a scale of 1-5. 5 being the highest.

Ask the candidate “What achievements are you most proud of in your role as _____?”

For every accomplishment that meets your desired standards, ask a lot of questions to better understand how the candidate accomplished the task. What skills did they use to be successful? Were they creative, persistent, etc.? How much supervision did they need? Record your observations under “Skills Used”

Candidates Name: _____

Current Company: _____

Title: _____

<u>Company/Position</u>	<u>Significant Achievements</u>	<u>Skills Used</u>	<u>Rank 1-5</u>
-------------------------	---------------------------------	--------------------	-----------------

<u>Company/Position</u>	<u>Significant Achievements</u>	<u>Skills Use</u>	<u>Rank 1-5</u>
-------------------------	---------------------------------	-------------------	-----------------

<u>Company/Position</u>	<u>Significant Achievements</u>	<u>Skills Used</u>	<u>Rank 1-5</u>
-------------------------	---------------------------------	--------------------	-----------------

INTRINSIC SKILLS ASSESSMENT

How to use this template:

One of the most effective techniques is to ask behavioral questions. Here is an example of how to evaluate creativity:

“John, tell me about a time when you had to use a novel approach to achieve the desired result?”

Listen carefully to their answers and determine their level of the desired skill. Also, asked additional questions to clarify their answer.

John’s answer: *“I was trying to win a new client that has never done business with my company. The decision-makers would not meet with me, so I needed a unique way to meet this person. I joined a local organization that I knew this person was an active participant. I spent months attending meetings and eventually had the opportunity to work on a project with this person. Finally, he gave me a chance to present my company’s offering, and I secured business with his company.”*

How well does this example demonstrate creativity? Use a scorecard with a scale of 1-3 and grade each candidate as you interview them.

DESIRED SKILL:	EVIDENCE OF SKILL:		
	1 - Not Present	2 - Average	3- Outstanding
CREATIVITY: Ability to find novel approaches to solve problems.			
PERSISTENCE: Firm continuance in a course of action in spite of difficulty.			
INDEPENDENCE: Being strong and able to accomplish goals without assistance.			

INTRINSIC SKILLS ASSESSMENT

DESIRED SKILL:	EVIDENCE OF SKILL:		
	1 - Not Present	2 - Average	3- Outstanding
<p>TEAM PLAYER- INTERPERSONAL: A person that works well as a member of a team or group.</p>			
<p>SELF-DISCIPLINED: The ability to pursue what one thinks is right despite temptations to abandon it.</p>			
<p>WORK ETHIC: The principle that hard work is intrinsically virtuous or worthy of reward.</p>			
<p>FLEXIBILITY: The quality of bending easily without breaking.</p>			
<p>COMMUNICATION: The ability to convey information to another effectively and efficiently. Business managers with good verbal, nonverbal and written.</p>			
<p>TIME MANAGEMENT: Is the process of organizing and planning how to divide your time between specific activities</p>			



Reference Check

Candidate:		Date of Contact:	
Position applying for:		Company:	
Name of Reference:		Phone #:	
Position:		Company:	

*** Reference's answers are recorded as accurately/directly as possible in his/her own words.*

1) How long have you known the applicant? What was your working relationship with the applicant?	
2) Tell me about their performance/work ethic/follow-up?	
3) Are they easy to manage & are they coachable?	
4) Did the applicant win any special recognition awards? Can you note any big accomplishments?	
5) What would the applications peers say about this person – how are they viewed?	
6) How well does the applicant work with other departments/personnel?	
7) What areas could this person improve upon moving forward?	
8) What is the applicants long range career potential – do they have the ability to move up in an organization?	

9) Professionalism- do they present themselves well?	
10) Would you rehire and/or recommend this person?	
11) Is there anything else you would like to mention about this candidate that we have not already discussed? For example, is there anything you feel this hiring manager needs to know about this candidate?	



Dear _____,

I am very pleased to provide you with a summary of the terms and conditions of your anticipated employment by _____ (the "Company"). The following sets forth the proposed terms and conditions of your offer of employment. This offer expires on October 11, 2019. We hope that you choose to join the Company and look forward to a mutually beneficial relationship.

1. Position. Subject to the successful completion of a customary background and reference check, the Company hereby engages you in a **full-time exempt** position as **Field Application Scientist - Midwest** and to provide such services as are consistent with the scope of such position and such other services as requested by the Company from time to time. You will be expected to devote full-time to the performance of your duties at the Company throughout your employment, and we expect that you will perform any and all of your duties and responsibilities in a satisfactory manner and to the best of your abilities at all times.

2. Starting Date; Location. If you accept this offer, your employment with the Company will begin on or before **October 28, 2019**. You will perform your duties and responsibilities of employment generally out of Midwest Territory and customer sites. You will be reimbursed for approved business expenses in accordance with the Company's policies and procedures relating to claims for such reimbursement.

3. At-Will Relationship. Your employment with the Company is "at will", meaning that both the Company and you have the right to terminate the employment relationship at any time for any reason, whether during your Probationary Period of 90 days or thereafter. Accordingly, no provision of this offer letter shall be construed to create an express or implied employment contract, or a promise of employment for any specific period of time. Although your job duties, title, compensation, benefits (if any), as well as the Company's personnel policies and procedures, may change from time to time, the "at will" nature of your employment may only be changed in an express written agreement signed by you and an authorized executive officer of the Company.

4. Compensation; Benefits. Your initial base pay shall be **\$90,000** annually less payroll deductions and applicable withholdings. In addition, you will annually be granted **ten (10)** days of paid vacation (PTO) prorated for the year 2019 and you may also be eligible for a 10% cash bonus, prorated for 2019, dependent upon performance and at the discretion of the Company's Board of Directors. You may also be eligible for health benefits offered by the Company subject to your fulfillment of any eligibility and plan requirements.

5. Equity Grant. Subject to approval by the Board of Directors of the Company (the "Board"), you will be granted an option to purchase **two hundred (200)** shares of the Company's Common Stock pursuant to the Company's Stock Plan (the "Plan") and the terms of an Option Agreement which will provide for vesting terms over a forty-eight (48) month period.

6. Your Certifications. As a condition of your employment, you hereby certify to the Company that: (a) you are free to enter into and fully perform the duties of your position and that you are not subject to (i) any employment, confidentiality, non-competition or other agreement or (ii) any order, judgment or injunction, in either case, that would prohibit or otherwise restrict your performance for the Company; (b) all facts you have presented or will present to the Company are accurate and true, including,

but not limited to, all oral and written statements you have made on any job application, resume or *c.v.*, or in any interview or discussion with the Company.

7. **Eligibility to Work.** Your employment with the Company is conditioned on your eligibility to work for the Company in the offered position in the United States. Prior to or on the first day of your employment, you must complete Form I-9 for Employment Eligibility Verification, and provide to the Company any means of verification noted on the “List of Acceptable Documents.” Both the Form I-9 and the List of Acceptable Documents are enclosed for your information.

8. **Confidentiality, Inventions and Non-Competition Agreement.** The Company considers the protection of its confidential information, proprietary materials and goodwill to be extremely important. Accordingly, you will be required to execute and abide by the enclosed Confidentiality, Non-Competition and Invention Assignment Agreement, as a condition of this offer of employment.

9. **Miscellaneous.** This offer letter constitutes our entire offer regarding the terms and conditions of your prospective employment with the Company. It supersedes any prior agreements, or other promises or statements (whether oral or written) regarding the offered terms of employment. The terms of your employment shall be governed by the law of the State of Connecticut. BY ACCEPTING THIS OFFER OF EMPLOYMENT, YOU AGREE THAT ANY CONTROVERSY, DISPUTE OR CLAIM ARISING OUT OF ANY ASPECT OF YOUR EMPLOYMENT WITH THE COMPANY, OR ANY SEPARATION OF EMPLOYMENT (WHETHER VOLUNTARY OR INVOLUNTARY) FROM THE COMPANY, SHALL BE RESOLVED IN A COURT OF COMPETENT JURISDICTION IN CONNECTICUT BY A JUDGE ALONE, AND YOU HEREBY WAIVE AND RENOUNCE YOUR RIGHT TO A TRIAL BEFORE A CIVIL JURY.

10. **Severability & Waiver.** If any provisions of the agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this agreement is invalid or unenforceable, but that by limiting such provision it would become valid or enforceable, then such provision shall be deemed to be written construed and enforced as so limited. The failure of either party to enforce any provision of this agreement shall not be construed as a waiver or limitation of that party’s right to subsequently enforce such agreement.

You may accept this offer of employment by signing the enclosed additional copy of this offer letter. Your delivery of a signed copy of this offer letter and the enclosed executed Confidentiality, Non-Competition and Invention Assignment Agreement to me will evidence your agreement with the terms and conditions set forth herein and therein.

We are pleased to offer you the opportunity to join the Company. We are confident that you will make an important contribution to our unique and exciting enterprise.

Sincerely,

AGREED TO AND ACKNOWLEDGED
AS OF THE DATE SET FORTH ABOVE:

Dear _____,

I am very pleased to provide you with a summary of the terms and conditions of your anticipated employment by _____ (the “Company”). The following sets forth the proposed terms and conditions of your offer of employment. This offer expires on _____. We hope that you choose to join the Company and look forward to a mutually beneficial relationship.

1. Position. Subject to the successful completion of a customary background and reference check, the Company hereby engages you in _____ position as _____ and to provide such services as are consistent with the scope of such position and such other services as requested by the Company from time to time. You will be expected to devote full-time to the performance of your duties at the Company throughout your employment, and we expect that you will perform any and all of your duties and responsibilities in a satisfactory manner and to the best of your abilities at all times.

2. Starting Date; Location. If you accept this offer, your employment with the Company will begin on or before _____. You will perform your duties and responsibilities of employment generally out of Midwest Territory and customer sites. You will be reimbursed for approved business expenses in accordance with the Company’s policies and procedures relating to claims for such reimbursement.

3. At-Will Relationship. Your employment with the Company is “at will”, meaning that both the Company and you have the right to terminate the employment relationship at any time for any reason, whether during your Probationary Period of 90 days or thereafter. Accordingly, no provision of this offer letter shall be construed to create an express or implied employment contract, or a promise of employment for any specific period of time. Although your job duties, title, compensation, benefits (if any), as well as the Company’s personnel policies and procedures, may change from time to time, the “at will” nature of your employment may only be changed in an express written agreement signed by you and an authorized executive officer of the Company.

4. Compensation; Benefits. Your initial base pay shall be _____ annually less payroll deductions and applicable withholdings. In addition, you will annually be granted _____ days of paid vacation (PTO) prorated for the year _____ and you may also be eligible for a 10% cash bonus, prorated for 2020, dependent upon performance and at the discretion of the Company’s Board of Directors. You may also be eligible for health benefits offered by the Company subject to your fulfillment of any eligibility and plan requirements.

5. Equity Grant. Subject to approval by the Board of Directors of the Company (the “Board”), you will be granted an option to purchase _____ shares of the Company’s Common Stock pursuant to the Company’s Stock Plan (the “Plan”) and the terms of an Option Agreement which will provide for vesting terms over a forty-eight (48) month period.

6. Your Certifications. As a condition of your employment, you hereby certify to the Company that: (a) you are free to enter into and fully perform the duties of your position and that you are not subject to (i) any employment, confidentiality, non-competition or other agreement or (ii) any order, judgment or injunction, in either case, that would prohibit or otherwise restrict your performance for the Company; (b) all facts you have presented or will present to the Company are accurate and true, including,

but not limited to, all oral and written statements you have made on any job application, resume or *c.v.*, or in any interview or discussion with the Company.

7. Eligibility to Work. Your employment with the Company is conditioned on your eligibility to work for the Company in the offered position in the United States. Prior to or on the first day of your employment, you must complete Form I-9 for Employment Eligibility Verification, and provide to the Company any means of verification noted on the "List of Acceptable Documents." Both the Form I-9 and the List of Acceptable Documents are enclosed for your information.

8. Confidentiality, Inventions and Non-Competition Agreement. The Company considers the protection of its confidential information, proprietary materials and goodwill to be extremely important. Accordingly, you will be required to execute and abide by the enclosed Confidentiality, Non-Competition and Invention Assignment Agreement, as a condition of this offer of employment.

9. Miscellaneous. This offer letter constitutes our entire offer regarding the terms and conditions of your prospective employment with the Company. It supersedes any prior agreements, or other promises or statements (whether oral or written) regarding the offered terms of employment. The terms of your employment shall be governed by the law of the State of . BY ACCEPTING THIS OFFER OF EMPLOYMENT, YOU AGREE THAT ANY CONTROVERSY, DISPUTE OR CLAIM ARISING OUT OF ANY ASPECT OF YOUR EMPLOYMENT WITH THE COMPANY, OR ANY SEPARATION OF EMPLOYMENT (WHETHER VOLUNTARY OR INVOLUNTARY) FROM THE COMPANY, SHALL BE RESOLVED IN A COURT OF COMPETENT JURISDICTION IN CONNECTICUT BY A JUDGE ALONE, AND YOU HEREBY WAIVE AND RENOUNCE YOUR RIGHT TO A TRIAL BEFORE A CIVIL JURY.

10. Severability & Waiver. If any provisions of the agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this agreement is invalid or unenforceable, but that by limiting such provision it would become valid or enforceable, then such provision shall be deemed to be written construed and enforced as so limited. The failure of either party to enforce any provision of this agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce such agreement.

You may accept this offer of employment by signing the enclosed additional copy of this offer letter. Your delivery of a signed copy of this offer letter and the enclosed executed Confidentiality, Non-Competition and Invention Assignment Agreement to me will evidence your agreement with the terms and conditions set forth herein and therein.

We are pleased to offer you the opportunity to join the Company. We are confident that you will make an important contribution to our unique and exciting enterprise.

Sincerely,

AGREED TO AND ACKNOWLEDGED
AS OF THE DATE SET FORTH ABOVE:
