

Design Document: Finding & Hiring the Right Technical Team

Finding and Hiring the Right Technical Team

COMPANY NAME: XXX

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Section	Item	Notes	Reviewer Comments
1	Notes to Reviewers	Note	Please feel free to leave comments and questions in the right hand column of the table.
		Note	
2	Business Purpose	Company	XXX
		Need	The client needs to hire 2000 new members of their technical team this year but has struggled to find the appropriate candidates for their positions. They have identified that the interview and hiring process is one reason that the company has struggled to fill vacant roles. Currently, they have 2000 vacancies due to an average staff longevity of 9 months. During exit interviews for candidates who took other positions, the lack of professionalism in the interview process was cited as a concern. In addition, hiring managers have reported that poor cultural fit or poor technical skill of new hires was responsible for the short staffing longevity currently reported.
		Immediacy	The client has an immediate need to fill vacant roles with quality candidates. This training can support hiring teams in finding and retaining quality hires.
		Goals	<p>The goal of this training is to support interviewers and hiring managers in developing a standardized interview process that identifies quality candidates to fill technical roles, engage in the culture and team dynamic of the company, and support positive business practices for the client.</p> <p>This training will focus specifically on training HR managers and hiring recruiters to identify key features of applicants that are necessary to support company growth, develop and choose the best interview questions, assess soft skills that determine an employee's fit in the company, and create a standardized and efficient plan for the interviewing process.</p> <p>A positive outcome for this training will be an increase in both quantity and quality of new technical hires. This will result in 2000 new hires with an 85% success rate in hiring fit as determined by hiring managers and an increase in new hire longevity to an average of 1 year.</p>
3	Target Audience	Primary	HR Interviewers and Hiring Managers in the US.
		Secondary	All existing members of recruiting and interviewing teams in the United States.
		Estimated Time	30 minutes

4	Training Time	Rationale	Because recruiters and HR managers are quite busy, it is important to have short trainings that can fit into their schedule without being onerous. Although the client suggested a 20 minute training, I recommend extending that training to 30 minutes, which is enough time to introduce these complex ideas with scaffolded interactivity to support learner comprehension and assimilation of the information. This extension of time also allows for analysis of interview videos to help the learner incorporate knowledge into real world scenarios.	
5	Training Recommendation	Format	eLearning, developed in Articulate Storyline; scaffolded interactivity with Knowledge Checks	
		Rationale	Because there are a large number of recruiters spread out around the United States who have busy schedules, an eLearning format will allow them to complete the training on their own time. In addition, an eLearning format allows for engaging opportunities to practice skills that can be standardized for future hires.	
		Future Recommendations	Finding and assessing candidate talent is a complicated process that requires knowledge and practice. While a short training can effectively introduce concepts, it is not sufficient to achieve all the goals that the client desires without including scenario based practice. I recommend creating a series of short trainings that can be implemented over a longer period of time that reinforces skills and allows learners to practice what they've learned.	
		Future eLearning Module	Scenario based practice in an eLearning course	
		Future vILT Module	Scenario based virtual instructor led training with interviewing practice in teams	
6	Deliverables	Storyboards	• 1 storyboard outlining the Technical Team Interview Skills training	
		eLearning Modules	• 1 eLearning module	
			Developed in Articulate Storyline with voiceover narration	
		Job Aids	• 1 Job Aid PDF - Successful Interview Strategies	
			• Three 1-minute interview videos developed in Camtasia for analysis within the course	
		Future	Recommendations for future training opportunities	
		After completing this course, the learner will be able to:		
7	Learning Objectives	Learning Objective 1	Outline an efficient interview process that prioritizes the end goal of hiring the best candidates.	
		Learning Objective 2	Summarize five important steps to take in preparation for conducting an interview.	
		Learning Objective 3	Sort interview questions by strength and identified key features.	
		Learning Objective 4	Identify effective ways to assess candidate skills in an interview setting.	

		<p>Introduction</p> <ul style="list-style-type: none"> • Welcome • Navigation • Learning Objectives 	
		<p>Importance of the Interviewer</p> <ul style="list-style-type: none"> • Introduce the candidate to the company <ul style="list-style-type: none"> • Introduce the candidate to the company • Discover strong candidates and assess candidates for fit <ul style="list-style-type: none"> • Technical skills • Soft skills • Business Acumen • Culture and Team dynamic • Define position and company expectations <ul style="list-style-type: none"> • Clearly defined role and qualifications • Ensure the interviewee feels valued <ul style="list-style-type: none"> • Respect the candidate's time 	
		<p>Goal of Interview Process</p> <ul style="list-style-type: none"> • Ultimate goal = Find and hire best candidates to meet company needs • Attract and retain talent • Assess candidate ability to complete job satisfactorily 	
		<p>Interview Process</p> <ul style="list-style-type: none"> • Identify hiring need <ul style="list-style-type: none"> • Clear job description and skills requirements • Prepare hiring team <ul style="list-style-type: none"> • Training • Pre-Interview Planning • Question Preparation • Discover strong candidates • Timely interview process <ul style="list-style-type: none"> • Screening • Schedule in-person interview • Interview <ul style="list-style-type: none"> • Introductions • Information Gathering • Deep Technical Interview • Soft Skills Evaluation • Question and Answer • Wrap-Up • Follow-up • Timely decision process 	

Planning an Interview	<ul style="list-style-type: none"> • What <ul style="list-style-type: none"> • Deep technical interview • Who <ul style="list-style-type: none"> • Hiring managers, HR team, team members • All members of hiring team need to be present and trained • Knowledgeable about subject matter; understand correct and incorrect answers as well as variations <ul style="list-style-type: none"> • Ability to think on feet and improvise • When <ul style="list-style-type: none"> • Fast process • Scheduled for earliest possible time • Respond with decision quickly • How <ul style="list-style-type: none"> • Know what you want: Clearly define the job and skills you need <ul style="list-style-type: none"> • Determine technologies and topics associated with job • Identify essential soft skills • Do not eliminate most or all candidates with unreasonable checklist • Divide interview topics by team member ahead of time • Avoid coding tests 	
Interview Questions	<ul style="list-style-type: none"> • Focus on the purpose of the interview • Organize Needs and Skills for the Position by major topics <ul style="list-style-type: none"> • Sort questions into each need or skill required • Rank each question based on relevance and information received • Identify possible follow up questions • Determine roles for questions for each member of interviewing team • Make sure questions are important to the job <ul style="list-style-type: none"> • Include each need and skill for role • Include questions about soft skills and business acumen • Improvisation 	
Assessing Candidates	<ul style="list-style-type: none"> • Technical Skills (software, problem solving, etc.) <ul style="list-style-type: none"> • Interview question samples • Interview strategies • Analysis • Soft Skills (communication, teamwork, organization, self-management, learning, etc.) <ul style="list-style-type: none"> • Interview question samples • Interview strategies • Analysis • Business Acumen (budget, approval process, etc.) <ul style="list-style-type: none"> • Interview question samples • Interview strategies • Analysis 	
Quiz & Results	<ul style="list-style-type: none"> • Course Summary • Graded Quiz Questions • Results • Review Layer 	
Congratulations	<ul style="list-style-type: none"> • Congratulations, Exit Course 	
Knowledge Checks	3 non-graded Knowledge Checks embedded in course with scaffolded learning and review	
Graded Quiz	End of course quiz requiring an 80% passing score	

9	Assessment Plan		Multiple opportunities to review and retake quiz, if necessary	
			Minimum 5 questions to address Learning Objectives; to be developed with Subject Matter Expert	
			Minimum 1 question per Learning Objective	
			Questions will be created during alpha programming (after the script / storyboard have been fully approved); will include a variety of quiz question types	
10	Evaluation of Success	Training Evaluation	Post training evaluation of hiring teams shows an increase in confidence with interview skills from 60% to 80%	
		Hiring	Over the course of the year following training, all open technical team positions will be filled.	
		Candidate Success Rate	Hiring managers will rank 85% of new hires as an appropriate fit for the role for which they were hired.	
		Longevity	Average longevity of technical team staff will increase from 9 months to 12 months.	
		Recruiter Interviews	Recruiting teams who search for talent to send us will have 90% positive exit interviews with potential candidates.	