Hiring Manager Guide

Every recruitment process starts with knowing what you need to recruit for and what the best fit is for your company.

When you have a position open up, the first thing you want to do is ensure you create a job description, or update (if needed) the current job description for the position you need to post. Here are some tools to help you do this.

When creating this job description it is important to keep in mind the stage of the company (Early-Stage Startup versus a Small to Medium Enterprise) as this will directly impact the type of skills, and just as importantly, *characteristics* that are essential for someone to have in order to be successful at your company.

Working at a start-up is more fast paced, and ever changing on the whole, a place where there is a lot of action and free communication, in contrast to a slower paced more structured corporate environment. While there is more flexibility, opportunities, and a steep learning curve, and the opportunity to create an impact, working at a startup can also mean working with a lower compensation and greater risk. It is important that this is reflected in the job description or job posting that you create.

Here are some areas that are important to think about and even include whenever you are creating a job description or job posting for your company. These descriptors of your startup will help you find the candidate who has the characteristics needed to be successful at your company.

Transparency: Startups tend to be more transparent, sharing company information more freely, changes in business plans, and triggers behind decisions and insight behind those decision.

Role: Someone working for a startup can expect to wear different hats, required to carry out tasks they might consider outside of their job description.

Responsibility: Working for a startup, the employee can expect more responsibility as compared to a corporate business. The employee could possibly be the only person with the skill set or problem solving ability. Whoever works for a startup should expect to have to hit the ground running.

Pressure: Working in a startup involves working under tight deadlines. It is important that the employee has a personality that works well under pressure; otherwise he/she could end up feeling overwhelmed.

Exposure and Mentorship: While there is there greater exposure to the business side at a startup, there will be less opportunity for mentorship given the busy environment and probability that there is not someone who is able to act as a mentor. Many times, an employee at a startup will have to learn things on his/her own.

Working hours: Working hours at a startup can be very long; however, many startups compensate by having flexible work hours and telecommunication.

Work expectations: Getting work done in a startup environment is often more important than perfection. This is because products and projects are not set in stone and improvement and revisions may have to be done along the way.

Work atmosphere: The atmosphere at a startup is many times characterized by more fun and open communication than at a corporate business. The opinions of employees are valued and there is rarely a dull moment. Dressing is usually casual and there is a creative energy and team spirit.

Recognition: If you do good work your supervisor will notice it; on the other hand, if you mess up they will notice it just as easily. This can be a really positive thing if the person is open to feedback and excited about growing in the position.

Opportunities: Opportunities abound in a startup, which help with being able to climb the career ladder fast.

Job Analysis

When beginning the process of creating a job description, it is always good to do a job analysis first to thoroughly think through the activities and responsibilities of the position, its relationship with other positions in the company, qualifications necessary to perform the job duties, as well as the preferred qualifications.

Writing a Job Analysis can help with:
>Recruiting
>Determining compensation
>Establishing performance standards
>Performance appraisals
>Establishing career paths

Example of a Job Analysis template:

Job Title:	**Department:**
Recommended Level:	
Date: *Use the current Date*	

Job Summary
Write a general statement outlining the basic functions of the position.

Responsibilities *The responsibilities should be listed in the order of the amount of time spent on each responsibility, from the most amount of time to least amount of time.

1. *List one job duty specific to this position. Please note: this job duty must be specific to the general position, not the individual.*

    XX *% of Time*

2. *List one job duty specific to this position. Please note: this job duty must be specific to the general position, not the individual.*

    XX *% of Time*

3. *List one job duty specific to this position. Please note: this job duty must be specific to the general position, not the individual.*

    XX *% of Time*

4. *List one job duty specific to this position. Please note: this job duty must be specific to the general position, not the individual.*

    XX *% of Time*

5. *List one job duty specific to this position. Please note: this job duty must be specific to the general position, not the individual.*

    XX *% of Time*

Skills			
	Level Required		
	Senior, Middle, Junior		
Analytical: Visualize, articulate, and solve problems quantitatively and/or qualitatively and make sound decisions based on available information.	S	M	J
Technology: The use of software, programs, or other technology as required by the job.	S	M	J
Administrative Support: Coordination of meetings/schedules, document production and distribution, and inquiry response.	S	M	J
Oral and Written Communication: The exchange of thoughts, messages, or information through speech, writing, or signs.	S	M	J
Other:			

Collaboration/Interaction (Check only if applicable)

External, i.e. vendors, subcontractors

Internal	External	
☐	☐	Exchange routine, factual information and/or answer routine questions.
☐	☐	Exchange detailed information or resolve varied problems.
☐	☐	Access and/or work with sensitive and/or confidential information.
☐	☐	Identify needs/concerns of others, determine potential solutions, resolve or redirect appropriately.
☐	☐	Persuade, gain cooperation and acceptance of ideas or collaborate on significant projects.
☐	☐	Resolve conflict, negotiate or collaborate on major projects.
☐	☐	Handle sensitive issues and facilitate collaboration at the highest level.
☐	☐	Develop and maintain relationships with key contacts to enhance work flow and work quality.

Expertise area:

Please list an area of expertise required in order to be successful in this position

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Expertise area:

Please list an area of expertise required in order to be successful in this position

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Expertise area:

Please list an area of expertise required in order to be successful in this position

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Expertise area:

Please list an area of expertise required in order to be successful in this position

Expertise area:
Please list an area of expertise required in order to be successful in this position

Direction Received
This position reports to the *list position of area*.

Supervisory Responsibilities
ADJUST STATEMENT AS NEEDED: Supervises work of other supervisors/managers, including planning, assigning, scheduling and reviewing work, ensuring quality standards. Is responsible for hiring, terminating, training and developing, reviewing performance and administering corrective action for staff. Plans organizational structure and job content. *If there are no supervisory responsibilities, please state "None"*

Education
Required: *What is the minimum education required in order to be successful in this position* **Preferred:** *What is the preferred education desired for this position* **Additional Information (such as licensure, certifications, etc.) :** *Please list specific area of study that is required in order to be successful in this position; list area of study preferred.*

Work Experience
Minimum level of work related experience required: *What is the minimum level of work related experience required in order to be successful in this position.* **Type of work experience:**   **Characteristics needed to be successful in the job/organization:**

Travel Requirements

Additional Information

Writing the Job Description

Once you have completed your job analysis, it is then very easy to transfer that information into your job description. The format of job descriptions varies widely from company to company. The following is a general template for a job description. This can be used for both salaried and hourly employees. Please note that the type of employment would need to be specified in the job description.

As you will see, the information gleaned from the job analysis will help you in completing the job description.

Example of a job description template:

Job Title:
Type of Employee: (Salaried or Hourly)
Department:
Reports to: (State job title versus name of person supervising this position)

Position Summary:
This is a brief paragraph outlining the overall, general duties of the position.

Position Responsibilities:
- Bullet points listing out the specific duties of the position
- Start with the job duties which take the most time and/or are the most important job duties of the position
- Begin the responsibility statement with an action verb (see list of action verbs on page 7)
- Do not include responsibilities that may be required in the future
- Always write the responsibilities based on what the position requires, not on the capabilities of an individual

Essential skills and experience:
- Bullet point listing out the minimum requirements needed to be successful in the position.
- List the minimum amount of years' experience to be successful in the position; be specific about type of experience
- List the minimum amount of education needed to be successful; also list preferred amount of education if known.
- Include performance standards, i.e. carried out with minor supervision, ability to set priorities, etc.

Tips for writing job descriptions:

- Do give jobs realistic, descriptive titles
- Do identify salaried versus hourly or professional versus support status
- Do keep the summary brief
- Do list only principal duties, tasks, or responsibilities
- Do identify the essential job functions
- Do review the knowledge, skills, and abilities to ensure they are job related
- Do include appropriate disclaimers, i.e. "other duties as assigned.
- Don't include any demeaning titles , i.e. junior or clerk
- Don't include gender-specific titles, i.e. use salesperson versus salesman
- Don't include percentages

Action verbs

accommodate	communicate	draft	interface	recruit
achieve	compile	edit	interpret	reduce
acquire	complete	eliminate	interview	regulate
address	compose	enforce	investigate	report
adjust	compute	establish	issue	research
administer	conduct	evaluate	lift	resolve
advise	confer	execute	maintain	review
allocate	consolidate	expand	manage	schedule
analyze	construct	explore	monitor	search
apply	consult	facilitate	motivate	select
appoint	control	formulate	negotiate	solve
approve	coordinate	furnish	observe	specify
arrange	correspond	generate	operate	strategize
assess	counsel	guide	organize	streamline
assign	create	handle	participate	strengthen
assist	customize	hire	perform	summarize
audit	delegate	identify	plan	support
augment	deliver	illustrate	predict	teach
authorize	demonstrate	implement	prepare	train
budget	design	improve	present	translate
calculate	develop	improvise	process	troubleshoot
circulate	devise	incorporate	program	update
clarify	direct	increase	provide	validate
clear	disseminate	inform	quantify	verify
collaborate	distinguish	initiate	recognize	
collect	distribute	instruct	recommend	
combine	document	interact	record	

The starting place for determining who is qualified for a position is by reviewing the job analysis and job description. These will provide the basis for validating your screening decisions.

Screening Applicants – Key issues to look for:

- Insufficient education or experience to fulfill the minimum job requirements
- Significant unexplained gaps in employment history
- Frequent job changes
- A downward spiral of jobs with less and less responsibility and authority
- Applicant qualifications should *always* be compared to job requirements
- Characteristics which are essential for a person to have in order to be successful at a startup.

Once you have decided who you would like to move forward with, it is time for the interview.

For lower level positions it is best to keep the interview process brief (no more than 2-3 interviews.) As the level of the position gets higher, more interviews will most likely be necessary due to the importance of the position.

Preparing for the Interview:

- Plan for the interview, review the job description
- Prepare probing interview questions
  - see Exhibit A for tips on what to ask versus what not to ask
  - see Exhibit B for sample behavioral based interview questions
- Prepare case study for candidate to complete
  - This can include any kind of example. It is best to set up a problem that the company has faced or is facing to ascertain whether or not the candidate has the critical thinking skills required ability to think things through, will make decisions that align with the company's values, and is able to communicate (good writing skills).

During the interview:

- Establish and maintain rapport with the interviewee
- Listen carefully; for instance, paraphrase or summarize what the interviewee said
- Observe nonverbal behavior
- Provide realistic information about the job

- Conclude the interview with brief summary, inform the person of next steps

- Remember: job applicants often need to be sold on why they should come and work for you; you need to sell them this position.

- You should always strive to communicate the Company's mission, vision, and values to the candidates as it is imperative that you always bring the right people into the Company.

Every person has his or her own bias and it is important to be aware of these biases during the interview process to ensure they are not blocking you from seeing a great candidate or making a bad hire. Below are some common biases that can occur during the interview process.

- **Stereotyping**
  Forming generalized opinions about how people of a given gender, religion, or race appear, think, act, feel, or respond. *Assuming a woman would want a desk job versus a landscaping job.*

- **First-impression error**
  Making snap judgments and letting your first impression influence the entire interview. *Giving more credence to the applicant graduated from the same school that you did.*

- **Negative emphasis**
  Rejecting an applicant on the basis of a small amount of negative information. *Interviewers give unfavorable information twice the weight of favorable information.*

- **Halo/horn effect**
  Allowing one strong point that you value to overshadow all other information.

- **Nonverbal bias**
  Placing undue emphasis on nonverbal cues. *Hair length or distracting mannerisms*

- **Contrast effect**
  Strong applicants who interview after weak ones may appear even more qualified than they actually are because of the contrast.

- **Similar-to-me error**
  Picking candidates based on personal characteristics that they share with you.

When looking for your star employee, here is a list of traits to look for in every candidate.

7 Traits of Truly Sensational Startup Employees
http://www.entrepreneur.com/article/240883

1. They would much rather act than deliberate.
Things change quickly in the startup world. Very few startups resemble their original business plan. Great startup employees are the same way. They think a little and then do a lot. And then they adapt and modify.

2. They don't care about what's behind the curtain.
Startups generally avoid politics. Instead of obsessing who has the bigger desk/office, they obsess over the customer. Sensational start-up employees understand energy is best spent making a real difference for customers. Every business has finite resources. The key is to spend as much of those resources as possible on things that matter most.

3. They don't see money as the solution to every problem.
Startup star employees are remarkably resourceful. They're not looking to build an army of people to do their bidding, and they're not looking to spend thousands on advertising to avoid the hard work of writing a blog. They're constantly looking for creative ways to make the most of the resources they have. In short, they throw brains at problems, not money.

4. They see every customer as an individual that deserves respect.
Great startup employees never lose sight of the fact that every customer is a person: a person with hopes, dreams, expectations, needs… and a person who ultimately wants to be treated as a person. Great startup employees solve for the customer – and in so doing, they solve for the business.

5. They love a meritocracy.
Sensational startup employees hate politics. They hate hidden agendas. They hate the "good old boys" network. They're willing to succeed on their own merits – because they believe in themselves. And they believe in others, too.

6. They care much more about their peers than the perks.
The #1 benefit of working at a startup is that you get to learn. And, how much you learn is largely a function of how much autonomy you have -- and who you're around.

7. They instinctively focus on the company's mission.
Great start-up employees focus on the core mission of the company. The best people don't just bide their time while they're at work. They squeeze as much value out of that time as they possibly can in furthering the organization's mission. "They try to make tomorrow better than today for everyone around them – because that's what they love to do."

Application Form

Once you have your short list it is always a good idea to have the applicants fill out an application form. Looking at the application form you will be able to get the clearest understanding of the candidate's credentials. The application will also give you information that you may use during the reference checks.

Most companies include a statement on the application form asking the candidate's permission to ask information from former employees. If you do not already have this statement/waiver on your application, it is recommended that you include it moving forward (see Exhibit C for Application template).

While most HR departments will only release information after they have seen this signed form giving them permission to do so, they will usually only give out the persons employment dates and the ending salary. While it is always good to confirm this information, it is not entirely useful as it pertains to getting meaningful input on the candidates work, values, and skill set.

Reference and Background checks:

The objective of the reference check is to obtain external input into the interviewing process, check inconsistencies, and validate some of the candidate's answers. If you want in depth information about the quality of the candidate's work, it is always best to contact former supervisors, clients, and colleagues in the industry, but *always* with the permission of the candidate. Candidates will obviously provide referees who will speak highly of them. It is important to probe beneath the surface to get as real a sense of the candidate as possible, specifically answering queries that emerged through the interviewing process as needed. Usually the most valuable information will come from the former supervisors, and so it is always good to reach out to them first.

Please see Exhibit D for a sample reference check form. Please note that you do not need to follow a script when checking references- as stated before, it is best to probe and in doing so, ask follow up questions based on the information you receive.

If references suggest that we should not proceed with a candidate, this should be seen as a success of the recruiting process rather than a failure. We want reference checking to be an essential part of the process, rather than a rubber stamping exercise.

When completing reference checks it is recommended to do the following:

- **Create a sense of responsibility from the referee**: try to make the conversation matter to them rather than it being an opportunity to do a favor for a colleague: e.g. give a little context about the organization and explain how every recruitment decision we make at this stage is

crucial to our success. Or explain the importance to you personally of getting this hire right so that their loyalty to the candidate is balanced with their commitment to help you make a good decision.

- **Explain the culture and what will be expected from the individual in role**, and then challenge the referee to think about the individual in that specific context.
- **Don't be shy** about asking specific questions, this can often generate very helpful data
- **Cover off the basics** e.g. check that the person worked for them as stated in the resume, ask for how long they have known the individual etc.
- **Other questions which may be helpful:**
  - What should we be aware of that may not have come up through the interviews?
  - Would you personally be willing to vouch for this person's values and ethics? What makes you say that?
  - What advice would you give us to get the best out of them? What should I know to manage this person most effectively?
  - If you were to hire them tomorrow, what role would you put them in. Why?
  - What was the biggest piece of constructive criticism that you gave this person? How did they respond?
  - What was the single best piece of work they did/what was their biggest accomplishment?
  - How did the people that worked under them perceive them as a manager?
  - What do you see this person doing in 5 years?
  - How does this person deal with conflict? Example?
  - Why did the person leave?
- **Blind reference checks can also be very useful;** check who you have in common with the person on LinkedIn or who you know at their former employers. In addition to the references they give you, you should check your network for further validation.

Other checks which should be verified are:

Verification of academic credentials

Criminal background checks

Credit checks (only for finance positions, or positions which will have direct impact on cash flow)

Recruitment Effectiveness

Evaluating your company's recruitment efforts is crucial. Without doing this you run the risk of recruiting the way you always have, possibly without regard to outstanding issues.

Below are some short term and long term considerations that are important to review.

Short term considerations
>   Average time to recruit applicants
>   Selection and acceptance rates
>   Cost per applicant hired (cost of source, time spent, etc.)
>   Quantity of applicants
>   Quality of applicants

Long term considerations
>   Performance of hires
>   Tenure/turnover of hires (6 months, year, 2 years)
>   Absenteeism per hire
>   Training costs

By looking at recruiting data you will also be able to analyze the cost and effectiveness of your recruiting sources. Some things to consider:
>   Quality CV's generated from source
>   Interview offers made from source
>   Interview offers accepted from source
>   Cost per source

Exhibit A

When asking interview questions, regardless of local labor law, it is always best to err on the side of caution to ensure compliance and a sense of respect and dignity for your applicants. This is specifically for US companies, but are things to be cautious of anywhere.

Category	May ask:	May not ask:
Gender and family issues	Do you have relatives already employed by Company?	• How many children do you have? • What are your child care arrangements? • Are you married? • What does your spouse do? • Do you have health care coverage through your spouse? • What is your maiden name?
Race	No questions may be asked	• What is your race? • Please attach a photo to your application
National origin or ancestry	• Are you eligible to work in the Country? • Do you speak/write *needed language* fluently? (if job-related) • What other languages do you speak? (if job-related)	• What is the ethnic association with your surname? • Where were you/your parents born? • What is your nationality/lineage/national origin? • What nationality is your spouse? • Are you a citizen of another country? • What is your native language?
Religion	Are you able to work on the days/times required by the job?	• What is your religious affiliation? • What religious holidays do you observe?
Age	• Are you over the age of 18? • Are you over the age of 21? (if job related)	• What is your date of birth? • When did you graduate from high school? • How old are you?
Disability	Are you able to perform the essential job-related functions?	• Do you have a disability? • What is your disability? How severe is it? • Have you ever filed a workers' compensation form? • Have you had any surgeries? • Have you had any medical problems?
Other	• Convictions (background check) • Academic, vocational, or professional schooling • Are you a member in a trade or professional association related to the position?	• How many times have you been arrested? • What is your height and weight (unless it is a bona fide occupational qualification)

	• Job references	• Who should we contact in case of an emergency? (done post-hire)

Exhibit B

Behavioral Interview Sample Questions for Company

The following questions are all general guidelines. Behavioral based interview questions are suggested as past behavior is an indicator of future success.

It is also important that you know the qualities and attributes of your top performers and think critically about the culture you're trying to create. What questions should you ask that will help you identify the qualities and attributes your company needs? Every company culture is different, and so it is important that your questions are a reflection of your unique culture.

MOTIVATION AND VALUES
- Talk about Company's work, mission, and vision. Can you tell me how you have embodied our values?
- Discuss the vision or potential of the company. Can you tell me how you think you fit in to this and how your experience and/or skills can help us meet our goals?
- What was a time that you struggled to produce excellence in your work?
- What is the one thing you have accomplished in your career that you are most proud of?
- Tell me about a time when you worked under close supervision or extremely loose supervision. How did you handle that? Which did you prefer?
- Tell me about a time when you had to work in an environment where there was little to no structure? How did you like it? Did you feel you were able to succeed in that environment?
- Tell me about a time when you were given creative freedom to complete a project? What was that project and how did it turn out?
- Tell me about a time you were dissatisfied in your work. What did you do?
- What would you most like to learn here that would help you in the future?

ENTREPRENEURIAL SPIRIT
- Describe a time when you took a risk and failed, and one where you took a risk and succeeded. What was the difference?
- Walk me through the first 3 things you would do if you got this job.
- What are 3-5 things you need to be successful in this job? What are the deal breakers?
- What were you doing the last time you looked at a clock and realized you had lost track of time?
- What do you like about our business? How would you change what you don't like?

CREATIVE THINKING
- What book do you think everyone on the team should read?
- What are you currently doing to improve your knowledge and/or skills?
- Tell me about a problem you were tasked with solving in your current job. How did you fix it?
- Describe a time you felt you were right but you still had to follow directions or guidelines?
- Tell me about a time you felt company leadership was wrong. What did you do?

COMMUNICATION SKILLS
- Describe a time when you were the resident technical expert. What did you do to make sure everyone was able to understand you?
- What forms of communication do you prefer?
- How do you deal with communicating remotely? Can you provide examples of times you've had to do it in the past?
- Tell me about a time when you had to rely on written communication to get your ideas across to your team.
- Tell me about a successful presentation you gave and why you think it was a hit.

TEAMWORK/COLLABORATION
- How do you handle working with personalities that are very different from yours? What personality traits in others are difficult for you to work effectively with?
- Give me an example of a time you faced a conflict while working on a team. How did you handle that?
- Describe a time when you struggled to build a relationship with someone important. What did you do?
- Tell me about a time you needed to get information from someone who wasn't very responsive. What did you do?
- Give me an example of a time when you motivated others.
- Tell me about a time when you were forced to make an unpopular decision.

ABILITY TO ADAPT
- Tell me about a time you were under a lot of pressure. What was going on, and how did you get through it?
- Describe a time when your team or company was undergoing some change. How did that impact you?
- Tell me about the first job you've ever had. What did you do to learn the ropes?
- Give me an example of a time when you had to think on your feet in a difficult or awkward situation.
- Tell me about a time you failed. How did you deal with this situation?

TIME MANAGEMENT SKILLS

- Describe a long-term project that you managed. How did you keep everything moving along in a timely manner?
- How do you prioritize competing needs of others?
- Tell me about a time when you had too many things to do and you were required to prioritize your tasks.
- Tell me about a time you set a goal for yourself. How did you go about ensuring that you would meet your objective?
- Give me an example of a time you managed numerous responsibilities. How did you handle that?

EMOTIONAL INTELLIGENCE

- Who inspires you and why?
- If you were starting a company tomorrow, what would be your top three values?
- If our company priorities change, how would you help us carry out the shifted goals?
- Did you build lasting friendships while working at another job?
- What skill or expertise do you feel you are still missing?
- What are the top three factors you would attribute to your success?

Exhibit C

Date _____

EMPLOYMENT APPLICATION

WE ARE AN EQUAL OPPORTUNITY EMPLOYER. Applicants and employees are considered for positions and are evaluated without regard to mental or physical disability, race, color, religion, gender, national origin, age, genetic information, military or veteran status, sexual orientation, marital status or any other protected Federal, State/Province or Local status unrelated to the performance of the work involved.

Please answer all questions completely. Please do not provide any information not specifically requested on this Employment Application form.

PERSONAL

Last Name	First Name	Middle

Address (Number & Street, Apartment or Box No.)	City	State/Province	Country	Zip/Postal Code

Home Phone	Work Phone	Cell/Mobile Phone	Other Phone

E-mail Address

Desired Type of Employment	Are you eligible to work in the *Country? ☐ Yes ☐ No	Are you age 18 or over? ☐ Yes ☐ No	Willing to Relocate? ☐ Yes ☐ No

Date Available to Start	How did you hear about us?

Have you ever been previously employed here? ☐ Yes ☐ No	If yes, list dates employed: From: To:	Desired Salary

Do you have any relatives employed by this organization? ☐ Yes ☐ No	If yes, give name and title:

EDUCATION

School/Institution (City, State/Province, Country)	Did you Graduate?	Major/Area of Study	Degree
1. High School	☐ Yes ☐ No ☐ Currently Enrolled		
2. College/University	☐ Yes ☐ No ☐ Currently Enrolled		
3. Graduate School	☐ Yes ☐ No		

	☐ Currently Enrolled		
4. Business/Trade School	☐ Yes ☐ No ☐ Currently Enrolled		
5. Other	☐ Yes ☐ No ☐ Currently Enrolled		

WORK EXPERIENCE

Begin with present or most recent employer and list prior employers. You may, but are not required to, include any verified work performed on a volunteer basis.

May we contact your present employer?   ☐ Yes   ☐ No

1. Name of Employer	Address	City	State/Province	Country	Zip Code
Dates Employed From: To:	Salary Start: End:	☐ Full-Time ☐ Part-Time ☐ Temporary	Your Job Title		
Phone	Supervisor's Name		Supervisor's Title		
Describe Major Duties		Reason For Leaving			

2. Name of Employer	Address	City	State/Province	Country	Zip Code
Dates Employed From: To:	Salary Start: End:	☐ Full-Time ☐ Part-Time ☐ Temporary	Your Job Title		
Phone	Supervisor's Name		Supervisor's Title		
Describe Major Duties		Reason For Leaving			

3. Name of Employer	Address	City	State/Province	Country	Zip Code
Dates Employed From: To:	Salary Start: End:	☐ Full-Time ☐ Part-Time ☐ Temporary	Your Job Title		
Phone	Supervisor's Name		Supervisor's Title		

Describe Major Duties		Reason For Leaving			

4. Name of Employer	Address	City	State/Province	Country	Zip Code

Dates Employed From: To:	Salary Start: End:	☐ Full-Time ☐ Part-Time ☐ Temporary	Your Job Title

Phone	Supervisor's Name	Supervisor's Title

Describe Major Duties	Reason For Leaving

SUMMARY

In a brief statement, **in your own words**, please describe why you are an ideal candidate for this position.

REFERENCES

Name	*Current Company*	Relationship	Phone	E-mail

PRE-EMPLOYMENT STATEMENT (Please read before signing)

I understand that the organization will rely, in part, on the information I provide in this Employment Application in considering whether to hire me. I understand that it is important that I provide complete and accurate information and certify that I have done so. If the organization discovers at any time that I failed to completely and honestly provide any information requested of me in this Employment Application or during the interview process, I understand that my application will no longer be considered or, if I am working for the organization, that I will be subject to disciplinary action, up to and including termination of employment.

The organization is committed to compliance with the provisions of this nation's immigration laws regarding verification of employment eligibility. Any offer of employment will be contingent upon your ability to provide legally sufficient documentation showing eligibility to be employed by this organization. Applicants or employees that present fraudulent documents for employment verification purposes will be terminated.

I authorize the organization to contact anyone that it deems appropriate to verify the information I have provided or to further investigate my background, past performance and suitability for employment. I consent to being discussed by any person contacted by the organization and waive all rights to bring any action for defamation, invasion of privacy or any similar claim against anyone that provides information to the organization with a good faith belief that the information provided is true. I understand that the organization

may choose to obtain background information about me from a consumer reporting agency. Before requesting a report from a consumer reporting agency, the organization will ask for my authorization. I understand that if I refuse to provide such authorization, my application for employment will not be considered.

I understand that this Employment Application is not an offer of employment. I understand that nothing contained in this Employment Application creates a contract between the organization and me for employment or any other benefit. No promises regarding employment have been made and I understand that no such promise or guarantee is binding upon the organization.

If employed, I understand and agree that the organization retains the sole right in its business judgment to modify, suspend, interpret, or cancel, in whole or in part, at any time, with or without any notice, any published or unpublished policy, practice, procedure, process, or benefit.

If employed, I understand that I may be required to comply with Local Data Privacy and other applicable regulations. I understand and agree to comply with such laws.

If employed, I understand that as a condition of employment that I may be required to agree to and sign the organization's confidentiality, non-compete, and/or other similar agreements. I also agree to notify the organization during the pre-employment process of any confidentiality, non-compete, and/or other similar agreements that I may have already signed with current and/or former employers, or other potential conflict.

I understand that the technical processing and transmission of the application, including my personal information, may involve (a) transmissions over various networks, including the transfer of this information to other countries for storage, processing and use by , its affiliates, and their agents; and (b) changes to conform and adapt to technical requirements of connecting networks or devices. Accordingly, I agree to permit such parties to make such transmissions and changes, and hereby provide the necessary consent for the same.

_____   _____
Signature of Applicant   Date

Exhibit D

Reference Form Template

Candidate Name:
Provider of Reference:
Organization, Position:

_____

1. Please confirm the time frame and nature of the working relationship you and *candidate had, specifying your role and *candidates' role, with a note about the circumstances of the departure.

2. How would you describe the overall quality and impact of *candidate's work?

3. The position for which *candidate is being considered carries responsibility of XXX. While the content and context of *candidate's work in your organization were likely different, have you seen *candidate fulfill analogous responsibilities and, if so, how would you assess her performance?

4. As a representative of our company, XXX skills are a key success factor for this role. In your experience, has *candidate shown XXX skills? Does candidate present with maturity, credibility, and good judgment?

5. As a question that relates directly to your start up and characteristics that are essential for this person to have in this position. Refer to page 10, 7 characteristics of a superstar employee in a startup for an example. Does this person exhibit any of these qualities?

6. If you had to guess as to what candidate's top 3 values are, what would you say that they are?

7. Finally, given your experience and your understanding of the position as described, would you recommend *candidate; and, if you had the opportunity, would you work with this person again?