

[NOTE: This document is public. Suggestions, feedback, and additions are very welcome!]

Screening

This is the initial step in our hiring process.

Purpose: Determine if a person should officially enter our hiring and evaluation process

Who fills the role: All August team members can screen a candidate and recommend that they move on to a 1st interview

There are two types of screening scenarios, each calling for a different approach:

- A. **We know that the person is interested in working at August, but we don't know if they're a promising candidate.** In this case, we can use any type of candidate research to determine if the person might be a good addition to our team. Research may include any of the following: reading a candidate's inquiry note / cover letter, reviewing the candidate's LinkedIn profile, reading any published writing (Medium.com, etc.) by the candidate, and an informal conversation with the candidate.
- B. **We know that they're a promising candidate, but we don't know if the person is interested in working at August.** In this case, an August member who might know the person or be familiar with their work should speak directly to the candidate and find out if the person is interested in possibly joining the August team. It is important during the conversation to be clear that this does not entail a job offer, but rather an invitation to formally speak with other August members about their potential as an August team member.

Once the candidate officially enters the hiring and evaluation process, the following **Screening Information** should be collected and shared with all interviewers:

- How many total years of professional experience does the candidate have (across all jobs)?
- How many years of directly relevant professional experience does the candidate have?
- Does the candidate have any relevant advanced degrees?
- Does the candidate have any relevant certifications?

Hiring Advocate

Once a candidate officially enters our hiring and evaluation process, one August team member is selected to fill the Hiring Advocate role for that candidate.

Purpose: Minimize the chance we're saying 'no' to a candidate we should have said 'yes' to

Who fills the role: Alix Zacharias, Mike Arauz

Accountabilities:

- conducting the 1st Interview
- creating an Interview Feedback document for the candidate
- collecting and documenting Screening Information
- collecting evaluation info and feedback
- setting the candidate up for success
- proposing either to make offer or not
- closing

Domain: Final Decision on making an offer or not and at what capacity level

Interview Feedback

Everyone who interviews a candidate, and recommends that they continue through the evaluation process must share their candidate feedback in [an interview feedback document](#) set up by the **Hiring Advocate** for the candidate. Feedback should be documented within 1-2 hours immediately following the interview.

Interview Feedback includes:

- What gives you confidence that this candidate will succeed inside 'enterprise' (i.e. large, scaled, global, Fortune 1000) orgs?
- What about this candidate would you be excited to tell a client?
- What is 1 specific anecdote that made you excited about their capacity?
- Are there any important things to note about when the candidate would be available to join August or any other dependencies?
- What makes this candidate awesome?

Interview Questions

It is up to the interviewer to choose questions that help them get answers to the questions above, and to assess the candidate's capacity level.

These are questions that we've found to be useful:

- How did you end up doing what you do?
- What have you been working on in the past 1-2 years? What specific organizations? What were the projects? Can you describe the team that owned those projects? What was your role on the projects?
- What's something you've done in your career that you're most proud of?
- What are some of your favorite things about your current job? And what do you wish was different?

For inspiration: [other questions are here](#).

Capacity Survey

Everyone who interviews a candidate, and recommends that they continue through the evaluation process must complete a Capacity Survey to share their estimation of the candidate's capacity level.

[Capacity Definitions are located here](#).

After the candidate has completed the evaluation process, the August team's collective assessment of their capacity - via this survey - is used to determine the starting capacity level (and compensation) we offer to the candidate.

CAPACITY SURVEY

	Undeveloped	Shows potential	Immediate add to current capacity	On par with our current best	Game-changing
THEORY / IP					
DELIVERY / PRACTICE					
CONSULTING					
CLIENT NETWORK					
TALENT NETWORK					
ADMINISTRATION					



For more information on what kind of knowledge, skills, and experience help to develop the kind of capacity we look for, read this Medium post: [How To Get A Job Doing What We Do\(-ish\)...](#)

1st Interview

This is the most uncertain step in the candidate evaluation. It's the point when we have the least amount of information. Therefore, there's likely to be the most variation in the best way to conduct the interview.

Here are a few tips for how to make the most of it, and make sure that we get what we need to make a wise decision about either moving the candidate on to round 2 or telling them 'no'.

Recommended time: 30 minutes

Do your homework. We have a process, follow it.

- Set up [new candidate feedback document](#)

- Complete **Screening Information**
- Review “cover letter”
- Review LinkedIn and any other online stuff
- Review [Capacity Level Definitions](#)

Know what questions you need to answer by the end of the interview:

- Do you recommend that they proceed to a 2nd interview?
- What gives you confidence that this candidate will succeed inside ‘enterprise’ orgs?
- What about this candidate would you be excited to tell a client?
- 1 specific anecdote that *made you excited about their capacity*

Discover their ‘why’. Find out how they ended up doing what they do, and what led them to think they want to do what we do. (Also, do they know what we do at August?)

Complete the Candidate Feedback and Capacity Survey within 1-2 hours immediately following the interview.

2nd Interview

The 2nd interview is a critical step in our evaluation. It’s our chance to affirm – or not – that the candidate has the passion, curiosity, and potential to excel as an August team member.

Recommended time: 30 minutes

Do your homework. We have a process, follow it.

- Review “cover letter”
- Review LinkedIn and any other online stuff
- Review ALL screening info and 1st interview feedback
- Review [Capacity Level Definitions](#)

Know what questions you need to answer by the end of the interview:

- Do you recommend that they proceed to a Chemistry Test?
- What makes them awesome?
- 1 specific anecdote that *made you excited about their capacity*
- What would they *add* to August?

Complete the Candidate Feedback and Capacity Survey within 1-2 hours immediately following the interview.

Chemistry Test

To decide if there's a good mutual fit, we find that it's valuable for the current August team and a candidate who is considering joining us to spend time side by side working on a real challenge, related to our day-to-day work.

We call this session a "Chemistry Test" because it helps us all discover what we might accomplish together if we combined our styles, skills, and know-how.

TIPS: We want every candidate to do their best, and we've designed this session to highlight each candidate's intuition, insight, and creativity. In particular, we're excited about candidates who make their presence felt and share their passion for this work. We recognize that different people do this in different ways, and we welcome that difference.

There are 2 versions of the Chemistry Test, depending on the candidate's capacity level.

- [Chemistry Test A - for candidates at Capacity Levels 1-3](#)
- [Chemistry Test B - for candidates at Capacity Levels 4-6](#)

All participants should complete the Capacity Survey within 1-2 hours immediately following the Chemistry Test.

Final Decision

After the Chemistry Test, and after all Feedback and Capacity Survey information has been collected, the Hiring Advocate should make a proposal on whether or not to make an offer to the candidate, and at what Capacity Level.

The Hiring Advocate should use an advice process to give the team the ability to ask clarifying questions, and to share reactions, suggestions, and any concerns or qualifications before they make their decision.

Closing Conversation

Once we have decided that we want the candidate to join our team, and are ready to make an offer, the Hiring Advocate should have a final conversation with the candidate before the official offer is shared. The Closing Conversation is the last – and arguably most important – step in the hiring process. This is our chance to let

the candidate know how much and why we're excited about them joining our team, and to find out if there is any additional information we should be aware of.

This is our recommended guide for the Closing Conversation:

- Tell the candidate something that you like about them already.
- What would make your first 90 days at August AWESOME?
- If you imagine what your career at August looks like 3 years from now, what are the highlights?
- If you end up turning down our offer, what would be the reason?
- What will make it easy for you to say yes?
- What else should we be aware of?
- Share what our Capacity Level assessment is, and the corresponding [Compensation](#). How does this fit with your salary expectations?*
- What remaining questions do you have?

**We do not ask any candidate to share their salary expectations with us before we share our proposed offer. ([For context...](#))*