

XTC BERLIN / BY VERONIKA ILINA & ALEX PTAKHIN /
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HIRING, INTERVIEWS AND OFFBOARDING

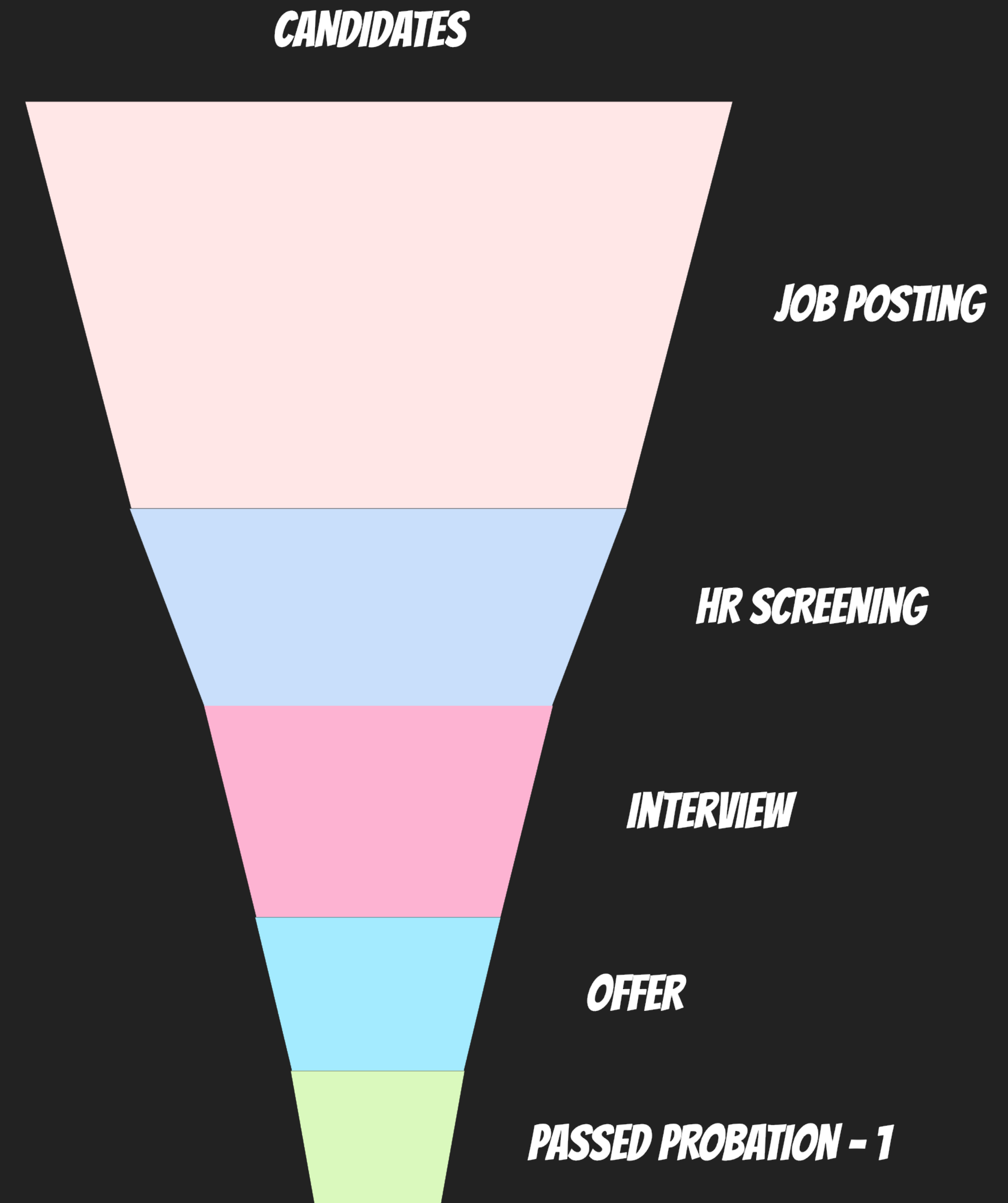
**WHAT DO HIRING, ONBOARDING
AND OFFBOARDING
HAVE IN COMMON?**

**THEY COST US
AN ARM AND A LEG**

**FORTUNATELY, A BIT OF PREWORK CAN PROTECT
US FROM HIRING, ONBOARDING & OFFBOARDING
MISTAKES AND ADDITIONAL COSTS**

THE REAL COSTS OF HIRING A +1

- ▶ Time & effort => money costs:
 - ▶ HR: applications review, screenings, discussions
 - ▶ the hiring manager: comments review, interviews, discussions, **onboarding & offboarding** if something goes wrong
 - ▶ manager of the hiring manager: review, OK for offer
 - ▶ team: communications, change in team dynamics, onboarding



**STEP 0 OF HIRING:
CHECK IF YOU CAN AVOID IT**

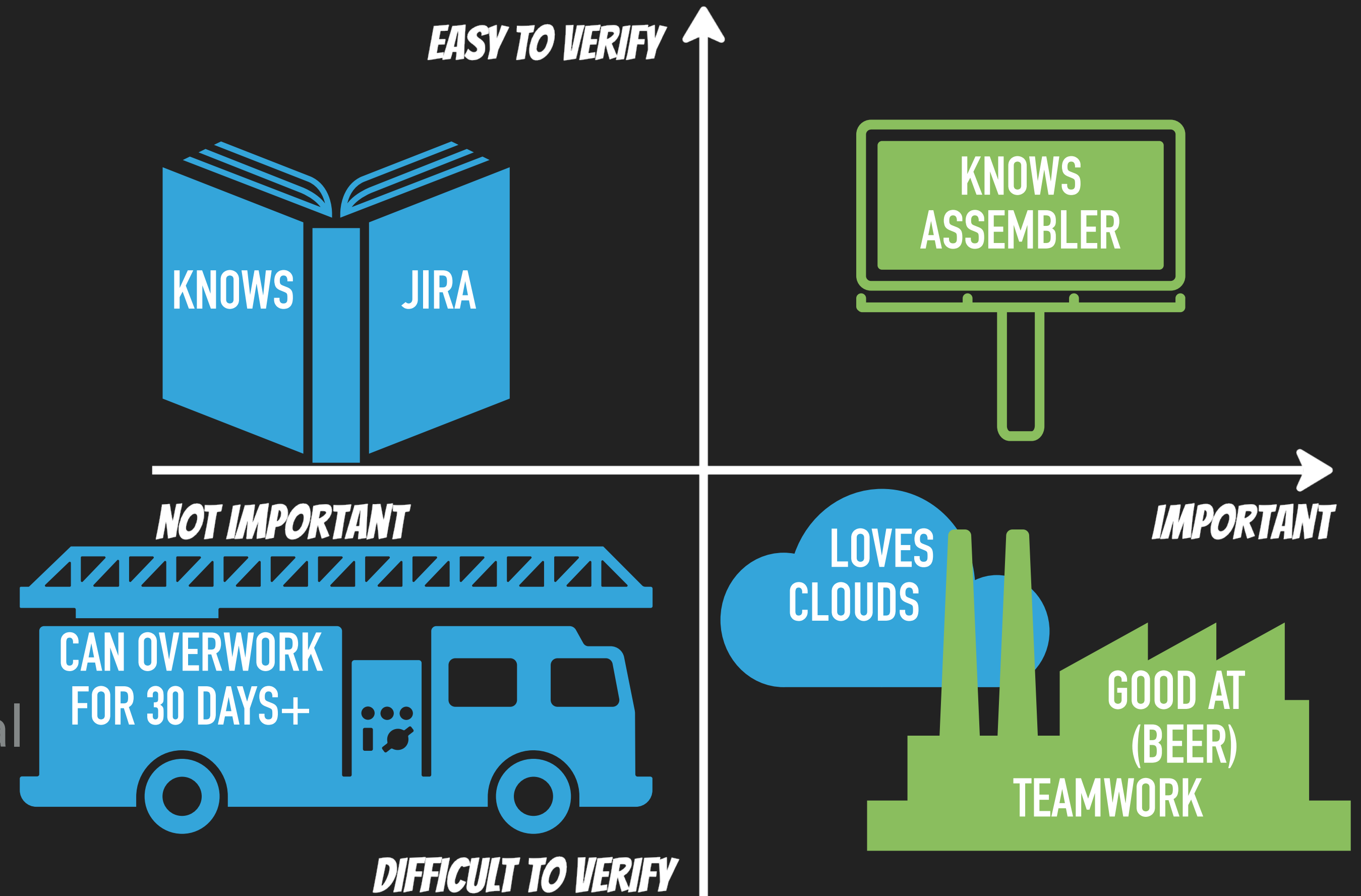
CHECKLIST: CAN WE AVOID HIRING NOW?

- ▶ We rechecked the budget and strategic/tactical direction
- ▶ We optimized our processes
- ▶ We discarded all the work we don't need OR want to do (relying on priorities)
- ▶ We optimized, and we still have a big area for work
- ▶ We rechecked the budget and direction once again
- ▶ If we still need to, we can open a position

**IT'S STILL CHEAPER THAN
HUNDREDS OF HOURS SPENT
BY EVERYONE IF WE DO HIRE**

CHECKLIST: HOW TO DECREASE THE HIRING COSTS IF YOU STILL NEED A +1

- ▶ Focus on what's important
- ▶ Create a precise job position, reviewed by a team member
- ▶ Gather the plan for the person's workload and expectations
- ▶ Remember that it may be faster to teach some skills than to find an ideal
- ▶ Aim to find the first suitable one, not the best one



KEEP IN MIND AN IDEAL HIRING CYLINDER

CANDIDATES



JOB POSTING

HR SCREENING

INTERVIEW

OFFER

PASSED PROBATION - 1

HOW TO MAKE YOUR ONBOARDING CHEAPER

- ▶ Prepare a plan beforehand
- ▶ Align the plan with the role requirements and expectations
- ▶ Discuss the plan together in the beginning
- ▶ Feedback and sync: where we are on expectations, and how they feel about us
- ▶ Something changed? Correct the plan and agree on the new roadmap
- ▶ Make the decision, agree on the next steps

WHAT TO CONSIDER TO DECIDE IF IT'S TIME FOR OFFBOARDING

- ▶ Expectations of everyone involved
- ▶ Costs for us and potential to teach them what they lack
- ▶ Implicit "glue" impact on the team
- ▶ Influence on the team dynamics both from the person and our future decision
- ▶ Step 0 of hiring process :)

**IT'S EXPENSIVE TO HIRE +1, ONBOARD THEM
AND OFFBOARD IF SOMETHING GOES WRONG**

**SO WE SHOULD ALWAYS BE LOOKING
FOR OPTIMIZATIONS FOR OUR OWN SAKE**

QUESTIONS TO DISCUSS

- ▶ Tell us about inefficiencies in the hiring and onboarding process you observed (as a candidate or a manager). What could be done a better way?
- ▶ Tell us about inefficiencies in the offboarding process you observed (as an employee or a manager). What could be done a better way?
- ▶ What other prerequisites could help the team decide who to hire, onboard, or let go of?