



# CHC CONSULTING SMART HIRING TOOLKIT

Practical Tips to Help  
You Hire Right, First  
Time



# WELCOME FROM CHC CONSULTING

Hiring is not just a tick-box exercise. It's one of the **most impactful decisions** you'll make as a leader. But in **fast-paced environments**, the process often gets rushed, relying on gut feel, CVs, and **pressure to just fill the role**.




At CHC, we believe **smart hiring** starts long before the interview and continues long after the offer. This **toolkit** is your **guide to a better way**.

## WHY THIS MATTERS:

Think of hiring like **planting a garden**. If you understand your soil, choose the right seeds, and tend to them with care, you'll **grow something that lasts**. This guide will help you **plant smarter**.







## **SECTION 1: DEFINE SUCCESS BEFORE YOU ADVERTISE**

*Metaphor: Don't Shop Without a Recipe*

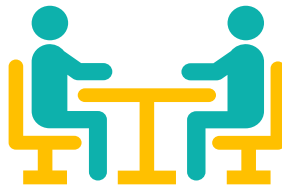
## SECTION 1: DEFINE SUCCESS BEFORE YOU ADVERTISE



Would you walk into a grocery store without knowing what you want to cook? Without a plan, you'll pick items that don't go together. Hiring without clarity does the same.

### ACTIONABLE INSIGHT:

*Spend 30 minutes upfront defining success. It could save you 3 months of performance management.*



**66% of hiring managers** admit they've hired someone who was a poor fit because the job role wasn't clearly defined. (*CareerBuilder, 2023*)

## SECTION 1: DEFINE SUCCESS BEFORE YOU ADVERTISE


### HOW TO DO THIS:

- Clarify what **success** looks like at 3, 6, and 12 months
- List the core **outcomes** (not just duties)
- Define the behaviours that will help someone **thrive**
- Involve key **stakeholders** in shaping the role



**SMART TIP:** Write a "day in the life" paragraph. This brings the job to life more than a generic spec.





## **SECTION 2: HIRE FOR POTENTIAL, NOT JUST EXPERIENCE**

*Metaphor: Don't Buy a Car Based Only on the Mileage*

## SECTION 2: HIRE FOR POTENTIAL, NOT JUST EXPERIENCE



A CV shows where someone has been. But potential tells you where they're going and whether they'll get there with you.

### ACTIONABLE INSIGHT:

*Add at least one step in your hiring process that focuses on future potential, such as values-based interviewing or a situational assessment.*



**85% of job success** comes from soft skills like adaptability, communication, and problem-solving, not technical skills alone.  
*(Harvard Study via NACE)*



## SECTION 2: HIRE FOR POTENTIAL, NOT JUST EXPERIENCE

### HOW TO DO THIS:

- Curiosity and learning **agility**
- Value **alignment** with your team
- Ability to adapt to **changing** environments
- **Motivational** fit (not just role fit)



**SMART TIP:** Ask “What would you need from us to do your best work?” It tells you how self-aware and proactive they are.







## **SECTION 3: ASK THE RIGHT INTERVIEW QUESTIONS**

*Metaphor: Dig for the Roots, Not Just the Flowers*

## SECTION 3: ASK THE RIGHT INTERVIEW QUESTIONS



Polished answers can look good – but you want to know what's driving them underneath.

### ACTIONABLE INSIGHT:

*Use 4-6 core behavioural questions with every candidate. Stick to them. It's the only way to compare meaningfully.*



Structured interviews are **2x more predictive** of job performance than informal ones. (Schmidt & Hunter, 1998)

## SECTION 3: ASK THE RIGHT INTERVIEW QUESTIONS

### TRY THESE EXAMPLES:

- "Tell me about a time you had to win someone over."
- "When did you have to learn something new quickly?"
- "Describe your best manager, what made them great?"
- "What's something you're proud of, and why?"



**SMART TIP:** Use the **STAR technique** (Situation, Task, Action, Result) to evaluate their depth of thinking.



## **SECTION 4: HOW TO BRIEF A RECRUITMENT SERVICE**

*Metaphor: Don't Hire a Travel Agent Without  
Telling Them Where You're Going*



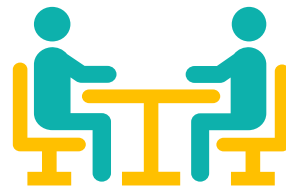
## SECTION 4: HOW TO BRIEF A RECRUITMENT SERVICE



Great recruiters aren't CV collectors. They're performance partners. But they can only deliver quality if you give them the map.

### ACTIONABLE INSIGHT:

*Invest 45 minutes in a strong briefing session. It's the single biggest predictor of quality candidate fit.*



Companies that treat recruitment firms as strategic partners fill roles **25% faster** and report **2x higher satisfaction**. (*LinkedIn Talent Solutions, 2022*)

## SECTION 4: HOW TO BRIEF A RECRUITMENT SERVICE

### WHAT TO INCLUDE IN YOUR BRIEF:

- 1.The 'Why' Behind the Role** - What challenge is this role solving?
- 2.Team Culture** - What's the real pace, tone, and structure of the team?
- 3.Non-Negotiables** - What will cause someone to fail here?
- 4.Growth Opportunity** - Where can this role go in 1-2 years?
- 5.Feedback Rhythm** - Agree on how and when you'll give input



**SMART TIP:** Share examples of people who've succeeded or failed in similar roles. It gives us a benchmark..



## SECTION 5: RED FLAGS TO WATCH FOR

*Metaphor: Don't Paint Over Cracks, They'll Reappear Later*

## SECTION 5: RED FLAGS TO WATCH FOR



We've all been there, the "but maybe they'll grow into it" moment. Hiring someone with known risks, hoping they'll fix themselves later, usually backfires.

### ACTIONABLE INSIGHT:

*If you see red flags, don't ignore them.  
Investigate, clarify, or walk away.*



A bad hire can cost up to **30% of the employee's annual salary**, but the real loss is morale, trust, and team cohesion.

*(U.S. Department of Labor)*



## SECTION 5: RED FLAGS TO WATCH FOR

### COMMON RED FLAGS:

- **Avoiding responsibility** for past mistakes
- **Lack of questions** about the role or team
- Low energy or **unclear motivation**
- Misalignment on **values**



**SMART TIP:** After the interview, ask: “Would I be excited to work with this person tomorrow?” Trust your team’s gut too.





## SECTION 6: CHC'S HIRING HEALTH CHECKLIST

*Metaphor: Do a Pre-Flight Check Before You Take Off*

## SECTION 6: CHC'S HIRING HEALTH CHECKLIST



Before sending an offer, make sure your process has covered the right ground. Rushed hires feel good now but can crash later.

### FINAL ACTIONABLE INSIGHT:

*Run this checklist every time. One wrong hire can stall an entire team.*



Only **48% of new hires** meet expectations after 18 months, but when companies assess for cultural fit and job clarity, success **improves by 32%.**

*(Leadership IQ, 2023)*

## SECTION 6: CHC'S HIRING HEALTH CHECKLIST

### HIRING HEALTH CHECKLIST:

- Have we clearly defined what success looks like?
- Did we assess both behavioural fit and technical skill?
- Was the interview structured and fair?
- Are we excited to work with this person?
- Does the candidate understand the role's challenges?
- Have we aligned on expectations and next steps?





# FINAL WORD FROM CHC CONSULTING



At CHC Consulting, we help organisations **unlock human performance** by hiring with clarity and intention. We combine **psychological insight, tech-enabled assessment tools**, and a **human-first approach** that brings results.

Companies with strong hiring practices see **3.5x higher revenue growth** and **2.1x greater profit margins**.

*(Boston Consulting Group, 2021)*

**Let's make your  
next hire your  
best one yet**



**Contact Us**

