



The Hiring Process is among the most vital at Fermyon because it introduces our culture to the candidate, allowing them the opportunity to choose in and for us to select those that have similar cultural values. The process is also an enabler for Fermyon to find and hire the absolute best-fit candidates. The process is designed to demonstrate thoughtfulness, effectiveness, and efficiency.

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## **Background**

Employees are the life blood of an org. Simply put; they create and maintain the company. With that being the context, it is quite clear why hiring is so important. The problem is that most people are ill-equipped to make hiring decisions. Most people are never trained to interview people. They are not trained to write job descriptions. They don't know how to identify the key results they want produced by a new hire. Typically, people have no idea how to assess whether a candidate shares the company's most important values. And the most troubling one, they are

biased. All of this puts a serious headwind into the path of hiring. It is far more rare to have someone who is very talented at hiring. And if they are they probably couldn't tell you what they are doing. It's no wonder companies end up hiring the "wrong" candidate time and time again. Such a waste to have a body fill a role that isn't the right body. The new hire could make a mess of team dynamics; they could have exaggerated their ability; they could regularly offend someone; they could undermine and bring others with them; they could overdramatize situations and have a victim consciousness; they could violate one or more company core values. If you believe hiring someone who creates any of that list is avoidable, this FIP is a great start.

This FIP lays out a process, the goal being to standardize the approach to hiring, the roles, and to act as a guide for learning and increasing the teams' capabilities. The process will morph over time as refinements are identified and efficiencies are implemented. Best practices will be highlighted as they are newly discovered.

For now, this FIP is derived from the best practices of other companies. Those discoveries address the shortfall in ability that so many hiring managers and their teams encounter. Undoing a poor hire is so much more challenging and costly than slowing down on the front end to make a great hire. The process, if done well, should reveal a very high success rate. Hiring managers and their teams should be both happy with the person they hired and shortly after with their performance.

## Proposal

Fermyon has identified four core values: curiosity, humility, inclusion, and passion. It is aspirational to attempt to instill values in a culture and it takes true dedication by the entire team to ensure they are alive and well. Therefore, they must be represented in the hiring process.

We must hire people who believe in these company values and can understand the importance of highlighting, acting upon, and upholding them before they join Fermyon.

Once a role is identified and budget approved, the hiring process begins. We must ensure the Fermyon core values are represented within the job description template. From there, we have an interview or two that both shares the values and

assesses the candidate's alignment with them. Finally, the StrengthsFinder work will be tied to core values and culture. After the hire we carry the values and culture into the onboarding process – which is covered in [this Onboarding companion](#) document.

We have crafted a thorough “swim lane” spreadsheet containing the process, the roles that interact in any given part of the process, and the related information & documents. It is our intention to refine the process until it is *incredibly efficient and well-run*. Every new person should be able to quickly engage with the process to ensure excellent internal communications and understanding. (note: this may get moved in Notion in a different format)

## The Timeline and Structure

### Summary

1. Identify a need for a role - what objectives need a human resource to ensure their completion? What level of skill is required?
2. Establish budget for the role
3. Write a job description (use template and have someone review it)
4. Send to recruiter (if being utilized)
5. Have meeting with recruiter to review and ensure clarity of role and selling points
6. Post JD
7. Hiring Manager selects their team for interviews
8. Someone reviews applications and resumes (recruiter, hiring manager, office manager)
9. Screen candidate – Recruiter or hiring manager
10. Interview – Hiring manager or Human Performance (HP) - culture interview
11. Interview – HP - culture interview or team begins
12. 3-5 more interviews – selected team members - depends on the role and what the need is. Could be a group interview, a technical interview, some other specialty interview, or the CEO or other LT members.

13. Offer – verbal – then written
14. Accepted
15. Pre-onboarding
16. Onboarding

The timeline and structure for the process is defined here: {ToDo - Migrate to Notion} [Onboarding spreadsheet](#) (which shows our swim-lanes for each role) and a review of this document.

## Hiring & Onboarding Roles and Responsibilities

The job seeking and hiring process involves these people:

- **Hiring Manager:** The person doing the hiring & supervising of an employee or the person with a need that contract labor fulfills. Also, the person who writes the job description. This role has a significant amount of work to accomplish for each role being hired or fulfilled. Reviewing resumes, screening candidates, interviewing, coordinating with recruiters (where applicable), identifying and coaching the interview team, and working with Human Performance on compensation could take as much as five hours/week/role.
- **CEO:** the person approving the expenditure of budget to create a full-time commitment or a partial-time contractor decision. Also, the person who conveys the company vision, company strategy, information about the Board of Directors and the person who can veto the hiring of any proposed new-hire or contractor.
- **Human Performance (HP):** the person who provides input for the job to be done, decides compensation, interviews for cultural fit, and describes cultural attributes. Once hired, checks in with the employee or contractor about their cultural fit and experiences. {For Matt to decide: Does this role also hold a veto for all full-time employee decisions.}
- **Recruiter (optional):** the person who specifically allocates time to search for candidates.
- **Screeener:** the person who is the first person to review resumes {and Applicant Tracking System surveys} to assess whether the inbound applicant might be a

good fit for the Job Description and, therefore, needs to be assessed by the Hiring Manager for fit.

- Hiring Coordinator: the person who handles all of the logistical aspects of posting roles, orchestrating interviews, and running the hiring process. Once hired, handles the pre-onboarding activities and logistically onboards the employee/contractor.
- Interview Team: the people chosen by the Hiring Manager and Human Performance to evaluate any/every screened candidate for a role. This is the group of people who provide input to the Hiring Manager for their decision on who to hire.

## Identification of Need

The process commences with the identification of a need and the allocation of budget dollars against that need. Sometimes the need will be part-time, project-based, or temporary in which case it will usually be filled by a contract resource of some type – frequently including independent contractors. Other times the need will be deemed to be long-term, spanning many years and therefore warranting the additional risk and commitment to a new full-time employee.

During this process, it's vital for the hiring manager to be crystal clear on the need, the responsibilities, the goals of the role, the work to be done, the characteristics of that work and the competencies needed, and ideally, examples or "models" of that work either within or outside the company.

## Job Description

For full-time employees a job description **must be created** so that it can be reviewed by a relevant group (team member, expert, LT member(s)) and approved by the Head of Human Performance. It is now ready for internal or external posting. For a contractor, it's a good habit to create a position description but it is not necessary. {Notion-ize: The [Job Description Template](#) can be found on the Fermyon Hub → Employee Central → Employment Related Forms → Onboarding}.

As the Job Description is being finalized, the Hiring Manager needs to identify a few additional pieces of information for the recruitment process:

1. What "level" is this role? Is it entry-level (i.e., Level 1) or a very senior individual contributor (i.e., Level 5) role? Note that role levels are often presented in salary surveys, so not only does the level information provide the recruiting role screening information, it also provides the Hiring Manager and Human Performance roles the necessary information to identify the probable salary & stock option range(s).
2. Probable salary & option range(s). IMPORTANT! Any role recruiting in Colorado **MUST LIST** the target salary range in the published description.
3. What advertising channels to use for this role. Options (multiple choice) include:
  - a. The Fermyon website
  - b. Job Markets (like Indeed, Monster, LinkedIn)
  - c. Human Recruiters
  - d. Specialized Human Recruiters
4. How easy do they think this role will be to fill? If "very easy", one or two channels in addition to the Fermyon website may yield the result. If "very difficult" it may be necessary to get a specialized recruiter (budget allowing and authorized).
5. Is there someone who represents an archetype for the role? i.e., someone in the marketplace that's "an ideal fit" for this role, in the eyes or experience of the Hiring Manager, against which a Recruiter or Screener can assess incoming applicants against.
6. Probable companies from which the ideal candidate might emerge – again, information supplied to a Recruiter who can specifically target those companies for current and past employees within the targeted role profile.
7. Define the Interview Team. Interview teams are formed based on what information needs to be gathered from candidates to make a final decision. The qualities of the candidates are assessed by people and tools. At a minimum the team needs to find out about each of these areas: technical/job proficiency; interpersonal / team dynamics proficiency; career progression; reliability; culture fit; passion for the job. One person might be tasked with exploring multiple areas during their interview time. The Hiring Manager,

Human Performance and CEO roles are on every Interview Team and, ideally, at least one co-worker of the role to be hired is on the team. The Hiring Manager must take time to think through what they need to know about the candidate in order to make a decision. Each member of the hiring team must have a set of information they are tasked to find out. A bulleted list for each member is a great way to ensure each item is explored. Each team member must document the candidate's answers during the interview to relay them to the hiring manager verbally or by email.

8. Interviewing is both craft and art. The craft is all about your assignment as an interviewer - what are you supposed to find out? The art is in the way you go about discovering the answers. Utilize Human Performance to help you with your interviewing skills.

A note about "highly difficult to find" candidates: if our assessment is, yes, they may be difficult to find then we want to carefully and seriously consider [Enwall's Principle of Hiring](#) and evaluate whether we need a contractor in this role while we look for a full-time employee. Sometimes a contractor can adequately fill the role for a short time frame and sometimes finding a contractor who could fill the role is also difficult.

## **Applicant Tracking System**

Fermyon utilizes an Applicant Tracking System called [Lever](#) to store jobs, active jobs, and candidates, and to help facilitate the hiring process. The Job Description and pertinent information about the role, including Hiring Manager, Interview Team, etc. get posted to the Applicant Tracking System.

## **Posting the Role**

Once a Job Description and Ad Channels are finalized, {and information entered into the Applicant Tracking System}, the Hiring Coordinator role posts the Job Description to the Fermyon website and the chosen advertising channels. If an external recruiter is involved, the Hiring Coordinator distributes the role title, level, and job description to the Recruiter and schedules a meeting with the Hiring Manager and Recruiter to review the role.

At the same time, the Hiring Coordinator posts the announcement of the role on all relevant Fermyon social media channels. All Fermyon employees should be made

aware of the role being sought and advised on how they could contribute to the seeking process.

{Finally, the Hiring Coordinator develops the online survey associated with the role in the Applicant Tracking System so that each inbound applicant has already provided relevant screening answers.}

## Recruiting, Screening, and Responding

Ultimately it is **the Hiring Manager's responsibility** to fill the role (i.e. in DRIVIT terms, they are the Decision Maker). All other participants in the process are there to support the Hiring Manager. This clearly means it is the Hiring Manager's job to **drive the process** – they have identified the need and secured the budget, so they are on the hook to get the new employee or contractor onboard. The need would suggest that an objective is in jeopardy without the new hire, thus making it imperative to be proactive. Hiring Managers need to be actively coordinating with Recruiters (if chosen) and LinkedIn. Ideal candidates within the Hiring Manager's network need to be contacted. First and Second Degree connections at Target Companies in Targeted Roles need to be contacted either by the Manager or the Recruiter.

It is possible to reduce the Hiring Manager's workload if Fermyon has expended the money to bring on a recruiter for a specific role. However, educating the Recruiter, showing them ideal candidates, working with them through the early screening process, being available for questions and resume review, especially early on, are all responsibilities of the Hiring Manager.

As candidates surface (either via inbound methods or via outbound Recruiter methods), they must be screened. If the Hiring Manager has done an excellent job in the Job Description and associated job information {and the Applicant Tracking System has captured the survey information}, the Hiring Coordinator, Screener and/or Recruiter can assess inbound applicants to determine whether they meet the basic competency criteria. If the applicant passes that initial screen, the Hiring Coordinator / Screener / Recruiter passes the applicant info to the Hiring Manager for an assessment. If the assessment is positive, the Interview step is next.

**All inbound candidates must receive communication** about the state of their application. The Hiring Coordinator or, if chosen for this role, Recruiter are



responsible for all of the communication occurring with the candidate. No candidate should ever be confused about where they are in the process.

Fermyon has developed a set of “standard response” emails for use in the process. These templates are carefully constructed with language suitable to represent Fermyon. Any deviation must be approved by Human Performance. It is with great care that we acknowledge the applicant, inform them of status, decline to hire them, or instruct them on the interview process, and ultimately offer them a position. These standard responses can be found [here](#).

## Interviewing

It’s now time to interview candidates who have passed the initial screening. In previous steps the Hiring Manager has identified the Interview Team and communicated that to the Hiring Coordinator.

The Hiring Coordinator is responsible for managing the interview schedule, ensuring the following:

- The candidate is scheduled for all people on the Interview Team
- The Interview Team members have the candidate’s resume, profile, cover-letter, and other relevant information about the candidate before the interview
- The Interview Team members are clear about their assigned roles and have applicable Question Sheets or Question Guides for the interview
- The Interview Team members know where to deposit the information gathered about the candidate {Applicant Tracking System} or {a document created by the Hiring Coordinator}
- All communications with the candidate and Interview Team about logistics (interview time, mechanism, links for video, etc.)

During the interview process we are in discovery mode, collectively, gathering all the pertinent information about the candidate in an efficient process. Information such as:

- Are they a good fit with our culture and values?
- What experiences can they share about Curiosity, Humility, Inclusivity, and Passion?

- What is their orientation to teaming? What do they think is most important?
- What do they want to do in the future? Is it likely we will be able to accommodate that future?
- What role do they aspire to? What do they want to get from Fermyon?
- What do they want to contribute to Fermyon?
- What are they passionate about? What types of projects do they like working on?
- What expectations do they have about pay and benefits?
- What stage of their career are they in?
- Preferred tools (insight into how they work)?
- Do they work well at home in a remote environment? Do they have tools for a remote workspace?
- How do they approach accountability for their objectives?
- Do they have the competencies we need? At what level of depth or expertise do they possess?
- Have they had success in this role in the past or are they "rookies" to the position?
- What are their actual accomplishments in this role from their past experiences?

## Technical Interviewing

**Pre-Interview Huddle.** The team gets together to discuss what we feel we need to learn (specifically) from the interview, and what questions should be asked during the interview. Assigning questions to specific members can ensure all questions get asked. This should prime the Group Interview with questions. [INSERT LINK TO QUESTIONS DOCUMENT.](#)

**Group Interview.** A small number of Fermyon folks (2-3) have a discussion with the candidate. The meeting should start with a round of introductions. The goal of the interview is:

1. To lay the groundwork for a technical interview and the culture fit interview.

1. To educate and inform the candidate about what the company is like.

So, the types of questions asked in this interview should be focused on whether Fermyon is the right place for the candidate. Allow time for the candidate to ask questions of us.

**Pairing / Self-paced Interview.** One or two people pair with the candidate **or** the candidate picks an issue from a Fermyon repo for a self-paced exercise with the goal of learning the technical competence of the candidate. If the candidate owns or significantly contributes to an open-source project, we will pick an issue from that project and work together. If the candidate does not, we will steer toward a straightforward coding sample. The structure of the interview is oriented around pairing and talking through the process of designing, coding, testing, and committing.

## Interviewing Your Manager

Interviewing your potential manager is one of the most challenging roles in the interviewing process. In most cases it is difficult to separate our bias from entering into our decision making. We must be particularly diligent to become aware of any bias that sways us towards giving a candidate a "Strong Hire" assessment or a "Strong No Hire". The hardest moment for any employee interviewing a candidate that would become their boss is when the employee decides they couldn't work for this candidate. And that the employee would likely leave the organization if the candidate was hired. That puts both the employee and the organization into a difficult situation. It could be considered giving veto power to the interviewer. However, it is important to make a distinction here. It is not actually a veto in practice (interviewers are Inputs, per DRIVIT). It is best to consider it such a strong viewpoint as to warrant an in-depth discussion. It also could be considered an ultimatum or simply providing awareness. There are rare cases where such a strong position could be considered an ultimatum, putting the hiring manager in a difficult position. "Do I hire this candidate, who I think is amazing in all ways (from my vantage point) and lose a member of our team that I also think very highly of?" This scenario should not be considered likely or common. In most cases it is providing awareness to the team like any other piece of feedback, it just might be considerably stronger and have a fair amount of personal opinion and/or bias in it.

A word on bias. Bias is considered unfavorable because it is defined as “prejudice for or against one thing, person, or group compared to another, usually in a way to be considered unfair.” We want to eliminate bias whenever possible. On the other side, we want personal opinions or gut feelings to be a part of interviewing and evaluating. We have to use both our assessment skills and intuition to identify the best candidates. In fact, it is impossible not to have some amount of personal thoughts and feelings about a candidate. “Do we like someone” is often part of meeting anyone. However, we must not use liking or disliking someone as a basis for hiring, there is likely bias within that. We must do our best to eliminate anything that causes the process to be unfair. That leaves us with evaluating our personal thoughts and feelings about a candidate to help identify those that are biased. And, we may need the help of our teammates or someone from Human Performance to help us separate bias from personal opinion.

We know that statistics show time and time again that the #1 reason employees leave an organization is due to their relationship with their boss. This is the primary reason Fermyon takes managing so seriously and has written FIP 008 to demonstrate that importance: [FIP 008: Manager Onboarding at Fermyon](#). With that in mind, we don't want any employee feeling like they couldn't work for someone.

### **What to do...**

Each employee interviewing has a critical role and therefore creating a very strategic approach to interviewing a manager is key. Each interviewer is tasked to:

1. Understand the job description thoroughly
2. Conduct an interview with a clear set of information to be discovered (see Interview Questions below)
3. Write up what was learned
  - Provide both objective feedback and subjective
  - Identify any bias in the subjective feedback
  - Explain that bias in the feedback
  - Provide a designation (Strong Hire; Hire; No Hire; Strong No Hire)

### **Interview Questions**

Interview questions fall into two types:

1. Job content related expertise (examples: technical, writing, design, finance, operations, HR, etc.)
2. Managerial experience, ability, and approach

Within those types there are a variety of questions to ask. A strategy is best created for who on the team is going to ask which questions in order to gather all the information necessary to make the most informed hiring decision.

It is best left to the hiring manager in the creation of the job description to define the job content related expertise and experience needed for the role. The hiring manager then crafts the questions (with their team), for both job content and managerial competence, to discover from each candidate whether they fall short, meet, or exceed the need.

When hiring someone who will be a manager, the interview team must include a series of questions that assesses the candidates managerial competence and philosophy. Listed below are the managerial areas to explore and questions to choose from.

Under each area for discovery are a set of potential questions. The same question could be asked (in slightly different ways) to create answer triangulation. (See Approach to managing). A hiring manager can also assign individuals questions to explore so that all areas are covered by the team.

Managerial competence areas for discovery:

1. Managerial experience
  - a. Tell me about your previous manager roles. What were they, how many people did you manage, what stands out that you learned along the way?
2. Approach to managing (having 3 interviewers ask one of the following questions creates triangulation).
  - a. Please share with me how you approach managing.
  - b. What is your philosophy on managing?
  - c. What are the key elements of managing for you?

### 3. Managing conflict

- a. How do you see your role as manager when conflict arises within your team or with another cross-functional team/individual?
- b. What is your approach to handling conflict?
- c. Describe a conflict that occurred within your team. What role did you play in the resolution?

### 4. Delivery of coaching or feedback

- a. When something is happening that requires feedback, how do you go about providing it?
- b. Do you make a distinction between coaching and giving feedback? If so, how do you think about each of them?
- c. If accountability or responsibility is lacking in your opinion with one of your team, what do you do?
- d. How do you think about utilizing the talent on your team?

### 5. Delegation (cascading of projects)

- a. How do you ensure the company objectives are being met at your team's level?
- b. What is your approach to delegation?
- c. What does accountability look like within your past teams?
- d. Micro-managing is often ineffective. What is your approach to driving results?

### 6. Collaboration and communication

- a. High performance has a lot to do with individual effort. It is also a reflection of how well your team communicates and collaborates on projects. Share your best practices on effective communication and collaboration.
- b. How do you ensure your team and those your team is cross-functioning with are communicating effectively?
- c. What does outstanding collaboration look like? How do you create that?

## 7. Conducting 1:1s and team meetings

- a. Do you have regular 1:1s with your team? If so, what happens in those 1:1s?
- b. How do you see effective and efficient team meetings being conducted?

## 8. Diversity, Inclusivity and Equitability

- a. Have you managed a diverse team? If so, did you do anything special or different with creating equity or inclusion?
- b. When hiring, what are your thoughts on diversity?
- c. Have you ever had to ensure equity was created and/or enforced in your past companies? How did you go about ensuring equity?
- d. How do you ensure your team both demonstrates inclusion and experiences being included?

### **To hire or not to hire - in cases where there is disagreement amongst the team**

Our tool for hiring, Lever provides a place for feedback for each candidate interview. The scores of 1-4 are identified as 1. Strong No Hire; 2. No Hire; 3. Hire; 4. Strong Hire

Example Outcomes:

- 2 interviewers give Strong Hire; 2 give Hire = Hire the candidate
- 3 Strong Hire; 1 No Hire = Hire in most cases
- 2 Hire; 2 No Hire = No Hire (the absence of a Strong Hire here has this tie leaning towards not hiring this candidate. If we are just ok with a hire, we probably shouldn't hire. The only exception is when we have become desperate to fill a role to get an important piece of work completed, sometimes it is warranted to hire a candidate to perform that work.

A group discussion is almost always a good choice. In some cases, it may be unnecessary as with 4 Strong hire votes or 3 Strong Hire and 1 Hire. However, a group discussion can often bring forward a concern one person has that is elevated when others reflect on it and agree, thus changing a Hire vote to a No Hire. It is through group discovery that sometimes what we thought was of little consequence is actually quite important when others take note that they also experienced it.

In any case where you have several Strong Hire votes and one No Hire or Strong No Hire that group discussion is critical. It is important to find a way to listen carefully to the No Hire / Strong No Hire interviewer(s) to fully understand what they heard, what they think it means, and what they think it will cause going forward. And, if there is bias in that opinion, it must be uncovered. While we want to listen and understand the opinion we don't want to eliminate a candidate based on bias.

The group can then reflect on the opinion and the proposed consequences. The concern may not hold enough weight for the others in the group to move off their vote to hire. Which in turn should create their explanation for this view. An interviewer may weigh the negatives against the positives and decide the positives far outweigh the negatives. The group may also consider and change their vote to No Hire.

It is rare, but can happen that an interviewer says "I won't work for that person if you hire them." This is not an ultimatum, but a strongly held opinion. If someone is willing to put their job on the line to make a point, listen to them, work hard to understand their view. The group may come around to their way of thinking with such a strong statement. However, that interviewer must do their best to back up their position with unbiased opinion. In the end, on this one, it is only an ultimatum if everyone else feels this interviewer is being biased and is throwing their weight around inappropriately. If that is the case, then there is a larger issue to address than hiring a candidate.

If the team really feels strongly that they want to hire the candidate even in the face of one of their colleagues being unwilling to work for them, there are options for the hiring manager. Create a different reporting structure (if valid and workable) or have a 1:1 with the interviewer to see if there is any wiggle room based on the group conversation. If the interviewer is open, there may be a 90-day testing period, where the interviewer is willing to try it out for 90 days. If they still don't want to work for the new manager after 90 days, then they either leave at that point, or the group discovers that the new manager is not up for the role.

As you can see, hiring your own manager is challenging at best. However, there is a path forward in any circumstance. It doesn't always play out with ease and grace, sometimes it gets contentious. And, we can all participate with humility, strength, candor, and curiosity to arrive at the best result.



## Selecting & Negotiating (including Compensation)

As the hiring process winds down, the Hiring Manager assesses all of the input from the Hiring Team and ultimately makes a decision to proceed with an offer. Note that the Human Performance role can veto this decision (with sound rationale re: culture fit).

Once the Hiring Manager has made a decision, the Hiring Coordinator notifies the Human Performance role that it's time for compensation negotiations. Human Performance will use the target level information from the Hiring Manager and all available market salary surveys to identify the range for job offers.

Fermyon provides candidates with **two offers** – one that is weighted towards equity and one is weighted towards cash. And, we provide them an equity worksheet to aid in their evaluation. We do this for a variety of reasons, among them to:

- Learn who is risk-averse and who is open to risk.
- Learn who is more passionate about the mission and willing to trade cash for equity and who is largely focused on cash compensation.
- Illustrate for the candidate the possible future impact of choosing less equity.
- Establish the fact pattern that Fermyon **did educate them** about the magnitude of future earnings that they might forego if they choose the high-salary/low-equity option – to protect from future “you didn’t tell me Fermyon was going to be worth billions and I could have made millions!” lament.

The Human Performance role negotiates the relevant aspects of the job offer – salary, equity, start date, etc. The Hiring Manager chooses a start date that fits with their schedule, ensuring their availability for the first few days of the hire’s new position. Once signed off by the CEO, Human Performance communicates that information to the Hiring Coordinator.

## Job Offers and Start Dates

The Hiring Coordinator fills out the job offer template (restricted link) and delivers it via DocuSign to the candidate and the Hiring Manager for signature. Additional

documents go along with the Offer Letter (some require signatures; some don't):

- Proprietary Information & Inventions Agreement (PIIA), requires signature
- Values Agreement, requires signature
- Benefits Comparisons and/or Information, no signature
- Office Startup Stipend, no signature

## StrengthsFinder and First Week Letter before Start Date

For executives (those reporting to the CEO or COO), StrengthsFinder sessions ***must be done before offer letters are signed by the CEO or COO***. Why? Because we want to make sure that the most senior people in the organization are fully onboard with all the concepts behind StrengthsFinder and have no reservations about open/vulnerable self-awareness.

For non-executives, after the Job Offer has been signed, two StrengthsFinder sessions (see [StrengthsFinder Onboarding](#) document) are organized by the Hiring Coordinator with the Hiring Manager, Human Performance role, and at least two teammates. The first session takes an hour and is divided into ~20 minute time blocks for each employee to share (i.e., 60 minutes for 3 people) and the second session 60 minutes long, with 20 minutes for the new hire and 40 minutes for SF discussion.

Finally, the Hiring Coordinator asks for and receives a "First Week Letter" from the Hiring Manager for the newly hired employee. This letter outlines what the expectations are for the employee's first few hours, first day, and first week – including all the appropriate meetings (and a word about each meeting), any preparation needed for the first meeting(s) and anything else appropriate for that person to feel welcomed and prepared to start their first few hours.

## Day One and Beyond

The Hiring Coordinator and/or Office Manager and/or Hiring Manager greet the new employee via a scheduled video meeting at their start time. The onboarding process outlines a series of first-day meetings with each new hire.

The Office Manager completes the rest of the Onboarding steps with the New Employee, culminating with a series of 30-day check-ins (Hiring Manager, Office Manager, Human Performance).

## Summary

The Hiring Process is among the most vital at Fermyon because it introduces our culture to the candidate, allowing them the opportunity to choose in and for us to select those that have similar cultural values. The process is also an enabler for Fermyon to find and hire the absolute best-fit candidates. The process is designed to demonstrate thoughtfulness, effectiveness, and efficiency.

## FIP Roles

- Decide: Adam Reynolds
- Recommend: Tim Enwall
- Input: All employees at Fermyon
- Inform: All employees at Fermyon

## References

- {ToDo in Notion} Onboarding Checklists/Template
- [Link to Standard Email\(s\)](#) (Word)
- [Enwall's Principle of Hiring](#) (Blog)
- [Stock Option Equity Worksheet](#) (Excel)
- [Offer Letter Template](#) (Word)
- [FIP 009: StrengthsFinder Onboarding](#) StrengthsFinder Onboarding
- Standardizing engineering interviews @ Fermyon-  
<https://github.com/fermyon/meta/discussions/1>