The Final Screening Process

The purpose of this final interview is for you to get to know each of the candidates to the point where you are comfortable enough to assess the final fit. Your goal is to narrow down the select few individuals who made it to this phase of the process and choose the most suitable candidate.

The final interview for each candidate should be conducted by the Advisor, although other team members may participate, if appropriate. This interview should last 30 to 45 minutes. If you schedule interviews on the hour, you will leave yourself enough time at the end of each session to take notes and document things while they are fresh in your memory. Do not book meetings too close together.

During this comprehensive interview, you would want to cover the following items which are outlined in the Agenda. Again, this will ensure that you use and follow the process consistently for each candidate interviewed. By design, some of the questions are the same as from the first interview. The reasoning for this is: (1) the Advisor may not have been in on the first interview and (2) we are looking for consistency of responses here.

Make sure each Agenda has the name of the applicant and date at the top.

Here are some guidelines for specific parts of the Agenda to assist you with the flow.

Meeting Overview

Outline the purpose of the meeting – to determine final 'fit' as follows:

- Tell them you are going to remind them once again about what you are looking for and what you have to offer.
- Next, prepare them for an interviewing process that involves asking them questions so that you can learn even more about them.
- Let them know there will be an opportunity for them to ask you questions during the session.
- Finally, outline your follow up process.

Detailed Review of Our Position & its Requirements

Communicate in great detail exactly what you are looking for. This is an expanded version of what was covered in the first meeting. This includes:

- Job description and roles
- Job skill requirements
- Job attitude
- Days & hours required for the job

A Discussion About Your FIT for Our Position

The interview component is where you need to learn even more about each of the candidates than you did in the initial interview session. The purpose is for you to be able to assess which of the candidates is the best fit – in other words, the most suitable for the position. Again, you can achieve this by walking them through a set of questions. Make sure you are a good LISTENER, and you can gain a good deal of information and insight about the person from their responses.

Some of these questions may be as follows:

Questions to Ask them (choose the ones you prefer most based on the person & position):

- Tell me more about yourself professionally.
- What are your strengths and weaknesses as a financial professional?
- What was one of your favorite job positions and why?
- What would you say motivates you in a job?
- What attracts you to this particular position?
- What has been a major achievement in your working career?
- What was one of your least favorite job positions and why?
- Tell me about a time when you successfully dealt with a difficult client or situation?
- Tell me about a recent high stress situation you were in. How did you manage it?
- Tell me about your approach to teamwork. How have you had to adapt to work effectively as part of a team?
- What are the biggest challenges and opportunities financial professionals face today?
- Give them a common scenario and ask how they would respond.
- How can you add real value to this organization?
- Where do you see yourself in 3 years?

Assess Their Knowledge of You:

- What do you know about us? What have you heard about us?
- Can you tell me what you know about this company? This will determine if they have done any research behind the scenes which can demonstrate motivation and a proactive approach.
- Have you seen our website? This follow up to the question in the first session will check to see how thorough and proactive they are since it should have been listed on the recruitment information as well as being asked about it in the first interview.

Take good notes on each applicant and be sure to ask the same questions to each candidate for comparative purposes.

NOTE: By law, you can NOT ask certain personal questions, such as how old they are. Be sure to check up on the Human Resource standards in your area so that you are clear on what can and cannot be asked during an interview.

Do You Have Any Questions?

Ask them if they have any questions. Answer accordingly.

Next Steps

Clearly define your follow up process so they know what and when to expect it. For example: *In one week, we will contact the successful applicant and look forward to having them start on _____.*

This way you do not have to phone all the people who are not suitable – instead, have a brief letter of thanks sent to them – again, this reflects professionalism. This can be delegated to someone else.

Thank them for their time and wind up the interview.

After the Final Meeting

On the way out, you may want to introduce (or re-introduce) them to your other team or office members, as well as show them where the successful applicant will be working. Again, pay attention to their visual and verbal cues. It can be insightful regarding how they interact with others and feel about their work environment.

The purpose of this second interview is to help you make the best choice regarding the candidate who is the best fit for the position. Carefully review the notes and resumes for each candidate as well as discussing comments and feedback with others on your team or in the office.

Lastly, be sure to implement your follow up process as you outlined. If you said the decision will be made in one week and communicated to the successful applicant at that time, you'd better do it. To not come through on your promise, runs the risk of losing a good candidate to another employment opportunity. Furthermore, it is hard to install a culture of systems and process with a new team member if they have already observed you can't walk the walk. Set the stage properly and send the right message.