

How to hire new
members?



RECRUITMENT.

Manual for Startups

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1. INTRODUCTION

Selective recruiting personnel for is the basic prerequisite for building a successful startup team. Talent markets can only be tapped successfully by means of systematic personnel work, and the same holds true when it comes to maximising performance and innovation. What's more, the image and reputation of a startup depends on positive cooperation.

What is the purpose of the guidelines?

They accompany your startup systematically throughout the recruitment process. They show which sequences and which steps have proven best in actual experience and how UnternehmerTUM can help you with recruiting.

What roles do UnternehmerTUM/ the startup play?

UnternehmerTUM: We post your job ad in talent.pool online and are ready to answer any questions you have about recruiting. The same applies after matching if you have any questions about a potential team member.

Startup: You design your job ad independently according to the guidelines and report back to us about the process and results.

What can the guidelines NOT do?

...decide for you who fits with your team and who you ultimately select.



2. BEFORE POSTING A JOB AD

Job profile

What do you have to do?

Before you post a job ad, draw up a distinct profile of the requisite professional and personal skills and abilities.

The basic question:

Which skills and abilities must the future candidate for the position in the startup have in order to succeed in the position?

Indispensable professional skills for the position (which minimum requirements?)

Social and personal qualities (How does he/she fit in our team?)

Specific formulation of requirements

No „Jack of all trades“!

Communicate profile to all those involved in the decision

Tips on how to proceed:

1. Use the Critical Incident Technique: Collect situations critical for success in the position and identify successful and unsuccessful behaviour in the situations from which required attributes can be derived.
2. Talk with people who know the job well about the skills and abilities they consider indispensable.
Talk with people from as many different groups as possible – former jobholders, colleagues, staff, customers.
3. Consider various aspects which make up professional and social skills, e.g. expertise, methodological skills, experience from earlier jobs/activities, communication with others presentation of own ideas.
4. Formulate the requirements as specifically as possible. Avoid terms such as „decisive“ and „communicative“ which are hard to measure. Instead, stipulate which specific action successful jobholders should demonstrate, e.g. „indicate various courses of action“, „assess defined courses of action on the basis of previously identified criteria“, etc.
5. Resist the temptation to create a „Jack of all trades“ profile. Focus the requirements profile on those aspects which are indispensable for this particular job and whose combination can realistically be expected from very good applicants.
6. Communicate the requirements profile to all those involved in the decision and get them to confirm that the requirements profile contains the appropriate criteria.

In general:

Refer to examples –what must he/she really do later?
What will future assignments involve?

3. POSTING A JOB AD

Whom must I address in order to receive many applications from people who meet the requirements for the job?

1. Step: Your own network

Friends
Relatives and acquaintances
Facebook
XING, LinkedIn
WhatsApp groups
etc.

2. Step: UnternehmerTUM's talent.pool

Description, cf. p.7

3. Step: Attend Entrepreneurs' Night

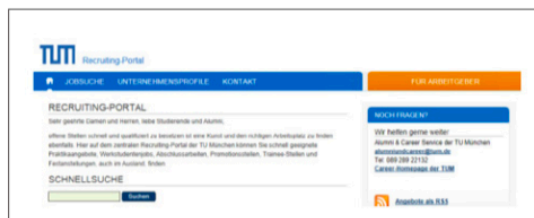


At Entrepreneurs' Night you'll find innovative ideas, strong teams and potential co-founders for a successful startup. In interviews we show exciting business models and the people behind them. You can make valuable contacts at get-togethers.

Registration and info at:
www.unternehmertum.de/enight

For successful recruiting, be sure to fill out the personal profile!

4. Step: TUM Recruiting Portal (only TUM startups!)



Register at:
<https://db.alumni.tum.de/jobs>

5. Step: Other platforms, a few suggestions:

www.mitgruender.com

Platform seeking founders and c-founders (all of Germany)

www.startupmatch.de

Platform seeking founders and co-founders (all of Germany): Mostly C-level matching

www.cofounderslab.com

Platform seeking founders and co-founders (international)

www.gruenderluft.de

Job platform especially for startup internships (all of Germany)

www.deutsche-startups.de

Job platform (all of Germany): Fee required

Internship 15 EUR for 30 days online, all other jobs: 150 EUR for 30 days online

IT-related job platforms:

www.computerjobs24.de

www.it-arbeitsmarkt.de

6. Posting an ad in talent.pool

What does the talent.pool offer?

The talent.pool is a platform of UnternehmerTUM with over 350 talented people interested in founding a startup. You'll find potential co-founders from all sectors, from students to professionals with several years of on-the-job experience.

Talent.pool is a good place to look for new team members, especially to ensure smooth cooperation in the startup team.

Commensurate with the qualifications and motivation of the members of our talent.pool, we attach great importance to an attractive job ad which motivates members of our target group to join a startup or help establish one.

PROCEDURE:

- ☐ You will receive a .txt-file as an e-mail attachment to these guidelines providing you with the basic structure for the job ad and helpful tips for amplifying it. You must adhere strictly to the structure. We reserve the right to refuse to post your ad online if you fail to do so.
- ☐ Send the completed .txt to talente@unternehmertum.de
- ☐ You will receive confirmation by e-mail as soon as the ad is online.
- ☐ The ad will be deleted after four weeks. Please give us feedback on how the recruiting process went.

IMPORTANT

Let us know immediately if the position is now occupied or the ad is no longer relevant for some other reason.

4. CHECKING THE APPLICATION DOCUMENTS AND LEARNING MORE ABOUT THE APPLICANT



- ☐ Have formal criteria been met (complete documents, errors in cover letter, informative CV, etc.)?
- ☐ Have the criteria defined in the job description been met?
- ☐ To what extent do the self-definition and description by others regarding the job profile coincide?
- ☐ Obtain other references, if necessary

AIM:

Acquire an initial impression to enable you on the basis of formal criteria and compliance with the job requirements to decide who should be invited for an interview (e.g. based on an ABC scheme, more info at:

www.karteikarte.com/card/178606/abc-schema-von-ellis

5. INTERVIEW AND/OR TRIAL WORK



The first interview should be somewhat informal (for example in a café).

TIP on conducting an interview: Use the STAR METHOD



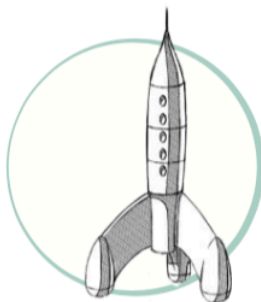
1. Situation: What was the situation?

Ex.: Tell me about a situation in which you convinced others of your idea.



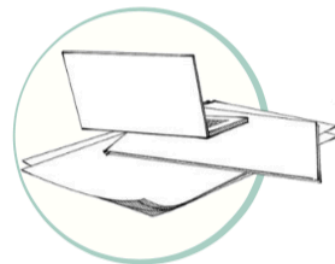
2. Task: What did you aim to achieve?
What was difficult?

MOVE TO SITUATION - RELATED QUESTIONS



3. Action: What did you do?

Ex.: Which individual steps did you take?
Why?



4. Result: What did you achieve?

Ex.: What were the interim and
final results?

TIPs for trial work

Work sample, e.g. work in a startup over a fixed period of time:

- I. Useful if trying to assess specific knowledge or more practical skills
- II. Objective: Direct observation and evaluation of skills in a limited period of time
- III. In order to evaluate the applicant, the following questions should be asked before the practical trial:
 1. What should be noted (skills)?
 2. How should they be established (methods)?

Example:

Job in marketing: Applicant writes a letter to a customer before meeting the customer and brings it to the talk later with the customer.

The final interview with the applicant should be held after the practical trial.

(Feedback on the practical trial can be integrated here or more detailed questions can be asked).

6. DECISION AND REPORT TO UNTERNEHMERTUM



Decision: Acceptance or rejection

- ☐ If rejection: Should be made promptly and in line with the AGG¹
Applicant may want to know reasons for rejection
- ☐ If acceptance: Express congratulations and send contract - with time to consider before countersigning.
- ☐ At the end of the recruiting process (whether successful or not) we expect feedback from you.
This will help us optimise the recruiting process for other start-ups.
- ☐ To simplify things for you, we accept your feedback by e-mail or on paper. The paper form is on the last page, and the online survey is at go.utum.de/recruitingfeedback

What do we want to know about your startup?

- ☐ Evaluation sheet on paper (last page) or
- ☐ go.utum.de/recruitingfeedback

6. QUESTIONNAIRE FOR RECRUITMENT EVALUATION

1. Name of FOUNDING TEAM:					
2. TYPE OF POSITION / JOB DESCRIPTION:					
3. JOB AD POSTED FROM TO (DATE)					
4.1 No. Of people interested in the job	No. Total:	Female applicants:	Applicants from other countries, cultures, etc.:	UnternehmerTUM context (talent. pool, etc.) No.:	From other source (network, internet, etc.) No.:
		Male applicants:			
4.2 Persons who have applied	No. Total:	Female applicants:	Applicants from other countries, cultures, etc.:	UnternehmerTUM context (talent. pool etc.) No.:	From other sources (network), Internet, etc.) No.:
		Male applicants:			
5. Final decision: Position filled <input type="checkbox"/> POSITION NOT FILLED, other SOLUTION found <input type="checkbox"/>					
6. Feedback on recruiting process: What else would you like to tell us (about the following experiences?) to help other teams?					

Many thanks for helping us!

Sponsored by



Bavarian Ministry of Economic Affairs,
Regional Development and Energy

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