



The Hidden Price of a Bad Hire: Interview Strategies that Protect Your Culture and Bottom Line

Presented by Angela Wurtz



Welcome

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- Submit any questions using the Q&A feature at the bottom of your screen

AIU	HJI	WWE	PLO	EER	ORT
1,822	20,369	890	6,350	10,985	665
(-35)	(+580)	(-20)	(+580)	(+580)	(-15)
MBC	LJH	MJB	PON	NFR	UGH
3,405	9,542	2,609	7,654	4,522	1,632
(+210)	(+128)	(+35)	(+169)	(+122)	(+54)
YBV	QMN	MMJ	IT	KLM	CCX
3,204	5,211	7,100	7,150	782	1,901
(-33)	(+156)	(-40)	(-150)	(-74)	(+101)
MBB	WFF	HJM	OL	SDH	
3,320	712	134	2,022	631	6,287
(+90)	(+12)	(-5)	(-18)	(-40)	





Angela Wurtz

Director of Talent Acquisition, Wegner CPAs



Angela has been in the HR field, with an emphasis on Talent Acquisition, for the last 17 years. She has recruited for a variety of industries and roles including healthcare, manufacturing, business consulting, and public accounting. She earned her Bachelor of Science degree in Business Management with a concentration in Human Resources Development and is also PHR and SHRM-CP certified.



608.308.1615



angela.wurtz@wegnercpas.com



2921 Landmark Pl, Ste 300, Madison, WI 53713



www.wegnercpas.com



Agenda

- 1. Measure the Cost of a Bad Hire**
Understand both financial and organizational impacts
- 2. Balance Culture Fit & Skills**
Evaluate qualifications and alignment with team values
- 3. Interview with Intention**
Use questions and techniques to identify mismatches early
- 4. Create Hiring Alignment**
Ensure your team shares clear priorities and evaluation criteria



Hire Costs - Direct

- **Recruiter/HR time**
 - sourcing, screening, interviewing, onboarding
- **Job postings & ads**
 - LinkedIn, Indeed, niche boards, etc.
- **Background checks, assessments, or testing**
 - \$50–\$500 per candidate



Hire Costs - Indirect

- **Time spent by managers & interviewers**
 - productivity lost to interviews and evaluations
- **Onboarding & training**
 - orientation, mentorship, ramp-up time
- **Technology & equipment**
 - laptop, software licenses, workspace setup
- **Lost productivity**
 - a new hire usually takes 3–6 months to become fully productive



Hire Costs



~\$8,800 per hire

- Recruiting ads - \$1,000
- Interview time - \$1,500
- Background checks - \$300
- Onboarding & Training - \$2,000
- Tech & Equipment - \$1,500
- Lost productivity - \$2,500



Culture Impacts of the Wrong Hire

- Morale and engagement decline
- Erosion of trust
- Cultural misalignment
- Increased stress and conflict
- Reduced innovation and collaboration
- Reinforcement of negative behaviors
- Long-term cultural costs

How to Interview for Technical Ability

- Resume and background screening
- Technical questions
- Practical assessments
- Live problem-solving
- Technical deep dive
- Soft skills that reflect technical ability
- References or peer feedback





How to Interview for Culture Fit

- Include a variety of interviewers in the process
- Define your culture clearly
- Incorporate culture into the interview process
- Ask behavioral and situational questions
- Observe how they interact
- Evaluate for “culture add” not just “fit”
- Use scorecards or consistent evaluation methods



Behavioral Interview Questions

★ STAR Method

Situation – Ask the candidate to describe the context or challenge.

“Tell me about a time when you had to meet a tight deadline.”

Task – What was their responsibility or role?

“What was your specific responsibility in that situation?”

Action – What steps did they take?

“Walk me through what you did.”

Result – What was the outcome, and what did they learn?

“What happened as a result of your actions?”



The Interview Structure

Introduction:

- Be friendly, welcoming, and approachable - give your name, title, and tenure
- Set the stage for what the candidate can expect
- Give an overview of the department and position

Information Gathering:

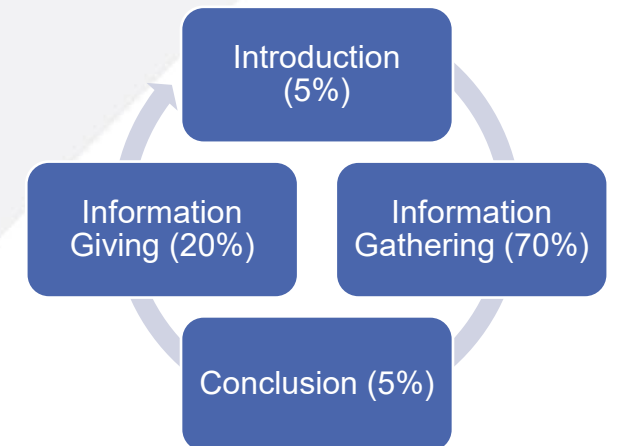
- Take good notes
- Actively listen
- Investigate by asking follow-up questions on their answers and their application materials. Use strategies like “tell me more” approaches
- Always ask each of the questions you’ve prepared. Ask each candidate for the position the same questions.
- Ask behavioral interview questions. For example, can you give me an example of a difficult problem you solved at work?

Information Giving:

- Be prepared to answer questions on the company, job and culture
- Always refer questions on benefits and salary to HR
- If you don’t have an answer to their question, don’t make something up – let them you’ll investigate it and get back to them

Conclusion:

- Share the timeline – when can they expect to hear about next steps?
- Keep the enthusiasm going

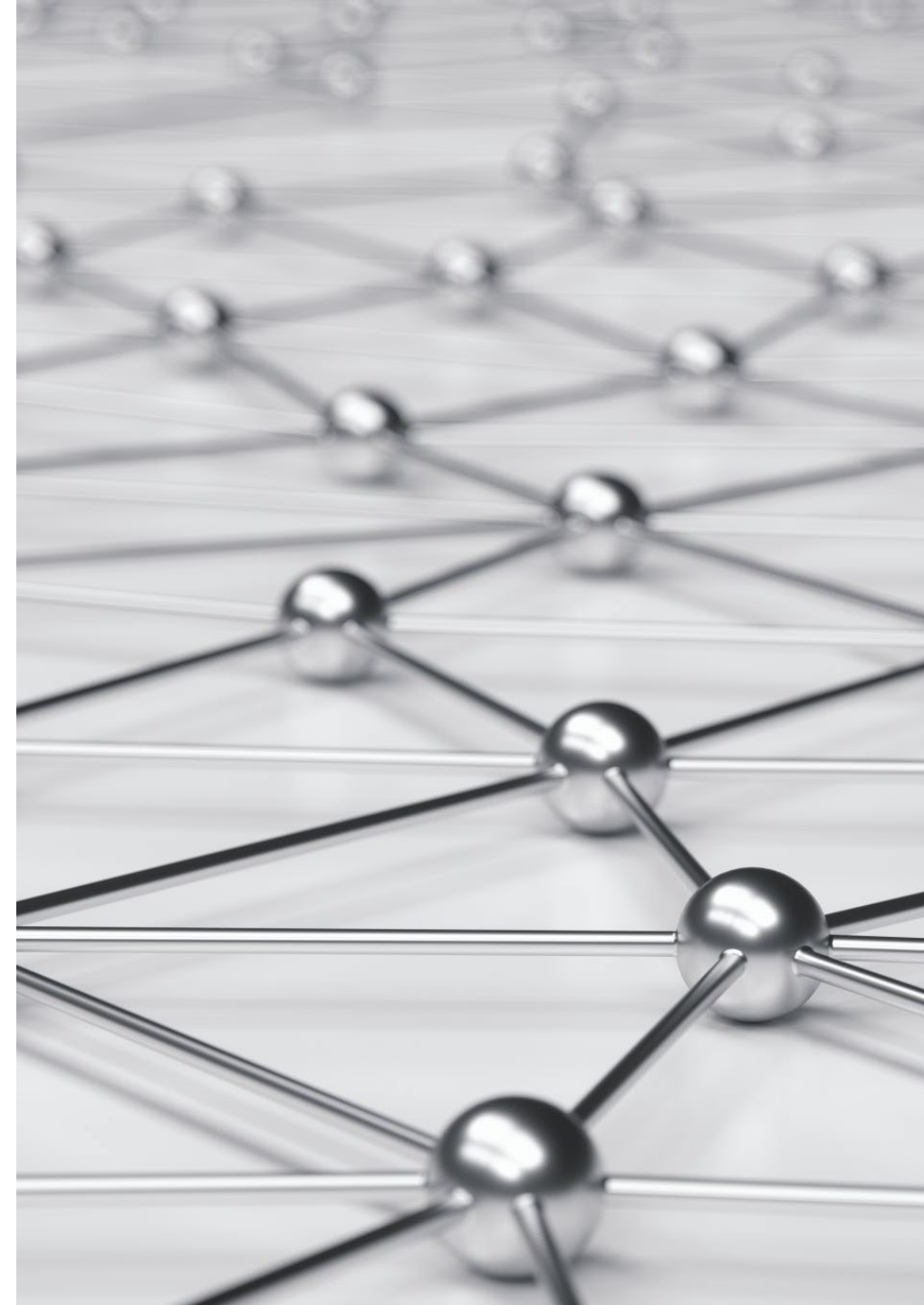


Behavioral Interview Question Examples

- Tell me about a time when you adapted to a big change at work?
What was the change?
How did you adapt?
- Describe a situation where you had to collaborate with someone who had a different working style.
What was the difference between your working styles?
How did you handle this situation?
- What's an effective strategy that you've used to motivate others?
Can you share a success story?
- Can you talk about a time when you were unable to get your point across effectively?
What contributed to this?
Have your communication skills improved?

Consistency & Alignment

- Define the roles, responsibilities & requirements
- Standardize the interview structure
- Train the interview team
- Regular check-ins with interview team
- Use a consistent feedback process
- Debrief session



Candidate Name:

Position:

Interviewer Name:

Date:

Candidate evaluation forms are to be completed by the interviewer to rank the candidate's overall qualifications for the position to which he/she has applied. Under each heading, the interviewer should give the candidate a numerical rating and write specific job-related comments in the space provided.

The numerical rating system is based on the following:

5 – Exceptional 4 – Above Average 3 – Average 2 – Below Average 1 – Unsatisfactory

	1	2	3	4	5
Educational Background: Does the candidate have the appropriate education qualifications or training for this position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem Solving: Did the candidate demonstrate the ability to solve difficult problems at work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prior Work Experience: Has the candidate acquired similar skills or qualifications through past work experiences?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Qualifications/Experience: Does the candidate have the technical skills necessary for this position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal Communication: Did the candidate demonstrate effective communication skills during the interview?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Candidate Enthusiasm: Did the candidate show enthusiasm for the position and the company? Did the candidate show evidence of having researched the company prior to the interview?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teambuilding/Interpersonal Skills: Did the candidate demonstrate, through his or her answers, good teambuilding/interpersonal skills?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative: Did the candidate demonstrate, through his or her answers, a high degree of initiative?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership: Did the candidate demonstrate, through his or her answers, the ability to be a strong mentor and/or leader?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service: Did the candidate demonstrate, through his or her answers, a high level of customer service skills/abilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Assessment: Final comments and recommendations for proceeding with this candidate. Is this person a good fit for this role and Wegner? Comments:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you do not recommend this candidate for hire, would he/she be suitable for a different role at Wegner? Comments:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Contact Us



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2921 Landmark Place, Suite 300, Madison, WI



www.wegnercpas.com

THANK YOU



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