

The logo graphic features a blue semi-circle containing a stylized white figure of a person with arms outstretched, set against a background of a blue sky with clouds and a stack of four grey stones.

Gabriel Iqbal  
Leading Peak Performance Coach

**Eureka**<sup>®</sup>

Leadership-Management-Team Building-Well Being-Environment

*Making a Difference*<sup>™</sup>



## Strategic Recruitment Planning

### Part 1: Recruitment Process - Employing the Right People

## **CONTENTS**

<b>Sourcing my Team</b>	<b>3</b>
<b>Common Mistakes</b>	<b>4</b>
<b>Steps of Recruitment Process</b>	<b>5</b>
<b>Person Profiling</b>	<b>9</b>
<b>Sample Job Description</b>	<b>11</b>
<b>Use of questions in the interview situation</b>	<b>16</b>
<b>Categories of questions</b>	<b>17</b>
<b>Developing a “Question Bank” for the interview</b>	<b>18</b>
<b>Suggestions: Interviewing Prospective Employees</b>	<b>19</b>
<b>Sample Interview Assessment</b>	<b>26</b>
<b>Behavioural Interview</b>	<b>29</b>
<b>Stress Interview</b>	<b>30</b>
<b>Interviewing Techniques: Closed, Leading, and Open-ended Questions</b>	<b>31</b>
<b>Gather all Required Information</b>	<b>32</b>
<b>Top 10 Hiring Mistakes</b>	<b>33</b>
<b>Sample: Employment Offer Letter</b>	<b>35</b>
<b>Nine Tips on Checking References</b>	<b>36</b>
<b>New Employee Orientation</b>	<b>38</b>

## Sourcing my Team

Many managers receive training in various management techniques. Surprisingly few managers receive training in selection and interviewing skills.

### **Gut Feeling:**

Natural tendency is to believe that we can assess the candidates on instinct in most of the cases. This is a serious mistake. As per various scientific studies can be a major impediment to the success of your company.

### **Benefits of a good recruitment plan:**

- ✓ Increases Productivity
- ✓ Improves the synergy within the team
- ✓ Reduces Staff Turnover
- ✓ Provides valuable PR

## Group Discussion

## Common Mistakes

### Purpose:

To access some of the most common mistakes in the recruitment process.

### Procedure:

### Work in groups

Based on your experience list the common mistakes that you have made in the recruitment process and the actual interview.

As a group use a flip chart to list your observations

- ✓ **Activity Time:** 20 min
- ✓ **Presentation Time:** 20 min

## Steps of Recruitment Process:



Step	Main Points	Responsibility
<b>Review Job Profile</b>	<ul style="list-style-type: none"> <li>•Does current accurate job profile exist?</li> <li>•If necessary update and add specific duties to reflect duties and responsibilities</li> </ul>	
<b>Review/Develop Person Profile</b>	<ul style="list-style-type: none"> <li>•If current person profile exists, review it and check for accuracy</li> <li>•Create any amendments to reflect any special attributes required</li> <li>•Create one if none exists. It is fundamental</li> </ul>	
<b>Source Applications</b>	<ul style="list-style-type: none"> <li>•Decide how you will source out the right quality of application:</li> <li>•Internal</li> <li>•External</li> <li>•Agency</li> <li>•Ensure advertising to an agency reflects your requirements as detailed as possible in the job profile and person profile.</li> </ul>	5

## Steps of Recruitment Process:

Step	Main Points	Responsibility
<b>Screen Applications</b>	<ul style="list-style-type: none"> <li>•Review paper applications against job profile and person profile</li> <li>•Reject applications which do not meet minimum criteria</li> <li>•If you have a large number of applications, sort out into probability for employment as:                             <ul style="list-style-type: none"> <li>•High</li> <li>•Medium</li> <li>•Low</li> </ul> </li> </ul>	
<b>Handle Rejected Applications</b>	<ul style="list-style-type: none"> <li>•Always remember the importance of handling rejected applications professionally. The PR value is considerable and reflects upon the business ethics of your company.</li> <li>•Send a well phrased regret letter to all rejected candidates with a note especially to the good ones that you will maintain their contact for any future vacancies</li> </ul>	
<b>Invite applicants to First Interview</b>	<ul style="list-style-type: none"> <li>•Invite by letter or telephone, whichever is suitable</li> <li>•Ensure that all applicants are clear regarding:                             <ul style="list-style-type: none"> <li>•Date</li> <li>•Time</li> <li>•Place</li> </ul> </li> <li>•If you require certificate etc, please advise at this point</li> </ul>	

## Steps of Recruitment Process:



Step	Main Points	Responsibility
<b>First Interview</b>	<ul style="list-style-type: none"> <li>•Plan questions for each individual based on job profile, person profile and application.</li> <li>•Plan and prepare interview environment</li> <li>•Plan interview schedule to ensure sufficient time for each interview</li> <li>•Conduct each interview using all the required skills and techniques</li> <li>•Take careful note of any local labour laws which influence any questions or information which should not be obtained</li> <li>•Evaluate each candidate at the end of the interview before you have commenced the next one. The tendency to forget key points is thus eliminated.</li> </ul>	
<b>Handle rejected applicants</b>	<ul style="list-style-type: none"> <li>•Always remember the importance of handling rejected applications professionally.</li> <li>•The PR value is considerable and reflects upon the business ethics of your company.</li> <li>•Send a well phrased regret letter to all rejected candidates with a note especially to the good ones that you will maintain their contact for any future vacancies</li> </ul>	
<b>Second Interview</b>	<ul style="list-style-type: none"> <li>•All points made at first interview apply</li> <li>•If second interview requires more then one interviewer, plan and review the first interview together before the actual interview.</li> </ul>	

## Steps of Recruitment Process:



Step	Main Points	Responsibility
<b>Handle rejected candidates</b>	<ul style="list-style-type: none"> <li>•Previous points regarding rejected applicants apply.</li> <li>•You may want to make an added personal note.</li> </ul>	
<b>Assessment/Test</b>	<ul style="list-style-type: none"> <li>•If you are using any assessments or tests to evaluate candidates, ensure you have developed clear criteria for any test and a qualified person to administer.</li> <li>•Never make the results of a test your only criteria for selection or rejection. Balance any information gained at interview stage.</li> </ul>	
<b>Take References</b>	<ul style="list-style-type: none"> <li>•Take verbal and written references to support your short list candidates</li> <li>•Be careful about any local laws about taking of references.</li> </ul>	



## **Exercise**                      **Person Profiling**

### **Purpose:**

Compiling a well thought and researched person profile is one of the foundations of good recruitment.

Quality time spent in this exercise will pay its dividends in multifaceted directions

### **Procedure**

Decide on a specific job and draft a simple job description

### **Time**

10 Min

Using the Person Profile worksheet develop a clear profile of the candidate for this job role

✓ **Activity Time:** 20 min

✓ **Presentation Time:** 20 min

# Person Profiling



## Job Title:

	Essential	Desirable
<b>PHYSICAL / AGE</b> <b>E.g. Height, weight, strength, sex</b> (If applicable and in lieu with the equal opportunities policies of the country)		
<b>EDUCATION</b> <b>E.g. Degree, MBA</b>		
<b>EXPERIENCE</b> <b>Length of time in a particular job</b> <b>Various related jobs and industries</b>		
<b>INTELLIGENCE/SKILLS</b> <b>E.g. Able to solve problems Strategic thinker</b>		
<b>INTERPERSONAL</b> <b>Team player or ability to work by self. Ability to get on with others</b>		
<b>MOTIVATION</b> <b>E.g. Ambitious achiever</b>		
<b>CIRCUMSTANCES</b> <b>Ability to travel/be away from base</b> <b>Willingness to travel</b> <b>Marital status</b>		

# Sample Job Description



**JOB TITLE** : Guest Relation Manager

**DEPARTMENT** : Front Office Department

**GRADE / LEVEL** : Manager Level C

**REPORTS TO** : Assistant Front Office Manager

**RESPONSIBLE FOR** : Is responsible for supervising xx Guest Relation Officers.

**REVIEWED BY** :

**SCOPE** : The incumbent in the position is responsible for managing the Guest Relation Section and providing the highest professional services in accordance with the hotel's quality service standards. He/she is also acts as a representative of the hotel management and handles all guest relation matters brought to his/her attention to the satisfaction of the guest.

<p><b>DUTIES/ RESPONSIBILITIES</b></p>	<p>:</p> <ul style="list-style-type: none"> <li>•Plans and supervises all activities of the Guest Relation section related to the welcoming of VIP guests such as ordering flowers, sending birthday cards, writing welcome letter or apologies, etc..</li> <li>•Coordinates the work of direct subordinates, including training, supervision and performance management in order to ensure clients' satisfaction and adherence to service standards.</li> <li>•Verifies all VIP's rooms and suites prior to arrival of guests to ensure they are set up according to our standards, i.e. amenities are delivered to the rooms, flowers have been sent, and upon needs coordinates work to be done with Room Service, Housekeeping and / or Engineering Departments.</li> <li>•Escorts VIP Guests of Level 4, 5 and 6 to their rooms upon arrival, explains the room and hotel facilities and offers them with assistance for the length of their stay.</li> <li>•Maintains a friendly and caring relationship with the VIP guests during their stay by making a courtesy phone call, providing them with information on the hotel services and local sites of interest, handling their requests such as restaurant reservations and transportation requests.</li> <li>•Maintains high visibility in the lobby and front desk area and provide assistance to our guests in a pro-active way.</li> <li>•Handles guest requests and complaints in a polite and efficient manner, gives further instructions to the relevant staff if needed to ensure customer satisfaction and maintains a record of all requests received from all guests. Follows up when necessary.</li> <li>•During peak period, provides help and support to the Front Desk, Executive Floor and Concierge Desk with check-in, check out and handling guest requests.</li> <li>•Keeps abreast of hotel products and services as well as on tourist and business traveling information that may be of any interest to our guests.</li> </ul>
--	---

**JOB PROFILE :**

**•EDUCATION**                   •: •Equivalent of a College Diploma in Hospitality Management.

**•EXPERIENCE**               •: •Minimum of 3 years experience in a supervisory level position in Front Office, preferably in a four or five star hotel.

**•COMPETENCIES :**

**MANAGEMENT/  
LEADERSHIP**               : •Building teamwork  
                                      •Developing others  
                                      •Motivating others  
                                      •Planning/ organization  
                                      •Problem solving & decision making

**TASK ACHIEVEMENT**     : •Flexibility  
                                      •Concern for quality  
                                      •Influence  
                                      •Initiative  
                                      •Results oriented

<p><b>•RELATIONSHIP</b></p>	<ul style="list-style-type: none"> <li>•: •Teamwork / co-operation</li> <li>•Interpersonal skills</li> <li>•Customer service orientation</li> </ul>
<p><b>•COMMUNICATION</b></p>	<ul style="list-style-type: none"> <li>•: •Writing skills: able to write welcome letters and apologies to guests</li> <li>•Listening Skills</li> <li>•Oral Skills</li> </ul>
<p><b>•TECHNICAL COMPETENCIES</b></p>	<ul style="list-style-type: none"> <li>•: •Operational knowledge of front desk operations</li> <li>•Knowledge of tourist and business related information</li> <li>•Knowledge of hotel products and services</li> <li>•Knowledge of VIP welcoming protocol</li> </ul>
<p><b>•INDIVIDUAL CHARACTERISTICS</b></p>	<ul style="list-style-type: none"> <li>•: •Courtesy</li> <li>•Self control</li> </ul>
<p><b>•OTHER SKILLS</b> • (LANGUAGE, COMPUTERS,...)</p>	<ul style="list-style-type: none"> <li>•: •Fluency in local language</li> <li>•Fluency in English</li> <li>•Fluency in a third language preferable</li> <li>•Proficiency in Microsoft Office software: Word</li> <li>•Proficiency in Fidelio</li> </ul>

	<b>SIGNATURE</b>	<b>DATE</b>	
<b>PREPARED BY:</b>			
	<b>Department Head</b>		
	<b>SIGNATURE</b>	<b>DATE</b>	
<b>APPROVED BY:</b>			
	<b>General Manager</b>		

The content of this job description will be reviewed on a regular basis to incorporate any new responsibilities which reflect the hotel business requirements.

	<b>SIGNATURE</b>	<b>DATE</b>	
<b>READ &amp; ACCEPTED:</b>			
	<b>Incumbent in the Position</b>		

## Use of questions in the interview situation

Key Points:

Well framed questions are one of the main ways of seeking the information necessary at an interview.

**What:** Many interviews get to What people have done

**Why:** We should be trying to understand Why people have done what they have achieved

**How:** The best questions help us to establish How they have done what they have achieved

**Open Questions:** Seeking depth of information e.g. What, Why, How...

**Closed Questions:** Seeking confirmation e.g. Requiring a Yes or No answer



## Categories of questions:



### **Knowledge and Skills**

These are the questions that determine whether the candidate really possesses the levels of knowledge and skills necessary to do the job.

e.g. What are the main customer benefits of your current product?

### **Situation**

These are questions that determine how a candidate would react to a certain situation and are used to check how this fits with our own requirements in a similar situation.

e.g. How would you respond to a customer who has told you that they are transferring the business to another customer because of poor service?

### **Self Appraisal**

These are questions which ask a candidate to review their past performance and HOW they have achieved certain things.

e.g. How were you able to increase your results by 30% in less than 10 months?

### **Exploring Attitudes and Values**

These are questions that are used to explore a candidate's motivational factors. Why are they doing their current job and why are they moving to our company?

These questions should also be used to explore what type of business culture the candidate responds to and whether that fits with our company?

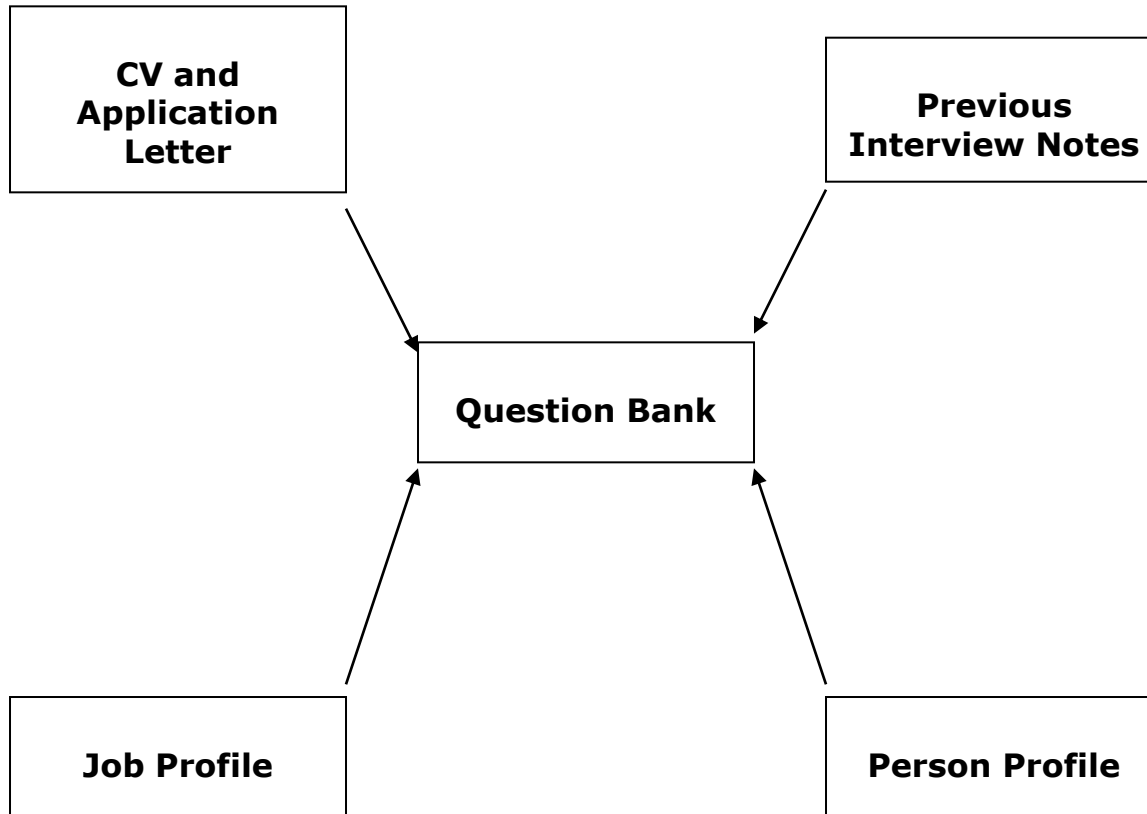
e.g. Why did you move from employer A to employer B and where your objectives actualised/realised?

Why are they moving to our company?

These questions should also be used to explore what type of business culture the candidate responds to and whether that fits with our company?

e.g. Why did you move from employer A to employer B and where your objectives actualised/realised?

## Developing a "Question Bank" for the interview



## Exercise                      Developing the Question Bank

### Purpose

- ✓ To help reinforce the value and techniques of pre-planning questions

### Procedure

- ✓ Join your working group
- ✓ Select 7 areas of knowledge or skills from your person profiling and design 7 questions around them
- ✓ **Activity Time:** 20 min
- ✓ **Presentation Time:** 20 min

## **A Suggested Approach to Conducting the Interview:**

### **Put the Candidate at Ease**

- ✓ Provide welcome
- ✓ Explain your position in the company
- ✓ Offer water or refreshment
- ✓ Remember that the role of the interviewer is to create an atmosphere of calm and sincerity in order to get the most information from the candidate.

### **Explain Interview Procedure**

- ✓ Explain how you will conduct the interview
- ✓ Explain likely timing
- ✓ Explain that the candidate will have the opportunity to ask questions
- ✓ Explain how candidates will be involved

## Suggestions: Interviewing Prospective Employees

- ✓ There are several different philosophies when it comes to the interview process. Depending on the position being filled, some employers will look more closely at specific technical skills, others will be concerned primarily with how this individual will fit in with the team, and still others will focus on an applicants enthusiasm and desire for the position. The need to handle specific tasks, supervise others, meet with clients, and/or work independently will factor into how you approach the interview process and make your assessment of the candidates.
- ✓ Although you can get the answers to many questions from looking at a resume, it's important to hear each prospective employee respond to questions, so he or she can provide greater insight into his or her previous employment and education.
- ✓ Among the questions you'll want to ask are:
  1. What did you do at your last position?
  2. What did you like about your last position?
  3. Why did you leave your last position? Or why do you wish to leave your current position?
  4. How would you describe your relationship with your co-workers? Supervisors? Clients or customers?
  5. What accomplishments are you most proud of?
  6. In which areas would you most like to improve?
  7. What were your strengths and weaknesses?

## Suggestions: Interviewing Prospective Employees

- ✓ You should end the interview by asking the applicant if he or she has any questions. Make sure you know the answers before responding, or make it clear that you can find out the answers and let them know. You do not want to misrepresent yourself or your company by answering incorrectly. It's crucial that any statements you make about the company or about the position be accurate.
  
- ✓ And finally, you should thank each applicant for coming in to the interview and firmly shake his or her hand. It goes without saying that you need to be polite and professional throughout the entire interview process.
  
- ✓ Along with the interview questions you should ask, there are several questions you should not ask, including:
  1. How old are you?
  2. What is your religion?
  3. What ethnicity are you?
  4. What is your sexual preference?
  5. Are you married?
  6. Do you have children?
  7. Are you planning to start a family?
  8. Have you ever done drugs?
  9. Have you ever been arrested?

## **Suggestions: Interviewing Prospective Employees**

Also forbidden are any other questions that relate to personal information but not to the job. In addition, you should not touch an applicant, other than sharing a handshake.

If an interview goes well, you'll want to schedule a second interview with a strong candidate. This is the time to describe the job more thoroughly and discuss salary. It's also at this point that you might introduce the candidate to the person who will be his or her immediate supervisor, should that be someone other than yourself. In many cases, the supervisor will conduct the follow-up interview.

No matter how much you may feel that someone is right for a job, it's in your best interest to ask for, and contact, references.

You'll also want to ask the prospective employee to sign a form allowing you to perform a background check.

You should then take the time to do it. Check out past employers to make sure the applicant worked where they claim they did and, if possible, talk to a former supervisor.

Also check that the applicant did attend the schools he or she listed on his or her resume or application.

## Suggestions: Interviewing Prospective Employees

You'll also want to find out about the applicants reasons for entering the field and their future plans or goals. Questions you might ask include:

1. What made you pursue this field?
2. What knowledge or experience would you most like to acquire to help you in this field?
3. What courses in college and/or graduate school do you feel were most applicable to your work in the field?
4. What are your long-term goals, or where do you see yourself in five or 10 years?

When talking about the job in question, you'll want to get a feel for how the individual will fit in and handle different situations. After explaining some of the basic tasks involved, you might ask questions such as:

1. Which of your past experiences will help you most in this position?
2. Would you be comfortable supervising x number of employees?
3. We use x computer software. Are you familiar with that system?
4. What other skills do you feel you can bring to this position?
5. If this position requires that you put in x number of hours per week or do some travel out of town, would that be a problem for you?

Look at other aspects of the position you're looking to fill, such as phone calls, client contact, sales, or marketing skills, and ask candidates how comfortable they are in handling such specific tasks.



## **Suggestions: Interviewing Prospective Employees**

You may also want to ask questions about the applicants education, particularly with younger candidates who are more recently out of school and have less work experience. Internships have become more common in recent years, and you should ask the applicant what he or she did, and learned, from any internships.

If the prospective employee has large gaps in his or her employment history, you'll want to inquire about what he or she was doing during those time periods. You'll also ask what compensation the individual was receiving at the previous job, and what he or she is seeking in this job. Sometimes this is saved for the second interview. In other situations, where you are limited to a certain salary or hourly wage, you might state that this job pays x, or you might provide a salary range. This way you can determine early on in the process whether the applicant is at all interested.

Along with the questions and answers, you'll want to get a feeling for the comfort and character of the person sitting across from you. However, try not to read too much into body language, since most people are nervous on a job interview. It's more important that you get a feeling for what this person brings to the position from his or her past experience, and his or her manner of presentation. Candidates should dress accordingly for an interview, depending on the formality of the position. You should describe the position and mention any benefits package that will be included. It's also helpful, though not essential, to share with each applicant a little background information on the company.

**SAMPLE INTERVIEW ASSESSMENT**

**NAME :** \_\_\_\_\_

**DATE :** \_\_\_\_\_

**POSITION APPLIED :** \_\_\_\_\_

	<b>APPRAISAL CODE (Select One Only)</b>	<b>1 POOR</b>	<b>2 NEEDS IMPROVEMENT</b>	<b>3 SATISFACTORY</b>	<b>4 EXCEEDS REQUIREMENT</b>	<b>5 OUTSTANDING</b>
<b>B A C K G R O U N D</b>	EDUCATION	Does not meet minimum educational requirements	Meets minimum education requirements but not in same discipline	Meets educational requirements in right discipline	Meets educational requirement and additional certificates	Meets educational requirement & has additional qualification
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	EXPERIENCE Present Job	Previous experience irrelevant for the job	Experience not directly applicable but helpful	Good background experience fair	Experience fits job, above average qualifications	Background especially well suited (in same type work with additional experience)
	Other Job					
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### SAMPLE INTERVIEW ASSESSMENT

P E R S O N A L I T Y	CONFIDENCE	Shy, Retiring, Arrogant	Submissive Argumentative	Reasonably self-assured	Shows self-confidence	Unusually self-assured inspires confidence
	1	2	3	4	5	
	ALERTNESS	Dull, slow to grasp ideas	Understands but does little to discuss subject	Fairly attentive, expresses own thoughts	Quick-Winded, Alert & asks intelligent questions	Unusually quick thinker, keen mind and grasp complex ideas
	1	2	3	4	5	
	INITIATIVE	No at all	Does not ask questions	Average, Ask only standard routine questions	Ask good questions and above enthusiasm	Shows good leadership ability and ask excellent questions
	1	2	3	4	5	
	PERSONAL TRAITS	Nervous, Embarrassed	Stiff, Uncomfortable	Comfortable, at ease	Appears alert, free of tension	Unusually self-posed composed
	1	2	3	4	5	
	PHYSICAL APPEARANCE	Unpleasant appearance	Appears to lack of energy	Good physical condition, pleasant appearance	Appears fit, alert & energetic	Especially energetic, appears excellent condition
	1	2	3	4	5	

### SAMPLE INTERVIEW ASSESSMENT

<b>A B I L I T Y</b>	COMMUNICATION SKILLS/ DISCUSSION OF IDEAS	Unclear, illogical, speaks without thinking	Thoughts not well defined or expressed	Make sense	Convincing. Thoughts developed logically	Unusual ability to express ideas logically
		1	2	3	4	5
<b>M O T I V A T I O N</b>	PERSONAL GOALS/AMBITION	No drive, ambition limited	Little interest in development, seems satisfied	Interest and ambition fair, reasonable with desire to work and develop	Definite future goals, wants to succeed and grow	Ambitious high, future well-planned with evidence of personal development
		1	2	3	4	5

## Behavioural Interview

A common type of job interview in the modern workplace is the behavioural interview or behavioural event interview. In this sort of interview, the interviewers tend to ask questions about general situations, with the candidate asked to describe how they did or would handle a specific problem. A bad hiring decision nowadays can be immensely expensive for an organisation – cost of the hire, training costs, severance pay, loss of productivity, impact on morale, cost of re-hiring, etc. (Gallup international place the cost of a bad hire as being 3.2 times the individual's salary). Structured selection techniques have a better track record of identifying the soundest candidate than the old-style 'biographical' interview. Typical behavioural interview questions:

- ✓ "Describe a time you had to work with someone you didn't like."
- ✓ "Tell me about a time when you had to stick by a decision you had made, even though it made you very unpopular."
- ✓ "How would you handle a boss you suspected of performing unethical actions?"
- ✓ "Would you describe yourself as an innovative person? Give us an example of something particularly innovative that you have done that made a difference in the workplace."
- ✓ "What was the last time you were late with a project?"

The goal of the interview is to assess the candidate's ability to respond to the sorts of situations that the job may present them with. The questions asked will therefore be based on the job description, the performance indicators, the skills/personal qualities required and the interviewer's knowledge of operating in the role. Questioning will either be hypothetical ('how would you deal with situation X?') or based on historical examples from your current or previous experience ('when situation X arose, how did you deal with it?'). Either way, the interviewer is interested in (a) the thought process used and (b) the values of the candidate and the outcome of the situation.

# Stress Interview



Stress interviews are still in common use. One type of stress interview is where the employer uses a succession of interviewers (one at a time or en masse) whose mission is to intimidate the candidate and keep him/her off-balance. The ostensible purpose of this interview: to find out how the candidate handles stress. Stress interviews might involve testing applicant's behaviour in a busy environment. Questions about handling work overload, dealing with multiple projects and handling conflict are typical.

Another type of stress interview may involve only a single interviewer who behaves in an uninterested or hostile style. For example, the interviewer may not give eye contact, may roll their eyes or sigh at the candidate's answers, interrupt, turn his back, take phone calls during the interview, and ask questions in a demeaning or challenging style. The goal is to assess how the interviewee handles pressure or to purposely evoke emotional responses. This technique was also used in research protocols studying Stress and Type A (coronary-prone) Behaviour because it would evoke hostility and even changes in blood pressure and heart-rate in study subjects. The key to success for the candidate is to de-personalise the process. The interviewer is acting a role, deliberately and calculatedly trying to 'rattle the cage.' Once the candidate realizes that there is nothing personal behind the interviewer's approach, it is easier to handle the questions with aplomb.

Example stress interview questions:

- ✓ **Sticky situation:** "If you caught a colleague cheating on his expenses, what would you do?"
- ✓ **Putting you on the spot:** "How do you feel this interview is going?"
- ✓ **Popping the balloon:** "(deep sigh) Well, if that's the best answer you can give ... (shakes head) Okay, what about this one ...?"
- ✓ **Oddball question:** "What would you change about the design of the hockey stick?"
- ✓ **Doubting your veracity:** "I don't feel like we're getting to the heart of the matter here. Start again - tell me what really makes you tick."

Candidates may also be asked to deliver a presentation as part of the selection process. The 'Platform Test' method involves having the candidate make a presentation to both the selection panel and their competitors for the job. This is obviously highly stressful and is therefore useful as a predictor of how the candidate will perform under similar circumstances on the job. Academic, Training, Airline, Legal and Teaching selection processes frequently involve presentations of this sort.

**Closed-ended questions** are specific questions with a specific answer. Questions that can be answered with a "yes" or "no" come under this heading. I try never to ask a "yes" or "no" question in an interview. I always want more than a one-word answer. Sometimes you need to ask a specific question, such as "When were you born?" That's all right when all you really want are the facts, such as when building the time line or filling in a lost detail. That's about the only time you want to use them.

**Open-ended questions** are questions that leave the answer very open to what informants wants to say. It gives them a topic, but doesn't tell them what to say about it or even hint at what you'd like to hear. For instance, "Did you like your grandfather?" is a CLOSED question. But, "How much did you like your grandfather?" is not totally closed, but it is a LEADING question—it assumes they liked their grandfather and guides them to say so.

**Leading questions** are poison to a good interview because people almost always try and tell you what they think you want to hear. A good open-ended question is "How did you feel about your grandfather?" Practice by inventing a few questions and answering them yourself. For each question, come up with the closed, leading, or open-ended version of it.

## GENERAL HINT

"How/what do you feel/think about..." are good lead-ins for a general, open-ended question. If the answer they give to a question seems too short, follow up with "Tell me more about that."

I often go back, even to the beginning of a time-line, and ask questions like "What is your earliest memory?" "How did you feel when your older sister got married?" If they claim they don't remember their childhood, there are several ways to try and elicit information by being a little specific. You can ask, "What did you want to be when you grew up?" Or "What games did you play?" "Who was your first friend?" "...best friend?" Even these specific questions should be generalized...you don't want to lead too much and put words in their mouths. Remember to use your open-ended questions.

Gradually fill in all the gaps in the timeline and, as you go, record anything that comes up, even if it doesn't fit in linear time. Emotional life doesn't follow time lines. Gather jokes, pictures, stories, and memories of older folks in the family who are long gone. Stories may be second hand, but the person telling them now is passing along what is important to them or it wouldn't come up.

## **Gather all Required Information**

- ✓ Ask all planned questions to every candidate to ensure full coverage and consistency of information
- ✓ Use further unplanned questions to probe certain situations or responses
- ✓ Keep all questions relevant
- ✓ Listen carefully and take notes for reference
- ✓ Remain objective and avoid subjective conclusions

## **Invite Questions and Explain the Job**

- ✓ Answer all the candidates' questions honestly
- ✓ Provide all necessary information that the candidate requires in order to make a decision to join your company
- ✓ Use the candidate's questions as a further guide to their suitability
- ✓ Explain what will Happen
- ✓ Explain to the candidate when they will be advised of the results of the interview
- ✓ Do not offer a job on the interview – always reflect upon the candidate's suitability first
- ✓ Explain how you will communicate your decision

## **Thank Applicant**

- ✓ Most candidates put considerable effort into their application and preparation for the interview – Thank them for that effort
- ✓ Leave all candidates with a positive impression from having experienced a professional interview



## Top 10 Hiring Mistakes

Hiring the right people can make a world of difference in the success of your business. Yet, many business owners do not approach hiring in the right manner and often make the same mistakes. Here are 10 of the most common.

**1. Not looking into candidates' backgrounds.** No matter what candidates include on their resumes, you need to conduct some due diligence. If you are serious about specific candidates, make sure their work history is accurate, and check at least a reference or two. In addition, it's helpful to check their background.

**2. Being overly influenced by advanced degrees.** Candidates with plenty of letters after their names have certainly worked hard to earn their degrees. But there is no substitute for real-world business experience, and people often make the mistake of overlooking candidates with track records but not degrees. Note: this does not apply, however, to specialized fields that require advanced degrees.

**3. Not having a long-range plan.** Hiring someone to fill a current need can help you through a busy time. However, unless you're hiring someone on a temporary basis, you need a long-range plan for that employee beyond your immediate need, including how you plan to develop him or her, and how he or she fits in with your company's long-range plans.

**4. Making promises you cannot keep.** It can be a very costly mistake to make promises that are not well thought out. Know ahead of time what you can and cannot offer a prospective employee.

**5. Hiring someone for all the wrong reasons.** Unfortunately, this is a common mistake. Whether you're doing your cousin a favour or are impressed by the way someone looks or talks, hiring should not be done for the wrong reasons. Your focus should always be on the best candidate for the job.

**6. Not conducting a good interview.** Conducting a good hiring interview is a skill that many people do not possess. It's important to ask the right questions to determine whether a candidate is right for the position and fits into your company.

**7. Not looking for a good fit.** In most businesses there needs to be a rapport among employees. If you hire someone who does not fit in with the team's chemistry, you may find yourself with unnecessary problems.

**8. Not giving employees offer letters.** Offer letters list all the important details, including the starting salary, bonus structure, start date, at-will status, and benefit information. For more information, see Offer Letters — Preserving At-Will Employment Status. Also, see the Forms & Agreements Center for a sample offer letter.

**10. Not being prepared.** You can easily make a hiring mistake when you're not prepared for the interview and hiring process. Know the questions you want to ask and the type of employee you're looking for. Also be ready to explain the position and answer questions about the company.

**11. Expecting way too much.** A common problem these days is looking for one person to save a sinking ship. An unrealistic, lengthy list of qualifications and background requirements — as frequently seen in employment ads — creates a situation where you settle for someone whom you think can do a little of everything, but does not excel in the key areas. Narrow your focus to the most important aspects of the position.

# Sample: Employment Offer Letter



[Date]

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Re: Terms of Employment

Dear \_\_\_\_\_:

We are pleased to inform you that after careful consideration,

\_\_\_\_\_ (the "Company") has decided to make you this offer of employment. This letter sets forth the terms of the offer which, if you accept, will govern your employment.

**Position; Duties.** Your position will be

\_\_\_\_\_, reporting to the \_\_\_\_\_ of the Company. Your duties and responsibilities, will be as designated by the Company, with an initial focus on

(i)

\_\_\_\_\_ and

(ii)

\_\_\_\_\_

**Full Time Employment.** The employment term will begin on

\_\_\_\_\_, \_\_\_\_\_.

**Compensation.** Your compensation will be \$ \_\_\_\_\_ a year, paid in monthly arrears of \$ \_\_\_\_\_.

You will be entitled to the following benefits:

## Nine Tips on Checking References

Checking applicants' references is one of the most important procedures in the hiring process. Many job seekers misrepresent their backgrounds and credentials; others simply leave out important information. And no matter how honest applicants are, you can still learn a great deal by talking to other people who know them well.

Checking references takes time, but it can save you a lot of money and headaches down the road. A negative reference could save you from hiring someone who is woefully unqualified for a job or who has destructive tendencies that could land you in trouble. For example, you can be held liable for a new hire who becomes violent and injures an employee or customer, or commits fraud if it's proven that a reference check could have stopped you from hiring the applicant. The best rule of thumb: always check applicants' references before offering them the job.

**These nine tips will help you get the goods on a job applicant:**

**1. Tell all applicants that you will check their references** before you make any hiring decisions. Business owners often hire applicants because of a sharp-looking resume or a "good feeling" from an interview. No matter how quickly you'd like to get a position filled, always perform due diligence before you take the hiring plunge.

**2. Ask each applicant to sign a release form** permitting you to ask detailed questions of former employers and other references (sample background check permission forms are listed on this page). Make sure the form prevents the applicant from suing you or any former employers based on the information you learn during the reference checks. Without this permission, you may only be able to confirm employment dates, pay rate, and position – information that tells you little about a prospective employee's character. Also, check with your lawyer, because some kinds of liability cannot be waived.

**3. Fax over a copy** of the prospective employee's background check waiver and your personal credentials before you call a prospective employee's references. Many employers fear being sued for defamation if they say anything negative about a former employee. Your fax will ease their fears. Keep in mind that some states now consider employers' comments to be "qualifiedly privileged." That means the employer cannot be held liable for the information he or she reveals unless he or she knows it to be false or reckless. If that's true in your state (check with your lawyer), make sure the references know it.

**4. Verify basic information** such as employment dates, job titles, salary, and types of jobs performed. If one of the basic checks doesn't match the prospective employee's resume or what you heard during an interview, you've got a clear sign that something may be amiss.

**5. Avoid vague questions.** Ask specific questions based on what you learned about the applicant in the interview. For example: how did the employee contribute to projects mentioned in the interview?

**6. Pay attention to neutral or negative comments from references.** Lukewarm comments or half-hearted praise speak volumes. Ask the former employer if they would hire the person back. If they hesitate, move on to the next applicant.

**7. Put less weight on positive references.** Most people can find someone to say something good about them. And some employers give positive references even to bad ex-employees, because they're afraid of legal action or are tired of paying unemployment taxes on the applicant.

**8. Use former supervisors or senior co-workers as references.** An applicant might not want you to contact their current employer (who might not know about the job hunt), but there are always people who can provide a reference.

**9. Don't rely** on prospective employees' **verbal word regarding salary figures.** Ask for a current pay stub to verify employment and pay rate.

1. What is the overall purpose of orientation?
2. What are the benefits of a well organised orientation?
3. What are the like results of a poor orientation?
4. Why does orientation sometimes get neglected?
5. How can we avoid this from happening?

## **Exercise                      Orientation Planning**

Please prepare an orientation plan based on the format of the exercise sheet for a newly employed supervisor for a period of three months?

✓ **Activity Time:** 20 min

✓ **Presentation Time:** 20 min

# ORIENTATION PLANNING



The Activity	It's purpose	Who is involved	The time frame	How completion will be measured
				40