

# Recruiting & Interviewing

an introduction

# Objectives



## An introduction to Recruiting & Interviewing

### Recruiting

- What is my role?
- What is the process?
- Types of recruiting
- Sources
- Shortlisting

### Interviewing

- What is the process?
- What is my role?
- How do I prepare?
- Am I doing it right?

# Recruiting ...



## The Recruiting process:

When does it begin?

Who does it involve?

What are you trying to accomplish?

What types of recruitment are there?

What kinds of sources are available?

# Recruiting Process ...



## When does it begin?

- Not always a reaction to a one time event
  - I.e. Resignation/termination, leave of absence
- On going
- Proactive
  - Succession planning
  - Review of current employee base
  - Operational changes (clients, processes, other factors)
- Industry reaction?
- Corporate Strategy
  - Organic vs. acquired growth
  - Market penetration
  - Community relationships

# Recruiting Process ...



## Who does it involve?

... Human Resources will support and sometimes lead the process but not always...

## Who else is involved?

### \*\* Senior Management Team (President, Owners, VP's, Directors)

- Top down implementation, directives
- Strategic planning

### \*\* 1st & Mid Level Managers (Logistics, Account, Finance, Warehouse Managers etc.)

- Addressing, assessing, planning in current & future needs (ie. personnel or processes)
- Providing input and/or participation

### \*\* Others (ZIC's, Senior team members, role experts)

- Providing input and/or participation
- Provide feedback and suggestions

# Recruiting Process ...



## What you trying to accomplish?

... How can you plan if you don't know what your needs or end goal is ...

## Plan your recruiting effort(s) to address ...

- Your needs
  - Immediate or Future
  - Time available
  - Type and number of candidate(s)
    - (ie. previous experience, special education, special designation, shift worker, 2<sup>nd</sup> job, student <ie. coop/internship, summer job>)
  - Type of role
    - (Entry level, Specialized, Senior Manager, FT, PT, Temporary, On call etc.)
- Your end goal
  - Role fulfilment (new or replacement)
  - Company marketing, Exposure to students or the general public
  - Networking or collection of resumes for database
  - Connection to the community (ie. Recruiting in the areas we service)
  - Regulatory means, Corporate direction

# Kinds & Sources available



## Kinds of recruitment:

- Advertising
  - Posting boards, job boards
- Word of Mouth
- Employee Referrals
- Cold Calling
- Industry contacts
- Network contacts
- College/University contacts
  - Career Services. Student Services
  - Professors, co-op/internship/program coordinators
- In Person
  - Meet & Greets
  - Industry seminars
  - Career Fairs
  - Info sessions

## Sources:

- Corporate website
- Links on email signatures
- Social Media (Facebook, LinkedIn, Twitter)
- Temporary or Permanent Staffing Agencies
- Job boards (paid & unpaid)
  - Colleges & Universities
  - Indeed, Workopolis, HRDC job bank, Zip Recruiter, Kijiji, Craigslist, jobsinlogistics
  - Finance, Transportation, HR based
- Co-op/Internship/Practicum programs
- Industry magazines & virtual ad boards
- New, current, departing and/or former employees
- Previously interviewed candidates
- Walk in's
- Poster's, "Sandwich boards"

# Shortlisting ...



## Shortlisting

... A very important step between the recruiting and interviewing processes...

What is it?

Who does it?

How is it done?



# Shortlisting ...



## What is it?

- Process of:
  - eliminating candidates
  - selecting and/or sorting candidates for immediate or future contact

## Who does it?

- Designated recruiter
  - Human Resources, Manager
- Headhunter/Agency/Professional
- Computer program
  - Via key words, skills, other pre-determined criteria
- Combination of any of the above

# Shortlisting ...



How is it done?

## Steps:

- Have a plan of attack before you begin... as it can be overwhelming...
- Know what you are looking for...
  - Set up parameters or criteria ...
  - Be flexible (ie. Not always non-negotiable criteria) as your options will be too narrow.
- Don't rush. Provide dedicated time to focus on this part of the process...
- Ask for help
- Complete
- Shortlist as many times as you need ...

# Shortlisting ...



## Positive parameters/criteria:

- Was/Is an employee referral
- Cover letter was customized to the job/company
- Objectives match/sound good
- \*\*\*\* Has the SKA's needed \*\*\*\*
  - Skills, Knowledge, Abilities
- Previous job(s) seem to show transferable skills
- Previous job(s) are known to have similar culture, fit, work hours, expectation etc.
- Education, or Designation, or Industry experience a good fit
- Grammar, type of language suitable to job
- Distance to office good
- "Age" appropriate
- Resume meets internal strategy
  - I.e. Post secondary recruit, diversity mandate, other type of fit/growth potential

# Shortlisting ...



## Potentially negative parameters/criteria:

- May require further follow up if desired.
- Unexplained gaps in employment
- Cover letter addressed to another company/another role
  - Was the resume sent in error? Was it "mass mailed"?
- Job retention appears poor
  - < 3 months employed. Not with a temporary agency
- Job timelines overlapping
- Job hopping
- Only personal reference listed. No professional.
- No Canadian work experience listed.
  - Little or no volunteer/leadership work as an offset
  - Can they work in Canada? Are there immigration restrictions?
- Grammar and/or spelling poor
- Does not reside in location of role
- In person meeting poor
  - Demeanor, attitude, dress, hygiene, language, understanding

# Interviewing ...



## The Interviewing process:

What is it?

What is my role?

How do I prepare?

Am I doing it right?

# Interviewing Process ...



What is it?

Can be broken into core steps

1. Preparation for interview
  - What kind of interview is it? What is my role?
2. In the interview
  - Greeting, Rapport, Niceties
  - Questions & Answers
3. Concluding / Wrapping up the interview
4. Evaluating the candidate(s)

# Interviewing Process ...



What is my role?

Am I .....

- the Lead Interviewer?
- a Participant?
- the Note Taker?
- an Observer?
- an educator?
- partial or sole Decision Maker?
- Or... all of the above ... or a portion of the above?

This can be correlated to the type of meeting/interview and/or your comfort level/experience

- In person
  - One on One, Panel interview, invigilator, information session, meet & greet, walk-in
- Remote
  - Skype, video conference, conference call, email, phone pre-screen

# Interviewing Process ...



## In the Interview...

### Greeting, Rapport, Niceties

- If done correctly will set the tone for the interview/meeting
- Initiated by you/the lead recruiter/interviewer, not the candidate
- Handshake, eye contact
- Simple questions to get the candidate at ease.. And to start talking
  - Parking okay?, wait long?, any issues with the travel or finding our facility? et
- Introductions
- Not necessary to force yourself to speak in a different tone or elevate your pitch. It may sound fake/forced

Candidate is most likely on edge & nervous. Make the environment as comfortable as possible...

\*\* Especially if you have not notified in advance who would be in the meeting. Panel interviews are very scary!! \*\*



# Interviewing Process ...



In the Interview...

Questions & Answer...

The “meat and potatoes” of the meeting

- Period of interaction between the candidate and the company representative(s)
- Assessment of the candidate’s SKA’s, fit, and other qualities deemed important
- Before the questions begin, inform the candidate:
  - what will occur
  - who are the people
  - their reason for being there etc.
  - any other relevant points/things to follow
    - ie. Test(s) (physical, medical, sample/portfolio), realistic job preview, tour, length of time needed

# Interviewing Process ...



In the Interview...

Questions & Answer...

Tips on how to interact:

- Don't need to fill "dead or empty space" with rambling. Silence is okay. Being nervous on the interviewing side is okay too.
- Don't try and get personal or "make friends" with the candidates.
  - That can lead into idle chit chat and the possibly questions that are illegal and protected under human rights or other codes.
    - le. How are you able to work overtime with your involvement in your church/synagogue?
    - le. Do you enjoy living as a mixed family unit?
    - le. Does your physical disability cause you much discomfort?
  - If... overtime is important to the role
    - Then you can rephrase the question so that it addresses the bona fide requirement.
    - Such as... "This role is 100% customer service based and there is an expectation that you will work overtime as needed to satisfy our client's expectations and our corporate policy... Do you have any issues or concerns with our policy to working overtime as needed - or even daily? If yes, then please explain."

# Interviewing Process ...



In the Interview...

Questions & Answer...

Tips on how to interact:

- Know about the law and protected grounds...
  - Sex, marital status, gender, visible minority, disability (visible or not), ethnicity, religion etc
- Don't dominate the meeting. Let the candidate "shine", and provide guidance if they are having problems with your questions.
- Let the candidate speak more than you.
- Do control the conversation if it going off topic and not related to the questions you want to ask.

# Interviewing Process ...



In the Interview...

Type of interviews questions

- Unstructured (Open)
- Structured (Closed)
- Mixed
- Problem Solving / Hypothetical
- Behavioural Descriptive Interviewing (BDI)

# Interviewing Process ...



## In the Interview...

### Unstructured (Open) interview questions

- No real plan of what you are going to ask
- More like fact finding
- Can be used to dissuade the candidate that they may not be right for the role
- Used to ask so that you can understand the “why”...
  - I.e. Seemingly a career change, walk up candidate, student at career fair/meet & greet/info session
- Not reliable for candidate comparisons
- Won't "stand up" if questioned by legal or other authorities in response to why the candidate was not selected
- No guarantee that your questions will address the SKA's or bone fide requirements of the role
- Easy to begin asking “leading questions”
  - I.e. Those that are so obvious that you are wanting them to say yes..
    - Q. Would you say that you are comfortable with computers?
    - Q. Are you willing work overtime?
    - Q. Do you enjoy working in a team?

# Interviewing Process ...



In the Interview...

## Structured (Closed) interview questions

- Pre-defined questions to be asked of all candidates
- A checklist of sorts.. Easy to complete and note taking can be shared by all participants
- Reliable as it provide for easy and valid comparisons
- Especially handy for multiple positions and/or multiple candidate or for interviews that span over a longer period
- Can be boring for the interviewers or participants. Repetitive.
- Can be tailored to address the most important criteria to the role or the manager.
  - Ie. Data entry speed/accuracy, customer service, work ethic, attitude, specific technical skills & length of time
- “Stands up” exceptionally well if questioned by legal or other authorities in response to why the candidate was not selected.  
But must be related to the SKA’s and not other non-bone fide requirements.

# Interviewing Process ...



In the Interview...

## Mixed interview questions

- Combination of Open & Closed interviews styles
- Pre-defined questions will be asked of all candidates....
  - with flexibility to elaborate on comments made by the candidate
  - Allows for more probing on new SKA's or other insights brought forward
- Reliable still good for comparisons
- Most realistic method. Commonly used.
- Good method to use once you have practice and a comfort in leading interviews.

# Interviewing Process ...



In the Interview...

## Problem Solving/Hypothetical questions

- Questions normally limited to hypothetical, what if's, or real world job situations that...
  - the candidate will be expected to know how to handle based upon previous/similar experience, or
  - the candidate can use work through and analysis to determine their method of resolution
- Good for senior level roles
- Good for roles that require knowledge in regulation/law, where an incorrect resolution will provide risk to the company or employee
- Good for combining with Open questions.
- Good for panel interviews.
  - Multiple interpretations of the candidate's response.
  - Varied what if scenarios can be presented.



# Interviewing Process ...



In the Interview...

## Behavioural Descriptive Interviewing questions

\*\*\* Past behavior is a very good indicator of future behaviour \*\*\*

- Questions often led with ..
  - Tell a time when
  - Give me an example of when/what/why you did ...
  - Describe in detail a situation wher you had to do XXX..
- Further probing can be done based upon their response(s).
  - ie. And what was the result of that action/procedure...
  - ie. Tell me how what you said/did was a benefit to person X/Company Y/Client/Coworker
- For further understanding/clarity; you can preface why you are asking the question...
  - ie. At our company, our clients expect impeccable service even if it close to the end of your work day. Describe a time where you needed to satisfy your client when it was not the most ideal time/situation for you. Be specific regarding the client and the situation.

Then probe further with ... how often do you demonstrate this service level? And to whom?

# Interviewing Process ...



In the Interview...

## Behavioural Descriptive Interviewing questions

\*\*\* Past behavior is a very good indicator of future behaviour \*\*\*

- If structured correctly the candidate will reveal more/other traits than the one asked about
- Can be very interactive between the candidate and the recruiter/interviewer.
- Not boring
- Can be very job specific on the questions phrased.

# Interviewing Process ...



In the Interview...

## Tests

- Medical (for safety sensitive positions)
  - pre-employment drug tests
  - Random drug tests
  - Bon fide need due to safety
- Samples
  - Candidates bring samples of their work (portfolio's, projects, assignments)
  - Candidates bring transcripts or certification letters
    - Schooling
    - Degrees/Diplomas, Designation Certificates (professional)
    - Forklift
    - Class drivers licence

# Interviewing Process ...



In the Interview...

## Tests

- Realistic Job Preview (RJP)
  - Demonstration of the real tasks of the role. Watch and assess the candidate
    - le. Tariff practical test. Quiz to rate products using tariff booklet or internet
    - le. Data entry. Practical test to measure speed and accuracy on keyboard
    - le. Excel. Analysis using advanced formulas.
  - Show the work environment. Job simulation.
    - le. Warehouse, Sleeper cab, truck equipment
    - le. Complete road/driving test
- Personality / Competency Tests
  - Online test completed and assessed by recognize vendor
  - Used for role that have defined competencies that ensure success
  - Used for senior roles where emotional intelligence/soft skills as important as technical

# Interviewing Process ...



In the Interview...

## Concluding / Wrapping Up

Lead Recruiter/Interviewer should initiate the wrap up...

- Due to time (no more time)
- All questions have been asked
- Ask for reference and salary (if not already pre-screened or discussed at the meeting)
- Advise the candidate what to expect next with an approximate timeline
- Provide a business card to the candidate(s) you want to move forward with
- Good eye contact and thank you's to close the meeting
  
- If the candidate not a fit (no need to drag it out)
  - Close the meeting graciously - no different that for a positive candidate
  - You are “pitching” the job/company to them as much as they are trying to “pitch” themselves to you
  - Let them leave with a a good impression - even if it was not reciprocal
  - Do not let them leave “deflated”

# Evaluating...



After the Interview...

Be careful now to evaluate fairly & responsibly....

## Common errors when evaluating candidates

- Halo Effect
- Recency Effect
- Personal Bias
- Group Think
- Evaluating based upon not enough information gathered
  - Interviewer dominance. Candidate didn't get "talk time"
- Bad mood
- Gut instinct
- Evaluating based upon assumptions

# Evaluating... fairly & responsibly



Be careful now to evaluate fairly & responsibly....

## Common errors when evaluating candidates

- Halo Effect
  - Evaluation is tainted by one factor or perceived connection.
  - Factor/connection may not be relevant to the job. Not a bona fide requirement
    - ie. Grew up in same neighbourhood, alma mater at same school, enjoy same sports/favourite team, enjoy same hobbies etc.
    - ie. Has similar employment history, schooling, skills - just like me. And I am good!! 😊
- Recency Effect
  - Misconception that the most recent is always the best... ie. Save the best for last
  - The most recent is freshest on your mind, easiest to recall information, and usually recollection is more positive
- Personal Bias
  - Undue bias. Not fact based.
    - ie. Stereotyping on gender, see no value in diversity, don't like those that bus to work (always late...)

# Evaluating... fairly & responsibly



Be careful now to evaluate fairly & responsibly....

## Common errors when evaluating candidates

- Group Think
  - Don't want to express a different opinion from the group.
  - Don't want to rock the boat... don't want to have to explain why/give opinion of the difference
- Evaluating based upon not enough information gathered
  - Were you too dominant and spoke too much?
  - Did you talk about non work related items and candidate was disinterested... so you dismissed them too?
  - Candidate didn't get "talk time"
  - Too much "selling" and not enough listening and info gathering.
- Evaluating based upon assumptions
  - Did you ask the candidate a question about XX?
  - Did they respond yes to a leading question about XX?



# Evaluating... fairly & responsibly



Be careful now to evaluate fairly & responsibly....

## Common errors when evaluating candidates

- Interviewer's state of mind
  - Bad mood
  - Frustrated with the process, going through the motions during the process
  - Let's get it over with already!!! Just hire anyone with a brain...
  - Tired. Too many interviews. Don't want to evaluation. Anyone will do.
- Gut instinct is "key"
  - Gut is a factor many use
  - Don't let it be your #1 deciding factor.
  - Can be used In combination with other related criteria as a tipping point in candidate's favour

# Questions

