**SD23XX Topic 3**

**Paul Tilley**

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| **Topic 3.0 Employment Processes** |
| Topic Goals:   * Discuss the importance of ethics in resume preparation * 3.2 Select appropriate style, action words and key concepts for your resume * 3.3 Write a resume and cover letter for a specific position * 3.4 Describe the characteristics of a successful interview and interviewee * 3.5 Create a one page summary of a company and a list of common interview questions and appropriate responses in preparation for an interview * 3.5.1 Discuss corporate vision, mission, organizational goals and strategic plan as part of the company summary * 3.6 Discuss nonverbal messages that influence interview decisions * 3.7 Explain the importance of following-up the interview * 3.8 Participate in a mock interview exercise |
| **LOOK FOR JOB ADVERTISMENTS** |
| Use traditional means of job search as well as Linkedin as a job search tool.  Dissect job advertisements into key elements of :  Knowledge  Skills  Abilities  Create a one Page summary of the job ad |
| **Resume Preparation** |
| Review your resume for appropriate style, action words and descriptions. |
| **Cover Letters** |
| Write winning cover letters for jobs |
| **Interview Preparation** |
| Your Task  Develop a list of possible interview questions from a job ad  Develop a list of “Ideal” answers for those questions |
| **Mock interviews** |
| Pair with another student to conduct an interview -  Video Analysis of interview |
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| Today we will be developing a list of potential interview questions for the following jobs:  • Job 1 – Book Keeper  • Job 2 – Human Resource Clerk  • Job 3 – Sales Associate  Your Task:  Develop a list of possible interview questions from a job ad  Develop a list of “Ideal” answers for those questions  Structured Interviews  Structured Interviews rely on a predetermined set of questions so that every candidate interviewed is asked the same series of questions thereby improving the reliability of the interview process. The downside, of course, is that interviewers cannot follow-up on responses provided by the interviewee.  Interviewers must be careful not ask illegal questions or questions that could lead to charges of discrimination. It will be much more difficult for an employer to prove that they did not discriminate, when they have asked discriminatory questions.  An interview should consist of a standardized set of job-relevant questions and a scoring guide. Structuring an interview appears to increase interview reliability and validity.  The following elements contribute to the structure of an interview:  • Interview questions are derived from a job analysis (they are job related);  • Interview questions are standardized (all applicants are asked the same questions);  • Prompting, follow-up questioning, probing, and/or elaboration on questions are limited;  • Interview questions focus on work behaviours or work samples rather than opinions or self-evaluations;  • Interviewer access to ancillary information (e.g. resumes, letters of reference, test scores, transcripts) is controlled;  • Questions from the candidate are not allowed until after the interview questions have been asked;  • Each answer is rating during the interview using a rating scale tailored to the question;  • Rating scales are “anchored” with behavioural examples to illustrate scale points;  • Total interview score is obtained by summing across scores for each of the questions;  • Detailed notes are taken during the interview (such notes should be a record of applicant behaviours related in the interview as opposed to evaluations of applicants).  • Whatever method is used, interviewers must not ask illegal questions or questions that could lead to charges of discrimination. It will be much more difficult for an employer to prove that they did not discriminate, when they have asked discriminatory questions.  Developing Interview Questions  Interviews are useful tools for filling in the information gaps that still exist after moving through the screening process. Interviews give the interviewer the opportunity to collect in-depth information around specific topics.  Things to Remember in Designing Interview Questions  • In designing interview questions, clearly articulate what problem or need is to be addressed using the information to be gathered by the interviews. This will allow for a clearer focus on the purpose of each question.  • Ideally, open-ended questions should be used in an interview. The idea is to get the interviewee to give as complete an answer as possible where he or she chooses their own terms in their answer.  • Questions should be clearly worded, be asked one at a time and should not be biased. Interview questions should be clear, concise and not use wording that might influence answers.  • Interviewers should also be careful asking "why" questions. This type of question infers a cause-effect relationship that may not truly exist. These questions may make the interviewee feel defensive feeling as if they have to justify their response, which may inhibit their responses to this and future questions.  Monster.ca is one of the largest online job sites and they have a host of self-help material relating to the Job interview. In the following video they discuss typical interview questions used in interviews.  Classic Job Interview Questions (Time: 4:08) See http://youtu.be/Nr2bpcpNQWY  Sample interview Questions  Personal Motivation and Traits  • What motivates you to do your best work?  • How can we best help you get your job done?  • Tell me about a time you went "out on a limb" to get the job done?  • What are the disadvantages of this line of work?  • What do you find most frustrating at work?  • Tell me about a project that got you really excited?  • How do you define doing a good job?  • What makes a job enjoyable for you?  • Under what conditions do you work best?  • What is your greatest strength/weakness or deficiency?  • Tell me about a work task you enjoy.  • Establishing Goals  • What are your 5-year goals?  • Tell me what "success" means to you.  • What does "failure" mean to you?  • Do you consider yourself successful?  • Do you set goals for yourself and how do you do that?  • Evaluating Communication Skills  • Tell me about a work situation you had that required excellent communication skills.  • Do you prefer to speak directly with someone or send a memo?  • How would you grade your ability to communicate with upper level management, customers, and peers?  • What was more important on your job, written or oral communication?  • Assessing Job Flexibility  • Tell me about the last change which occurred in your office. How did you handle it?  • I'm interested in hearing about the last time you took a risk. What was it and in retrospect, was it the right decision?  • How important is communication and interaction with others on your job? How many departments did you deal with? What problems occurred?  • Tell me about a time when a work emergency caused you to reschedule your work/projects.  • Give me an example of the last time you went above and beyond the call of duty to get the job done  • In what areas do you typically have the least amount of patience at work?  • Handling Stress  • Tell me about a deadline you had to meet. How much advance notice did you have?  • You have worked in a fast paced environment. How did you like the environment?  • What kinds of decisions are most difficult for you?  • What is the most difficult work situation you have faced?  • What types of jobs do you have the most difficulty with?  • What do you do when you're having trouble with your job?  • What do you do when you have a great deal of work to accomplish in a short period of time?  • Manageability  • What do you do when you're having trouble with a boss?  • If your boss knew you were interviewing, what would he say?  • What do you feel an employer owes an employee?  • Your supervisor tells you do to something in a way you know is dead wrong. What do you do?  • If your supervisor unfairly criticized you, what would you do?  • Would you like to have your boss's job? Why or why not?  • Tell me about a time when your manager was in a rush and didn't give you enough attention.  • What are some of the things about which you and your boss disagree?  • What are some of the things your boss did that you disliked?  • In what areas could your boss have done a better job?  • I would be interested to hear about an occasion when your work or an idea was criticized, what was criticized, who criticized you, and how did you handle it?  • Describe the best manager you ever had. The worst. What qualities did each of them have?  The Situational Approach to Structured Interviewing  The Situational Interview is a highly structured interview in which hypothetical situations are described and applicants are asked what they would do. The interviewer uses a scoring guide consisting of sample answers to each question to evaluate and score the applicant’s answers. A scoring guide is a behavioural rating scale consisting of sample answers to each question used by the interviewer to evaluate and score the applicant’s answers.  Preparing questions for a Situational Interview involves:  • Analyzing the job to identify specific, representative activities  • Identify critical incidents - incidents that represent extremely good or extremely bad job performance (For example, Bank Tellers complained that they did not know enough about RESPs to refer clients to Personal Banking Officers. A Personal Banking Officer took it upon themselves to develop a mini in-house training session on Registered Education Savings Plans for the tellers.)  • Sort the critical incidents into similar behaviours called "behavioural dimensions" - the idea is to classify the behaviours. For example, "leadership demonstration," "customer service," "initiative" - (we might put the RESP incident under this category), and "communication" might all be considered behavioural dimensions.  • Choose a small number of incidents from each dimension  • Rephrase the incidents as questions ending with "What would you do?" followed by several options.  • Score the candidate's responses using a five-point scale  • Determine a total score by adding the scores for individual responses.  The Behaviour Approach to Structured Interviewing  • In the Behaviour Interview the interviewer attempts to discover how job applicants responded in the past to specific work situations. The premise behind this type of interview is that an applicant's past behaviour is indicative of future behaviour in similar circumstances.  • The types of questions posed to the interviewee might be similar to these examples:  • Tell me how you have handled a disagreement with a co-worker in the past.  • Tell me about a time in your past job where you showed initiative.  • Describe a situation when you were able to have a positive influence on the behaviour of others.  • Give me an example of a specific goal that you set in the past and describe your success in achieving it.  • Tell me about a time when you went above and beyond the call of duty.  • The work situations chosen should be relevant to the job for which the applicant is under consideration. When this is done, the questions have high validity in predicting future job behaviour.  View the following two videos dealing with behavioural interviews  <http://youtu.be/WgMKLoOXXCY>  **DISCUSSION - The Reference Check**    As the Human Resource Manager for a large pharmaceutical organization you have been recruiting for months for a hard to fill position of a Quality Control Auditor, and think you finally landed the perfect candidate. As part of your selection process, you are required to perform a reference check on all the candidates prior to offering them a position. Joni Jones is the candidate that you have been actively recruiting, and so far you have completed two reference checks on her. Normally, your organization only requires two reference checks; however, unlike the interview results which were fabulous, the results of the reference checks were not "glowing". In fact, they were unimpressive. Your gut is telling you that there is something wrong, so you decide to do a third check. You contact another person listed on Joni's resume and for which you have permission, but the person is not there. Before you have time to think, the company's operator connects you to another person and when you explain who you are, they proceed to tell you that in fact, they were Joni's manager, not the person listed on her resume. You think for a moment about whether to go ahead with this reference check, as you don't have permission to contact this person from Joni. However, you feel it is ok and get the reference anyway - thinking it will be like the others. The problem is that the reference you receive is terrible, in fact, looking back at the interview, it confirms a number of points that Joni either left out of her resume, or didn't elaborate or provide much detail about during the interview. With this knowledge, you know you cannot go ahead and hire Joni; however, without getting permission for the reference can you even use it to rate or consider Joni in the selection process?  How do you feel about Joni not giving you this person's name as a reference? Was she right in doing this? Did you think it ok to continue getting the reference information even when you don't have permission? These are rhetorical questions...here's the question for your Discussion Posting:  Can the Human Resource Manager use the last reference information to screen Joni out of the competition? Why or why not?  Deliverables: Mock Interview Video  Using the information that is presented above – each student will:  1. Prepare at least 5 Interview questions for the job description that you have been handed  2. Consider and identify the Question type: Situational type questions & Behavioural type questions |
| Deliverables:   1. Submit Resume (Print off PDF version of your Linkedin Resume) (5%) 2. Develop an effective Cover Letter for a Job ad from Linkedin source – include both (5%) 3. Mock Interview Video (3% interviewer 7% interviewee ) |