Interview Workshop

Talent Acquisition Team
Agenda

1. Objectives

2. Your Career @ Rogers – Ground Rules revision

3. The process: Preparation & how to conduct Interviews
   3.1 STAR technique
   3.2 Hire beware
   3.3 Do’s ? Don’ts

4. How to provide feedback

5. Legal considerations

6. Available resources

7. Q&A
Objectives

Through specific insights, tools and techniques we will help you the Hiring Managers recruit more effectively the right candidates.

At the end of this training you will:

- Master the internal talent mobility Ground Rules (ITM)
- Enhance your interviewing skills
- Learn how to provide constructive feedback

Rogers success is linked to hiring the right candidates in the right roles!
Ground Rules
Your Career @ Rogers – Ground rules

All things being equal, the job is yours
We support and encourage employees to find long term success and explore opportunities that play to their individual strengths and passions. We value lateral moves as much as vertical promotions – we believe all roles should develop your skills, broaden your experience, and help you build a rewarding career at Rogers.

Ground Rules

Our commitment to you

1. Jobs are exclusive to you for the first 10 business days
   - All positions up to and including VP level will be posted, and if you’re qualified, you’ll get an interview

2. You need a Development Plan to apply internally
   - Along with your resume, you’re required to submit your development plan when applying for internal jobs so Managers can help you build your career at Rogers

3. In *most roles, you’re required to have one year of experience before applying for your next job
   - As a first step, talk to your manager before applying – your Manager will champion you, they won’t block you from moving ahead
   - *If you’re a director or above, you need to have at least two fiscal years of experience before applying for your next role

4. You’re encouraged to grow your career in different directions
   - Whether it’s a lateral move or a promotion, we value all career paths
   - You are encouraged to seek opportunities that play to your strengths and passions
   - You don’t have to move jobs to grow personally

Our managers commitment to you

1. We are accountable for looking inside first
   - No matter what role needs to be filled on a team, we always interview qualified internal candidates first
   - We champion employees exploring new opportunities, we don’t block them

2. We always give feedback
   - When we interview a qualified internal candidate and they don’t get the job, we always provide feedback to help them land their next opportunity
   - Candidates not qualified for the role will receive helpful feedback from our Recruitment Team on why they didn’t get an interview

3. We ensure that interview rosters are diverse, and include all qualified internal applicants
   - Before a decision is made, all hiring managers must give their direct manager the opportunity to interview the top candidate(s) for the role

4. We actively support employee development
   - Development is not a once-a-year activity, it needs to happen every day
   - Though employees own their development, managers are responsible for talking to employees about their strengths, areas for development and career aspirations
Preparation
To help set the tone get yourself in the right mind frame by thinking about why you like working for Rogers, what’s great about your team, etc.

Preparing for the interview

- Arrange for an interview setting that is free of distraction
- Plan sufficient time in between each interview
- Review the information on each candidate and make notes on the area you want to probe
- Please turn off your phone or put on vibrate
- For efficiency purposes coordinate a panel or back to back interviews with HM and other decision makers
It’s Important to provide a positive candidate experience. Candidates are interviewing the company and team as well and they need to determine if this is a good fit for them.

**Starting the interview**

- Limit your own talking (80/20 rule)
- Create an environment that encourages candidates to share information
- Greet the candidate cordially and introduce yourself
- Establish a rapport with the candidate
- Explain the purpose of the interview
- Introduce agenda
- Be present and engaged in the interview with candidate
# Hiring Manager Interview Techniques – Be structured

To make the best decision possible make sure you conduct the interview consistently to gather the same information you will use to analyze the candidates against each other.

## During the interview

- Remain consistent and ask the same questions to all the candidates
- Use the Interview Guide provided by Recruitment
- Convey a consistent message about your team & department and what it offers employees
- Review candidate resume

## Tips:

- Speak clearly and concisely
- Be prepared to repeat the question
- Silence is ok
- Candidates may be nervous, look for signs and be empathetic
- Be engaging and dynamic throughout the conversation
- Stay on track don’t be a story teller
- Focus on the candidates’ past experiences and behaviours that are relevant to the role
- Use a variety of types of questions throughout the interview
### Behavioural questions

- Based on the theory that past experiences and behaviours are indicators of future success
  - Describe a time when….
  - Give me an example of….
  - Tell me about a time when….

### Situational questions

- Based on a hypothetical situation
  - What would you do if…
  - Describe how you would handle the situation if you…
  - How would you deal with…

### Open / Closed questions

- Designed to elicit a Yes/No answer – or a short response
  - Do you like to work in partnership with others?
  - How many years did you work there?
  - What this the only solution that you provided?
Hiring Manager Interview Techniques - Probing Questions

Probing allows us to ask follow up questions to seek clarification, or obtain more in-depth information about something a candidate just shared.

Open Questions

- Tell me more about the steps you took in that situation.
- Can you specify what was your role in the project

Confirming Questions

- Your role was to identify opportunities for upselling within the existing customer base?
- You were the liaison between the clients and the marketing department?

Clarifying Questions

- When you said that you usually met your sales targets, what does that mean?
- You mentioned you took a calculated risk, can you elaborate further?

Leading Questions

- I assume you regularly met your sales targets?.
- You were the only one leading the project right?

Closed Ended Questions

- Do you like being in a sales associate position?
- Do you always write a summary of your feedback after a meeting?

Clarifying Questions

- Didn’t you know that would happen though?
- What was the intent being your action?
Hiring Manager Interview Techniques – STAR Responses

S

Situation
That the candidate faced

Tell me about a time where you….
Talk us through a situation where….

T

Task
That was required

What was the specific task…
What was your specific focus…

A

Action
The candidate took

What was it that you….
How did you….

R

Results
Or outcomes achieved

What was the outcome….
Did you achieve….
When interviewing candidates there are a number of areas to be conscious of and use as opportunities for further discussion:

1. Unexplained gaps in resume in between jobs
2. Very long and convoluted answers but don’t answer the questions
3. Very short answers /1 or 2 words
4. If candidate has no questions, i.e. Shows no interest in the company or the position
5. If candidate’s questions are only about themselves i.e. What is my pay? What are my benefits?
6. “We” versus “I” answers
Leave a lasting positive impression on the candidate by making sure you have answered all his questions.

At the end of interview

State the next steps:
- Timeline on decision
- Who will they hear from
- How (Phone/email)

Confirm if you have answered all the candidate’s questions

Do not make any promises
To help with the decision making compare candidates against each other equally to get a clear picture of who will perform best in the role.

After the interview

- Summarize your impressions
- Note areas that impressed you or concerned you
- Consider long-term fit vs. a short-term need
- Hold an interview debrief with other interviewers
- Make a hiring decision / identify next steps
- Review notes, complete Rogers Interview and Assessment Guide
- Keep documents for three years
Hiring Manager Interview Techniques – The Do’s and Don’ts

**The Do’s**

- Remain fair and objective during evaluations
- Review your Interview Guide notes to refresh your memory
- Review all details and information the candidate shared
- Picture the candidate in the role – would you get good service?
- Understand if the candidate integrate with your current staff easily?
- Consider diversity in your team

**The Don’ts**

- Rely on the first three minutes of the interview to make your decision
- Focus on superficial factors due to a stress-related interview performance such as searching for words, sweating, asking to repeat the questions
- Allow biases and stereotypes affect your decision
- Overlook key information
- Make a quick decision based on one or two pieces of information
Hiring Manager Interview Techniques – Feedback

A key component to helping employees develop skills, broaden experience, and reach their career goals is through providing timely and effective feedback.

1. Make sure you say thank you for their time before you provide feedback.

2. Acknowledge their interest in your business unit/ department/team.

3. Feedback should be provided as soon as possible. It should be meaningful and help them continue with their career development.

4. Be honest, direct and fair. Keep conversation about how they matched or lacked the qualifications you outlined at the beginning of the interview.

5. Say something useful by providing constructive feedback if they lack experience in a certain area or if they could improve a specific skill set.

6. Back up your comment(s) with relevant examples from their interview if possible.

7. Don’t make false promises. If its no… its no

8. Be sure to provide relevant feedback that can assist the internal candidate to learn new skills, develop particular knowledge or learn to adopt different behaviours and attitudes (where appropriate).

9. If an internal applicant does not meet all the essential requirements and qualifications, they should be advised as part of the feedback process.
Craft responses centered around competencies

“Although you did meet the essential criteria for the position, on this occasion, another applicant demonstrated a higher level of knowledge, skills and experience than was required.”

“I really enjoyed our conversation and I am pleased that I had the opportunity to learn more about your strengths in X and Y. This was a very tough decision, but I selected a candidate that has XXX skill or trait that brings to the role, (e.g. track record of successful XXX was a deciding factor.)”

“I was very impressed with _X_ and _Y_ , but I only had one slot open. I want to be clear, though, how much we value your work, and we’d be glad to talk about future openings with you as they come up.”
Legal considerations
## Legal Considerations: Job-Related Questions

<table>
<thead>
<tr>
<th>Protected Grounds</th>
<th>You can ask</th>
<th>Cannot ask</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Are you eligible to work under Canadian laws regarding age restrictions?</td>
<td>You just finished hiring school are you eligible to work?</td>
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<tr>
<td></td>
<td></td>
<td>How old are you?</td>
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<tr>
<td>Citizenship</td>
<td>Are you legally entitled to work in Canada?</td>
<td>Your accent sound like Australia?</td>
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<td></td>
<td></td>
<td>Are you a Canadian citizen?</td>
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<tr>
<td>Ethnic Origin</td>
<td>Do you understand, read, write or speak the languages required for the job?</td>
<td>What’s your race/nationality?</td>
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<td></td>
<td></td>
<td>Is English your native language?</td>
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<tr>
<td>Religion or Creed</td>
<td>Explain required work shifts. Ask if such a schedule poses a problem for the candidate. Can attendance requirements be met?</td>
<td>Will your spiritual beliefs pose a problem to your attendance at work?</td>
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<td></td>
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<td>Do you celebrate religious holidays? How will this interfere with your work schedule</td>
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<tr>
<td>Marital Status and Family Status</td>
<td>Explain any travel or relocation requirements and ask if the candidate can meet these requirements.</td>
<td>You have a family how will you be able to travel?</td>
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<td></td>
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<td>Do you have kids?</td>
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<tr>
<td>Disability</td>
<td>Describe the requirements of the position ask if the candidate has any condition that can affect his/her ability to do the job.</td>
<td>I see you walk with a cane will this be a issue in the center?</td>
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<tr>
<td></td>
<td></td>
<td>Do you have any disabilities or health problems that could prevent you from doing this job?</td>
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<tr>
<td>Record of Offenses</td>
<td>Only if bonding is a job requirement, ask if the candidate is eligible.</td>
<td>Do you have any felonies or misdemeanors on your record?</td>
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<tr>
<td></td>
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<td>Have you ever been arrested?</td>
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</tbody>
</table>
Feedback
Can we ask these questions to a candidate?

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>What was the toughest decision you ever had to make at work?</td>
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<td>Do you have any religious obligations on Sundays?</td>
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<tr>
<td>You look Eastern European? What’s your nationality??</td>
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Resources
Hiring Manager Interview Techniques - Resources Available

- Your Recruitment Consultant
- Ground Rules
- Your Human Resources Business Partner
- Harvard Mentor Manager:
  - Course: Hiring
  - Development playbook
  - Hiring Manager Hub

Internal resources

- My Learning (FastTrack) Courses
  - Conducting Interviews – Asking the Right Questions
  - Customer Service Training – The Interview and Beyond
  - Essentials of Interviewing and Hiring
  - Behavioral Interview Techniques
  - Conducting an Effective Interview
  - Preparing to Interview
  - Selecting the Right Candidates

Your recruiters are here to help!

- 1/1 coaching
- Job shadow
- Team lunch and learns

Your recruiters are here to help!
Thank you!