

Developing a powerful “WOW” culture



SELLSTATE

Recruiting and Personnel Management

HUMAN RESOURCE GUIDELINES

You enjoy the best business model, however ultimate success and long term profits come from having the right people and the right working culture.

HUMAN RESOURCE DIRECTORY OF FORMS

(Pick and choose forms that are best suited for your franchise)

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Getting the Most Out Of Interviews

Here are some guidelines for effective Interviewing.

Do review all the applicants paper-work right before the interview.

Do consider beforehand which questions will elicit the facts you need to make a decision.

Do pose the same set of questions to all candidates, in order to make a point-for-point comparison.

Do try to make the candidate feel at ease—by offering water or coffee, for example.

Don't put a desk or physical barrier between you and the candidate.

Do establish a rapport and adopt a relaxed, friendly attitude.

Do make the applicant aware of your position and what you do.

Do give the applicant some back-ground about the company.

Don't give too much information about the job's responsibilities before asking questions about the candidate's skills and previous responsibilities.

Don't ask questions that might lead to answers that legally cannot be considered when hiring.

Do ask open-ended questions to draw out the applicant.

Don't ask "yes" or "no" questions.

Do listen attentively to the candidate's responses so you can ask good follow-up questions.

Don't fill silences with chatter—give the candidate time to think.

Do give the candidate a chance to ask questions.

Don't talk too much or turn the interview into socializing.

Do conclude the interview by asking the candidate, "Is there anything we haven't covered that you'd like to tell us?"

Do tell the applicant what the next steps are in hiring process and discuss the time frame for follow up.

How to Interview Job Candidates

The personal interview is the most important step in the screening process. Conducting it successfully requires objectivity, good judgment, and careful planning.

During the interview you have to accomplish four important goals.

1. Determine if the person has the ability and skills necessary to do the job.
2. Find out if the person has the motivation and initiative to do the job well.
3. Learn enough about the candidate to judge whether the individual, the job, and the company will be compatible with one another.
4. Convince desirable candidates to risk leaving their present job to come to work for you.

To achieve these goals, you have to ask the right questions in the right way; listen to and interpret the candidate's replies; keep track of his or her strengths and weaknesses; answer questions and provide information about the job and the company. Finally, you have to have an objective way of comparing one candidate to another. .

Plan the Interview

Decide whether you want to talk to several applicants in one day or spread the interviews out over a longer period of time. In either case, choose a quiet location and keep staff members and other visitors away. Interruptions distract the applicant and undermine your concentration. Schedule enough time before each interview to go over your notes on the individual candidate, and allow enough time after each interview to evaluate the candidate's responses.

Learn as much as possible about candidates before the interview by familiarizing yourself with their resumes and cover letters. Note what areas of their background and experience you want to explore in detail, and decide what testing, if any, will be necessary.

Decide, too, what you will tell applicants about the job. Be sure to include information about responsibilities, problem areas, opportunities for advancement, incentives, working hours, job location, and any other pertinent information.

During the interviews you will have to question candidates to draw out information about their experience, motivation, drive, dependability, attention to detail, and ability to get along with other people. Some of your questions will be directed at all applicants; others will have to be tailored to the individual candidate. The interview will be more productive if you plan these questions in advance.

Making person to person contact with your employees makes you a successful supervisor.

#4. Reward Your Employee's Efforts

You need to be aware of what motivates different employees. Monetary reward is not the only reward needed/wanted by employees. There are many types of rewards for different types of people. The key is to find out what motivates them individually. Reward them immediately.

#5. Encourage Two Way Communication

Make sure your employees know that you will listen to their concerns and ideas and that you will share with them all the information relevant to their job.

- a. You can encourage two way communication by creating an open environment by letting your employees know you as a person and you getting to know them as people.
- b. Asking the right questions to get them to open up and listening to what they have to say.
- c. Create an environment whereby they trust you not only with professional communication but also personal – the human side.
- d. Listening between the lines to what they're really saying. Why they are really saying.
- e. Getting feedback – Giving feedback. TWO WAY COMMUNICATION.

EFFECTIVE COMMUNICATION requires more than sending a message. APPLY THE HUMAN TOUCH by getting involved and getting your employees involved.

OPEN DOORS THAT CAN SEPARATE YOU FROM YOUR EMPLOYEES – your human side.

How to Evaluate Resumes

Because resumes present only the positive aspects of a person's background and work experience, they have limited usefulness. In fact, if you are using a recruiting company to conduct the search, resumes may not be forwarded to you unless you specifically request them.

If you are conducting the search on your own, however, you will have to read and evaluate many resumes in order to choose the candidates you want to interview. The task will be less time-consuming and more successful if you follow the system described below.

1. Review the qualifications cited on the master Job Specification Questionnaire. Compare the information on each resume to these qualifications. If you've asked to have samples of the applicant's work sent to you with the resume, review them carefully to see if the quality and nature of the work are appropriate for your organization.
2. Divide resumes into three piles. In the first pile put resumes from individuals who seem to possess all of the qualification for the job. In the second pile, put the "maybes"—resumes that exhibit some, but not all, of the qualifications you seek. Resumes from people who are clearly unsuitable or unqualified go into the third pile.

Sloppily typed resumes and resumes that have many misspelling should go on the unsuitable pile. If the person doesn't care how the resume looks, he or she won't care much about job performance, either.

Resumes that show suitable experience and qualifications, but no dates of employment go on the "maybe" pile. Such functional resumes are often used by people who are trying to mask long periods of unemployment—or their tendency to job hop.

Be wary of resumes with lengthy sections describing personal accomplishments and interest that are unrelated to your needs. Applicants who include irrelevant details in their resumes may have few qualifications to talk about.

3. Reread all the resumes in the suitable pile. For supervisory, managerial, or executive positions you will want to single out those that show profit-mindedness, specific accomplishments, career progression, and willingness to work hard.

For instance: you would want to choose a resume that stated "developed marketing strategies that increased sales 10% in a six-month period" rather than one that said the individual was "responsible for developing marketing strategies." Similarly, the statement, "pinpointed cause of off-odor in food substance and developed method to prevent it from recurring" tells more about the person's abilities than "knowledge of methods development."

For lower-level positions look for evidence that the person is willing to work hard and prides himself or herself on accuracy and dependability.

Focusing On the Human Side

INTRODUCTION

There's more to supervision than just the technical aspects of it. THERE'S THE HUMAN SIDE OF IT. How you relate to your employees can make all the difference in the success of your department. It is easy to lose sight of the fact that your effectiveness of ten depends on how your employees perceive you.

ASK YOURSELF THESE QUESTIONS:

1. Do your employees see you as the carefree happy person you think you are?
2. Or, do they see you as a hard task-master concerned only with the job's operation?

It's probably easy to get caught up in the technical part of your job that you sometimes forget you're primarily responsible for managing people.

PEOPLE (unlike machines) need to be: TALKED TO, LISTENED TO, PRAISED, GUIDED, AND GIVEN REASONS TO PERFORM AT THEIR BEST.

5 Key Concepts to Focusing On the Human Side

#1. Make People Feel Important (and they will be)

What makes employees feel important?

- a. RESPECT - Being listened to and having opinions matter to management.
- b. TRUST – Being in control of a project – feeling of satisfaction, accomplishment.
- c. INFORMATION – Being informed of what's going on in the department and in the company and how employee's job fits in.
- d. PARTICIPATION ON DECISIONS

MUTUAL TRUST AND RESPECT. Showing to employees makes them feel important. You have powerful influence on your employees.

#2. Show That You Care

If you take an interest in your employees as people, you will improve your relationships with them and develop the human side of your job.

#3. Understand the Person Behind the Employee

To get candidates to “open up,” put them at ease at the beginning of the interview. Introduce yourself, offer to take their coat (if your secretary hasn’t already done so), and ask them to be seated. Start your conversation by asking a neutral question, such as “Did you have any difficulty finding us?” or by mentioning some mutual interest or experience you’ve learned about from the person’s resume.

Then, move on to the heart of the interview. Ask open-ended questions that will require the candidate to give more than a “yes” or “no” answer. For the best results, start with general questions and questions that are easy to answer. Proceed gradually to more specific questions, and reserve questions that might be particularly difficult to answer for last.

The attached Interview Questions Checklist beginning on page 20 will help you decide what to ask and how to phrase your questions. Choose the questions that are most appropriate for the circumstances. You may use them as is, or adapt them to your own conversational or interview style.

Develop an interview worksheet to keep track of what questions you want to ask each candidate.

How to Listen During Interview

Unfortunately, the human ear and the human mind don’t always function together. While the candidate is answering one question, you may be trying to think of what to ask next, or how you’re going to tell your spouse that her brother Ron just isn’t the man for the job.

To make an accurate evaluation of the individual’s responses you must give him or her your full attention. Train yourself to listen not only to what the person says, but how it is said. Note facial expressions and gestures; these can help you determine the person’s feelings about what he is saying. Be careful, too, that you don’t anticipate the person’s answers to your questions or ask a second question before the applicant has had time to answer the first.

Silence during the interview can be beneficial. Often, the candidate will start talking just to fill the void and give information that he would not otherwise have revealed.

If you disagree with or don’t understand a statement a candidate has made, ask for an explanation. Sometimes, if the person comes from a distant locality, he or she may attach a different meaning than you do to a particular word or figure of speech. Always clarify such inconsistencies before you assume the candidate is wrong. And, don’t argue with or correct the person.

How to Evaluate Candidates

During the interview, you will begin to form impressions about the applicant's strengths and weaknesses, depth of knowledge, goals, motivations, sociability, and character. If you don't think you will remember your reasons for these impressions later on, make notes, but make them very brief. A word or two jotted down after the appropriate question on the interview worksheet will be sufficient to jog your memory when you write up a thorough evaluation at the conclusion of the interview.

Your complete evaluation of the candidate should be made as soon as the interview is over. If you postpone this task, you're likely to forget important details about the person's abilities, character traits, etc; or you may confuse one applicant with another.

Your evaluations of candidates should be standardized and include a system for rating applicants for comparison. One consideration is to go through the resumes and grade each one A, B, C, D, based on experience and technical skills required for the job position as summarized in the ad. If you have ten or more A's consider further screening via a telephone interview before asking your top six to ten in for a formal interview. It has been recommended that to find the most suitable candidate one needs to interview eight candidates to make sure they will get the job done and fit into the Companies culture.

Some hiring experts recommend sorting resumes into three piles, one the nos, two the maybes and three the must interview. Good chance that the last stack will yield plenty of potential candidates. If not, you can always sift through the maybe list one more time.

Make a conscientious attempt to weed *all* prejudice out of your evaluation. Discrimination because of race, religion, age, or sex is illegal. It is also counterproductive. A person's skin color, ethnic background, or sex has absolutely nothing to do with the ability to do a job well.

Don't let your personal opinion about a person's weight, height, alma mater, regional accent, etc., influence your decision, either. When you size up a candidate the only thing that matters is whether or not the applicant can do the job and is willing to do the job to the best of his or her ability.

Second Interviews

If the job opening is at a professional or executive level, you may want to call two or three candidates back for a second interview before making your final choice. At this time, the applicant may be shown your operations, introduced to a key executive or potential subordinates, or asked for suggestions about the way he or she would deal with specific problems or challenges that may arise on the job. In most cases, this second interview will be final opportunity for people in our company to get to know the candidate.

If the person who will be conducting the second interview is meeting the candidate for the first time, he or she may want to ask questions similar to those asked during the first interview. If the same person who conducted the first interview will be leading the second interview, he or she should use the time to clear up second thoughts about the candidate and to question the applicant more closely about experience, motivation, or other factors that are critical to job performance.

At the conclusion of the interview, whoever has conducted it should fill out a new worksheet evaluation of the individual. Results of the candidate's two interviews should be compared, and each contender should be compared with one another before making the final choice.

Reference Checking

Before making your final decision, make a point of checking references thoroughly it is the only way you can find out if a candidate has falsified or misrepresented information, or if a former employer has had a problem with the candidate. Be sure to get candidate's permission before conducting the reference check.

The best way to check references is on the telephone. Phone calls let you get some feeling for the enthusiasm or hesitation the person puts into his or her remarks. Moreover, people are reluctant to take the time to respond to letters, and are even more reluctant to put negative remarks about an individual in writing.

When you call former employers, try to get through to the person who supervised the applicant. Personnel departments often will give out only information about the dates of employment. If the job warrants the investment of time and effort, ask all of the people you contact for references if they know of anyone else who is familiar with the candidate's work.

Contacting the references is the easiest part of the check. Getting useful information from the people you contact is more difficult. You will have the most success if you use a combination of factual questions, open-ended questions, and questions that indicate you have some hesitation about hiring the candidate and would like to know if others have had the same reservations about the candidate

"When in doubt, don't hire
.....keep looking"

-Jim Collins,
Author of Good to Great

"As an acid test of hiring, ask yourself
how would you feel having the candidate
working for your competition instead
of you"

-Harvey B. Mackay
Author of Swim with the Sharks
Without Being Eaten Alive

There are no right or wrong answers
in a personnel interview, but there
sure are revealing answers once you
know how to smoke them out

22 QUESTIONS IN 22 MINUTES:

How to get revealing answers from sales candidates

By DONALD A. LEVENSON

If only we had sure-fire ways to interview salespeople Unfortunately, we don't. But there are techniques to improve your batting average.

To start with, stay in control. Listen and learn. If you do all the talking, you'll hypnotize yourself with the beauty of your presentation and hire the wrong person! To control the interview, read your questions from a written outline. Make sure the applicant talks about what you want to talk about. If the candidate asks a question, restate your question or tell him you'll answer his questions later.

At any point, if you want further information, simply say: "Please tell me more about that." If the candidate is too long winded, stop him.

First, the prelims: write down candidate's name,

address, age, marital status, where presently or previously employed.

Now the questions:

(1) When you worked at the X company, what did you actually do there? Tell me in detail.

If the answer is to the point, the person is responsive (Good!). If vague and evasive: not a good trait for salesperson.

(2) On that job, what did you like to do best? Least? If you could find any job you wanted, what would you really like to do the most? Ask this in a friendly manner. You'll be surprised at the answers. Compare applicant's real desires and attitudes to the kind of work you expect. If you don't get detailed answers, applicant may be a dreamer.

(3) Do you think the salespeople at X company had enough chance for advancement? Bitterness may indicate candidate will become

negative about your company as well.

(4). Any idea of the work you might be expected to do if you come with us? Comments of thoughtful candidates should tell you if he is prepared, mentally and physically, to do the job. (By this time, you're getting a better picture as to candidate's worthiness.) Next read a brief prepared statement describing the job, the products he'd sell, to what markets, to what kind of people, and where. Then ask:

(5) If you have done work along these lines, please tell what experience would fit you for this job. Candidate should (a) sum up his background as it applies to your requirements (b) take this opportunity to sell himself.

(6) Are you generally lucky? A super question. The candidate doesn't expect it. Sometimes the answers are

“Hobbies and Family activities are favorable leisure indicators. Personal development is even better.”

surprising. If he simply says “Yes,” ask for more. If he asks “lucky at what?” say, “just generally lucky.” Beware the loser or complainer who generally feels frustrated. You’re seeking a positive person who makes his or her own luck.

(7) What is the most monotonous work you ever did? A clue about attitudes. You’ll learn more than the specific response. Weight the answer against the job you want done.

(8) How did your family feel about your previous job? You don’t hire a person, you hire a family. Dissatisfactions are warnings.

(9) Describe the people you called upon your previous jobs? You’ll learn if the candidate is accustomed to working with types of people you expect him to contact.

(10) Tell me about the best boss you ever had. The answer will tell you the kind of supervision candidate likes. How does this fit in with the supervision he’ll get with your company?

(11) What does your father do? These tests to see if candidate would consider your job a comedown.

(12) Which type selling gives greater satisfaction:

frequent small success, or many turn-downs followed by one big success? The best answer: a discussion of advantages and disadvantages of each. Since you know your sales pattern, the answer should indicate if you’re talking to the type person you seek.

(13) What other jobs have you considered recently? The best answer: other jobs in sales. If not, candidate’s heart is not entirely in selling.

(14) How did you spend your time the past weekend? You may be surprised at the answers. Solid hobbies and family activities are certainly favorable. Personal development is even better (in balance).

(15). Have you ever seen another salesperson show especially poor judgment? Tell me about it. To help you decide if you’re talking to a real salesperson. A candidate genuinely interested in selling should answer this.

(16) How would you go about selling our product to a typical customer? Indicative of sales aptitude. The more he or she talks, the better you can evaluate the fit to your company.

(17) What are the advantages in representing our company? Tells you how the

person feels about your company.

(18) Would you care to mention any long-range plans you have for yourself or your family? A key to aspirations and whether your company can satisfy them.

(19) Do you think selling requires better health than inside work? Indicates what candidate thinks about health.

(20) Give me an account of the ups and downs of your own health in the last few years. You’re seeking few or no problems. Otherwise, beware.

(21) Do you think salespeople are fairly loyal to companies they presently work for? A negative answer suggests applicant lacks loyalty.

(22) Nobody is perfect, and we all know families tend to be critical. What happens to be the criticism of you at your house?

A super question! Ask it casually with a smile. You may be surprised. A candidate who hesitates too long is probably thinking about how much to reveal. And you may want to explore it more later.

If the answer is “No criticism, we get along fine” move on. That’s the screening interview. You’ll never know how effective it is until you try. You’ll hear things you never

heard before. Don't tamper with the questions, or skip any. Follow the outline. There is a psychological basis for wording and sequence. Do not discuss job details until the second

interview. During this phase you're buying—not selling. Don't look for right or wrong answers. There aren't any. You are building a picture during the interview.

Don't compare one person to another. Compare each person to the job. Keep looking until you find the candidate that fits.

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Employee Leave and the Law

Under the Family and Medical Leave Act of 1993, certain employers must give eligible employees up to 12 work weeks of unpaid leave during any 12 months for the birth and care of a newborn child, an adoptee, or a foster child; for the care of a spouse, child or parent with a serious health condition; and when the employee is unable to work because of serious health condition.

The law typically covers employers with 50 or more employees and applies to workers who have been employed by the company for at least 12 months and have worked at least 1,250 hours during the 12 months before the leave starts.

Illegal Interview Questions

Age? Date of Birth?

Age based inquiries should be avoided because state law prohibits discrimination against persons age 40 and older. An age inquiry may be made to ensure a person is “old enough” to work for the job being filled, or if the job is among the few where age discrimination is permitted such as physically dangerous or hazardous work or driving a school bus.

Example of Illegal Questions	Possible Legal Alternatives
How old are you?	Are you over the age of 18?
When is your birthday?	Can you, after employment, provide proof of age?
In what year were you born?	
In what year did you graduate from college/high school?	

Marital / Family Status (often alludes to sexual orientation)

The purpose of these “family” inquiries is to explore what some employers believe is a common source of absenteeism and tardiness. Typically, these questions are asked only of women making the inquiry clearly unlawful. However, even if such inquiries are made of both men and women, the questions may still be suspect. Such information has been used to discriminate against women because of society’s general presumption that they are the primary care givers. If the employer’s concern is regular work attendance, a better question would be, “Is there anything that would interfere with regular attendance at work?”

Example of Illegal Questions	Possible Legal Alternatives
Are you married or do you have a permanent partner?	Would you be willing to relocate if necessary?
With whom do you live?	Travel is an important part of the job. Do you have any restrictions on your ability to travel?
How many children do you have?	Do you have responsibilities or commitments that will prevent you from meeting specified work schedules?
Are you pregnant?	Do you anticipate any absences from work on a regular basis? If so, please explain the circumstances.
Do you expect to have a family? When? How many children will you have?	
What are your child care arrangements?	

Personal

Minimum height and weight requirements are unlawful if they screen out a disproportionate number of women or minorities. Unless the employer can show that a height or weight requirement is essential for job performance, such inquiries should be avoided.

Example of Illegal Questions	Possible Legal Alternatives
How tall are you?	Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job?
How much do you weight? (Questions about height and weight are always illegal unless it can be proven that there are minimum requirements to do the job.)	

Disabilities

Inquiries about a person's disability, health or worker's compensation histories are unlawful if they imply or express a limitation based on disability. Under the federal Americans with Disabilities Act, any inquiry at the pre-employment stage, which would likely require an applicant to disclose a disability, is unlawful. Employers must avoid such inquiries or medical examinations before making a bona fide job offer.

However, an employer may inquire about an applicant's ability to perform certain job functions and, within certain limits, may conduct tests of all applicants to determine if they can perform essential job functions, with or without an accommodation.

Example of Illegal Questions	Possible Legal Alternatives
Do you have any disabilities?	Are you able to perform the essential functions of this job with or without reasonable accommodations? (Legal if the interviewer thoroughly described the job.)
Have you had any recent illness or operations?	Will you be able to carry out in a safe manner all job assignments necessary for this position?
Please complete this medical questionnaire.	Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job?
What was the date of your last physical exam?	NB: Medical exams are legal AFTER an offer has been extended; results should be held strictly confidential except for reasons of safety.
How's your family's health?	
When did you lose your eyesight/ leg/ hearing/ etc.?	

National Origin / Citizenship

Inquiries about a person's citizenship or country of birth are unlawful and imply discrimination on the basis of national origin. A lawfully immigrated alien may not be discriminated against on the basis of citizenship. The Immigration Reform and Control Act of 1986 require employers to verify the legal status and right to work of all hires. Employers should not ask applicants to state their national origin, but should ask if they have a legal right to work in America, and explain that verification of that right must be submitted after the decision to hire has been made. To satisfy verification requirements, employers should ask all new hires for documents establishing both identity and work authorization.

Example of Illegal Questions	Possible Legal Alternatives
Where were you/your parents born?	Do you have any language abilities that would be helpful in doing this job? (Legal if language ability is directly relevant to job performance.)
What is your native language?	Are you authorized to work in the United States?
What is your country of citizenship?	
Are you a US citizen?	

Arrest Record

There are laws that prohibits inquiries about past arrest records but permits consideration of a current arrest. If an applicant is under arrest for an offense that is substantially related to the job, an employer may suspend judgment until the case is resolved, advises the applicant to reapply when the charge is resolved, or refuse to employ the applicant. A current employee who is arrested may be suspended if the charge is substantially related to the job.

An employer may not refuse to employ or discharge a person with a conviction record unless the circumstances of the conviction substantially relate to the circumstances of the job. If an inquiry about convictions is made, the employer should add a clarifier, "A conviction will not necessarily disqualify you from employment. It will be considered only as it may relate to the job you are seeking". Anyone who evaluates conviction record information should be knowledgeable about how such data may be used.

Example of Illegal Questions	Possible Legal Alternatives
Have you ever been arrested?	Have you ever been convicted of __ crime? (Legal if the crime is reasonably relevant to the job; e.g. embezzlement for a banking job.)

Military Service

It is unlawful to discriminate against someone because of membership in the National Guard, a state defense force or another state or Federal Reserve unit. Questions relevant to experience or training received in the military or to determine eligibility for any veteran's preference required by law are acceptable.

Example of Illegal Questions	Possible Legal Alternatives
What type of discharge did you receive?	In what branch of the Armed Forces did you serve?
	What type of training or education did you receive in the military?

Affiliations

Example of Illegal Questions	Possible Legal Alternatives
What clubs or social organizations do you belong to?	List any professional or trade groups or other organizations that you belong to would you consider relevant to your ability to perform this job?
Do you go to church?	

Race/Color/Religion

This question may discourage an applicant whose religion prohibits Saturday or Sunday work. If a question about weekend work is asked, the employer should indicate that a reasonable effort is made to accommodate religious beliefs or practices. An employer not required to make an accommodation if doing so would create an undue hardship on the business.

Example of Illegal Questions	Possible Legal Alternatives
All questions are illegal.	Are you available for work on Saturday or Sunday?

Interview Questions Checklist

Instructions:

Questions below are grouped according to the topics you might want to cover during the interview. Choose and check off ones that apply to the job and candidate involved in your specific situation.

Education

1. Where did you go to school?
2. Why did you choose that college?
3. Why did you choose _____ as your major?
4. Which subjects were you most interested in?
5. Why did you find them interesting?
6. What subject gave you the most trouble?
7. Why do you think you had trouble with that?
8. What extracurricular activities or sports did you participate in?
9. Did you lead or organize any of the activities?
10. How much time did you spend studying?
11. How were your grades?
12. Do you think grades are a good indication of a person's abilities?
Why?
13. Did you win any awards?
14. Did you work part-time or during the summer to earn spending money or help pay expenses?
15. Have you taken any additional education over, would you do anything differently?
16. If you were to start your education over, would you do anything differently?

Full-Time or Professional Work Experience

1. How did you get started in this line of work?
2. Could you describe your present job in detail?
3. Tell me how you spend a typical day.
4. Why do you want to leave your present job?
5. I see you also worked for the _____ and _____. Could you describe your duties on those jobs?
6. Your resume isn't clear about why you left your former job?
7. What have been your major accomplishments during your career?
8. What tasks do you find most stimulating or interesting?
9. Which tasks do you least like?
10. Which have been most difficult to accomplish?
11. On former jobs, were you asked to contribute new ideas or make suggestions for improvements?
12. What were some of these ideas or suggestions?
13. Were they implemented?
14. What were the results?
15. Have you ever had to work extra hours or change your personal plans to deal with an emergency at work?
16. Describe the situation, and what you did.
17. When you were with _____ company, did you work on your own or were you a member of a team?
18. Have you been satisfied with your rate of advancement in previous jobs? Why?
19. Why do you want to leave your present job?
20. How do you think your experience fits in with the job as I've described it to you?

21. What are your greatest strengths?
22. How do you think they'll help you on this job?
23. What are your biggest weaknesses?
24. What are you doing to overcome them?
25. What makes this job appealing to you?
26. There's stress involved in this job. Have you ever worked under such conditions before? How did you handle it?
27. What are the advantages in working for _____? Disadvantages?

Attitude and Motivation

1. Do you feel you've been successful in your career so far?
2. Which supervisor or boss did you like best? Why?
3. Which did you like least? Why?
4. You've worked for quite a few companies. Why have you changed jobs so often?
5. You've been with the same company for 10 years. Why do you want to change now?
6. Do you enjoy work?
7. Would you work if you didn't need the money?
8. What steps have you taken during your career to qualify for better jobs or improve your skills?
9. What do you envision yourself doing five years from now?
10. What is the most valuable criticism you've ever received? How did it help?
11. Are you generally lucky?
12. What is the most monotonous work you ever did?
13. Do you think selling requires better health than inside work?
14. If you could find any job you wanted, what would you really like to do the most?
15. Do you consider yourself a competitive person?

Ability to Get Along With Others

1. What do you admire most about your present boss?
2. How would your present supervisor describe you?
3. Do you get along well with him or her?
4. What would the people who work for you say about you?
5. Do you prefer to work alone or with a group?
6. What kinds of people do you like to work with?
7. What kinds of people annoy you the most?
8. What do you think are the most effective ways to motivate people?
9. What methods seem least effective?
10. Have you ever seen another salesperson show especially poor judgment? Tell me about it.

Home Life and Outside Interests

1. How does your spouse feel about you leaving your present job?
2. If you take this job you will have to relocate. How will your family react to the move?
3. What do you do in your spare time?
4. Do you belong to any volunteer groups?
5. What do you do in that group?
6. Have you ever organized any groups or activities?
7. How did you spend your time this past weekend?
8. Tell me about your best friend.
9. Nobody is perfect, and we all know families to be critical. What happens to be the criticism of you at your home?

Outside the Box

PROBING QUESTIONS

Experienced interviewers quickly develop a list of favorite questions, ones they feel yield strong, revealing answers. Mark Jaffe, president of Wyatt & Jaffe in Minneapolis, has a particularly shrewd questions he likes to ask job candidates, “What are people’s greatest misperceptions about you?” Jaffe finds the answers very enlightening because, as he explains, “What you view as misperceptions are other people’s truths.”

Dennis Spring, president of Spring Associates in New York, asks, “If I were to call your manger, what would he or she say is the one thing that you’re relied on for the most?” Spring recommends the question, since “the answer tells me how she perceives herself in the organization, but not through her own eyes.”

Jim McSherry, managing partner of McSherry & Associates 2 in Westchester, Illinois, asks job candidates, “If I were to talk with the people who know you best, how would they describe you?” McSherry says applicants almost always offer him an honest self-appraisal, which, coincidentally, “summarizes and confirms what I’ve learned about them during the time we’ve been talking.”

Looking Long and Hard

A national study conducted by recruiting and staffing firm Spherion Corporation reports that hiring managers interview an average of 8 people for an available position. About 27 percent of smaller companies interview 10 or more people on average for an opening compared with only 14 percent of larger companies. Almost 42 percent of employers believe their managers are interviewing too many people. In an effort to reduce these numbers, more and more companies are turning to prescreening tools (51 percent of those surveyed) and assessment programs (60 percent) to find the most suitable candidates.

The High Cost of Replacement

There’s a sound financial logic behind keeping workers content—if an employee decides to leave, replacing him could end up costing his company two and a half times his salary. This startling ratio was released in a 2006 survey of 444 North America organizational consulting. Yet the amount makes sense if you consider the expense of hiring, training, and severance, plus lost productivity while the position remains vacant. In fact, 43 percent of organizations responding said replacing a worker costs at least three times the employee’s salary.

Resume Red Flags

When dozens or even hundreds of resumes are piled on your desk, you need a way to narrow down your search. Here are a few things to watch for when weeding out candidates:

- Typos
- Misspelled words
- Grammatical mistakes and poor punctuation
- Outdated information
- A non-chronological organization or lack of dates, which could be an attempt to disguise either a history of job hopping or a long period of unemployment
- Use of vague title or descriptions such as consultant, without specifying tasks or jobs performed related to that position
- Irrelevant personal information or photographs
- A job history that indicates a lack of progress and promotions
- Frequent job changes
- Responsibilities listed that seem too important for the job title
- A grandiose job title for a junior employee
- Missing standard information that you would expect to find, such as a degree or educational history

Resume Revelations

A resume shows just what the candidate wants you to see, yet when you read between the lines, it can tell you a great deal about the candidate's skills, motivation, and character. The resume tell you much of what you need to know about a candidate:

Skills

- Has the candidate done this job elsewhere?
- Do they have the skills you require?
- Have they augmented their skills with on-the-job or outside training or classes?
- Did the candidate make a contribution with previous employers? Are they likely to do the same in your organization?

Character

- Does the candidate seem to have the energy and confidence to do the job?
- What is the evidence that they will be conscientious, hardworking, and determined?
- Did the candidate stay with previous employers for long periods of time?
- Does the evidence suggest the candidate will fit in and be a team player? Have they worked collaboratively in the past?
- Will they be easy to manage? Have they job-hopped, which might suggest issues with previous managers? Do coworkers rather than managers comprise their reference list?
- Will the company's management style and corporate culture suit them? Is the management style or culture of previous employers similar to your management style or company's culture or drastically different?

Salary Expectations

- Is the job's salary range appropriate to their salary history?
- Is the salary what they need to earn?
- Do the benefits meet their needs?
- Can the company afford them?

Focusing On the Human Side

Self Evaluation



Answer “True” or “False” to the following statements to help examine how well you currently address the human side of management. (Keep in mind that this is your personal workbook. No one else will see your answers, so please try to use this as an opportunity to honestly evaluate your present behavior—and to help you start thinking about any room you may have for improvement.)

1. I view my employees as my most important resource.
T or F
2. I take a genuine interest in my employees as people.
T or F
3. I try to get to know each person in my department on an individual basis.
T or F
4. I know what motivates each of my employees.
T or F
5. My employees feel they can admit a mistake, tell me bad news, or offer a differing opinion—without my jumping all over them.
T or F
6. When employees give me feedback, I can read between the lines and notice any potential problems or concerns.
T or F
7. My employees feel that the feedback they provide me truly has an effect on how I operate my department.
T or F
8. I keep my employees informed of what is going on in the department and the company—and how their jobs fit into the organization’s overall goals.
T or F

If you answered “True” to all of the above statements, you genuinely believe in the importance of managing with a focus on the human side –and you obviously value your relationship with your people. However, if you answered “False” to more than a few of the questions, your answers may have revealed that you’re not as in touch with your employees as you should be. In fact, when reading those statements reflecting your employees’ opinions of your behavior, you may have found it difficult to determine whether the answer was “True” or “False.” You may not even have realized that your management styles is insensitive to your employees as people—so now is a good time to work on an action plan that will help you get on the right track with them. The benefits will be well worth your time invested in increasing your employees’ personal productivity as well as your department’s productivity.