



## The Employment Interview Process

### PREPARE FOR THE INTERVIEW

- ♦ Review Employment Application (make sure applicant answered all questions and signed the application)
- ♦ Have a copy of the job description available
  - Make sure you can address questions with respect to job responsibilities, salary, benefits, training, and advancement opportunities.
- ♦ Prepare your interview questions. Questions should focus on key competencies for the job. Ask each applicant the same questions.

### CONDUCTING THE INTERVIEW

- ♦ Interview in a private office
- ♦ Create a friendly, relaxed atmosphere to put the applicant at ease. If the applicant feels comfortable they will be more likely to share information with you.
- ♦ Review the Employment Application for completion. Ask for clarification and obtain any additional information.
  - Verify availability for work hours,
  - Verify reference check information and phone numbers
- ♦ Only ask job-related questions
- ♦ Take notes
- ♦ Record actual responses
- ♦ Listening skills are essential. It is important to let the applicant speak without being interrupted.
- ♦ While the applicant is speaking, watch his/her body language and facial expressions (eye contact, closed body, etc.). These expressions will provide you with additional insight about what is being discussed.
- ♦ Omit prejudicial or judgmental comments
- ♦ Maintain a consistent format for each candidate

### INTERVIEW QUESTIONS

- ♦ **Closed Questions** - Can be answered by "yes" or "no" (ex., Did you have written procedures to follow? How many procedures do you use?)

**AVOID ASKING QUESTIONS THAT CAN ONLY BE ANSWERED WITH A YES OR NO (except when verifying information).**

- ♦ **Open-ended Questions** - who/what/when/where/why/how  
Example: What procedures did you have to follow?
- ♦ **Behavioral/Situational Questions**- elicit the desired behaviors for each particular job  
Examples: Think of an occasion when you..., Describe a situation..., Give me an example of...  
Examples sought might address values/ethics, work intensity, relationship skills, problem solving, people management, and others associated with success on the job.  
Follow-up Questions: What needed to be done about that situation? What was the result?

### END THE INTERVIEW

- ♦ Explain the interview process and when you plan on making a decision.
- ♦ Do not make any promises of employment.

### APPLICANT ASSESSMENT

- ♦ Immediately after the interview, complete the "Applicant Rating Form".
- ♦ Make an objective decisions as to the applicant's qualifications.
  - Were they on time for the interview?
  - Were they neatly dressed?
  - Did they smile and have an outgoing personality appropriate for a sales position?
- ♦ Did the applicant's responses to interview questions match that given by your best performers?
- ♦ You might ask the applicant to call you back at a specific date and time. If they don't call you back or are late, this may be an indication of their inability to follow instructions and/or report to work on time.



## Legal Aspects of Interviewing

State and Federal laws prohibits employment discrimination. Federal/State employment laws expressly forbid certain type of questions related to:

- Age
- Marital Status
- Race
- Religion
- National Origin
- Physical or Mental Handicap
- Sex
- Color
- Creed

### ACCEPTABLE

#### **NAME**

Have you ever used another name?  
Is any additional information relative to change of name, use of an assumed name, or nickname necessary to enable a check on your work and education record? If yes, please explain."

#### **RESIDENCE**

Place of residence

#### **AGE**

"If hired can you show proof of age?"  
"Are you over eighteen years of age?"  
"If under eighteen, can you, after employment submit a work permit?"

#### **BIRTHPLACE, CITIZENSHIP**

"Can you, after employment, submit verification of your legal right to work in the United States?" -or- statement that such proof may be required after employment.

### UNACCEPTABLE

Maiden Name

"Do you own or rent your home?"

Age.  
Birthdate.  
Dates of attendance or completion of elementary or high school.  
Questions which tend to identify applicants over age 40.

Birthplace of applicant, applicant's parents, spouse, or other relatives.  
"Are you a U.S. citizen?" -or- Citizenship of applicant, applicant's parents, spouse or other relatives. Requirements that applicant produce naturalization, first papers, or alien card prior to employment.

## **ACCEPTABLE**

### **NATIONAL ORIGIN**

Languages applicant reads, speaks, or writes.  
If use of language other than English is relevant to the job for which applicant is applying.

### **SEX, MARITAL STATUS, FAMILY**

Name and address of parent or guardian if applicant is a minor. Statement of company policy regarding work assignment of employees who are related.

### **RACE, COLOR**

### **PHYSICAL DESCRIPTION, PHOTOGRAPH**

Statement that photograph may be required after employment.

### **PHYSICAL CONDITION, HANDICAP**

Statement by employer that offer may be made contingent on applicant passing a job-related physical examination.

### **RELIGION**

Statement by employer of regular days, hours, or shifts to be worked.

### **ARREST, CRIMINAL RECORD**

"Have you ever been convicted of a felony?"  
Such a question must be accompanied by a statement that a conviction will not necessarily disqualify applicant from the job applied for.

## **UNACCEPTABLE**

Questions as to nationality, lineage, ancestry, national origin, descent, or parentage of applicant, applicant's parents or spouse.  
"What is your mother tongue?" -or- Language commonly used by applicant. How applicant acquired ability to read, write, or speak a foreign language.

Questions which indicate applicant's sex. Questions which indicate applicant's marital status.  
Number and/or ages of children or dependents. Provisions for child care. Questions regarding pregnancy, child bearing, or birth control. Name of address or relative, spouse, or children of adult applicant. "With whom do you reside?" -or- "Do you live with your parents?"

Questions as to applicant's race or color. Questions regarding applicant's complexion or color, of skin, eyes, hair.

Questions as to applicant's height and weight. Require applicant to affix a photograph to application. Request applicant, at his or her option, to submit a photograph. Require a photograph after interview but before employment.

Questions regarding applicant's general medical condition, state of health, or illnesses. Questions regarding receipt of Worker's Compensation. "Do you have any physical disabilities or handicaps?"

Questions regarding applicant's religion. Religious Days observed -or- "Does your religion prevent you from working weekends or holidays?"

Arrest record -or- "Have you ever been arrested?"

**ACCEPTABLE**

**MILITARY SERVICE**

Questions regarding relevant skills acquired during applicant's U.S. military service.

**RELIABILITY/ATTENDANCE**

What hours and days can you work?

Are there specific times that you cannot work?

Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?

**UNACCEPTABLE**

General questions regarding military services such as dates, and type of discharge. Questions regarding service in a foreign military.

Number of children?

Who is going to baby-sit?

Do you have pre-school age children at home?





## Recruitment/Employment Procedures

<b>Job Requisition</b> Required for all Domestic Wholesale & Stores Management positions	<ul style="list-style-type: none"> <li>◆ Completed Job Requisition must be approved by NOM, NSM, DSM, Store Manager.</li> <li>◆ Fax to Human Resources Department at 650/872-1077</li> <li>◆ Human Resources will immediately check whether a Job Description (JD) exists for the position.</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>◆ HR will review JD: <ul style="list-style-type: none"> <li>- If current, copy will be attached to Job Requisition for approval by HR Manager/VP of Administration).</li> <li>- If old, HR will request hiring manager to update JD.</li> <li>- If new, HR will assist hiring authority with JD development.</li> </ul> </li> </ul>
<b>Job Posting</b>	<ul style="list-style-type: none"> <li>◆ HR will post job on: <ul style="list-style-type: none"> <li>- Sanrio's Website</li> <li>- Home Office Internal Posting Bulletin Board (all management positions)</li> </ul> </li> </ul>
<b>Job Advertisement Options</b>	<ul style="list-style-type: none"> <li>◆ Open position can be advertised via: Local Newspaper, Employment Websites (i.e., allretailjobs.com, careerbuilders.com) or Job Fairs.</li> <li>- HR will draft the job advertisement and will send ad proofs copy via email to hiring manager for approval.</li> <li>- Hiring authority must approve (via email) job advertisement prior to placement.</li> <li>- Hiring authority is responsible to review newspaper ad for accuracy and immediately report any errors to HR.</li> </ul>
<b>Interview Process</b>	<ul style="list-style-type: none"> <li>◆ Sanrio's employment application must be fully completed and signed by the applicant.</li> <li>◆ At least three (3) references should be obtained per applicant.</li> <li>◆ Confirm reference check contacts/numbers.</li> <li>◆ Hiring Manager should review and compare applicant's qualifications (i.e., work experience, education, and related skills) to JD requirements.</li> <li>◆ The applicant should be given a copy of the JD during the interview.</li> <li>◆ Applicant Rating Form must be completed at the end of each interview.</li> <li>◆ Resumes &amp; applications must be forwarded to HR once position is filled.</li> </ul>
<b>Background Check</b>	<ul style="list-style-type: none"> <li>◆ Conducted for all final job candidates applying for: <ul style="list-style-type: none"> <li>- Full-time jobs (both office &amp; field)</li> <li>- Part-time Office jobs (only for applicants &gt; 16 yrs. Old)</li> <li>- Part-time SCS management jobs (eg., Leads)</li> </ul> </li> <li>◆ Notify all job applicants during the interview process that the information obtained from the background check will be used during the employment determination process.</li> <li>◆ Obtain a completed Pre-employment Inquiry Release Form</li> <li>◆ Send all original employment application material (including pre-employment Inquiry Release Form to HR ( you may fax at 650.588.1627).</li> </ul>
<b>Reference Check</b> Contact HR	<ul style="list-style-type: none"> <li>◆ Once decision is made on top candidate(s), notify Human Resources Department to conduct reference checks.</li> <li>◆ HR will check whether the hiring manager has any specific questions they would like asked of references.</li> </ul> <p>***References normally include basic work experience information: dates of employment, positions and performance held at different jobs***</p>
<b>Job Offer</b>	<ul style="list-style-type: none"> <li>◆ DSM/HR approval required before job offer is made.</li> <li>◆ Contact HR for Salary Range, District Employee Salary Reports.</li> </ul>
<b>New Hire Paperwork</b>	<ul style="list-style-type: none"> <li>◆ Notification to Payroll Form must be completed by hiring manager with new employee's name, hire date, and starting salary and faxed (650-872-1077) to Human Resources Department immediately upon job offer.</li> <li>◆ HR will send job offer letter and new hire packet.</li> </ul>