

Recruitment and Selection

- Recruitment is separate from selection
- Selection *should* be structured

Tales from the trenches – Interviews

- Sales funnel
- Most interviews are not structured
- Be yourself
- Most valuable phases:

“I want the job.”

“I think I can do a good job for you, I hope I get the chance to prove it.”

“My Dad owns a business and he has two kinds of employees, those who just want to get paid and those who wan to help. I want to help.”

- Under-qualified co-op student in IBM interview
(he got the job)

Things you can't ask in an interview...

How old are you?

Are you planning on having children?

Are you sick?

Are you a Canadian Citizen?

Things you can ask...

Are you entitled to work in Canada?

The job requires lifting up to 20 Kg repeatedly throughout the day, can you do that?

Tips for employers:

- Use structured interviews
- Don't let recruitment win out over selection

Structured Interview

- Every candidate asked the same questions.
- Every question has a detailed scoring system.
- Anyone should be able to administer the interview.
- Behavioral questions are the most effective.
 - We just not sure why, is it because people don't lie or is it because smart people lie better.

Structured Interview Questions

- Specific
- Related to behavior of successful employees
- Score sheet options should range from unacceptable to great.
- Score sheet options should cover all likely answers. (this is the tricky bit)
- History better than hypothetical

History over Hypothetical

Which is a better interview question?

How would you handle an angry customer, who is upset that an item which was on sale last week is now back at regular price?

Tell me about a time you had to deal with an angry customer.

Tell me about a time when you had to deal with an angry customer.

Points	Answer
0	Added to the conflict
1	Avoided the conflict without resolving the problem
2	Worked through the problem, remaining calm and respectful

Does the right answer depend on the job?

Tell me about a time you and your friends got in trouble.

Best Answer for:

- Policeman
- Doctor
- Lawyer
- Teacher
- Sales Rep
- Tech Support
- Accountant