

# Interviewing & Hiring Skills For Supervisors



# Session Objectives

By the end of this session, you will be able to:

Recognize legal and policy issues related to interviewing

Identify styles and types of interviews

Plan an effective interview & recruitment strategy

Conduct successful interviews

Take precautions to prevent discrimination

Understand the internal hiring process

# Session Outline

Recruitment Strategy  
Interview Goals  
Legal and policy issues  
Interview styles and types  
Planning strategies  
Interviewing at Home Depot  
Interview questions

Conducting and concluding interviews effectively  
Avoiding discrimination in hiring  
Follow Up Questions  
Consistency  
Concluding Interview

# Recruitment Strategy

- Use the Recruitment Strategy provided to begin planning how you are going to hire the positions needed.
- Use the provided updated Merchandising Posting
- If you know of a local source such as an Employment Centre or Job Board please send it to Human Resources so it can be added to the data base.
- Review new Indeed posting guidelines
- Use your Jeffery's email address for all contact.
- Contact HR for assistance as needed

# Recruitment Strategy

Supervisors will be responsible for posting and maintaining job ads in order to have a constant flow of resumes on hand in case of a need to hire

Some excellent free websites to post jobs include;

- Government of Canada Job bank
- <http://www.servicecanada.gc.ca/eng/sc/jobs/jobbank.shtml>
- Kijiji
- [www.kijiji.ca](http://www.kijiji.ca)
- \*\* create user and login account in order to review/edit/delete job postings

# Recruitment Strategy

- Easter shipping will begin next week 1-2 racks per store and increasing in size every week after
- Since supervisors will be working in the stores at this time along with overseeing setup-April will be a good time to arrange for interviews with potential reps at a store
- Every store should have 1 dedicated rep hired and busier stores should have 2 reps
- 1 'Floater' rep should be considered by each supervisor especially during May.

# Recruitment Strategy

Organize the resumes in your work emails only. Access via Microsoft office 365.

[Office 365 Login](https://login.microsoftonline.com)

<https://login.microsoftonline.com>

Select the best resumes to print off. They will need to be read through. key notes should be written on the front page or highlighted-

ex: Garden center experience

5 years customer service experience

# Recruitment Strategy

- New reps in your area should be trained and ready to begin working by the last week of April. We will have to pay attention to the weather week by week and amount planned to ship from Niki in the office
- Pansy product may also begin shipping second/third week of April-**depending on weather!**

# Why Interviews Are Important

## Interviews:

Give you an opportunity to meet job candidates face-to-face

Help you to assess a candidate's strengths, weaknesses, and suitability for the job

Provide you with the information you need for making the best hiring decisions

# Interview Goals

To obtain information about the applicant.

To sell the organization.

To provide information about the organization.

To determine proper fit:

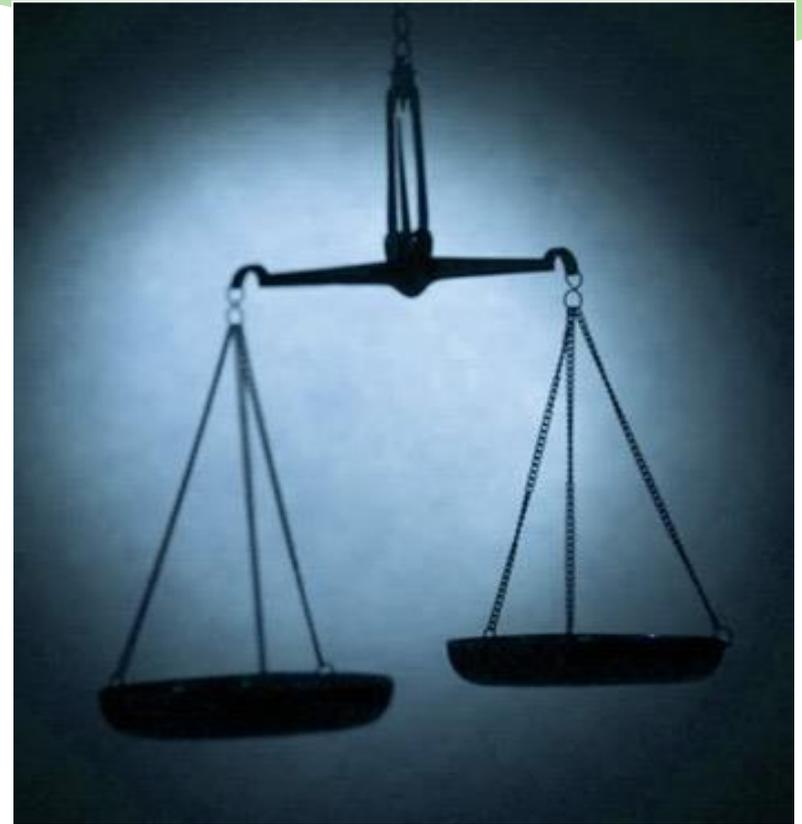
✚ Job: Knowledge, Skills and Abilities

✚ Cultural Fit

✚ Schedule Availability

# Legal and Policy Issues

Fair employment laws  
Discrimination complaints  
Discrimination lawsuits



# Legal and Policy Issues

- Offer and provide accommodation for the interview or test
- Employers must accommodate applicants' needs related to Code grounds for any part of the interview or hiring process, including tests. The employer must provide appropriate accommodation subject to the test of undue hardship.
- Make sure interview questions comply with the Code
- Making non-discriminatory hiring decisions

# Interviews Steps

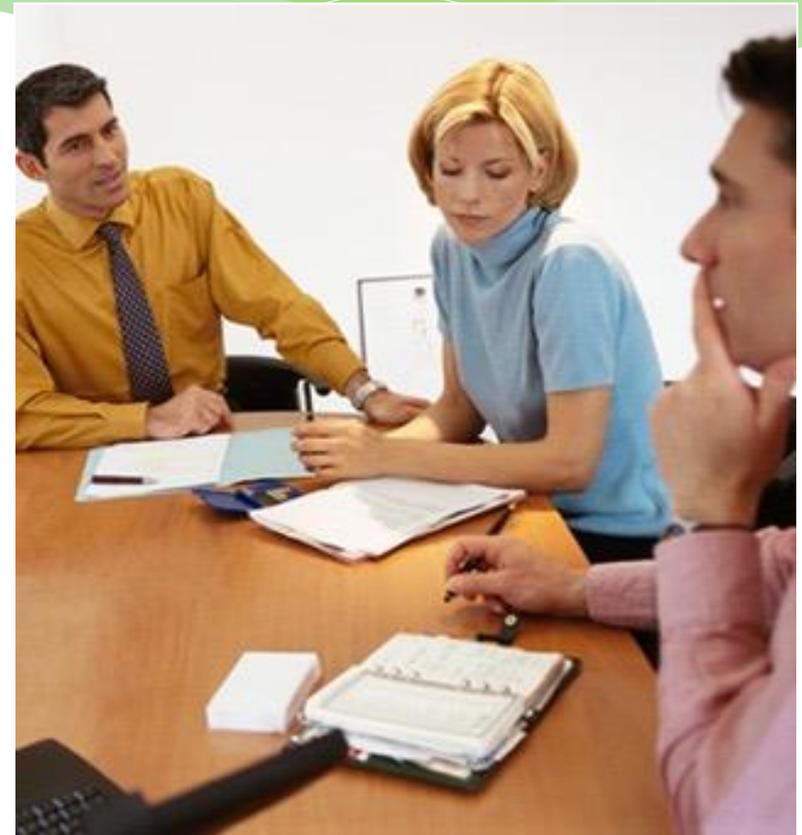
## ❑ Initial screening

Use phone screen to your advantage.

- Confirm the position they applied for.
- Confirm that they know its seasonal.
- Confirm that they know the schedule.

## ❑ Schedule the One on one

- Good practice to follow up by email confirming time and location along with your name.



# Plan Your Strategy

Know and understand Jeffery's policies and procedures

Determine key selection criteria

Review the description of the job and become familiar with how to describe the organization

Arrange for a quiet, private meeting place

# Plan Your Strategy (cont.)

Be sure to allow enough time for each interview  
Anticipate interruptions  
Make sure you have the supplies you need  
Allow sufficient time between interviews



# Interviewing at Home Depot

- Set a day to conduct interviews at one of the Home Depots.
- Interviews can be booked 20 minutes apart . Tell your interviewees that they are to ask for you at customer service
- Notify Store Manager or MOD of your intention to hire service reps and ask if they have a free training room or sit down area you can use.
- If training room is not available most Home Depots have a Subway's or Harvey's where interviews can also be held off to the side sitting at the patio set section.

# Interviewing at Home Depot

- Let the worker at the Subway/Harveys know you are a vendor in the store and if you can use a seating area off to the side for a couple of hours to conduct some interviews.
- Let the customer service desk at the Home Depot know that you will have people coming in for interviews and to direct them to where you are sitting. Leave your business card with them.
- Use the provided interview questions and fill out answers accurately so you can review them at a later time.

# Interview Questions

Review applications and résumés

Use the prepared list of questions

Only ask questions relate to job qualifications

Plan for easy follow-up



# Conduct the Interview

Greet applicants

Introduce yourself and others  
on the selection committee

Break the ice

Talk about the job (review  
Job Description) and the  
organization



# Conduct the Interview (cont.)

Focus on qualifications  
for the job

Avoid stereotyping

Take notes



# Silences

Interviewers do not need to be overly concerned about silences. Sometimes candidates will fill in a silence with important additional information; however, the situation should not be allowed to turn awkward.



# 80/20 Rule

The job of the interviewer is to ask questions and listen for predictive information from candidates. Candidates should do approximately 80% of the talking, interviewers 20%.

# Interviewing Don'ts

Do not ask discriminatory questions

Do not ask personal questions

Do not allow superficial impressions to influence your decision



**THE DON'TS**  
WHAT NOT TO DO DURING AN INTERVIEW

# Questions to Avoid

Age

Citizenship

Disabilities

Marital status

Military service



# Questions to Avoid (cont.)

Religion

Non-professional affiliations

Personal life such as spouse, children, or financial situation

Arrest records



# Follow Up Questions

Probing or follow up questions will encourage further conversation. These questions can elicit useful information beyond rehearsed responses. Basic example:

“Can you provide more detail on that?” or “Then what did you do?”

# Consistency in Questioning

Generally all candidates should be asked the same series of questions.

When comparing occurs then the same criteria can be used.

# Conclude the Interview

Ask for additional questions

Explain notification procedure

Give an expected start date for the job

Describe the next steps

Thank candidates for coming

Escort them to main entrance



# Review Your Notes

Notes should be factual

Avoid any opinions or personal biases

Include job-related information only

Keep notes on file for at least 6 months

# Key Points to Remember

Interviews are an essential part of the hiring process

You need to be a skilled interviewer

You must be able to plan, conduct, and evaluate interviews with job candidates

Avoid potentially discriminatory questions and judgments

Call Human Resources if any questions or to ask for help

# TIPS FOR HIRING THE IDEAL PERSON

- Flexible Schedules! The potential candidate need realize that things are hectic for garden centers during April-July. The more open their schedule is the more hours are available.
- Must have valid transportation. Only okay to ask about vehicle if travel between stores is required.
- Candidates with customer service, previous retail experience or floral experience are the best fit.

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- Keep in mind that the job is of physical nature, make sure this is very clear in the job interview.
  - Be sure to clearly outline schedule expectations.
  - Clarify that regular communication is necessary for the job. Access to email and/or phone are great ways to be successful in these positions!
  - Don't leave anything “hidden” . No Surprises = A Happy Hire!