Hiring The Right People: Focus On The Interview

Storyboard

Sections

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Section Number 3:
Module 2 - Best Practices

Lesson: Check Your Prior Knowledge

Lesson		Check Your Prior Knowledge	
BLOCK ID	**6.1**	**BLOCK TYPE**	knowledge check - matching
NOTES		**CONTENT**	

What do you think each of these body language clues could signal to your candidate during the interview?

Putting your hands behind your head: Signals indifference/disinterest
Rubbing the back of your head or neck: Signals boredom/irritation
Nodding your head to indicate understanding: Signals active listening

Lesson		Check Your Prior Knowledge	
BLOCK ID	**6.2**	**BLOCK TYPE**	knowledge check - multiple choice
NOTES		**CONTENT**	

You should ask all the candidates the questions you prepared in the same order.

a) true
b) false

Feedback: this is true. Asking your questions in the same order and by the same interviewer helps you and the other interviewers to keep track of the answers.

Section Number 3:
Module 2 - Best Practices

Lesson: Goal C - Apply Interview Best Practices and Considerations

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.1**	**BLOCK TYPE**	process

NOTES

use images from Rise's stock photo library

CONTENT Process title: Interview Agenda and Order

Process description: Before the interview, make a firm decision with other interviewers on the order of the interview and how it will go. The agenda should include the following:

Step 1 title: Introduce all participants and their roles

Step 1 image: hand shaking

Step 2 title: Provide information about the position and the organization

Step 2 image: 2 people looking at sheet of paper

Step 3 title: Pose your questions to the candidate

step 3 description:

- Form your first question to give you the big picture about the candidate you're interviewing. For example: "Could you tell us a little bit about your professional experience and how it relates to the position?"
- Ask the questions you prepared and note down the answers. For every interview, think of "same": ask all candidates the same questions in the same order, using the same wording, and by the same interviewers. <u>This helps you track down the answers, and it standardizes the interview experience for all candidates to ensure fairness.</u>
- Keep the questions you anticipate to be challenging towards the end of the interview. If you ask them earlier, they could make the candidates more nervous and reduce the quality of the rest of their answers.

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.1 cont'd**	**BLOCK TYPE**	process

NOTES

use images from Rise's stock photo library

CONTENT

Step 4 title: Answer the candidate's questions to the interviewers

step 4 image: a person sitting across from another person in boardroom

Step 5 title: Explain the follow-up process

step 5 description: Include when and how you'll contact the candidate with a decision, and how to submit their references.

step 5 image: person checking email/email screen

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.2**	**BLOCK TYPE**	paragraph with heading
NOTES		**CONTENT**	

heading: Body Language Best Practice

content:
Sometimes, subtle body language ~~clues~~ may seem heightened or negative to candidates in the typically high-stakes situation of an interview; and may ~~leave a sour taste~~ give a negative impression when they're reflecting back on the interview and the organization.

~~Here are some body language to avoid:~~

Is your body language saying these things? Click to check why your candidates might think so, and how to correct your body language:

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.3 updated**	**BLOCK TYPE**	flashcard grid
NOTES		**CONTENT**	

card 1 front: “I am ridiculously excited” or “I am ridiculously unimpressed”
card 1 back: Noticeable Facial Expressions - such as looking upset as a reaction to a candidate’s answer, or the opposite, smiling constantly even during serious questions, are distracting and could throw off candidates.
Instead: Smile only when it’s the appropriate response to what the candidate is saying, and keep a neutral expression otherwise.

card 2 front: “This is awkward….”
card 2 back: Avoiding eye contact and letting out exacerbated sighs feel awkward, and may seem insulting to some people.
Instead: Aim to maintaining regular eye contact with the candidate when you’re not writing.

card 3 front: “I’m so annoyed with this person I’m interviewing! ”
card 3 back: Drumming fingers on the desk could indicate you’re annoyed.
Instead: Try keeping your hands rested in your lap or on the table.

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.3 updated - cont'd**	**BLOCK TYPE**	flashcard grid
NOTES		**CONTENT**	

card 4 front: "This is the most boring interview ever…"
card 4 back: Rubbing the back of the head or neck signal could signal that you're uninterested and bored.
Instead: Be conscious that your hands don't touch your head or neck, and plan ahead where you'll place your hands.

card 5 front: "I'm not taking this seriously…"
card 5 back: Slouched posture or folding your arms behind your head can seem like you're treating the interview too casually. Leaning back in your chair could come across as arrogant.
Instead: Practice sitting straight in your chair.

card 6 front:"I can't wait for this to be over! I need a quick exit!"
card 6 back: Pointing your feet or positioning your body towards the exit says you don't want to be there. Crossed legs with a leg or foot shaking could signal that you are not comfortable and nervous. Instead:
Instead: Make an effort to keeping your feet firmly on the ground or crossed at the angles, directed towards the candidate.

Lesson		Goal C - Apply Interview Best Practices and Considerations	
~~**BLOCK ID**~~	~~**7.3**~~	~~**BLOCK TYPE**~~	~~labeled graphic~~

~~**NOTES**~~

~~place markers in place of red dots~~

~~image without red dots and numbers will be supplied~~

~~**CONTENT**~~

~~marker 1 title: Noticeable Facial Expressions~~
~~marker 1 description: looking upset, or the opposite, smiling constantly even during serious questions~~

~~marker 2 title: Exacerbated sighs~~

~~marker 3 title: Slouched posture~~

~~marker 4 title: Avoiding eye contact~~

~~marker 5 title: Drumming fingers on the desk~~

~~marker 6 title: Folding arms behind head~~
~~marker 6 description: Rubbing the back of the head or neck~~

~~marker 7 title: Leaning back in chair~~

~~marker 8 title: Pointing feet or positioning body towards the exit~~

~~marker 9 title: Crossed legs with a leg or foot shaking~~

Lesson		Goal C - Apply Interview Best Practices and Considerations	
~~**BLOCK ID**~~	~~**7.4**~~	~~**BLOCK TYPE**~~	~~heading~~
~~**NOTES**~~		~~**CONTENT**~~ ~~Aim for these body language clues instead:~~	

Lesson		Goal C - Apply Interview Best Practices and Considerations	
~~**BLOCK ID**~~	~~**7.5**~~	~~**BLOCK TYPE**~~	~~labeled graphic~~

~~**NOTES**~~

~~place markers in place of red dots~~

~~image without red dots and numbers will be supplied~~

~~**CONTENT**~~

~~marker 1 title: Smiling only as an appropriate response to what the candidate is saying~~

~~marker 2 title: Active listening clues~~
~~marker 2 description: more on active listening in the next part~~

~~marker 3 title: Maintaining regular eye contact with the candidate when you're not writing~~

~~marker 4 title: Sitting straight in your chair~~

~~marker 5 title: Keeping a neutral expression~~

~~marker 6 title: Keeping hands rested in your lap or on the table~~

~~marker 7 title: Keeping feet firmly on the ground or crossed at the angles~~

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.4**	**BLOCK TYPE**	video
NOTES video storyboard: see shared drive add closed captioning on Rise and review it		**CONTENT**	

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.5**	**BLOCK TYPE**	image with text

NOTES

image aligned right

bold text of heading

CONTENT

heading: **Virtual Interviews Best Practices**

content: In addition to the previous tips, virtual interviewing comes with its own best practices for displaying your body language, and for putting the candidate at ease:

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.6**	**BLOCK TYPE**	flashcard grid

NOTES

block background colour: 42ba78 (primary IDOL color - green)

CONTENT

Body language:

- keep eyes at the horizontal level of your webcam
- sit back so viewers can see your complete gestures

Presentation tips:

- each interviewer to use their own account on the video call, even if all interviewers are in the office together, so the candidate sees and hears each interviewer clearly
- test your lighting
- eliminate distractions in your environment

Strategies to put the candidates at ease:

- plan for a slightly shorter interview than in-person to account for virtual meeting fatigue, or account for a small break.
- explain what is happening off screen before the interview commences - if you'll type your notes or write them down
- wait for complete silence from the candidate before you follow up
- taking it easy - communicate before the interview commences plans for dealing with technology problems, taking a small break, and similar issues to reduce the stress of virtual meetings
- communicate steps in more details via emails

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.7**	**BLOCK TYPE**	knowledge check - checkboxes
NOTES correct answers indicated by *		**CONTENT** Check your understanding: Some of these actions are good practices, but which are the best practices to display active listening as per the video? - repeating back a summary of the candidate's answer* - nodding* - writing down all details the candidate say - eye contact* - offering your opinion about what the candidate is saying - natural silence breaks* - keeping a neutral expression - smiling as the appropriate response to what the candidate is saying*	

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.8**	**BLOCK TYPE**	image and text
NOTES align image to the left of the text use similar image from Rise's content library		**CONTENT** heading: Legal Considerations content: ~~As mentioned in Module 1,~~ You need to agree with your human resources department or higher managers about the types of real on-the-job scenarios you want to include (mentioned briefly in module 1). In other parts of the interview, you may inadvertently ask a question or bring up a point that is not legal for you to ask ~~(for example, asking if the candidate has children)~~, or the candidate may answer with something you shouldn't hear about or consider. Explore the following ~~infographic and rules~~ graphic and information: image:	

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.9**	**BLOCK TYPE**	labeled graphic

NOTES

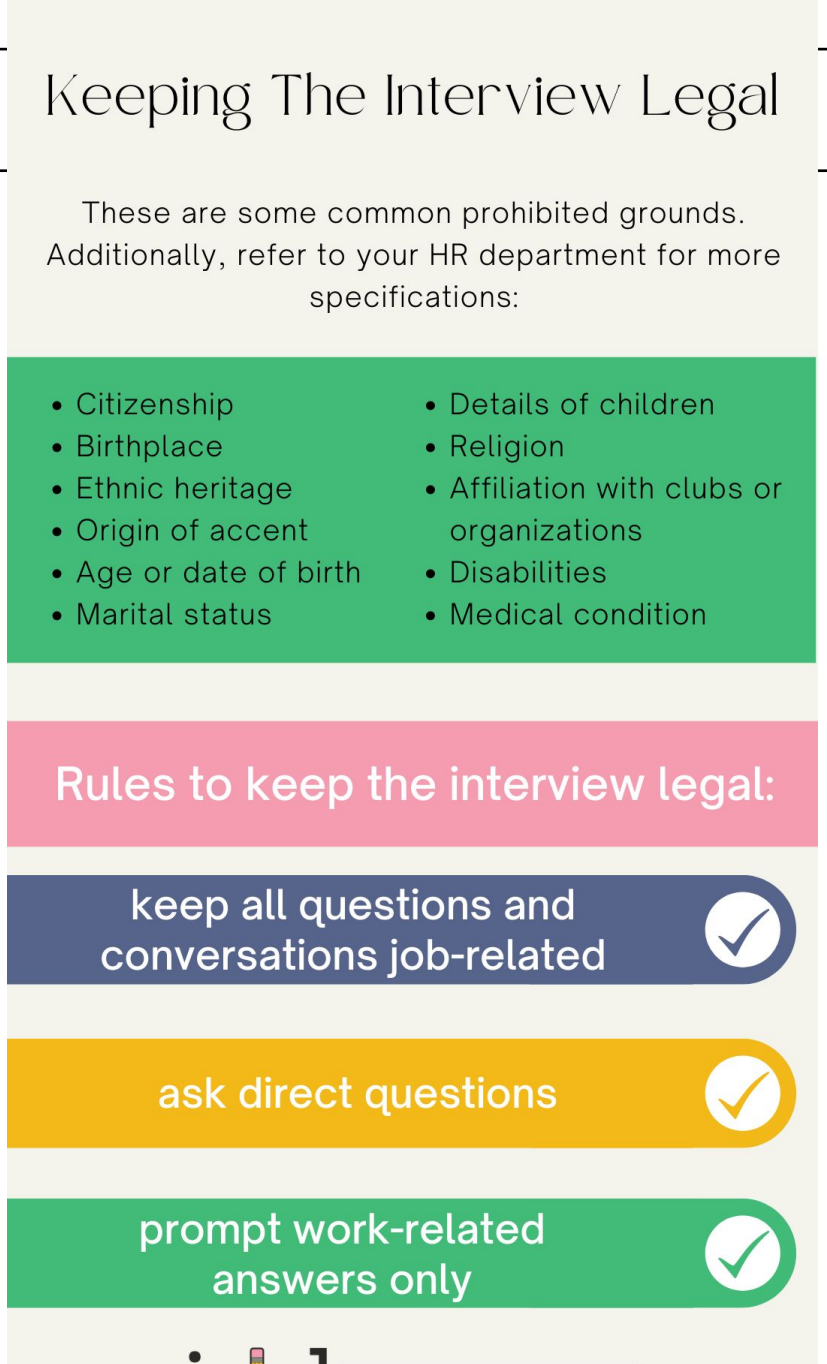
CONTENT

marker 1 content- after “specifications” in intro paragraph: If your organization does not have a dedicated HR department, seek legal advice from federal or local resources.

marker 2 content - at purple checkmark: focus on competencies required to perform the job. To do so, reduce social and small talk as much as possible, to prevent any biases from coming up. For example, your question about the candidate’s weekend plans may lead them to complain about their home life .

marker 3 content - at yellow checkmark: do not expect candidates to understand hints. If it’s important, ask it directly. For example: if the position requires occasional availability outside of standard hours.

marker 4 content - at green checkmark: Ask your questions in a way that prompts



Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10**	**BLOCK TYPE**	scenario

NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

CONTENT - SCENE 1.1 - TEXT

Title: Interview Day Scenario
Content: It's Monday morning and George is interviewing a candidate for the administration assistant position. Help him make decisions to apply best practices throughout the interview.
Go to: next in scene

CONTENT - SCENE 1.2 - DIALOGUE

Dialogue: I can clear my schedule for the whole duration of the interview. What should I plan to do?

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10 cont'd**	**BLOCK TYPE**	scenario

NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

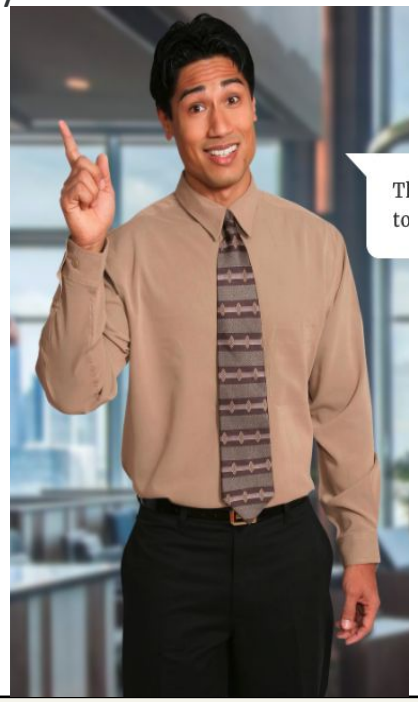
CONTENT - SCENE 1.2 - DIALOGUE - CONTINUED

Responses:

Option 1: You should greet the candidate yourself and offer them a drink.

Feedback: That was direct, and the candidate looks relaxed to see me right away.

Go to: next in scene



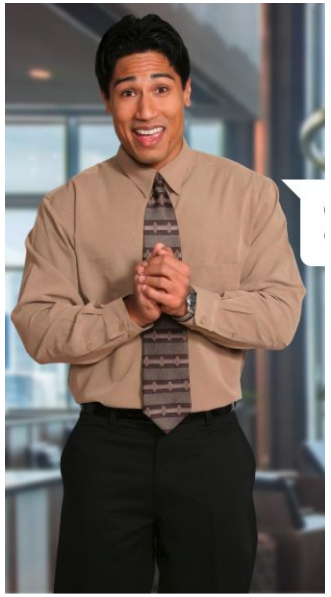
CONTENT - SCENE 1.2 - DIALOGUE - CONTINUED

Responses

Option 2: You should ask the administrative assistant on duty to bring the candidate to the board room where the interview will be conducted. You meet the candidate there.

Feedback: Okay, that was some back and forth but the candidate is there now.

Go to: next in scene



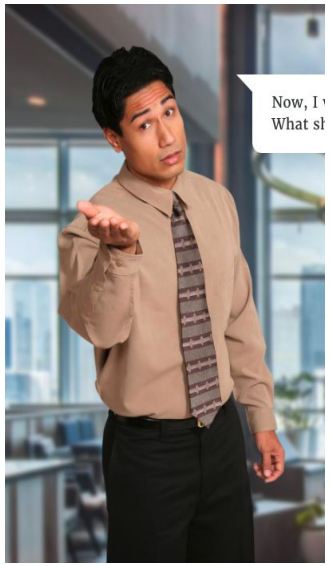
Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10 cont'd**	**BLOCK TYPE**	scenario

NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

CONTENT - SCENE 1.3 - DIALOGUE

Dialogue: Now, I want to say something to break the ice. What should I say?



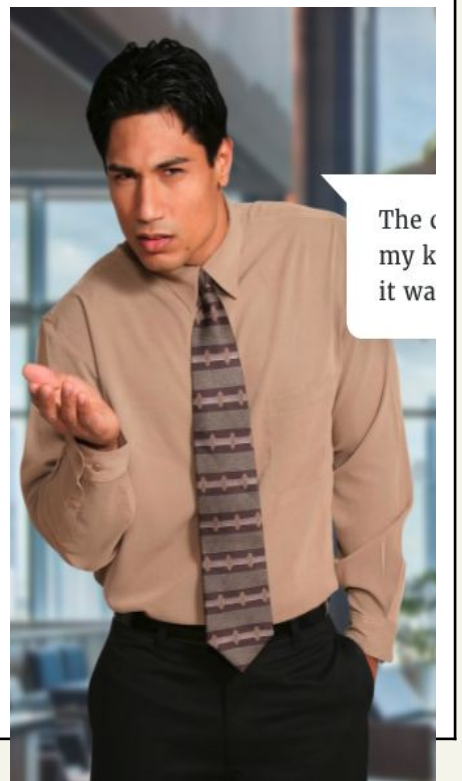
CONTENT - SCENE 1.3 - DIALOGUE - CONTINUED

Response:

Option 1: **Ask, "How was your weekend?"**

The candidate answered "oh, it was nice, I took my kids to our home country's cultural festival, it was great but my wife got sick..."

Go To: 1.4



Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10 cont'd**	**BLOCK TYPE**	scenario

NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

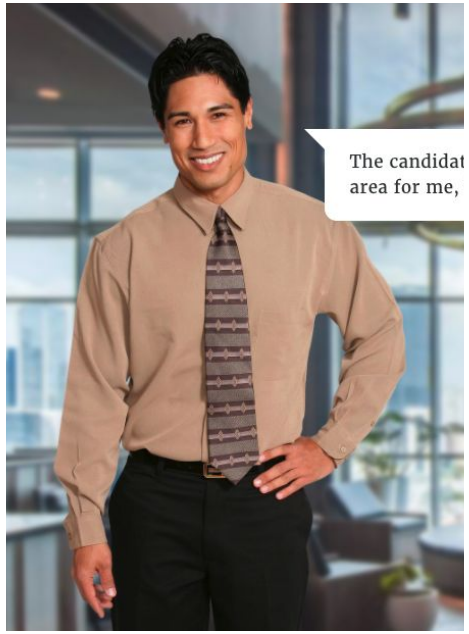
CONTENT - SCENE 1.3 - DIALOGUE - CONTINUED

Response:

Option 2: Ask, "Did you find our location easily?"

Feedback: The candidate answered "just fine, it's a new area for me, but it was easy to find"

Got to: 1.5



CONTENT - SCENE 1.4 - TEXT

Content: I just met them and now I feel I know too much about their personal life....I'll try to ignore that....

Go to: 1.6

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10 cont'd**	**BLOCK TYPE**	scenario

NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

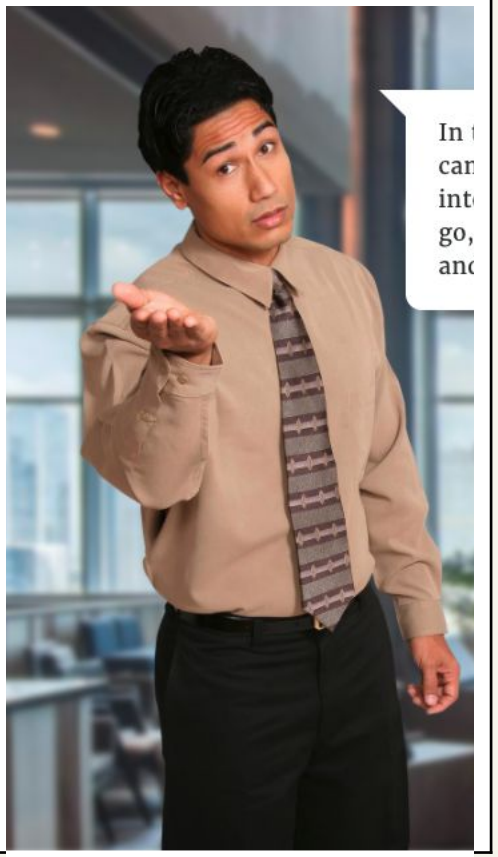
CONTENT - SCENE 1.5 - TEXT

content: I think that was a reasonable ice breaker!

Go to: Next in scene

CONTENT - SCENE 1.6 - DIALOGUE

In the interview room, I introduced the candidate to my co-manager, the other interviewer, explained how the interview will go, and gave some information about the organization and the position. What's next?



Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10 cont'd**	**BLOCK TYPE**	scenario

NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

CONTENT - SCENE 1.6 - DIALOGUE - continued

response:
option 1: Ask the candidate about their professional background
Feedback: I like the thorough answer the candidate gives here. It gives me a good introduction to about them.
Go to: next in scene

CONTENT - SCENE 1.6 - DIALOGUE - continued

response:
Option 2: Ask the candidate to rate their performance in the most challenging hard skill for the position: data entry
feedback: The candidate tells us some facts about their data entry skills and rates themselves "above average". But I know very little about them at this point.

- try again

Lesson		Goal C - Apply Interview Best Practices and Considerations	
BLOCK ID	**7.10 cont'd**	**BLOCK TYPE**	scenario

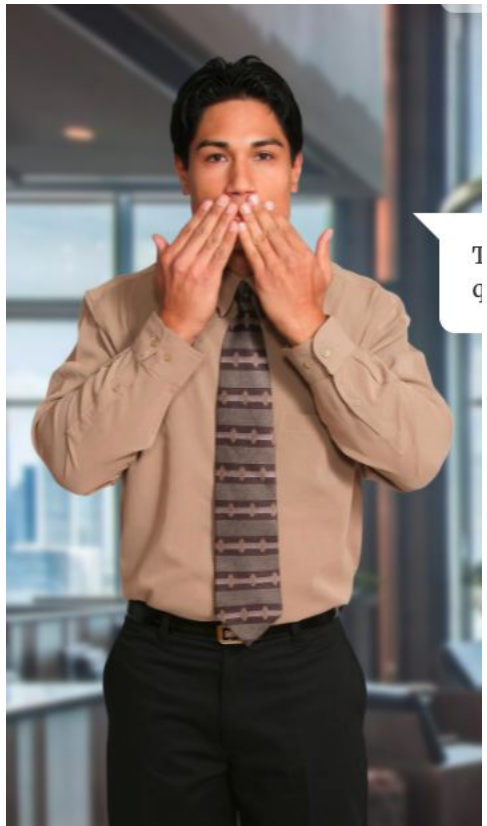
NOTES

scenario prototype: https://360.articulate.com/review/content/e1ce2535-d9dd-4158-9a7e-b80bf4bba717/review

CONTENT - SCENE 1.6 - DIALOGUE - continued

response:
option 3: Dive into the competency questions about the most challenging soft skill: communication
Feedback: The candidate looks taken aback with that first question....

- try again



CONTENT - SCENE 1.7 - text

heading: I think I can take it from here! Thanks for your help!

Section Number 3:
Module 2 - Best Practices

Lesson: Module 2 Quiz

Lesson		Module 2 Quiz	
BLOCK ID	**8.1**	**BLOCK TYPE**	quiz
NOTES correct answers noted by * at end of sentences		**CONTENT:** **quiz description:** You need to score 80% or more on this quiz to pass it. Best of luck! 1. (multiple response) in a virtual interview, it is best to: a. test your lighting before the interview* b. require that the candidate share their screen to show interviewers its content c. explain to the candidate what interviewers are doing off screen (ex. writing notes)* d. have your camera off after introductions e. complete the interview in a longer time frame than in-person f. communicate all steps in more details via email* feedback: b is unnecessary, d may yield negative results, and e is not advised 1. (multiple response) Which of those statements make up the guidelines to keep the interview legal? b. Prompt work-related answers only* c. Get as much information about the candidate as you can during the interview d. Keep all questions and conversation job-related* e. Reduce social and small talk* f. Ask your questions directly* g. Prompt the candidate to delve into their current circumstances feedback: in the interview, it is only legal to ask directly about basic information andt the competencies related the position. Options a, c, d, e reflect that 3. (multiple choice) You should ask more challenging interview questions towards the beginning of the interview. a. true b. false* feedback: it is better to ask your challenging questions towards the end of the interview, so that even if the candidates have a harder time answering them, they won't have many subsequent questions to answer while they're nervous.	

Lesson		Module 2 Quiz	
BLOCK ID	**8.1**	**BLOCK TYPE**	quiz
NOTES correct answers noted by * at end of sentences		**CONTENT:** 4. (multiple response) Which are considered good body language practices for interviewers? a. leaning back in your chair b. keeping feet on the ground* c. smiling when it's the appropriate response to what the candidate says* d. resting your hands on the back of your head or neck e. maintaining eye contact * feedback: a and d signal that you are being too casual, which may make the candidate uncomfortable. 5. (multiple choice) What is/are the main reason(s) you should reduce social and small talk? a. small talk does not target competencies required for the job* b. the candidate may disclose information that lead to bias* c. the candidate may be nervous at the beginning of the interview feedback: while the legal reasons to avoid small talk is avoiding bias, it is also recommended you stick to asking the competency questions you prepared	