

# interviewing & hiring



(25 minutes)

## overview

### Why Is It Important?

#### purpose of the course

*Hiring the best-qualified candidates with skills and abilities that match the position requirements can help you achieve your store sales goals while you provide a five-star shopping experience for every customer.*

*Interviewing & Hiring is a critical part of the Selection Process. During this stage of the process, you can have great impact on the success of your store and the entire company.*

*At this stage in the selection process, Interviewing and Hiring, you can achieve the greatest possible benefits or make the most mistakes.*

*What are some things you can do to avoid making interviewing and hiring mistakes?*

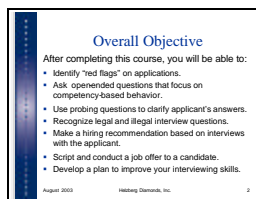
Possible Answers:

- **Plan carefully for interviews.**
- **Interview candidates and develop an applicant pool before you are short on staff.**
- **Ask good questions that focus on the applicant's behavior.**

*This course shows you how to ask legal questions that **focus on behavior** and then how to evaluate applicants based on the Helzberg Diamonds' competencies.*

## overview, cont.

## course objectives



Read or have someone else read each objective. Briefly answer any questions.

*At the end of this course, you will be able to:*

- *Identify “red flags” on applications.*
- *Ask open-ended questions that focus on competency-based behavior.*
- *Use probing questions to clarify applicant’s answers.*
- *Recognize legal and illegal interview questions.*
- *Make a hiring recommendation based on interviews with the applicant.*
- *Script and conduct a job offer to a candidate.*
- *Develop a plan to improve your interviewing skills.*

Competencies  
Supported by This  
Course

*This course gives you an opportunity to add to your skills that support these four competencies:*

- *Personal Accountability*
- *Business Knowledge*
- *Integrity*
- *Communication.*

overview, cont.

## the selection process



*Can anyone explain the 3-step Selection process?*

Discuss the three stages of the Selection Process shown in the overhead.

*We'll start with a look at the entire Selection Process and focus on how these three stages are linked.*

**Identifying competencies needed in the job** is the first stage of the Selection Process. Knowing and recognizing the skills and abilities of top Helzberg Diamonds' Associates gives you a better way to identify those qualities in candidates. To select the right person for the right job at the right time, start by identifying what competencies are required.

Once you know what to look for to ensure that you are recruiting the best possible candidates for Helzberg Diamonds, it's time to think about where and how to look for these candidates. The second stage of the process, **recruiting**, keeps the pipeline full of applicants to choose from.

The final stage, **interviewing and hiring**, includes the activities necessary to determine whether the candidate is the right person for the right job. This stage gives you an opportunity to ask specific questions about past behavior in order to evaluate a candidate's competency levels.

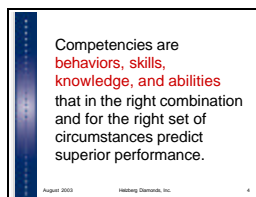
Why Is It Important?

*Each stage of the Selection Process contributes to the success of the following stage.*

*Good results come from recruiting and hiring candidates who demonstrate the recommended competency levels and who can become contributing members of your team. Poor hiring can result in higher turnover costs, lower morale, and an undermining of the store's success.*

## overview, cont.

## the selection process, cont.



*Let's review for a moment.*

*What do we mean when we say "competencies"?*

- **The behaviors, skills, knowledge, and abilities that in the right combination and for the right set of circumstances predict superior performance.** (Remind them to use BASK – behaviors, abilities, skills, and knowledge – as a memory aid.)

*What are the six competencies that Helzberg Diamonds has identified as indicators of top performance?*



- **Customer Service**
- **Leadership**
- **Personal Accountability**
- **Integrity**
- **Effective Thinking**
- **Communication**

*Customer Service is not a core competency for Store Managers. What is the sixth competency for Store Managers?*

- **Business Knowledge**

*There are many additional competencies that can apply to a Store Manager or Associate, but Helzberg Diamonds has chosen to focus on these core competencies.*

*You'll find in-depth descriptions of each competency in the Appendix.*

overview, cont.

### the selection process, cont.

*As a quick review, let's read these descriptions of five competencies that pertain to Associates and identify the competency described.*

<u>Customer Service</u>	is	a genuine commitment to serve customers by focusing on discovering and meeting each customer's needs for the good of the business.
<u>Leadership</u>	is	the ability to guide and direct a work group to achieve and surpass goals and objectives.
<u>Personal Accountability</u>	is	responsibility for one's actions and results.
<u>Integrity</u>	is	the degree to which a person acts in accordance with the company's principles and values.
<u>Effective Thinking</u>	is	the ability to identify relationships between situations that are not obviously related, and to identify key issues in complex situations.
<u>Communication</u>	is	the ability to build understanding through verbal and non-verbal skills.

#### **Reminder:**

- *The Helzberg Diamonds' Competencies and the Store Operations Competency Profiles are included in the Appendix.*

overview, cont.

### benefits and costs



Refer to the Regional/District Interviewing & Hiring Process Worksheet that you completed before this session.

Discuss appropriate information with the managers.

Ask managers for their input.

Use the flip chart to illustrate the following example. (optional)

Example

*The cost of one Associate leaving the company is estimated at two-thirds of the person's annual salary and benefits. That means if an Associate makes \$25,400 in compensation and benefits, the loss of that Associate costs the company nearly \$17,000. This includes the cost to recruit, interview, hire, and train another Associate; benefit changes; and possible unemployment compensation. Turnover costs the company millions of dollars each year.*

Use the flip chart to illustrate the cost of Regional/District turnover. (optional)

overview, cont.

activity: benefits and costs



Facilitator's Note:

If your group has recently completed the Recruiting Course, spend only a couple of minutes on this, reviewing the main point that everyone benefits from good selection decisions.



(10 minutes)

- > *Let's brainstorm for five minutes.*
- > *For each of the positions listed here, fill in the benefits and the costs of selection decisions.*

	What are the benefits of successful selection decisions?	What are the costs of poor selection decisions?
For the Store Manager:	<ul style="list-style-type: none"> <li>- <i>Dependable store team</i></li> <li>- <i>Strong performers</i></li> <li>- <i>Less time needed to recruit</i></li> <li>- <i>Less time needed to train</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>More time required</i></li> <li>- <i>Less reliable Associates</i></li> <li>- <i>Lower store performance</i></li> <li>- <i>"Fill-in" on floor for missing or poor performers</i></li> <li>- <i>Missed goals</i></li> </ul>
For the Other Associates:	<ul style="list-style-type: none"> <li>- <i>Knowing your fellow team members to better work with them</i></li> <li>- <i>Can count on team members' availability</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Goals more difficult to meet</i></li> <li>- <i>Morale problems</i></li> <li>- <i>Team dynamics keep changing</i></li> <li>- <i>Deterioration in overall store/Associate quality</i></li> </ul>
For the Customers:	<ul style="list-style-type: none"> <li>- <i>Consistently receive knowledgeable service</i></li> <li>- <i>Ongoing relationship with Associates</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Less than 5-Star service</i></li> <li>- <i>Poor impression</i></li> </ul>
For the Store:	<ul style="list-style-type: none"> <li>- <i>Strong store performance</i></li> <li>- <i>Make goals</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>More time required for the basics</i></li> <li>- <i>Lack of continuity</i></li> </ul>
For the Company:	<ul style="list-style-type: none"> <li>- <i>Tenured work teams</i></li> <li>- <i>Profit sharing</i></li> <li>- <i>Building talent for future growth</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Negative effect on the sales line</i></li> <li>- <i>Reduction in profits</i></li> <li>- <i>Weak management back-up</i></li> </ul>