

# interviewing & hiring

## overview

Why Is Interviewing & Hiring Important?

Hiring the best-qualified candidates with skills and abilities that match the position requirements can help you achieve your store goals.

What can you do to avoid making interviewing and hiring mistakes?

- > \_\_\_\_\_
- > \_\_\_\_\_
- > \_\_\_\_\_

## overview, cont.

## Course Objectives

After completing 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.

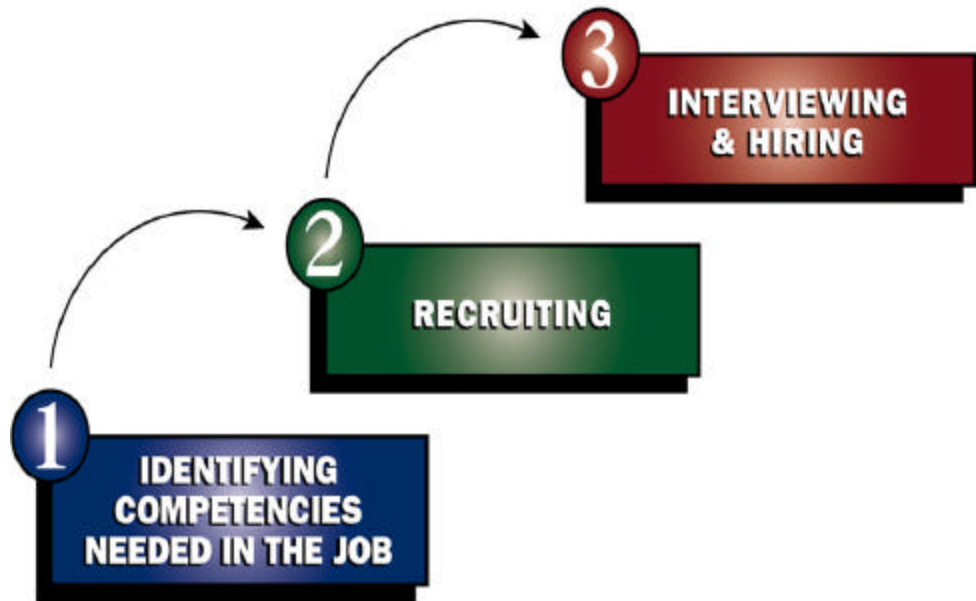
Competencies  
Supported by This  
Course

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

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

overview, cont.

## The Selection Process



Why Is It Important?

Each decision you make during the Selection Process has the potential to affect the company—in both good and bad ways. Good results come from hiring candidates who demonstrate the recommended competency levels and who become contributing members of your team. Poor hiring can result in higher turnover costs, lower morale, and an undermining of the store’s success.

**Stage 1 –**  
Identifying  
Competencies  
Needed in the Job

To select the right person for the right job at the right time, start by identifying what competencies (skills, knowledge, and abilities that predict superior performance) are required.

**Stage 2 –** Recruiting

Once you know **what** to look for to ensure that you are recruiting the best possible candidate for Helzberg Diamonds, then it is time to think about **where** and **how** to look for these candidates.

**Stage 3 –**  
Interviewing and  
Hiring

Once a candidate has been found, this stage gives you an opportunity to ask specific questions about past behavior in order to evaluate a candidate’s competency levels.

overview, cont.

the selection process

What are competencies? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Why are competencies important? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What are the 6 core competencies for Store Associates?

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What is the core competency for Store Managers that replaces Customer Service? \_\_\_\_\_

## overview, cont.

the selection process, cont.

Read the descriptions of five competencies that pertain to Associates and identify the competency described.

- |  |    |  |
|--|----|--|
|  | is | a genuine commitment to serve customers by focusing on discovering and meeting each customer's needs for the good of the business.         |
|  | is | the ability to guide and direct a work group to achieve and surpass goals and objectives.  |
|  | is | responsibility for one's actions and results.  |
|  | is | the degree to which a person acts in accordance with the company's principles and values.  |
|  | is | the ability to identify relationships between situations that are not obviously related, and to identify key issues in complex situations. |
|  | 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.

|         |  |
|---------|--|
| Example | <p>benefits and costs</p> <p>What is the estimated cost to the company if one Associate leaves. Take into consideration the person's annual salary and benefits.</p> <hr/> <hr/> <p>What is the cost to our Region/District, specifically?</p> <hr/> <hr/> |
|---------|--|

overview, cont.



activity: benefits and costs

- List some of the benefits and costs involved in the Selection Process.
- Take five minutes to brainstorm ideas.
- Discuss the answers with the entire group.

|                           | What are the benefits of successful selection decisions? | What are the costs of poor selection decisions? |
|---------------------------|--|---|
| For the Store Manager:    |  |   |
| For the Other Associates: |  |   |
| For the Customers:        |  |   |
| For the Store:            |  |   |
| For the Company:          |  |   |