



Virtual Interviews for Hiring Leaders



AppleOne

Hiring Made Human[®]

Virtual Interviews for Hiring Leaders

This presentation will help you prepare for a successful virtual interview.

Video interviews are becoming increasingly common. Video interviews may be live chats using the camera on your phone or computer, or they may be pre-recorded for the hiring manager to view later. The virtual format is fast and convenient, and we have easy steps for you to take to increase your virtual savvy and interviewing success.

AVOID A ROOKIE MISTAKE



Give yourself 15-20 minutes between interviews, just in case one runs over time or “bio” breaks are needed. – compliments of Brett Howroyd, President of AppleOne



1. Consider the Location



Find a Quiet Spot

Select a location where there is no chance of being interrupted by other people, barking dogs, or other noises. And, be sure that you can speak loudly enough to be heard without fear of disturbing others. Let others know about your interview in advance to avoid accidental walk-ins.



Find a Clean Spot

What will appear on camera behind you? You want a clean and neutral wall to keep the focus on you. Avoid places that appear messy or with art that could send the wrong message.



Find a Well Lit Spot

Cameras love lots of light. Be sure you select a spot with enough light for your face to show up clearly on camera.

*Some conferencing tools have a “blur background” feature so that your face is discernable.

2. Avoid Technical Problems

- ✓ Use the fastest Internet connection available to you. This may mean using WiFi or a wired connection and broadband.
- ✓ Test your connection to be sure it is fast enough for a video chat. If other people share your internet connection be sure they aren't using the Internet at the same time for things like streaming (Netflix, YouTube, Music, etc.) or gaming.
- ✓ Silence your phone and disable all notifications so texts, emails, and calls aren't distracting you during the interview.
- ✓ Close any unnecessary applications.
- ✓ Set up your account with the video service in advance and test it to be sure you know how to get connected, and your camera and microphone work.
- ✓ Be sure you have a number where you can call the candidate and that you establish a plan before the interview starts that if there are any technical problems you will discontinue the video interview and call to complete the interview.



3. Practice speaking to a camera

- ✓ Speaking with somebody through a camera does not naturally allow the other person to capture your personality as well as in-person, so practicing facial expressions and gestures before the interview is very helpful. Find a friend and practice presenting your personality.
- ✓ Center the camera to your head position. If you're using your phone as a camera think about whether you can comfortably hold it in that position for 30+ minutes. It may be better to get a tri-pod or mount. If you're using a laptop, you may want something that elevates it so the camera isn't shooting up at you.
- ✓ Make eye contact by looking directly at the camera.
- ✓ Remember to keep smiling showing your personality.
- ✓ Back and forth conversations may have voice to video lag. If it seems like there is lag, go ahead and mention it, and allow a little more time after you think the interviewer has finished speaking in order to avoid over-talking the person.



4. Remember, this is an interview

- ✓ Dress professionally.
- ✓ Use good posture. Using a post-it note reminding you to “sit up” and “smile” has been helpful to other candidates.
- ✓ Have a set list of questions you will be asking, and ask all candidates the same questions. This ensures you can actually compare them.
- ✓ It’s OK to be taking notes during the call, just let the candidate know that you will be taking notes to avoid making them nervous.
- ✓ Have a prepared list of reasons why your opportunity and company are a great choice for candidates. Hiring is still competitive.
- ✓ Already have time blocked on your calendar for the next interview or feedback. The lack of pace and feedback is what candidates tell us is the reason they depart the process early.



Employers Cannot Afford Slow Hiring

\$500+

Per day average

Cost of unfilled positions
according to most employers

30+

day average

Average time employers need
to fill an open position

Typical Cost of Vacancy Example

Annual Salary	\$50,000
Productivity Multiplier	X 3
Annual Contribution	= \$150,000
Annual Work Days	244
Daily Cost of Vacancy	= \$615
Days to Fill	X 30
Total Cost of Vacancy	= \$18,450



Calculate Your Specific COV

Click Calculator to Open Now

Preparing for the Interview

Your Top Priorities For The Role

1. Team fit characteristics	
2. Priorities for the role	
3. Must already have skills/experience	
4. Knock out criteria: hours, days, tech skills, etc.	

Preparing for the Interview

Candidates are making these selections as well, as a means to determine if the opportunity is a good cultural fit.

Identify your preferences upfront of interviewing so that you can point out what cultural fit looks like at your organization.

1 CULTURE

Select the top seven words that best describe the key attitudes and aptitudes of your preferred team culture

<input type="checkbox"/>	Outgoing/energetic	<input type="checkbox"/>	Flexible/adaptable	<input type="checkbox"/>	Focused/serious
<input type="checkbox"/>	Professional	<input type="checkbox"/>	Work-life balance	<input type="checkbox"/>	Fun loving/humorous
<input type="checkbox"/>	Collaborative/teamwork	<input type="checkbox"/>	Positive/upbeat	<input type="checkbox"/>	Creative/innovative
<input type="checkbox"/>	Process oriented/structured	<input type="checkbox"/>	High productivity	<input type="checkbox"/>	Aspirational/goal oriented
<input type="checkbox"/>	Approachable/confidential	<input type="checkbox"/>	Empathetic/fair minded	<input type="checkbox"/>	Service oriented/helpful
<input type="checkbox"/>	Proactive/forthcoming	<input type="checkbox"/>	Competitive	<input type="checkbox"/>	Intellectual/information driven
<input type="checkbox"/>	Technology influenced	<input type="checkbox"/>	Active in the community	<input type="checkbox"/>	Passionate/engaged

2 WORK ENVIRONMENT

Select the best feature for each of the six categories that best describes your preferred work environment

Volume		Pace		Interaction	
<input type="checkbox"/>	Noisy	<input type="checkbox"/>	Fast paced	<input type="checkbox"/>	Regular face-to-face interaction
<input type="checkbox"/>	Quiet	<input type="checkbox"/>	Moderately paced	<input type="checkbox"/>	Infrequent face-to-face interaction
Space (Pick 1-2)		Autonomy		Phone	
<input type="checkbox"/>	Work remotely	<input type="checkbox"/>	Work self-directed	<input type="checkbox"/>	Frequent inbound phone
<input type="checkbox"/>	Individual cubicle	<input type="checkbox"/>	Work in groups/Collaborative	<input type="checkbox"/>	Frequent outbound phone
<input type="checkbox"/>	Open floorplan	<input type="checkbox"/>	Hands-on supervision	<input type="checkbox"/>	Infrequent phone interaction
<input type="checkbox"/>	Own office	<input type="checkbox"/>		<input type="checkbox"/>	

Preparing for the Interview

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Identify your preferences upfront of interviewing so that you can point out what cultural fit looks like at your organization.

3 VALUES

List the top 5 values you look for in an organization and rank them in order of emphasis:

4 COMMUNICATION & LEADERSHIP

Preferred frequency of:	None	Weekly	Monthly	Quarterly	Annually
Supervisor 1-on-1's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Earn Awards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5 PROFESSIONAL DEVELOPMENT

- Training & professional courses
- Tuition reimbursement
- Formal onboarding and/or mentoring program

WIFM: What's In It For Me?

WIFM Answer the candidate's main question:
What's In It For Me?

What's In It For Me?

We actually find the best achievers and performers for your position, not just the active jobs seekers. These candidates are also often currently employed, therefore we both have to treat these higher caliber candidates differently. They will evaluate the opportunity with their current employer and against your industry competitors who are seeking them out. Knowing it is a competitive and time-sensitive situations, it is important to consider how we can better sell your total opportunity to the candidates.

QUESTION:

❶ **Why should someone want to work here and seize your opportunity? What would your employees say as well?:**

WIFM: What's In It For Me?

2 JOB ATTRIBUTES WORTH CHANGING FOR:

COMPANY	
Employee Value Proposition/Culture	Location-commute
Hot Industry, size, growth rate	Quality of product or service, competitor differentiation
Market rank, reputation	Stability, sales/profitable, age of company

POSITION	
Compensation (base/comm), Benefits - How compare to competitors?	Office or cubicle
Boss background/leadership style	Input, free range, corporate hierarchy/leadership structure
Team background/style/size/# direct reports	% travel
Important projects, visibility	High tech exposure

POTENTIAL	
Impact level expected, important of the role to Co./goals/pain	Incentive programs, perks
What success looks like	Mentoring programs, training and development
Expected career path + timelines + Career-pathing structure	Industry affiliations and networking

Talent is Hard to Reach



Great candidates are off the market in 10 days.



Talent can have their pick of jobs, and do not apply to 40% of jobs they match.



68% of workers are passive and do not visit job boards.

The Precision Interview Structure

- ✓ Currently candidates are only on the job market for an average of 10 days, which means that hiring **decisions must be made faster than ever**. It is hard to be confident that a candidate matched the needs of the job if the deal-breakers and matching are not tracked.
- ✓ Plus, it is hard to compare multiple candidates if they are not asked the same questions. To complicate the qualifying process, **employers are competing for talent** and have to market their job opportunity at the same time they are evaluating the candidate.
- ✓ To assist hiring managers with interviewing for precisely matching their needs to the candidate's abilities and staying on track with upselling their opportunity, the following "Precision Interview" tool can be used.



The Precision Interview Structure

- 1. Break the Ice:** Candidates can be nervous, put them at ease. Do not ask the candidate to tell you about themselves. Instead outline the interview process and start with an easy question.
- 2. Confirm Job Match:** Often a hiring decision is delayed due to a lack of certainty the candidate matches most of the primary aspects of the job. There is typically not a “perfect” match, and culture fit is usually the primary priority. By keeping track of the matching, hiring managers are stating they are more confident to hire faster, thus keeping them competitive in this current market.

The opportunity is for someone to be doing _____. Let's go over the top six aspects of the position and how well they fit who you are:

<i>Job aspect</i>	<i>Describe how you've done something like this before</i>	<i>Match? 0: no 1: mostly 2: yes</i>	<i>deal breaker Y/N</i>

The Precision Interview Structure

3. Dig into the Details: For each key job aspect, ask drill-down and open-ended questions to solicit more information:

*How often? • % of your time? • How? • Why? What else? • Who else worked with you on that? • Turnaround time?
• Tools/Processes used? • What challenges did you encounter? • What are you most proud of doing? • What will
you be remembered for?*

The Precision Interview Structure

4. **Trait Match:** Select the traits that are most important to you for this position, and ask behavioral questions that are designed to reveal those traits. It is important to avoid steering the right answers (ex: “Tell me when you successfully demonstrated abc when you were doing xyz.”)

Trait	Possible Questions
Sense of Urgency	<i>Can you tell me about the last project you completed ahead of schedule? What allowed you to beat your deadline? When did this last happen?</i>
Strong Customer Service Skills	<i>Can you tell me about a time you did something extra for a customer that you didn't have to do, but you did it because it would be better for the customer?</i>
Strong Work Ethic	<i>What does work ethic mean to you? Can you tell me about a situation where your work ethic shined? Can you tell me about a time you went the extra mile when you did not have to?</i>
Reliability	<i>When we check references, what percent of the time, in a year, will they say you were reliable?</i>
Teamwork	<i>Can you tell me about a time you worked on a team. What was your role on the team? What did you contribute?</i>
Proactive	<i>Can you tell me two or three things you did last year to improve a process, save time, or save money? Did you earn any recognition or awards?</i>

The Precision Interview Structure

5a. Candidate Priorities: Determine what priorities this specific candidate has.

“What are your top five priorities for your next job?” Focusing on their priorities reassures the candidate you are interested in their success as well as further qualifying if they would thrive at your company. Our national employee survey revealed that the top two priorities for keeping a job and taking a job were #1 Top Pay and #2 Career Path.

5b. Opportunity Match: What's In It For Me? Upsell your company and the position by matching your offering to the candidate's priorities and skills. By doing this you are ensuring the candidate knows what's in it for them.

a. At this point in your career, what are your top priorities in any next job you take? (ex: pay, career, culture, make a difference)

b. I'm excited about this opportunity we have because:

<i>a. Candidate's priorities and key skills</i>	<i>b. Match your enticing aspects of the 1) career path 2) company 3) culture 4) need they solve, to their priorities/skills</i>

What do you think it would be like working in an environment like ours?

The Precision Interview Structure

- 6. Closing:** Give them an opportunity to ask questions if they haven't. Document the questions they ask. Are they generic questions or do they seem genuinely interested? Are they leaning towards something that does not fit? Set expectations for the next steps. Have them reach out to you if they are interested. It will help demonstrate their sincere motivation for your job, not just any job.

What questions do you have for me? • If you are interested in continuing the interview process, the ball is in your court to reply with a description of why you are the right person for the job. • On our end we are interested in continuing the process

Ask us about our Precision Interview Tool

- ✓ Test Your Virtual Experience First
- ✓ Share Your Personality Virtually
- ✓ Confirm the Job Match
- ✓ Confirm Team Fit
- ✓ Upsell Your Opportunity
- ✓ Be Ready for Step Two – Now

You've Got This!

Sample Interview

1. Break the Ice
Thank you for coming in today. I hope that our location was easy to find.

2. Confirm Job Match
The opportunity is for someone to be doing _____. Let's go over the top six aspects of the position and how well they fit who you are:

Job aspect	Describe how you've done something like this before	Match? 0: no 1: mostly 2: yes	deal breaker Y/N

3. Dig into the Details
How often? • % of your time? • How? • Why? What else? • Who else worked with you on that? • Turnaround time? • Tools/Processes used? • What challenges did you encounter? • What are you most proud of doing? • What will you be remembered for?

4. Trait Match

Trait	Possible Questions
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Proactive	Can you tell me two or three things you did last year to improve a process, save time, or save money? Did you earn any recognition or awards?

5. Candidate Priorities Opportunity Match: **WIFM What's In It For Me?**

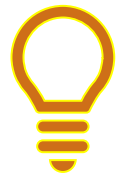
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What do you think it would be like working in an environment like ours?

6. Closing – Put the Ball in Their Court
What questions do you have for me? • If you are interested in continuing the interview process, the ball is in your court to reply with a description of why you are the right person for the job. • On our end we are interested in continuing the process



Quick tip while you're here: Remember to QC your “paperwork” workflow

Moving your hiring process to remote interviewing may require a change in how you share and process the application and onboarding paperwork. Check these points in your workflow:

- ✓ Maintained access to your Job Ad responses
- ✓ Maintained access to your online application
- ✓ Ability to share and keep resumes if the ATS is not accessible, such as SharePoint and OneNote
- ✓ Wet signature documents get moved to a “docu-sign” tool
- ✓ I9 remote processing should be a documented process. There are services and software available for purchase to assist with remote I9's.

For More Help and Resources



Your Hiring Advisor

Contact your hiring advisor
or find your [nearest branch](#)



- Hiring faster
- Candidate Quality
- Retention
- Engagement
- Remote Worker Productivity
- Investment Protection

We have assembled over 55 years hiring and retention
experience. What can we assist you with?



Thank you



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