

### Q&A For Online Hiring - Fortune 100 Company

QUESTION	NEG	NO DIFF	POS	COMMENTS
If your website lists a position, is a mailed application effective*?	X			We only accept on-line applications!
Is a personal contact by mail through a networking source effective?			?	A personal Email citing the reference <b>MAY</b> be effective?
Is a personal phone call effective?			X	Depends on recruiter, may go to head of line; OR <b>might NOT</b> be appreciated unless you <b>tell how you got the number!</b>
What personal contacts have been effective?			X	Employer referrals – indicate in Source of online application. Share how you got the number “At a networking event, someone said your are very receptive”
What personal contacts have been ineffective?	X			Don’t call if you haven’t applied on-line already. Don’t persist!
Is a cover letter within the on-line application important?			X	Absolutely! Speaks to effort, interest and writing ability. Effective, brief, why do you want the job and why should we call you?
What has been particularly effective within an on-line application?			X	Same as a good resume used as a marketing tool: why should we call you over the other 100 applicants? Show strong leadership and interpersonal skills, always tailor to and highlight what the position is seeking.
What has been ineffective within an on-line application?	X			Not focused on position, personal information/hobbiesL
Are Microsoft Word attachments to the on-line application (cover letter and resume) important?			X	YES, if there is an option, do it!
Is a table of “Your requirements” “My qualifications” effective and if so, where should it be placed on-line and/or in an attachment?			X	YES, I’ve called candidates before because it spells out their quals quickly and simply. At end of online cover letter or separate attachment. BUT resume has to make the recruiter look at the cover letter.
Are large font/white space/few bullets more effective than details?			X	8-10pt, NO; focus on scope of projects and accomplishment. A PM skill set is to deliver info effectively and succinctly, so your resume should be like an executive paper.

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Is a one- or two-page more effective than a detailed six-page resume?			X	3-page max for PM, only last 10 years of experience unless earlier jobs really fit the position.
Is attaching “Bodies of Knowledge” germane to the position and your credentials effective?			X	But only if it applies to position; beyond that, may imply you’re too big for this job.
Is attaching references up-front effective?	X			<b>BUT</b> , if Linked-in is on the resume, I’ll look at the referrals. Don’t add because we don’t check references until we make an offer.
Is attaching curricula vitae for a non-academic/research position effective?	X			<b>NO</b> , sounds like you’re just waiting for your next academic position.
What has been particularly effective within a Word document?		X		Some HR managers insist on an Objective Statement, some think it wastes space. We’re looking for a match—you must parallel our needs!
What has been particularly ineffective within a Word document?	X			Shy away from 1-2 year contracts because we want to predict long tenure; but okay if many PM projects for the same employer—it shows you had an anchor.
What drives your decision to call the applicant?	<p>See above. We always check internal applicants first!</p> <p>Energy, passion for excellence, what you bring! <b>DO YOU HAVE THE QUALS</b> and meet the salary range based on years of experience. Won’t call \$100K worker! (usually looking at 3-5 yr range). Include your salary if asked/negotiable and in the interview explain why you might work for offered salary. If you’ll work for \$60-70 as PM or \$75-85K as SrPM as base, may call if you’re within \$10-15K range, but won’t call if not listed and you don’t look like you fit their salary expectation based on our industry research (no answer implies salary commensurate with experience). Looking for fit—put your minimum salary on the application.</p> <p>We go through applications in waves of 20 at a time, then stop when there are about 4-5 good candidates. That means timing is important and you need to get your application in early! <b>Check the websites frequently!</b></p>			

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What telephone response drives your decision to solicit an in-person interview with HR?				Enthusiasm and projection in voice, but must be who you are in considering this job. Do I want to meet you or am I ready to fall asleep? However, we do follow-up with introverts. Smile in the mirror. We listen for fit, job history, sound decisions, explained breaks/reasons for leaving, what they're looking for and what we offer. One or two knock-out questions (no experience with agile, no knowledge of PMBoK). We're calling because we like what we see on the resume and it seems like someone we'd like to meet. We want a diverse candidate pool. <b>Enthusiasm about the opportunity, research about the company, and passion for what we do needs to come through the phone!</b> [Chris: "Wow, I'm so excited you called! You're my top choice of employers!"
What is the balance between talking and listening, big picture/general answers and details for a phone interview?				Short answers because we have quite a bit of ground to cover to decide whether to get you on site: Do you...? You either have or don't. Your career expectations. Err on the side of succinct; ask if we want more detail.
What telephone response is particularly ineffective?				Not showing knowledge, skills and abilities <b>for the position.</b>
Is a suit, coat and tie, or dressing aligned to the COMPANY work environment (may be golf shirt and Dockers) more effective for the HR interview?				Suit, maybe open collar but look professional and feel good about yourself, confident in preparation for interview. I have advanced "business casual" to the hiring manager.
(same as above) Does dress make a difference for the hiring manager interview?				Sometimes hiring manager may say "golf shirt is fine" otherwise suit! But don't come across as up-tight or stuffy, particularly for team interview unless that's who you are. Mutual exploration—you're interviewing each other.
What "first 10 seconds" makes the best impression? Please give an example.				SAME
What "60 second me" makes the best impression? Please give an example.				Good thing to have in back pocket. We don't ask you to "tell me about yourself."
Please give examples of bad first impressions.				Not having a pen, copies of resume, bad breath (finish chewing it before the interview—gum or mints is distracting), <b>no cologne or perfume—don't wear it</b> I'll coach the candidate, but not all recruiters do—could be an impediment. A wet/weak handshake (warm-up hands and know how to shake, not limp noodle) reflects a lack of confidence and leadership.

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Leadership?				Leadership: confidence that your personal qualities get people to respond to you and influence the organization, including having the confidence to be a subordinate. <b>Be committed to the job being applied for</b> , not a promotion to a different job on your own timeframe.
What is the balance between talking and listening, big picture/general answers and details for an in-person HR interview?				Behavior based—what you did, how you did it, what was the outcome with a clear memory of some detail, but not so much detail that can't get to other questions.
Please give examples of bad HR interviews.				Same as impression above. Lack of preparation, flat affect. PMs need to have persuading, negotiating skills without holding authority. Can't pretend to be someone you're not.
What effective approaches have you heard about from hiring managers?				Only the obvious. What they bring in experience, knowledge, interpersonal skills that will bring to the team.
Please give examples of negative feedback from hiring managers.				May have over-estimated BoK based on being a senior PM in other places so I hadn't asked the technical questions. May not have had flexibility and adaptability. Some "what would you do if" questions, "that's never happened" "REALLY?!" If a PM has never experienced imperfection, how could you handle setbacks?
What effective approaches have you heard from team interviews?				Who you are, what you've done, what you know. If we're looking for ERP and you've run a successful implementation. Can I work with you everyday??? Level of engagement with the team during the interview, as well as showing you have or haven't done what we want, know or don't know. The team is looking for best fit. Sometimes have many qualified candidates, <b>but only one job!</b>
Please give examples of negative feedback from team interviews.				No big surprises among PMs. The team may like a lot of people, but only one can get the job.

\* **Effective** means increases the probability of moving to the next step

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What are the most significant issues that impact whether or not a resume “makes the cut”, i.e., candidate makes it to the next round? It would be even more useful if they explain the “why” for each identified issue. <b>ANSWERED</b>	
What actions or behaviors does the HR Exec consider are most significant related to the job search/interview process? <b>ANSWERED</b>	
What are the biggest mistakes made by candidates in the selection/interview process? <b>ANSWERED</b>	
What question(s) should we have asked that we did not ask? <b>NEED TO ASK A HIRING MANAGER</b>	
[edited] Following based on recent interviews I have had many have been very long and drawn out and slow and it seems to me that after a while you are just blabbing and they either need to hire you or move on. Also, it seems if you have good skills you may be intimidating to people as some have said they may not be able to afford me (yeah right) and some never really ever ask you specifics about what the job really is. Every interview has been all over the map and very different for me, strange, never what you expect. Oh well, it seems to me they either want to work with you, like you, etc. or they don't. The rest [of the interview?] is all filler. <b>NEED TO ASK A HIRING MANAGER</b>	
What % is personality fit vs. qualifications when you hire for a job? <b>NEED TO ASK A HIRING MANAGER</b>	<b>ANSWERED</b>
How close do your job descriptions really reflect the actual job? <b>ANSWERED</b>	
Are the people who do the interviewing at your company seasoned, regimented interviewers or are they more conversational in their approach? <b>ANSWERED</b>	
Do you look for candidates to be go getters, meaning should they exude lots of confidence as in “I like the ball in my hands to hit the winning shot” or should they simply answer questions succinctly and be quiet? <b>ANSWERED</b>	
How many rounds is your hiring process? <b>ANSWERED</b>	
Do you screen with HR first or do you let the folks interview with the decision maker straight away? <b>ANSWERED</b>	
How do you like the person to close the interview? <b>NEED TO ASK A HIRING MANAGER</b>	
Do you look for them to show a problem, action, and result for each question and how they can make your company more efficient and save you money? <b>ANSWERED</b>	
How long do your interviews usually take? <b>[CHRIS] Phone &lt;30’, in-person 1 hour.</b>	
Do you ever interview people for a job just to cover HR policy of a public posting and x people need to be interviewed when the job is already going to an internal person and therefore other candidates interviewed never had a chance for the job as it was never really open anyway? <b>ANSWERED</b>	

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<b>What stops you in your tracks?</b> Once upon a time, when I looked into an online hiring company - Whether their online process, the old Monster Job Board, or any other online resource, if it was too complex, too impersonal, I would simply walk away. If I could not speak to someone in that organization about a specific opportunity, I had no interest in blindly submitting my resume. Some might argue I wasn't interested- I would counter, it's someone else's loss. I guess I look at online application only systems as a sign- a sign that they take very little interest in "getting to know applicants" and they solely rely on impersonal (computer) filtering for staffing their firm. Does anyone else feel this way?	<b>ANSWERED</b>
<b>What gets you to the next step?</b> Personal introductions – I would rarely pursue an opportunity if I knew everyone under the sun was applying for the same position. In the past, I have seen numerous situations where managers/interviewers were more concerned with squeezing in other interviews as opposed to taking the time to get to know me and figure out how I can be a good fit.	<b>ANSWERED</b>
<b>What makes no difference?</b> It's hard to compete with hundreds of other applicants for a limited number of positions. So when it comes to networking, I tend to look at my close circle of friends to help me find opportunities. So this is totally different approach to filling out online applications. Doing so and being part of what I see as a convoluted system would be of little value to me. Perhaps I have something else that I'm offering and this [companies that hire online] is not a good fit.	<b>ANSWERED</b>