

Unit 1

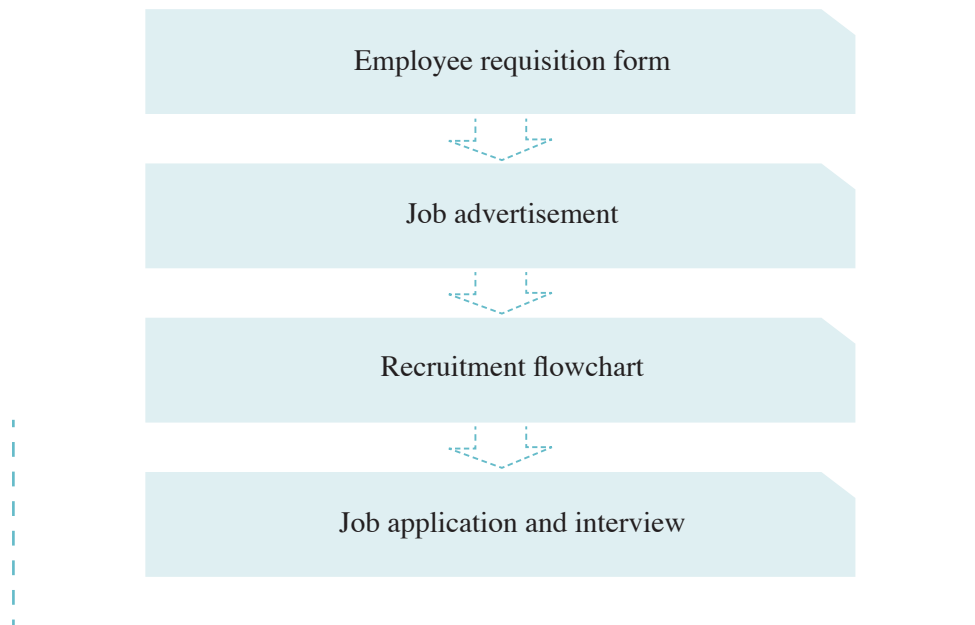
Recruitment and Selection 员工招聘

Work Objectives

In this unit, you will learn how to:

- create an employee requisition form;
- draft a job advertisement;
- carry out a recruitment process;
- apply for a job and go for an interview.

Workflow





Case Study 1

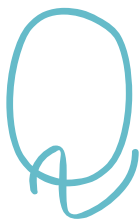
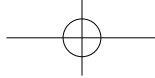
Employee requisition form

Introductory background: P&T, a high-tech company, is going to start a new employee recruitment program for the next financial year. The following file is an employee requisition form from one of its departments.

- Read the following employee requisition form and discuss the questions below in your group.

Company file: Employee Requisition Form

Employee Requisition Form		
(Please complete one requisition for each position)		
Department: QSE	Department Head: (Signature)	
Up-to-date headcount available within your department: _____		
Job Title: Documentation Control Engineer	Location: Beijing	Direct Supervisor: Lily Ma
Employee Type		
<input type="checkbox"/> Additional <input type="checkbox"/> Replacement: Name of Individual to Be Replaced: _____ Date of Termination: _____		
<input type="checkbox"/> Permanent Employee <input type="checkbox"/> Temporary		
Number of Request: _____ Proposed on Board Date: _____ If temporary, please specify estimated length of assignment: _____ per week: _____		
Qualification Requirements		
The essentials:		



Questions for discussion

1. What are the key elements of an employee requisition form?
2. What might be the essential qualification requirements according to the information in the form?
3. If you are the Recruitment Manager, what else would you like to know from an employee requisition form apart from the information given in the form?



Toolkit 1

Employee requisition form

Language points

An employee requisition form is used whenever a specific department needs to fill a staff position. It contains a description of job opening and qualifications required for the position. It is prepared by the department that has the vacancy and mainly presented to the human resources department which advertises the opening. The following are the detailed information which should be contained in an employee requisition form:

- *Job description*

Department, job title, location (or multiple locations), title of the supervisor, date the position was documented;

Position summary (one or two sentences summarizing the primary function and general purpose of this job);

Essential duties and responsibilities;

Position type (new requirement or replacement, if it is the latter, the person being replaced and the reason for the replacement should be in the form);

Position category (full-time, part-time or temporary);

Number of applicants to be interviewed and hired;

Working hours, pay rate and compensation.

- *Job qualifications and special considerations*

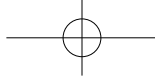
Education requirement (e.g. a bachelor's degree, a college degree or equivalent education in a related field);

Special skills (e.g. advanced IT degrees, communication skills, etc.)

Licenses or certifications;

Experience required (e.g. 2-3 years of working experience directly related to position responsibilities);

Physical requirements (e.g. an ability to lift a certain amount of weight, or to sit or stand for long periods of time).



Business know-how

How to Complete an Employee Requisition Form for Approval

When a supervisor finds there is a need to hire new employees, the first step will be to complete an employee requisition form and forward it to the Administrative Manager for approval.

The purpose of an employee requisition form is to establish a valid need for a new position, indicate that funding and space are available, and provide a source document for posting the position. Bear this purpose in mind and pay attention to the following points when completing the form:

- List all the prerequisites of the job. For example, if you need applicants who have the ability to lift a certain amount of weight, drive certain vehicles or use special tools or machinery, you should contain the physical duties in the form, in order to hire the candidates whom you believe can hit the ground running in your company.
- Be sure to write the qualifications for the position you need, not the person who may currently be in the position. If a job requirement is listed, then those applicants not meeting the minimum standards are not viable for the position.
- Make sure that all your job requirements meet those rules which are set by the state and local laws to prohibit job discrimination based on race, color, religion, sex, national origin, sexual orientation, and age. It is important not to violate these rules.

Tips

- Avoid inflating position descriptions and titles. Doing so could result in confusion regarding the nature and level of work being performed as well as performance expectations.
- One of the useful tricks when writing a job description is to find free examples of job descriptions on any popular job boards. Just cut and paste pieces and parts of similar jobs you see on job boards, and then modify the specific information to fit your needs.
- Avoid arbitrary education and experience requirements. If one of the minimum qualifications for a job is a Bachelor's Degree, you need to be able to show the relationship between that requirement and the job.

 **Task 1** **Employee requisition form**



Scenario: You work in a newly established company and your company is going to recruit some new employees for the business expansion. You are expected to calculate the employee requisition your department will require.

Group work:

- Discuss with the staff members in your department and find out the employee requisition of your department;
- Draft an employee requisition form for your department;
- Exchange your employee requisition form with other departments and find the advantages and disadvantages.

 **Assessment 1** **Employee requisition form**

Recommended assessment

1. Rate yourself on each of the performance statements listed on the Self-assessment Scale.
2. SS (students): Score the performance of other departments in the group work by filling in the Performance Peer Review Record.

 **Case Study 2** **Job advertisement**

Introductory background: Upon approval by the Administrative Manager, two employee requisition forms were forwarded to the Human Resources Department of P&T Company. Now, the Human Resources Department is looking for sample job advertisements on the website of the job market. The following extracts are from two sample advertisements.

- Look through the following two advertisements and discuss the questions below in your group.

Advertisement 1

Secretary to General Manager Wanted

Posted by: P&R Co., Ltd.

Posted date: Mar-2-2011

Work location: Shenzhen

Job Description

This job will involve daily secretarial and administrative work, also including meeting arrangement, clients negotiation, documents preparation and etc. This job will begin from early November. It is a full-time job, workday is from Monday to Friday. You will sign a one-year contract with this company.

Job Requirements

Good command of oral & written English;
Bachelor's degree or above, graduated from leading universities;
Two-year-experience in secretarial or administrative work;
Female, age 30s.

Application

If you are looking for professional jobs in Shenzhen, China, please send us your updated resume with your passport copy as well as a recent photo attached to eric.liu@foreignhr.com. Any enquiries or questions about this job, please do not hesitate to ask via email.

Advertisement 2

Customer Service Representatives

Company: IBM Solution & Services Co., Ltd. (Issc)



Hiring Number: 10 **Work Location:** Shenzhen

Job Description:

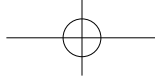
A Customer Service Representative acts as primary interface to customers, having a close working relationship with outside representatives, personnel and customers. A Customer Service Representative's responsibilities for any given request include:

- Handling telephone calls
- Handling email
- Handling fax
- Monitoring mailboxes for new email and fax
- Monitoring voicemail
- Performing user confirmation on record closing
- Acting as resolving party
- Collecting information from the caller and recording it into logging tool
- Diagnosing problems and determining the severity
- Referring problems to support groups
- Notifying the team leader of severity 1 and 2 problems
- Updating the user on the call status, and confirming with the user that problem is fixed

Job Requirement

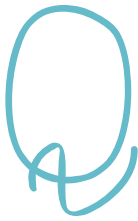
The job holder is expected to have the following skills and experience:

- a) Basic technical background to communicate with technical support
- b) Background with bank business, card business preferred
- c) Being disciplined



Unit 1 Recruitment and Selection

- d) A sense of urgency
- e) Able to articulate correctly the problem and status of the situation
- f) Flexible and open-minded to deal with a variety of situation and people
- g) Flexible and open-minded to changes
- h) Good interpersonal communication
- i) Able to work under pressure and crisis situation, and at odd hours
- j) Able to understand call management process
- k) Having IT working experience for at least one year
- l) Having bank business experience as an added advantage
- m) Fluency in English and Mandarin, both spoken and written; Cantonese is an added advantage



Questions for discussion

1. What other qualifications might P&R require for a secretary besides the items listed in the first job advertisement?
2. What are the requirements of multiple-skills for a customer representative according to the second job advertisement?
3. If you are the employer, what kind of candidates do you like to hire? Please list the top five important qualities.



Toolkit 2

Job advertisement

Language points

Recruitment advertisements include all forms of communications used by an organization to attract talent. They may be the first impression of a company for many people, which will go a long way to determining interest in the job opening being advertised. Recruitment advertisements typically have a uniform layout and contain the following elements:

- *Title*

Wanted
**VACANCY FOR OPERATORS OF
 NC MACHINE TOOLS**
 Join the Fastest Growing Sales Team
 in Seattle
 Discover an Amazing Opportunity

- *About the company*

Established/Founded in...
 Wholly-foreign-owned/State-owned...
 Business objectives...
 Provide/Specialize in...

- *Job description*

We are seeking/looking for... position (pos)... to join our team.

We offer an attractive remuneration package, fringe benefits, excellent training and opportunities for career and educational development, full- and part-time job (P/T), solid contracts...

- *Qualification*

College/University degree or above.

Good/fluent/proficient English and computer skills.

Related work experience in...

Deep understanding and respect for different cultures.

Work under pressure/independently is a plus.

Stable nice personality/good interpersonal skills/analytical capability/systematical management.

High sense of responsibility/Self-motivated, team-oriented, innovative.

- *Ending*

Please mail or fax your resume, diploma, training certificates to...

Attention (attn)

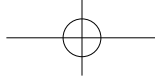
Deadline for application

Business know-how

How to Write an Effective Recruitment Advertisement (ad)

A well-written recruitment ad makes the difference between finding effective job candidates applying for your open position and subpar applicants flooding your mailbox. Your recruitment ad should accurately explain the type of person you would like to hire.

1. **Create an attention-catch headline.** The headline is the most important part of your ad. It determines if the reader will continue reading. You need to use the right words to attract just the right types of people. Remember, you must break the person's pre-occupation and get them to read on.
2. **Write a general description of your business.** This part includes the function of your company, primary services or products and company culture to give applicants a further



Unit 1 Recruitment and Selection

understanding of the skills needed for the job, as well as the environment in which they would work. Position the company in a positive and professional way. It helps “sell” your company to the candidates.

3. **Describe the most important details of the job description.** State clearly what the candidates will be responsible for. This will limit the applications from unqualified candidates. Make sure to include what makes your company unique from the competition, such as career advancement, flexible schedules, etc.
4. **Explain the qualifications of the candidate.** Outline skills required for this position, including both job requirement such as specific education, prior experience, and desirable characteristics such as leadership ability and interpersonal skills. Differentiate between the actual required qualifications and the “it would be if you had these” skills.
5. **Give a remuneration package.** You may get more qualified applicants if you provide the salary range for the position, and compensation and tangible benefits you’re offering, such as health insurance, profit-sharing plans and retirement benefits.
6. **Be specific in describing how to apply for the job.** Provide necessary information such as website, postal address, fax number, email address or mailing address, and the person to whom applications should be directed. In addition, if there is any special requirement, such as do not wish to receive file attachments, mention this in your ad.

Tips

- Talk directly to the desired candidate, and write in the second person. Using “you” instead of “the job candidate” will send a personal message to potential hires, instead of coming across like a form letter to thousands of people.
- Use simple vocabulary and concise sentences composed in the subject-verb-object model. It is easier to read if the contents are in a list or bullet format.
- Reflect the company’s brand values in your recruitment ad, since it is a marketing opportunity. For example, you should always use your corporate logo, colors and, if appropriate, your strap-line, typefaces can also be used to reflect the personality of your company.
- Put yourself in the role of a potential applicant. Ask yourself: “If this was my area of expertise, would I be tempted to apply for this role?” Find out what attracted the talents to apply for their jobs and use that information to structure the ad.
- Type the words that are most important in all capital letters. If you absolutely must have candidates with college degrees, you should write “COLLEGE DEGREE REQUIRED” in all capital letters to emphasize your point.



Task 2

Job advertisement



Scenario: Your company needs to advertise to fill the job vacancies. Websites of job market are useful and helpful since the employee requisition is from different departments.

Group work:

- Discuss with your group members and find what you need to tell in the job advertisement such as the job description, job requirements etc.;
- Select a position from the employee requisition forms in Task 1 and draft a job advertisement for it;
- Exchange your job advertisement with the other groups and find the advantages and disadvantages.



Assessment 2

Job advertisement

Recommended assessment

1. SS: Score the performance of other departments in drafting their job advertisements by filling in the Performance Peer Review Record.
2. T (Teacher): Rate the students and fill in the Coursework Assessment Record according to the work of each job advertisement.



Case Study 3

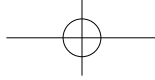
Recruitment flowchart

Introductory background: When preparing for the new employees recruitment, the Human Resources Department in P&T has drafted a selection process for the event.

- Put the following boxes in correct order to make a reasonable recruitment flowchart.

1 determine interview committee, screen applications, select candidates for interview, determine interview format, schedule interviews

2 complete position authorization form and forward to the budget manager



Unit 1 Recruitment and Selection

3 position review/job analysis,
prepare position description,
determine hiring criteria

4 select candidate,
obtain approvals,
offer and acceptance,
notification to unsuccessful candidates

5 selection process,
reference checks

6 work with HR to post or advertise

7 orientation, evaluation, retention

The correct order: _____

- Read the following recruitment strategies and discuss in groups to see whether you have anything to add to the list.

Recruitment strategies

- 1 Selection will be based on merit, which is determined through an assessment of an applicant's qualifications, experience, standard of work performance and personal qualities relevant to the requirements for the position and relative to the credentials and attributes of other applicants.
- 2 Applicants may be interviewed either in person or, where this is not possible or practicable, by telephone or video conference.
- 3 Applicants should be asked similar core questions based on the requirements for the position. Supplementary questions may be asked to clarify issues or to obtain further information deemed by the panel of interviewers to be relevant to identifying the best applicant.
- 4 Recruitment strategies that may be considered include, but are not limited to:
 - a) external advertising;
 - b) use of a search agency;
 - c) internal advertising;
 - d) direct appointment;
 - e) application by invitation;
 - f) appointment from eligibility list;
 - g) application by expression of interest.



Language points

Besides internal discussions within the company, employers also need to contact the potential candidates to inform them the progress of each stage. The following are some sentence patterns usually used on the phone between them.

- *Inquire results*

- I am just calling to see if you have made any decision concerning...
- We haven't made any decision yet.
- Do you have any idea/know when you might arrive at a decision?
- If there is any additional information you need, please call me at any time.

- *Respond to invitation*

- Thank you for calling./It was really good to hear from you.
- I really appreciate your invitation, but...
- I just accepted another offer that I feel is more suitable to my needs/more right for me/more interesting to me.
- I really think that position suits my education background better.
- Thanks for your time./Well, it's been nice talking to you.

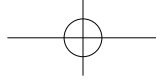
- *Notify results*

- This is... from... Company.
- Thanks for your application/first interview on...
- I'm pleased to tell you that your application for X is under consideration/has been accepted.
- We would like to invite you to attend a formal/second interview at...
- Congratulations! You have passed the test/second interview.
- We warmly welcome you to join us.

Business know-how

How to Design an Effective Recruitment Flowchart

Recruitment flowchart provides a visual guide to the complexities of hiring and helps out with the challenging interview and hire process. It organizes scenarios and responses to show how the hiring process should go. It is a map to get the right people on board.

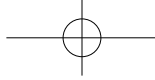


Unit 1 Recruitment and Selection

1. **Vacancy Arising.** The Human Resources Department reviews the job and creates a job description for the vacancy. It determines the minimum criteria that must be met by applicants. The educational requirements, experience and skills needed for the job are established.
2. **Advertising Job Vacancies.** Once the company establishes the requirements for the job, it advertises the vacancy to both internal employees and the outside world. There is a date by which the individuals aspiring for the job need to apply. For internal hiring, the company lets the employees know of the job opening by sending emails to everyone. For external hiring procedures, the company advertises in newspapers, online job portals and with head hunters.
3. **Screening Applicants.** Shortly after advertising, the company starts receiving resumes from interested candidates. It scans all the curriculum vitae and sorts them out. It categorizes the resumes into eligible and ineligible groups. All the ineligible candidates are sent letters of regret stating that the company does not have a position suited to them. The eligible candidates are requested to attend an interview with the company.
4. **Interviewing.** Develop a structured interview process, which sometimes starts with a preliminary phone interview for screening purposes. It saves time and resources in verifying the applicant's continued interest in the job vacancy. When this is complete, an applicant may be invited to a second interview. The interviewer will talk with the candidate either in a face-to-face interaction, over the telephone or in a web-based interview.
5. **Selection.** Following candidate interviews, the hiring manager typically reviews all of the recruitment materials. The manager takes into consideration the job description, the candidate's resume, application and interview answers, and test results to narrow the field of candidates and select those for whom the company will check references and conduct a background check.
6. **Employment Offer.** The final stage in the recruitment process is an offer of employment. Once a candidate has been selected and found to meet all of the qualifications necessary for the position, the company extends the job offer.

Tips

- Job recruiters should select candidates who are ready to work as team players and team leaders, with a personality that matches the company's corporate culture.
- Candidates Ability Tests are useful for selecting candidates according to the level of their intelligence, verbal ability, numerical ability and mechanical ability. These tests are popular because they select candidates based on standardized methodologies which are considered less prone to human error.
- Make selection processes "fair, open and transparent." Fair hiring practices that give all applicants equal opportunities to meet the job



requirements help to protect against discrimination claims and typically give you the best candidates. Open communication and transparency with applicants on how the hiring process works establish your organization as an ethical recruiter and employer.

- Multiple interview steps confirm the consistency of the employee’s abilities.
- Reference checks are important to verify accuracy in a candidate’s resume and background.
- If your company’s recruiting process is tediously slow and out of your control, take it upon yourself to call your short-list candidates and frequently reassure them that things are progressing.

Task 3 Recruitment flowchart



Scenario: As a newly established organization, your company is in need of numerous new employees for each department. You work in the Human Resources Department of the company.

Group discussion:

- Discuss with your group members about the recruiting process and recruitment strategies according to the situation of your company.

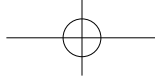
Individual work:

- Based on the discussion above, draft a flowchart of recruitment process and a list of recruitment strategies. Email the documents to your departmental manager for evaluation.

Assessment 3 Recruitment flowchart

Recommended assessment

1. Rate yourself on each of the performance statements listed on the Self-assessment Scale.
2. SS: Score the performance of other departments in the group discussion by filling in the Performance Peer Review Record.



- 3. T: Rate the students and fill in the Coursework Assessment Record according to the work of the flowchart.



Case Study 4

Job application and interview

Introductory background: Sam, a billing coordinator, wants to apply for the position of sales representative in P&T.

- Read his resume below and complete the five items that should be included in a resume.

SAM FIERO

samfiero@syr.edu

Current Address:

1000 Irving Avenue
Syracuse, New York 13210
(315) 443-7806

Permanent Address:

383 Bridge Street
Massachusetts 02333
(508) 350-0210

Job Objective: To work as a sales representative, leading to a senior sales position.

Education: Syracuse University Syracuse, New York
School of Management
Bachelor of Science; Candidate, May 2009
Dean’s Scholarship recipient

Work Experience:

Summer 2006 Kenneth Roberts Carpeting

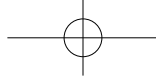
Carpet Technician

- Responsible for loading trucks with carpets and all relevant supplies and materials
- Responsible for truck inventory, including carpets, padding, necessary supplies and tools
- Installed and repaired carpets in a professional setting

Summer 2008 Shaw’s Supermarkets

Deli Clerk

- Experienced working with a wide variety of customers and co-workers
- Responsible for the preparation of hot and cold foods
- Demonstrated and developed skills in customer service



July 2009~Present Digitsky

Billing Coordinator

- Handled collections on more than 500 past due accounts
- Reconciled payment discrepancies
- Resolved client billing and eligibility issues

Computer Skills:

Proficient in Microsoft Word, Microsoft Works, HTML, WordPerfect, Internet research and familiar with Excel and Adobe Photoshop

References:

Mr. S. J. Grant, Personnel Manager, Kenneth Roberts Carpeting. 413 Montgomery Street, San Francisco, CA 94104-4702

Miss P. L. Macpherson, Head Teacher, Syracuse University, 3601 Pacific Avenue Syracuse, NY 95211

1. **Heading:** This section should include _____.
2. **Job Objective:** This is a brief statement that describes _____.
3. **Work Experience:** In this section, you should describe _____.
4. **Education:** In this section, you should list _____.
5. **References:** Here you should include _____.

- The Personnel Manager of P&T, Mrs. Becker, is interviewing Sam. Read the following conversation between Mrs. Becker and Sam and role-play the interview with a partner. After that, discuss the questions below in pairs.

(Now Sam is sitting across the desk from Mrs. Becker, the personnel manager.)

Mrs. Becker: So your resume says you've worked at a number of companies.

Sam: Yes. And in my last job, I worked for Digitsky. So I have a little experience working in the high-tech industry.

Mrs. Becker: That's good. How are your computer skills?

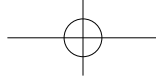
Sam: Excellent. I won the gamers' award and nobody can beat me at kung fu Battle.

Mrs. Becker: I mean for the office.

Sam: Oh, pretty good. I am proficient in word processing, creating spreadsheet and setting up data basis. And I have experience making Web pages.

Mrs. Becker: Impressive. How would you describe yourself?

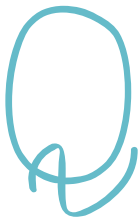
Sam: I am hardworking and organized and I work well with others.



Unit 1 Recruitment and Selection

- Mrs. Becker:** Where do you picture yourself in five years?
- Sam:** I want to be in a senior sales position with a high-tech company.
- Mrs. Becker:** Do you have any experience in sales?
- Sam:** Actually I don't. But I believe my personality and the ability to learn fast will enable me to become a good sales rep.
- Mrs. Becker:** I appreciate your honesty. It's really quite refreshing. Some interviewees tend to exaggerate.
- Sam:** I prefer to be truthful. No one likes to be misled, including potential customers.
- Mrs. Becker:** OK. I've asked you a lot of questions. Now do you have any questions about P&T or the position?
- Sam:** Yes. Can you tell me about the company's future plans?
- Mrs. Becker:** Sure. Our big focus now is on the Internet sales. It is all explained in our company brochure. Here.
- Sam:** Thank you. And who will be my supervisor?
- Mrs. Becker:** As a sales representative, you will be working in the sales department. You report to the assistant sales manager.
- Sam:** Does the job require much travel?
- Mrs. Becker:** Yes, our sales people are on the road a lot visiting perspective customers. Any more questions?
- Sam:** No, I can't seem to think of any others this time.
- Mrs. Becker:** Well, let me give you some information about our compensation package. We offer all entry level sales people an annual salary of 80,000 *yuan* plus health coverage, and two weeks paid vacation.
- Sam:** That sounds good.
- Mrs. Becker:** Sam, I certainly enjoy meeting you. You seem like a strong candidate for this position.
- Sam:** Thank you.
- Mrs. Becker:** Good luck and feel free to call me if you have any questions.

Questions for discussion



1. What is the role of an *interviewee* and how should he or she behave during an interview? Please comment on Sam's performance.
2. How should the *interviewer* ask questions? Please comment on Mrs. Becker's performance.



Toolkit 4

Job application and interview

Language points

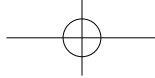
Job interviews never seem to get any easier—even though you have gone on more interviews than you can count. You are meeting new people, selling yourself and your skills, and often getting the third degree about what you know or don't know. Once you have been selected for a job interview, the best way to reduce the stress is to prepare properly. The following are some interview questions you will most likely be asked. They will help you prepare the interview effectively.

- *Getting started questions*

How would you go about establishing your credibility quickly with the team?
 How long will it take for you to make a significant contribution?
 What do you see yourself doing within the first 30 days of this job?
 If selected for this position, can you describe your strategy for the first 90 days?

- *Basic interview questions*

Introduce yourself: name, age, nationality, etc.
 State when you are available.
 Describe your relevant experience—or justify your lack of experience.
 Describe your skills in your own language, English and other languages.
 Describe how you meet the requirements of the job.
 Say when you are available for interview.
 Does your present employer know you've applied for this job?
 How would you describe the ideal person for this job?
 What has been your most valuable experience?
 What are your strengths and weaknesses?
 When did you last lose your temper? Describe what happened.
 What was the worst problem you have had in your present job and how did you solve it?
 Describe your present job—what do you find rewarding about it?
 What do you do in your spare time?
 Describe your ideal boss.
 What can you do for us that other candidates can't?



What makes you think you'd enjoy working for us?
 How would you describe your own personality?
 What worries you about the job you're doing now?
 What is the best idea you've had in the past month?
 Are you willing to relocate?
 If you were me, what other questions would you ask?

• *Career development questions*

What are you looking for in terms of career development?
 How do you want to improve yourself in the next year?
 What kind of goals would you have in mind if you got this job?
 If I were to ask your last supervisor to provide you additional training or exposure, what would he/she suggest?

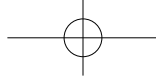
• *Salary questions*

What salary are you seeking?
 What's your salary history?
 If I were to give you this salary you requested but let you write your job description for the next year, what would it say?

Business know-how

How to Be a Good Interviewee

1. **Listen carefully.** You will be judged on the basis of your answers to questions, so listen to them carefully. Pick out the key details of the question and pause briefly before answering, keep answers on target. Never interrupt the interviewer.
2. **Take care to use correct expressions.** Interviews, especially those for jobs, tend to be fairly formal occasions, so utilize language suitable for the situation. At all costs avoid slang and expressions like "you know", "sort of", "er", etc. Speak clearly and distinctly.
3. **Observe etiquette.** Even if you are invited to do so, don't smoke, eat, or drink during the interview. Address the interviewer as "Mr." or "Ms" unless he/she indicates otherwise. Never touch objects and papers on the table.
4. **Maintain eye contact.** Look directly at the interviewers and project that you are confident. Sit up straight, control nervous habits and smile naturally as you are greeted. These are all nonverbal behavior that you will be observed.
5. **Be honest.** Do not say what you think the interviewer wants or expects you to say. Putting your views and your personality across as courteously as possible is better than giving



bland, non-committal responses to the interviewer's questions. Also do not pretend you have qualifications or experience which you do not—you are bound to be caught.

6. **Ask questions.** A good interviewer will give you the opportunity to ask questions. This does not mean you should ask about holidays and salary. Find out about potential for the future, your responsibilities, training and other work-related questions.

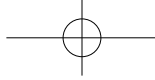
Tips

For interviewees

- **Research.** Find out as much as you can about the company—goods or services they provide, how long they have been established, top management/branch, company policy, past, present and predicted growth patterns, special programs the company is involved in, etc.
- **Punctuality.** Be sure of the person you are to see, the address and the time of the interview. Plan how you will get there and know the length of journey. Aim to be there at least 10 minutes early so that you can relax and compose yourself before the interview.
- **Documentation.** Don't forget to bring original and copies of documentation such as certificates, assessments, reviews, etc. The original copy will validate your claims while copies may be asked for reference/filing purposes.
- **Presenting yourself.** Dress for success. Wear to the interview what you would wear on the job. Do not overdress or over accessorize. Be neat and clean.

For interviewers

- Your aim is to put the interviewee at ease and help him/her to relax by being friendly and reassuring.
- Create a climate of confidence. You can do so by giving the interviewee your undivided attention.
- Smile, nod, use appropriate gestures to exhibit genuine interest in the interviewee and what he/she has to say.
- Beware of closed questions; instead use open questions.
- Keep an open mind and don't just stick to your prepared questions; allowing the interviewee to speak freely.
- If your interview meets a dead end, you should redirect the conversation back toward your subject matter.
- You must also be precise in your questions and project your point of view such as giving examples of answers needed.



- Sum up the interview by stating any action you are going to take or anything expected of the interviewee after the meeting.



Task 4

Job application and interview



Scenario: The Human Resources Department has advertised job vacancies of the new company. And now the department is going to carry out a job interview to recruit staff.

Individual work:

- Students in other groups act as applicants. You should analyze the advertisements (the company and the position you want to obtain) and then prepare a resume for your job application. You should also try to list possible questions the interviewers may ask.
- Students in the Human Resources Department should prepare questions for the interview and then go through applicants' resumes to select potential candidates for the job interview.

Role-play:

- Perform the job interview: Students in the Human Resources Department play the role of interviewers while selected students act as interviewees.

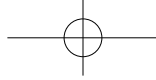


Assessment 4

Job application and interview

Recommended assessment

1. Rate yourself on each of the performance statements listed on the Self-assessment Scale.
2. SS: Score the performance of your partner in the role-play by filling in the Performance Peer Review Record.
3. T: Rate the students and fill in the Coursework Assessment Record according to each student's individual work and the performance of each student in the role-play.



Vocabulary Assistant

approval 批准
 approve 批准
 arbitrary 武断的
 candidate 申请求职者；
 候选人
 courteously 有礼貌地
 credential 资格
 employee requisition form
 员工招聘需求表

etiquette 礼节
 flowchart 流程图
 portal 门户网站
 prone to 容易……的
 strap-line 广告口号
 strategy 对策，策略
 subpar 在平均水平以下的，
 低于预期水平的
 typeface 字体

Portfolio

Please put your coursework into the file according to the checklist.

- File 1** The employee requisition form of your department
- File 2** The job advertisement of your company
- File 3** The recruitment flowchart of your department
- File 4** The personal resume for job application

