



RECRUITING & INTERVIEWING DEVELOPER GUIDE

Recruiting & Interviewing Developer Guide

Table of Contents

Before You Begin	2
Notes and Questions	2
Quizzes	2
Handouts	2
Welcome-1200	3
Resume Screening-1201	4
Resume Screening Quiz	6
Resume Screening Demonstration	8
Resume Screening Perform & Coach	8
Resume Screening Handout 1	9
Resume Screening Handout 2	10
Resume Screening Handout 3	11
Phone Interview-1202	12
Phone Interview Quiz	17
Phone Interview Demonstration	19
Phone Interview Perform & Coach	19
Phone Interview Handout	20
In-Person Interview-1203	24
In-Person Interview Quiz	30
In-Person Interview Demonstration	32
In-Person Interview Perform & Coach	32
In-Person Interview Handout	33
Hiring-1204	40
Hiring Quiz	43
Hiring Demonstration	45
Hiring Perform & Coach	45
Hiring Handout 1-Calling the Candidate	46
Hiring Handout 2-Offer Letter	47
Hiring Handout 3-Rejection Email	48

BEFORE YOU BEGIN

Notes and Questions

As the employees go through each module, they will be instructed to take notes as they go. Taking notes helps to promote active learning and enables employees to retain the information they have learned.

As you go through each module, we encourage you to take notes of any key points. You will be allowed to use your notes when taking the quizzes. Once you have completed each section, and successfully completed the quiz, we will need to review the information and any questions you may have before moving to the demonstration.

Quizzes

Each module includes a quiz at the end which must be passed in order to complete the module. A score of 100% must be achieved in order to pass each quiz. If an employee does not pass the quiz on their first attempt, they will be instructed to retry the quiz. If an employee does not pass on their second attempt, they will be instructed to locate a manager to review the module and address any questions they are having trouble with. Once you have reviewed the questions, instruct the employee to take the quiz again. Once the employee has passed the quiz, you can move to the demonstration.

After you have completed learning about the subject of each module, you will be assigned a quiz for the module. We want to make sure we clearly communicate and you fully understand the information in each module. For that reason, you will need to score 100% on the quiz in order to pass. If you pass on your first attempt, come find me and we will review the module and proceed to the hands-on portion of the module. If you do not pass on your first attempt, review your notes and reflect on which questions you may have missed. Then, attempt the quiz a second time. After your second attempt, whether you pass or not, come and find me and we will proceed to the demonstration or review the module and any questions you are struggling with. After we review, you can attempt the quiz again and we will proceed to the hands-on portion after you have passed.

Handouts

Some of the modules include handouts that the employees will use for additional review of the information they have learned, guides for performing tasks and procedures and hands-on exercises that will be performed after completing each module. Before beginning a module that includes a handout, print or make a copy of the handout(s) for that module.

As we go through the modules there will be some tasks and procedures that require additional study and review. In these modules, there are handouts that serve as resources to review what you have learned and guide you through procedures. After you complete those modules, we will give you the handouts for you to keep and review.

WELCOME-1200

The purpose of the Welcome module is to introduce employees to the Recruiting and Interviewing development program, and review will be covered in each module.

The purpose of the recruiting and interviewing program is to learn how to effectively and efficiently identify quality candidates and perform interviews and make hiring decisions. In this program you will complete four modules that will teach you how to screen candidate resumes, perform interviews over the phone and in-person, and make hiring decisions once the interviews are completed.

Our mission in recruiting is to find the highest quality candidates who are motivated, team players with a passion for learning and improving every day. We take our time and make sure we truly know a candidate before they are invited to join our team. As you proceed through this program, you will learn about all of the information that we collect about candidates before we even consider if they would be a quality addition. We are focused on finding the right person, not just any person that can fill a slot. Our teams are the most critical part of our operation, and without qualified, committed team members, our foundation won't be solid. The strength of WhiteWater lies in each and every employee, so we have to ensure that the people we add to our teams are the right people, not just any people.

As you go through the recruiting and interviewing program, you will learn about just how in-depth we go to make sure a candidate is the right fit before we add them to our team.

Program Overview

The first module is Resume Screening. In this module, we will discuss how to screen candidate resumes, the key indicators of good candidates, and how to spot the bad ones.

The next module is Phone Interviewing. In this module you will learn how to conduct the initial interview with a candidate over the phone and what information we need to gather during the interview. This initial interview will guide our decision on whether or not to bring the candidate in for an in-person interview.

Then In-Person Interviewing will teach you how to conduct an in-person interview with a candidate at the car wash.

Finally, we will discuss Hiring. In this module you will learn how to make a hiring decision and what to do once you've made a decision.

Notes and Questions

As you go through each module, please follow along and take notes as you go. Taking notes will help you remember any key points or questions that you would like to discuss. Once you have completed each section, and successfully completed your quiz, you can review the information and your questions with a manager.

Quizzes

Each module includes a quiz at the end which you must pass in order to complete the module. A score of 100% must be achieved in order to pass each quiz. If you do not pass the quiz on your first attempt, retry the quiz. If you do not pass on your second attempt, locate a manager. Your manager will review the module with you and address any questions you may have. Once you have passed the quiz, exit the module and locate a manager. Your manager will then review the information and any questions you may have.

RESUME SCREENING-1201

The purpose of the Resume Screening module is to teach employees how to review resumes and applications to determine if the candidate meets the qualifications for a phone interview to take place. This module will review what we look for when screening applicants and how to make a decision on moving forward or not.

The purpose of screening resumes is to determine if a candidate has any of the qualities, skills and experience that we are seeking for each position. We want to collect enough information to determine if we want to proceed to a phone interview with the candidate, not make a hiring decision.

As you review a resume you may have questions about the information within, it is important not to speculate on the answers at this time. You will be able to get further clarification during the phone screening if you move forward with the applicant. In the resume screening phase, we want to identify whether or not an applicant possesses the skills and experience that are needed for the position.

As you review the resume, you will need to review the following information:

- Previous positions, job responsibilities and relevant work experience

Previous work experience can help us determine what skills the applicant has and if they can be applied to the position they have applied for. Previous customer service positions indicate some knowledge of interacting with customers. Outdoor and or physically active positions show that a candidate is capable of working outdoors and in a physically demanding position. Experience in a maintenance or other mechanically-oriented position can indicate abilities to work on the car wash equipment. Positions in fast-paced environments such as restaurants, fast food chains or retail stores could mean the ability to move quickly and work with a sense of urgency. These are a few examples of what to look for when reviewing an applicant's previous work history.

- Number of jobs and length of time spent at each job in the last three years

Having many jobs does not always equal a quality candidate. Oftentimes, if a candidate has a large number of past positions, they only spent a short amount of time in each position. When people stay at jobs for short periods of time it can often indicate that the person is not a good employee, or that they do not stick with a job very long.

- Gaps in employment history

Taking note in the gaps between positions is important to determine the likelihood that the applicant would be a long-term solution to your hiring need. Long gaps, short gaps and multiple gaps in employment should all be considered when reviewing a resume. If you do proceed to the phone interview, you will need to get more detail about the employment gaps.

- Note any areas that you would like more information about

From clarification of job duties to questions about employment gaps. There are often a few questions that stem from the resume screening. You will want to make note of any areas that require further clarification and be prepared to address those items in the phone interview.

As you review each resume and consider all of the factors, keep in mind that no single factor should eliminate a candidate from consideration for a phone interview. Instead, look at each factor as a piece of a puzzle, you can't see the full picture with just one piece. You need all of the pieces to get the full picture. Similarly, you should consider all of the information and each factor in totality when making your decision.

Recruiting & Interviewing Developer Guide

If the answer isn't quite clear to you after reviewing the resume, it is a good indication that you should proceed to the phone interview. Finding answers to some of the questions you have will bring clarity to the decision, and it is always better to call a candidate you are unsure of than it is to let a potentially great candidate get away because of uncertainty.

Once you have gathered the necessary information and determined any questions you may have, you will be able to make an informed decision about whether to proceed with a phone interview. If you have decided to move forward with the applicant, you will need to proceed to the phone interview which we will review in the next module. If you have decided not to move forward with the applicant, move on to the next resume and begin the process again.

Remember, if you are ever unsure about a candidate it is always best to go ahead and call them. Once you are on the phone, it will become clear to you as to whether or not the candidate is a good fit. We will talk more about the phone interview process in the next module.

Recruiting & Interviewing Developer Guide

Resume Screening Quiz

Once the employee has completed the module, they will need to complete the quiz. In order to pass the quiz, the employee must score a 100%. If the employee does not pass on their first attempt, they will need to take the quiz again. If they do not pass on their second attempt, you will need to review the quiz and answers with them before they attempt the quiz again.

1. What are some things we should review when looking at a resume?
 - a. Previous work experience
 - b. Job responsibilities
 - c. Relevant work history
 - d. All of the above**
2. What can the number of jobs on a resume tell us about a candidate? (Check all that apply)
 - a. They may only spend a short amount of time at each position.**
 - b. They're extremely qualified
 - c. They tend to leave positions quickly**
 - d. They're in high demand
3. What's the purpose of screening resumes?
 - a. To determine if the candidate has the qualities, skills, and experience necessary for the position**
 - b. To determine if the candidate is qualified and make a hiring decision
 - c. To determine if the candidate is qualified over the phone in order to avoid having to meet in person
 - d. To determine if the resume has all of the necessary information to contact the candidate
4. Once you have determined the questions you have about the information in a resume, it is important to speculate on all possible answers before contacting the candidate.
 - a. True
 - b. False**
5. Previous work experience tells us what skills an applicant has and if they can be applied to the position they've applied for.
 - a. True**
 - b. False
6. Having many jobs equals a quality candidate.
 - a. True
 - b. False**
7. If a candidate has gaps in their employment, and you proceed to the phone interview, you will need to _____.
 - a. Avoid asking about the gaps
 - b. You shouldn't proceed to a phone interview if there are employment gaps
 - c. Get more details during the phone interview**
 - d. None of the above

Recruiting & Interviewing Developer Guide

8. All gaps in employment should be considered
 - a. **True**
 - b. **False**
9. What is the next step after resume screening?
 - a. Hiring
 - b. Onboarding
 - c. **Phone interview**
 - d. In-person Interview
10. We must interview every applicant that applies for a position.
 - a. True
 - b. False**

Recruiting & Interviewing Developer Guide

Resume Screening Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Once the employee has passed the quiz, ask the employee if they have any questions and provide the answers. Then, utilize Resume Screening Handout 1 to demonstrate the resume screening process. Once the demonstration has been completed, ask the employee if they have any questions and provide the answers.

Resume Screening Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

Give the employee Resume Screening Handout 2 and ask the employee to review the resume.

After the employee completes the review, ask the candidate if they would move on to the phone interview with the candidate. Regardless of their answer, ask them to take you through the resume and point out what they saw and what led them to their decision. Provide coaching and answer questions the employee may have.

Then, give the employee Resume Screening Handout 3 and repeat the process.

Next, utilize old resumes from Paylocity to continue practicing resume screening until the employee has reached a mastery level of performance.

Once the employee demonstrates the ability to screen resumes at a mastery level, they can begin performing the task anytime the need arises.

Recruiting & Interviewing Developer Guide

Resume Screening Handout 1

JOHN TAYLOR

1121 Redwood St, Houston TX, 77070

515-744-0014

John.Taylor@hotmail.com

Website

OBJECTIVE

I'm an eccentric, hardworking, loyal person who will go above and beyond to rise to excellence. My mission in life is to spread kindness and enjoy every moment of life, which helps aid in keeping moral up within my team. I would love to become a part of yours!

John Taylor, Redwood St, Houston, TX, 77070, 515-744-0014, John.Taylor@hotmail.com

SKILLS & ABILITIES

- Fluent in Spanish, and English
- Proficient in Microsoft office
- Outstanding Customer Service
- Problem-solving
- Multitasking

EXPERIENCE

Team Member, Chick-fil-A

10/20-Present

- Connect with customers to ensure they have a positive experience
- Help customers order their favorite Chick-fil-A meals
- Partner with other team members and manager to meet daily goals and have fun.
- Keep the restraint clean and looking fantastic

Customer Service Representative, Iqor

09/15-10/20

- Answer inbound calls and greet customers with energy and enthusiasm.
- Place outbound calls and communicate with energy and enthusiasm to customers.
- Build lasting relationships with clients, customers and other call center team members based on trust and reliability.
- Understand and strive to meet or exceed call center metrics while providing excellent and consistent customer service.
- Meet department productivity and quality standards.
- Strive for first call resolution and take true ownership of customer needs and issues.
- Deliver amazing customer service through effective and timely resolution of various customer inquiries and concerns.
- Take an active role in education customers about our client products and services.

EDUCATION

Degree 1, Humble Tx, Summer Creek High

08/2011-

08/2015

Degree 2, Kingwood TX, Lonestar Community College

08/2021-Present

Recruiting & Interviewing Developer Guide

Resume Screening Handout 2

John Cena

ASSISTANT MANAGER

3610 Woodlace St Houston,
TX 77014

713-474-9748

Cenajohn@me.com

OBJECTIVE

I am a hardworking person. Looking for a Great job Opportunity

EDUCATION —

Jack Yates High School,
Houston TX (2006-2010)
Texas Southern University
(2021-Present)

EXPERIENCE

2020-Present

Manager • Assistant Manager • Best buy

- Manage hiring, scheduling, ordering and inventory duties
- Implemented employee of the month program to boost staff morale and encourage excellent service; reduced customer complaints 30%
- Consistently meet and surpass monthly ordering and sales goals assigned by Director of Operations and General Manager

2018-2019

Stocker • Cart Attendant • Kroger

- Made sure all shopping carts were collected and stored back in the store.
- Assisted customers with pushing carts to their vehicles.
- Helped bag up customers groceries

2012-2012

Cook • Cook • Burger King

- Grilled burgers, and fried French Fries, Onion rings
- Assembled the burgers together
- Made sure kitchen and grill cleaned to perfection
- Stocked up the kitchen with supplies

KEY SKILLS —

Cooking
Customer Service
Management
Sales Marketing
Recruiting

COMMUNICATION

I am a team player willing to assist and help everyone. I go above and beyond for customers. Without customers there would be no employees.

Recruiting & Interviewing Developer Guide

Resume Screening Handout 3

James Jackson

6815 Joyful Rd, Houston, TX 77009 • Mobile (832) 978-9556
Jjackson12@yahoo.com

OBJECTIVE

Dedicated professional with strong track record of developing customer loyalty and managing retail sales operations. Honest and hardworking and extremely trustworthy.

Employment

Ocean carwash

General Manager

2017—2018

- Maintain a high level of standards on site appearance, product performance, quality, speed and customer expectation as well as customer experience.
- Traveled Between both locations to ensure all managers were up holding all company policies and procedures. On a day to day basis
- Maintain cash controls, this included tunnel counts monitoring cash deposits, overages/shortages, voids, payouts, chemical inventory and comp washes.
- Labor management, which included attitude and appearance of the staff, control labor costs
- (total man hours, CPMH and Labor %), labor rate, review overtime and paid time off by controlling the vacation scheduling to make sure store is covered.
- Ensured store was Federal/State compliance for EEOC, FLSA, OSHA, EPA.
- Worked with Human Resources on unemployment claims, crisis management and e-verifying new employees.
- Submit payroll every 2 weeks to accounting to ensure all hours and commission were correct
- Worked with customers and vendors on car damages.
- Monitored daily sales, special promotions, and special events (Veteran's day, customer appreciation day)
- Recruited, hired, trained, develop and coach new employees who desired to move up with the company.
- Assisted Area manager with any major repairs that may need to be done with the store, or any other stores around the company
- Submitted inventory of products and chemical to corporate office and vendors.

PHONE INTERVIEW-1202

The purpose of the Phone Interview module is to teach employees how to perform phone interviews. This module will review each area of discussion for phone interviews and how to complete each section.

The purpose of the phone interview is to quickly gather information about a candidate in order to determine if it is appropriate to proceed to an in-person interview.

The phone interview has seven sections that each serve an important purpose in the overall process. It is important to complete each section when performing a phone interview. The seven sections are:

- Introduction
 - We will learn a short, simple introduction used when beginning the phone interview.
- About the Candidate
 - We will review some questions we ask in order to find out more about the candidate, who they are and what they like. We want to show people that we care about them, not just what position they can fill at the car wash.
- About WhiteWater
 - The candidate needs to know just as much about us as we do about them. So, we want to provide a brief overview of WhiteWater, our culture, and our many growth opportunities.
- Candidate Work History
 - We need to hear from the candidate about what they have done in the past and what skills they have developed. We will review the form used to capture the necessary information and the questions to ask.
- Position Overview
 - We will review the descriptions of the positions we will be interviewing with.
- Work Availability
 - We will review the questions we need to ask as it relates to candidate availability.
- In-person Interview (if necessary)
 - We will review how to schedule an in-person interview if you decide to move forward with the candidate after the phone interview.

Recruiting & Interviewing Developer Guide

Introduction

In the Introduction, we are simply identifying ourselves and asking if the candidate is available for a phone interview. We want to be sure that the candidate is able to give us their full attention so that we can clearly communicate and connect with them.

The following is the introduction used when performing a phone interview with a candidate:

Hello, my name is _____ with WhiteWater Express Car Wash. I am reaching out to you because you submitted an application for a (Position), and I wanted to speak with you more about the opportunity. Do you have some time to talk to me now?

- If yes, proceed to the phone interview.
- If no, ask if there is a time that would be good for them to talk for a few minutes.

If they don't answer, leave a voicemail with the following message

Hello, my name is _____ with WhiteWater Express Car Wash. I am reaching out to you because you submitted an application for a (Position), and I wanted to speak with you more about the opportunity. Please call me back at your earliest convenience at (Phone Number). Thank you!

About the Candidate

Before we jump straight into talking about the position and WhiteWater, we want to take some time to get to know the candidate. Asking questions will also help us understand who the candidate is as a person and make a more personal connection.

With all of these questions, the purpose is to gather information and listen to the answers. We simply want to hear what they have to say, take notes and ask follow up questions when necessary. This will allow you to make more informed decisions as you go through the interviewing process.

The following is a list of questions, and their purpose, that you will ask the candidate.

What are your interests and hobbies? What do you do in your free time?

This question allows us to learn more about the candidate outside of work. It provides an opportunity for us to get a feel for what the candidate likes and if they would be able to work in the car wash. We may also be able to uncover skills that weren't listed on their resume.

What are you looking for in a job?

The answer to this question will help us understand if the position we have available and our culture align with the candidate.

What kind of company do you want to work for?

We want to make sure that we are a good fit for the applicant. This question can help us understand if we will be able to meet the candidate's needs.

What attracted you to the (Position) at WhiteWater?

This gives us insight into exactly why they decided to apply. We are looking for thoughtful answers and reasons for candidate interest. Answers such as, "I just need a job." or "The pay is good." or even, "It seems like an easy job." don't demonstrate that the candidate is truly interested in working with WhiteWater.

What are some things that motivate you?

Motivation is a key factor in a person's happiness and their effectiveness at work. Without motivation, growth doesn't occur. We want to find out what motivates the candidate in order to understand how the position fits with those motivators.

Recruiting & Interviewing Developer Guide

Candidate Work History

To gain more insight about the candidates' work history, briefly discuss the applicants job history and any employment gaps. The objective is to gather the key information about each position and understand gaps in employment history. You are also confirming that what they are saying matches up with the information on their resume or application. You will be able to go more in-depth on each position if you decide to move forward to the in-person interview.

Using the Job History Worksheet found in the Phone Interview Form, you will need to collect information about the candidates' previous employment. You will need to gather information from at least three previous positions, when possible. The information you will need to collect includes: Company Name, Duties & Responsibilities, Start Date, End Date and Reason for Leaving

Job #1	
Company Name	
Duties & Responsibilities	
Start Date	
End Date	
Reason for Leaving	

About WhiteWater

Once you have gotten to know the candidate, it's time to let them get to know WhiteWater. We want to make sure that each candidate can "feel" our culture and understands everything WhiteWater offers and what makes us such a great place to work.

Take the time to share your personal WhiteWater story. What brought you to the company, why have you stayed, what opportunities and successes have you experienced. Think of how your experiences have impacted you or those around you. Essentially, tell the candidate why you think WhiteWater is such a great place to work and how it has impacted your own life. Once you have shared your story, talk to the candidate about what makes WhiteWater truly special and unique.

You can use your new knowledge of the candidates' interests and hobbies and what motivates them to tailor your description to what will most resonate with the candidate. Some key points to cover with the candidate are:

We are a leadership and development company that just happens to wash cars

We focus on leadership and serving our customers more than anything

The company pillars, Respect & Communication

We have a great culture and environment within our company

We are more than just coworkers, we are family

We offer flexible schedules to ensure work life balance

We are a rapidly growing organization with numerous growth opportunities now and in the future.

Recruiting & Interviewing Developer Guide

Position Overview

Now that we have an understanding of the candidates work history and experience, we want to tell them about the position they are applying for and what they can expect.

The following are the descriptions of each position:

Team Leader

The Team Leader is the first position on the WhiteWater career path. Our Team Leaders are the core of our location staff, and we need them in order to be successful. Team Leaders are responsible for:

Providing an outstanding and pleasant experience to all of our guests.

Greeting customers at the pay station as they enter.

Quickly, safely and efficiently loading customer vehicles into the wash tunnel.

Ensuring the cleanliness of the car wash including the tunnel, back room, vacuum lot and the property surrounding the car wash.

Learning about every aspect of the car wash and how to perform their duties correctly.

Displaying leadership and working as a team to enable everyone to be a leader.

Shift Leader

The shift leader is the second position on the WhiteWater career path. This position is responsible for all Team Leader duties as well as:

Maintaining a great culture and positive environment for all staff.

Working with every team leader to ensure they are developed and set up for success.

Enforcing safety and company policies.

Being knowledgeable about the car wash equipment, equipment repairs and maintaining wash quality.

Assisting with the completion of incident reports.

Oversight of store opening and closing, setting and executing the game plan each day and ensuring all tasks are completed properly.

Once you have reviewed the position with the candidate, ask if they have any questions and confirm that they understand the duties of the position.

Work Availability

In order to determine if the candidate is able to work the days and hours that each position requires, we need to ask them a few questions regarding their availability. The following are the questions that will need to be asked in regards to work availability:

Are you looking for a full-time or part-time job position?

Are you available to work weekends?

Are there any days or hours that you cannot work?

Would you be available to work at other locations?

Recruiting & Interviewing Developer Guide

Schedule In-Person Interview

Once you have completed the phone interview process you will need to decide if you want to schedule the candidate for an in-person interview. By this time, you should have collected enough information about the candidate to make a decision about proceeding to the in-person interview. Depending on your decision, you will need to do one of the following:

If you DO want to schedule an in-person interview

Say, "Thank you for taking the time to go through all of that with me today. Based on our conversation and your experience, I would like to bring you in for an in-person interview."

Suggest a date and time for the candidate to come to the car wash

Confirm that the candidate knows how to get to the location

Let the candidate know the names of the people they will be meeting during the interview

Confirm the candidate has your contact information so they can communicate if they need to reschedule/cancel or if they can't find the location.

If they have not already, ask the candidate to apply for the position through the Career page on our website so that their information will be in Paylocity.

If you DO NOT want to schedule an interview

Say, "Thank you for taking the time to go through all of that with me today. You will hear from us within 48 hours if we decide to move forward."

Recruiting & Interviewing Developer Guide

Phone Interview Quiz

Once the employee has completed the module, they will need to complete the quiz. In order to pass the quiz, the employee must score a 100%. If the employee does not pass on their first attempt, they will need to take the quiz again. If they do not pass on their second attempt, you will need to review the quiz and answers with them before they attempt the quiz again.

1. What is the purpose of the phone interview? (Check all that apply)
 - a. **Quickly gather information about the candidate**
 - b. **Decide if you want to move on to an in-person interview**
 - c. Make a hiring decision
 - d. **Verify that the information on the resume is correct**
2. The candidate needs to know as much about WhiteWater as we do about them.
 - a. **True**
 - b. False
3. Why do we want to ask questions about the candidate? (Check all that apply)
 - a. **To make a more personal connection**
 - b. To decide whether or not you personally get along with the candidate
 - c. **To uncover skills that may not be listed on a resume**
 - d. All of the above
4. What is the objective when reviewing the candidate's work history? (Check all that apply)
 - a. **To confirm that what they are saying matches up with the information on their resume or application**
 - b. To gather enough information to make a hiring decision
 - c. **To gather the key information about each position and understand gaps in employment history**
 - d. All the above
5. What is the next step after the phone interview?
 - a. Hiring
 - b. Onboarding
 - c. Phone Interview
 - d. **In-person Interview**

Recruiting & Interviewing Developer Guide

6. What are some key pieces of information to inquire about when asking about work history? (Check all that apply)
 - a. **Duties and Responsibilities**
 - b. Their previous manager's name
 - c. **Reason for leaving**
 - d. All of the above
7. Team Leaders are the core of our location staff and we need them in order to be successful.
 - a. **True**
 - b. False
8. What are some questions we need to ask the candidate about their work availability?
 - a. Are you looking for full-time or part-time?
 - b. Are you available to work weekends?
 - c. Are there any days or hours you cannot work?
 - d. **All of the above**
9. Why is it important to ask what motivates a candidate?
 - a. Not everyone is going to be motivated
 - b. We need to provide constant motivation
 - c. **To understand how the position fits with the candidate's motivators**
 - d. All of the above
10. If you decide not to move forward with an in-person interview, what should you say to the candidate.
 - a. Thank you for your time. I will reach back out to you soon
 - b. At this time, I don't believe you are a right for the company
 - c. **Thank you for your time today, I will pass this information along and they will contact you if they want to move forward**
 - d. Your availability does not meet our needs

Recruiting & Interviewing Developer Guide

Phone Interview Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Once the employee has passed the quiz, ask the employee if they have any questions and provide the answers. Then, utilize the QR Code Phone Interview Form to demonstrate the phone interview process with the employee acting as the person being interviewed. Once the demonstration has been completed, ask the employee if they have any questions and provide the answers.

Phone Interview Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

With you acting as the candidate, have the employee perform a phone interview utilizing the QR Code Phone Interview Form.

After the employee completes the interview, provide coaching and answer questions. Repeat the process of roleplay and coaching until the employee has completed the process correctly two times in a row. Once the employee demonstrates the ability to perform a phone interview at a mastery level, they can begin performing the task anytime the need arises.

Recruiting & Interviewing Developer Guide

Phone Interview Handout

Candidate Name _____ Position _____
Candidate Phone _____ Date _____
Completed by _____

Introduction

Hello, my name is _____ with WhiteWater Express Car Wash. I am reaching out to you because you submitted an application for a (Position), and I wanted to speak with you more about the opportunity. Do you have some time to talk to me now?

- If yes, say, "Great! To start, I want to learn more about you."
- If no, say, "Is a time that would be good for them to talk for a few minutes."

If they don't answer, leave a voicemail with the following message

Hello, my name is _____ with WhiteWater Express Car Wash. I am reaching out to you because you submitted an application for a (Position), and I wanted to speak with you more about the opportunity. Please call me back at your earliest convenience at (Phone Number). Thank you!

About the Candidate

What are your interests and hobbies? What do you do in your free time?

What are you looking for in a job?

What kind of company do you want to work for?

What attracted you to the (Position) position at WhiteWater?

What are some things that motivate you?

Once all questions have been discussed, say, "Thank you for telling me about yourself. Now I'd like to ask you a few questions about your work history."

Recruiting & Interviewing Developer Guide

Candidate Work History

Job #1	
Company Name	
Duties & Responsibilities	
Start Date	
End Date	
Reason for Leaving	

Job #2	
Company Name	
Duties & Responsibilities	
Start Date	
End Date	
Reason for Leaving	

Job #3	
Company Name	
Duties & Responsibilities	
Start Date	
End Date	
Reason for Leaving	

Once all positions have been reviewed, say, “Okay great. That is all the information I need for now. I’d like to tell you more about WhiteWater and the (Position) position.

Recruiting & Interviewing Developer Guide

About WhiteWater

Using your new knowledge of the candidates' interests and hobbies and what motivates them will enable you to tailor your description to what will most resonate with the candidate.

Some key points to cover with the candidate are:

- We are a leadership and development company that just happens to wash cars
- We focus on are leadership and serving our customers more than anything
- The company pillars, Respect & Communication
- We have a great culture and environment within our company
- We are more than just coworkers, we are family
- We offer flexible schedules to ensure work life balance
- We are a rapidly growing organization with numerous growth opportunities now and in the future.

Position Overview

Team Leader

The Team Leader is the first position on the WhiteWater career path. Our Team Leaders are the core of our location staff, and we need them in order to be successful. Team Leaders are responsible for:

- Providing an outstanding and pleasant experience to all of our guests.
- Greeting customers at the pay station as they enter.
- Quickly, safely and efficiently loading customer vehicles into the wash tunnel.
- Ensuring the cleanliness of the car wash including the tunnel, back room, vacuum lot and the property surrounding the car wash.
- Learning about every aspect of the car wash and how to perform their duties correctly.
- Displaying leadership and working as a team to enable everyone to be a leader.

Shift Leader

The shift leader is the second position on the WhiteWater career path. This position is responsible for all Team Leader duties as well as:

- Maintaining a great culture and positive environment for all staff.
- Working with every team leader to ensure they are developed and set up for success.
- Enforcing safety and company policies.
- Being knowledgeable about the car wash equipment, equipment repairs and maintaining wash quality.
- Assisting with the completion of incident reports.
- Oversight of store opening and closing, setting and executing the game plan each day and ensuring all tasks are completed properly.

Once you have reviewed the position, ask the candidate if they have any questions and provide the answers. After all questions are answered, say, "The last thing I need to find out about is your work availability."

Recruiting & Interviewing Developer Guide

Work Availability

Are you looking for full-time or part-time?

Are you available to work weekends?

Are there any days or hours that you cannot work?

Does the commute to our location work for you?

Schedule In-Person Interview

If you **DO NOT** want to schedule an interview, say, "Thank you for taking the time to go through all of that with me today. I will pass this information along and they will contact you if they want to move forward."

If you **DO** want to schedule an in-person interview, say, "Thank you for taking the time to go through all of that with me today. Based on our conversation and your experience, I would like to bring you in for an in-person interview." Then, schedule the interview and ensure the candidate has all the information they need.

Date/Time of Interview: _____

Does the candidate know where store is located? **Yes** **No**

What team members will the candidate be meeting?

Confirm method of communication if the candidate needs to reach you. **Yes** **No**

Direct the candidate to apply through the Career page of our website. **Yes** **No**

IN-PERSON INTERVIEW-1203

The purpose of the In-Person Interview module is to teach employees how to perform in-person interviews. This module will review each area of discussion for in-person interviews and how to complete each section.

The purpose of the in-person interview is to gather information about the qualities, skills and experience of the candidate. Unlike a phone interview, in an in-person interview we want to take the time to discuss interests and hobbies, previous employment, on-the-job scenarios, and the culture of WhiteWater on a more in-depth level. The goal here is to dig up as many details as possible so that we can make the most informed hiring decision possible.

Remember, we are not making a hiring decision during this interview, we are simply gathering more information.

We want as many members of our team involved in the interview process as possible. The more people that interact with a candidate, and are able to give input, the more capable we will be of making the best hiring decision possible. The in-person interview has eight sections that each serve an important purpose in the overall process. It is important to complete each section when performing a phone interview. The eight sections are:

Introduction

Getting to know the candidate beyond just their work experience is key in building a rapport and fostering meaningful communication. Effective interviews are built on great communication.

Work History

This is a deep dive into the candidate's previous positions and work experience.

About WhiteWater

We want to reiterate all of the great things about WhiteWater and ensure that the candidate fully understands how great it is to work with us.

Scenarios

We will take the candidate through some scenarios to help understand the candidate's experiences and attitude while at work

Goals and the Future

In this section, we will discuss the candidate's goals and future plans so we can determine what their future with WhiteWater could hold.

Job Description

We want to ensure that candidates understand exactly what will be expected of them in the position. To do that, we review the job description for the position and answer any questions the candidate has.

Must Discuss

These are the items we **MUST** cover in order to ensure that the candidate is capable of performing the duties of the position and discuss important company policies.

Closing the Interview

At the end of the interview, we want to find out how the candidate is feeling about the position and if they would accept the position if offered. We also want to set the expectation for next steps and tell the candidate when they will hear from us again.

Recruiting & Interviewing Developer Guide

Equal Employment Opportunity

WhiteWater Express company policy prohibits the discrimination against any applicants based on characteristics that are protected by federal, state or local laws. These include but are not limited to, age, race, color, marital status, genetic information, sexual orientation, military status, gender/sex/pregnancy, religion, physical or mental disability, gender identification/expression, criminal conviction history and national origin.

Questions to Avoid

In order to remain compliant with Equal Employment Opportunity policies, there are certain questions and question types that we want to avoid during the interview. The following are some examples of questions that should be avoided:

- Are you a US citizen?
- What does your spouse do for work?
- Do you have any children?
- How old are you?
- Will you need personal time off for particular religious holidays?
- When did you graduate from high school?
- What was your rate of pay at a previous position?
- Do you have a car?
- Have you experienced any serious illness in the past year?
- Do you have the COVID-19 vaccine?

Introduction

In the beginning of the interview, it is important to establish a rapport and create a connection with the candidate. We want them to feel comfortable talking to us so that we are able to have an open, productive conversation. To accomplish this, we want to tell the candidate about ourselves and our WhiteWater experience. Then, we want to ask the candidate some questions about themselves so that we can get to know them better. Take the time to have a discussion about each question opposed to just recording the answer and moving on. Follow up questions are a key to productive conversation. Some of the questions to ask and discuss include:

- What are your interests and hobbies? What do you do in your free time?
- What attracted you to this position?
- What motivates you?
- What attracted you to WhiteWater?
- What does respect mean to you?
- Why is communication important in the workplace?
- What would you like to get out of a job?

Recruiting & Interviewing Developer Guide

Work History

During the in-person interview we want to get a more in-depth understanding of the candidate's work history and their experience. We want to spend more time talking about each of their positions and the experience they gained from each one.

It is important to avoid "Yes" or "No" questions during the interview in order to keep the conversation moving. Asking questions that start with "How" and "Why" can elicit a longer, more detailed response which will give you much more information.

As you go through each question, be sure to ask follow up questions and gather more details about each position they've held and any topics you discuss related to that position. The following are our standard questions that we use to gain understanding and evoke conversation:

What company did you work for?

When did you start?

What were your duties and responsibilities?

What did you like most about this position? Tell me more about that.

What did you like least about this position? Tell me more about that.

When did you leave?

Why did you leave this position?

As you go through these questions for each position, remember that these are just general questions we need answered. Additional questions and topics of discussion will reveal themselves as the conversation goes along.

About WhiteWater

We want to ensure that the candidate truly understands WhiteWater and what we're all about. So, we want to reiterate some of the points that we covered in the phone interview. We also want to provide an opportunity for the candidate to ask any questions about the company that they may have thought of since the phone interview. Again, we want to make sure that each candidate can "feel" our culture and understands everything WhiteWater offers that makes us such a great place to work. Your additional knowledge of the candidate, that you have gained through building rapport, will enable you to tailor your description to what will most resonate with the candidate.

Some key points to cover with the candidate are:

We are a leadership and development company that just happens to wash cars

We focus on leadership and serving our customers more than anything

The company pillars, Respect & Communication

We have a great culture and environment within our company

We are more than just coworkers, we are family

We offer flexible schedules to ensure work life balance

We are a rapidly growing organization with numerous growth opportunities now and in the future.

Recruiting & Interviewing Developer Guide

Goals and the Future

We want to know what the candidate's future might hold and how we can help them achieve it. As always, our mission is to grow people, not just employees. Discussing goals and future plans can give us insight into the long-term possibilities for them. This understanding will also help us determine if they are looking for an extended career, or if we're just a stop along the way. Regardless, we will gain further insight into the candidate. The questions we want to ask are:

- What are you looking for in your next job?
- What is your dream job?
- What are your goals for the next 1-3 years?
- What are you doing to achieve your goals?

Each of these questions helps us better understand the candidate as a person and provides opportunity for further discussion about their goals and future with WhiteWater.

Scenarios

In order to gain a better understanding of the candidate's experiences and attitude while at work, we want to take them through a couple of scenarios. The purpose of these scenarios is to find out what the candidate thinks should take place when the scenario occurs. Many people will say, "Whatever the company policy says to do." but we're looking for what THEY would do if it were up to them. These scenarios will also provide background about how they have handled similar situations in the past.

Depending on the position you are interviewing for, there may be additional scenarios that the candidate needs to go through. With the Team Leader position, we want to find out about their customer service skills, attitude and how they look at problems. When interviewing for the Shift Leader position, it is important to also find out about their previous experience with teaching and coaching and how they have interacted with employees.

The following are the scenarios for each position:

Team Leader

- Tell me about a time when you went above and beyond to help a customer.
- What would you do if a customer approached you with a complaint about their car wash service?
- How would you handle a disagreement between yourself and a coworker?
- What has been your biggest success at work?

Shift Leader

- Tell me about a time when you had to provide coaching to a difficult employee.
- How would you handle a customer that is claiming the car wash damaged their vehicle?
- If an employee is consistently arriving to work late, what would you say to them?

Job Description

In the phone interview, we reviewed a brief overview of the position and the duties involved. At this time, we want to talk more in-depth about the position and ensure that the candidate has a complete understanding of what would be expected of them as a WhiteWater employee. Let's review the job description for each of the positions.

Recruiting & Interviewing Developer Guide

Team Leader

Purpose

The Team Leader position will be responsible for duties in the areas of learning about the car wash, customer service, property and tunnel cleanliness and processing vehicles. Our Team Leaders are the core of our location staff, and we need them in order to be successful.

Scope of Responsibility

The Team Leader position is responsible for:

- Providing an outstanding and pleasant experience to all of our guests
- Displaying leadership and working with their team to enable everyone to be a leader
- Attaining an expert knowledge of all safety elements around the car wash
- Greeting customers at the pay station as they enter
- Quickly, safely and efficiently loading customer vehicles into the wash tunnel
- Ensuring the cleanliness of the car wash including the tunnel, back room, vacuum lot and the property surrounding the car wash
- Understanding wash quality standards and ensuring that quality standards are met
- Learning and performing basic equipment maintenance and repairs
- Assisting customers with purchasing car washes, memberships, wash books or other items
- Learning how to participate in the recruiting and interviewing process
- Learning how to complete vehicle incident reports when necessary

Shift Leader

Purpose

The Shift Leader position will be responsible for duties in the areas of customer service, leadership, and development. The Shift Leader is responsible for assisting in the oversight of the location day-to-day during their shift.

Scope of Responsibility

- Performing all Team Leader duties and responsibilities.
- Lead, teach, and develop others at every opportunity.
- Maintaining a work schedule of 40-45 hours per week.
 - This position is guaranteed five hours of overtime each week in order to fulfill the responsibilities.
- Working with every team leader to ensure they are developed and set up for success.
- Setting and executing the game plan each day.
- Being knowledgeable about the car wash equipment, equipment repairs and maintaining wash quality including performing wash quality checklists.
- Assisting with the completion of vehicle incident reports.
- Oversight of store opening and closing and ensuring all tasks are completed properly.
- Identifying and communicating areas of improvement for the location, your team members, and the Company.
- Ensuring a great culture and positive environment are always maintained.

Recruiting & Interviewing Developer Guide

Must Discuss

Now that we have explained the positions and the duties involved, we need to ensure that the candidate believes that they can perform all of those duties. We also want to discuss company policies that the candidate needs to be aware of. The following are the questions we must ask before closing the interview:

Are you physically able to perform the duties of this position?

Are you able to lift up to 50lbs?

Are you capable of standing for extended periods of time?

Do you have reliable transportation?

What is your work availability?

Once the candidate has answered the questions, you will need to review the following items with the candidate:

Review the starting pay and bonus program for the position

Review company benefits i.e., health insurance, vision insurance, dental insurance, PTO, 401K, etc.

Once you have reviewed the information with the candidate, you will need to discuss the following company policies:

Uniform policy

Tobacco Use policy

Drug & Alcohol policy

If interviewing for Shift Leader or higher, you will need to review the background check process.

Closing the Interview

At this point, you should have all of the information you need to make a hiring decision, and the candidate should have all the information they need about the position and WhiteWater. At this time, we want to gauge the candidate's interest in the position and find out when they could potentially start. You will want to ask the following questions before closing the interview:

If you were offered the position, would you take it and why?

If you were offered the position, when would you be able to start?

Once the candidate has answered your final two questions, ask if they have any final questions and answer any questions they have. Then, let the candidate know that we will reach out to them regarding the position and set the expectation for when that will occur. The time frame should be within twenty-four to forty-eight hours from the time of the interview.

Recruiting & Interviewing Developer Guide

In-Person Interview Quiz

Once the employee has completed the module, they will need to complete the quiz. In order to pass the quiz, the employee must score a 100%. If the employee does not pass on their first attempt, they will need to take the quiz again. If they do not pass on their second attempt, you will need to review the quiz and answers with them before they attempt the quiz again.

1. During the in-person interview, we are making a decision on whether or not to hire this candidate.
 - a. True
 - b. False**
2. What questions should we avoid asking during an interview? (Check all that apply)
 - a. Are you able to pass a background check, if necessary?
 - b. How old are you?**
 - c. Will you require time off for particular holidays?**
 - d. Do you have reliable transportation?
 - e. Do you have a car?**
3. In order to keep the conversation moving forward, we should ask questions starting with _____.
 - a. Yes or No
 - b. How and Why**
 - c. Telling a personal story related to your question
 - d. All of the above
4. What are some key points to tell the candidate about WhiteWater? (Check all that apply)
 - a. The culture of the company and our pillars**
 - b. Our focus on serving customers**
 - c. The inner operations of the tunnel equipment
 - d. What technology we utilize to operate the car wash
5. Why do we want to reiterate key points about the WhiteWater culture?
 - a. To ensure the candidate understands and feels the WhiteWater culture**
 - b. To see if the candidate remembers details of the culture
 - c. To gauge whether or not they'll follow the culture
 - d. To intimidate them into working at WhiteWater

Recruiting & Interviewing Developer Guide

6. Why is it important to discuss the future and goals a candidate may have?
 - a. Gives us insight on long-term possibilities for them
 - b. Tells us if they are interested in a career with WhiteWater
 - c. Their answers help us understand them as a person
 - d. All of the above**
7. The purpose of asking what the candidate would do in certain scenarios gives us insight on how they would personally handle a situation and what they might have done in a prior experience.
 - a. True**
 - b. False
8. What company policies must we discuss with the candidate? (Check all that apply)
 - a. Uniform Policy**
 - b. Employee Code of Conduct
 - c. Tobacco Use Policy**
 - d. Drug and Alcohol Policy**
 - e. Retaliation Policy
9. When should you contact the candidate regarding your hiring decision?
 - a. Within an hour of the interview
 - b. No more than 24 hours after the interview
 - c. Within 24-48 hours**
 - d. One week
 - e. The candidate should reach out to us
10. When asking a candidate about what attracted them to the position, which of the following answers don't demonstrate true interest in the position?
 - a. I need a job
 - b. The pay is good
 - c. It seems like an easy job
 - d. All the above**

Recruiting & Interviewing Developer Guide

In-Person Interview Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration. Once all questions have been answered, it is time for the employee to go through the process.

Once the employee has passed the quiz, ask the employee if they have any questions and provide the answers. Then, utilize the QR Code In-Person Interview Form to demonstrate the in-person interview process with the employee acting as the person being interviewed. Once the demonstration has been completed, ask the employee if they have any questions and provide the answers.

In-Person Interview Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

With you acting as the candidate, have the employee perform an in-person interview utilizing the QR Code In-Person Interview Form.

After the employee completes the interview, provide coaching and answer questions. Repeat the process of roleplay and coaching until the employee has completed the process correctly two times in a row. Once the employee demonstrates the ability to perform a phone interview at a mastery level, they can begin performing the task anytime the need arises.

Recruiting & Interviewing Developer Guide

In-Person Interview Handout

Candidate Name _____

Position _____

Completed by _____

Date _____

Introduction

What are your interests and hobbies? What do you do in your free time?

What attracted you to this position?

What motivates you?

What attracted you to WhiteWater?

What does respect mean to you?

Why is communication important in the work place?

What would you like to get out of a job?

Recruiting & Interviewing Developer Guide

Work History

Job #1

Company Name

Position

Start Date

End Date

Reason for Leaving

What were your
duties and
responsibilities?

What did you like
most about this
position?

What did you like
least about this
position?

Job #2

Company Name

Position

Start Date

End Date

Reason for Leaving

What were your
duties and
responsibilities?

What did you like
most about this
position?

What did you like
least about this
position?

Recruiting & Interviewing Developer Guide

Job #3

Company Name _____ Position _____

Start Date _____ End Date _____

Reason for Leaving _____

What were your duties and responsibilities?

What did you like most about this position?

What did you like least about this position?

Job #4

Company Name _____ Position _____

Start Date _____ End Date _____

Reason for Leaving _____

What were your duties and responsibilities?

What did you like most about this position?

What did you like least about this position?

Recruiting & Interviewing Developer Guide

About WhiteWater

Some key points to cover with the candidate are:

- We are a leadership and development company that just happens to wash cars
- We focus on are leadership and serving our customers more than anything
- The company pillars, Respect & Communication
- We have a great culture and environment within our company
- We are more than just coworkers, we are family
- We offer flexible schedules to ensure work life balance
- We are a rapidly growing organization with numerous growth opportunities now and in the future.

Goals and the Future

What are you looking for in your next job?

What is your dream job?

What are your goals for the next 1-3 years?

What are you doing to achieve your goals?

Recruiting & Interviewing Developer Guide

Job Description

Team Leader

Purpose

The Team Leader position will be responsible for duties in the areas of learning about the car wash, customer service, property and tunnel cleanliness and processing vehicles. Our Team Leaders are the core of our location staff, and we need them in order to be successful.

Scope of Responsibility

The Team Leader position is responsible for:

- Providing an outstanding and pleasant experience to all of our guests
- Displaying leadership and working with their team to enable everyone to be a leader
- Attaining an expert knowledge of all safety elements around the car wash
- Greeting customers at the pay station as they enter
- Quickly, safely and efficiently loading customer vehicles into the wash tunnel
- Ensuring the cleanliness of the car wash including the tunnel, back room, vacuum lot and the property surrounding the car wash
- Understanding wash quality standards and ensuring that quality standards are met
- Learning and performing basic equipment maintenance and repairs
- Assisting customers with purchasing car washes, memberships, wash books or other items
- Learning how to participate in the recruiting and interviewing process
- Learning how to complete vehicle incident reports when necessary

Shift Leader

Purpose

The Shift Leader position will be responsible for duties in the areas of customer service, leadership, and development. The Shift Leader is responsible for assisting in the oversight of the location day-to-day during their shift.

Scope of Responsibility

- Performing all Team Leader duties and responsibilities.
- Lead, teach, and develop others at every opportunity.
- Maintaining a work schedule of 40-45 hours per week.
- This position is guaranteed five hours of overtime each week in order to fulfill the responsibilities.
- Working with every team leader to ensure they are developed and set up for success.
- Setting and executing the game plan each day.
- Being knowledgeable about the car wash equipment, equipment repairs and maintaining wash quality including performing wash quality checklists.
- Assisting with the completion of vehicle incident reports.
- Oversight of store opening and closing and ensuring all tasks are completed properly.
- Identifying and communicating areas of improvement for the location, your team members, and the Company.
- Ensuring a great culture and positive environment are always maintained.

Recruiting & Interviewing Developer Guide

Scenarios

Team Leader

Tell me about a time when you went above and beyond to help a customer.

What would you do if a customer approached you with a complaint about their car wash service?

How would you handle a disagreement between yourself and a coworker?

Shift Leader

Tell me about a time when you had to discipline a difficult employee.

How would you handle a customer that is claiming the car wash damaged their vehicle?

If an employee is consistently arriving to work late, what would you say to them?

Recruiting & Interviewing Developer Guide

Must Discuss

Are you physically able to perform the duties of this position? Able to lift up to 50lbs? Capable of standing for extended periods? Yes _____ No _____

Do you have reliable transportation? Yes _____ No _____

What is your work availability? _____

Review the starting pay and bonus program for the position

Review company benefits i.e., Health insurance, vision insurance, dental insurance, PTO, 401K, etc.

Review the uniform policy

Review the tobacco use policy

If interviewing for Shift Leader or higher, review the background check process.

Closing the Interview

If you were offered the position, would you take it and why?

If you were offered the position, when would you be able to start?

HIRING-1204

The purpose of the Hiring module is to teach employees how to complete the hiring process. This module will review what to do after deciding to hire a candidate or not. This module will also demonstrate the procedures for completing the process.

Once you have completed the in-person interview, you will possess enough information to make an informed hiring decision. When making a decision on whether or not to hire someone, it is helpful to consider all of the information that you have learned about the candidate. Then, use that knowledge to determine their ability to perform the job duties, fit in with the rest of the team and whether or not you think they are a good fit for the role. Once you have made a decision you will need to communicate the decision to the candidate. Based on whether you want to hire the candidate or not, your next steps will be to either extend an employment offer or send out a rejection letter.

Extending an Offer

When you and your team have made the decision to extend an offer of employment to a candidate you want to ensure you communicate to the candidate as soon as possible, and always within the timeframe you discussed during the in-person interview. In order to ensure the clearest communication, we will first call the candidate. After speaking with the candidate, we will send the offer letter through Paylocity.

Calling the Candidate

The following is the script for calling the candidate to extend an offer:

Hello, this is _____ with WhiteWater Express Car Wash. I am calling you regarding the (Position) we spoke about. After discussion, our team has decided to extend an offer for you to join our team. Are you still interested in the position?

- If yes, say, “Great! We’re excited to have you join us. We will be sending an offer letter to the email you provided on your application that will explain next steps. We’re excited to start working with you soon.”

If no, say, “We’re sorry to hear that. Can I ask why you have decided not to accept the offer?”

Finding out why a candidate is not accepting a position can provide insight about our recruiting process, any missteps we may have taken, if they accepted another offer, or other information that could be useful in the future.

If they don’t answer, leave a voicemail with the following message

Hello, this is _____ with WhiteWater Express Car Wash. I am calling you regarding the (Position) that we spoke about. Please call me back at your earliest convenience at (Phone Number). Thank you!

Recruiting & Interviewing Developer Guide

Offer Letter

Once you have spoken with the candidate, or left a voicemail, you will need to send the offer letter to the candidate. To send the Offer Letter, log in to Paylocity and perform the following steps:

1. Log into Paylocity
2. Click on the side bar on the left side of the screen
3. Select Recruiting
4. Find the open position that the candidate applied for
5. Once you find the open position, click on the number shown in the column labelled NEW
6. Select the candidate from the list on the left side of the screen
7. Click on the Status dropdown menu on the right side of the screen
8. Change the candidate's status to Offer Extended
9. Click on the Offered tab
10. Select the candidate from the list on the left side of the screen
11. Check that their full name is correct
12. Click on the Offer Letter tab
13. Click Send Offer Letter
14. Click the dropdown menu and select the position the candidate is being offered
15. Enter the candidate's first name and start date
16. Click Next Compose Offer Letter
17. Review information to make sure it is accurate
 - a. If correct, click Compose Email
 - b. If incorrect, go back and correct the information. Once corrected, click Compose Email
18. Create the email notifying the candidate that an offer letter has been sent to them
 - a. In subject line, type WhiteWater Express Offer Letter
 - b. The body of the email should read as follows:
 - i. New Hire

Congratulations! We are excited for you to join the WhiteWater family and can't wait to see your impact on our store.

Please review and sign the enclosed Offer Letter. Once you have signed the offer letter, you will be contacted by a manager regarding your first day at WhiteWater. See you soon!
19. Once completed, click Setup Approvals
20. Don't enter any information, then click Next Preview & Send
21. Click on the Offer Letter preview and confirm everything is accurate
22. Click Send Offer Letter

Recruiting & Interviewing Developer Guide

Rejecting a Candidate

Anytime we decide not to move forward with a candidate, we want to communicate with them so they are not left waiting to hear from us before accepting another position. Informing candidates that you will not be moving forward with them shows respect for the candidate and their time. We send rejections in the form of email to allow for smooth communication with the candidate. It also limits anyone having to experience an interaction with upset or rude candidates. The rejection email does not explain why we are not moving forward with the candidate, it simply lets them know so they can move on with their job search. We utilize Paylocity in order to keep our rejection emails clear, concise and consistent.

Rejection Email

To send the Rejection Email, log in to Paylocity and perform the following steps:

1. Log into Paylocity
2. Click on the side bar on the left side of the screen
3. Select Recruiting
4. Find the open position that the candidate applied for
5. Once you find the open position, click on the number shown in the column labelled NEW
6. Select the candidate from the list on the left side of the screen
7. Click on the Status dropdown menu on the right side of the screen
8. Change the candidate's status to Rejected
9. Click in the Rejected tab
10. Click on the Messaging tab
11. Click Send Email
12. Select the email template, Rejection-Post Interview
13. Once you choose the email template, an email will auto draft
14. Once you have entered all the information, click Send

Recruiting & Interviewing Developer Guide

Hiring Quiz

Once the employee has completed the module, they will need to complete the quiz. In order to pass the quiz, the employee must score a 100%. If the employee does not pass on their first attempt, they will need to take the quiz again. If they do not pass on their second attempt, you will need to review the quiz and answers with them before they attempt the quiz again.

1. It is only necessary to call a candidate if you decide not to hire them.
 - a. True
 - b. False**
2. Finding out why a candidate is not accepting a position can provide insight about _____.
(Check all that apply)
 - a. Our recruiting processes
 - b. Any missteps we may have taken
 - c. If our starting pay is high enough
 - d. If the candidate accepted another offer**
 - e. We don't ask why candidates don't accept offers
3. When do we send an offer letter to a candidate?
 - a. After the interview
 - b. Before calling to offer the position
 - c. After calling to offer the position**
 - d. It is not necessary to send an offer letter if you talk to the candidate
4. What do we use to send offer letters and rejection emails?
 - a. DRB
 - b. Gmail
 - c. Paylocity**
 - d. None of these
5. Why do we call candidates before sending an offer letter?
 - a. To add a personal touch
 - b. To determine if we still want to hire them
 - c. To review company policies
 - d. To ensure clear communication**
6. You should always call and send an offer letter to candidates you decide to hire.
 - a. True**
 - b. False

Recruiting & Interviewing Developer Guide

7. What company policies must we discuss with the candidate when calling them? (Check all that apply)
 - a. Uniform Policy
 - b. Employee Code of Conduct
 - c. Tobacco Use Policy
 - d. Drug and Alcohol Policy
 - e. None of these**
8. Why is it important to communicate with a candidate even if they are not going to be hired?
 - a. You don't need to call the candidate if you aren't going to hire them
 - b. So, the candidate is not left waiting to hear from us before accepting another position**
 - c. To tell the candidate why they didn't receive an offer
 - d. All of the above
9. We utilize Paylocity in order to keep our rejection emails _____ . (Check all that apply)
 - a. Clear**
 - b. Concise**
 - c. Detailed
 - d. Consistent**
 - e. On file in case, we get desperate for employees
 - f. All of the above
10. Why do we send rejection emails instead of calling candidates we are not going to hire? (Check all that apply)
 - a. Smooth communication**
 - b. To limits anyone having to experience an interaction with upset or rude candidates**
 - c. To explain why we are not moving forward in more detail
 - d. All the above

Recruiting & Interviewing Developer Guide

Hiring Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Once the employee has passed the quiz, ask the employee if they have any questions and provide the answers.

Then, utilize Hiring Handout 1 to demonstrate the hiring call and voicemail message. Once the demonstration has been completed, ask the employee if they have any questions and provide the answers.

Then, utilize Hiring Handout 2-Offer Letter and Hiring Handout 3-Rejection Email demonstrate completing the steps on Paylocity. Once the demonstration has been completed, ask the employee if they have any questions and provide the answers.

Hiring Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

Give the employee Hiring Handout 1-Calling the Candidate and review the scripts. Then, with you acting as the candidate, have the employee perform the hiring calls. Go through each of the different call scenarios to ensure understanding of all situations.

After the employee completes the interview, provide coaching and answer questions. Repeat the process of roleplay and coaching until the employee has completed the process correctly two times. Once the employee demonstrates the ability to perform hiring calls at a mastery level, they can begin performing them anytime the need arises.

Once the roleplay has been completed and all questions have been answered, it is time for the employee to go through the procedures for sending offer letters and rejection emails on Paylocity.

Give the employee Hiring Handout 2-Offer Letter and Hiring Handout 3-Rejection Email and have the employee complete the steps on Paylocity.

After the employee completes the processes, provide coaching and answer questions. Repeat the process of roleplay and coaching until the employee has completed the process correctly two times. Once the employee demonstrates the ability to send offer letters and rejection emails at a mastery level, they can begin performing them anytime the need arises.

Recruiting & Interviewing Developer Guide

Hiring Handout 1-Calling the Candidate

The following is the script for calling the candidate to extend an offer:

Hello, this is _____ with WhiteWater Express Car Wash. I am calling you regarding the (Position) we spoke about. After discussion, our team has decided to extend an offer for you to join our team. Are you still interested in the position?

- If yes, say, “Great! We’re excited to have you join us. We will be sending an offer letter to the email you provided on your application that will explain next steps. We’re excited to start working with you soon.”

If no, say, “We’re sorry to hear that. Can I ask why you have decided not to accept the offer?”

Finding out why a candidate is not accepting a position can provide insight about our recruiting process, any missteps we may have taken, if they accepted another offer, or other information that could be useful in the future.

If they don’t answer, leave a voicemail with the following message

Hello, this is _____ with WhiteWater Express Car Wash. I am calling you regarding the (Position) that we spoke about. Please call me back at your earliest convenience at (Phone Number). Thank you!

Recruiting & Interviewing Developer Guide

Hiring Handout 2-Offer Letter

Once you have spoken with the candidate, or left a voicemail, you will need to send the offer letter to the candidate. To send the Offer Letter, log in to Paylocity and perform the following steps:

1. Log into Paylocity
2. Click on the side bar on the left side of the screen
3. Select Recruiting
4. Find the open position that the candidate applied for
5. Once you find the open position, click on the number shown in the column labelled NEW
6. Select the candidate from the list on the left side of the screen
7. Click on the Status dropdown menu on the right side of the screen
8. Change the candidate's status to Offer Extended
9. Click on the Offered tab
10. Select the candidate from the list on the left side of the screen
11. Check that their full name is correct
12. Click on the Offer Letter tab
13. Click Send Offer Letter
14. Click the dropdown menu and select the position the candidate is being offered
15. Enter the candidate's first name and start date
16. Click Next Compose Offer Letter
17. Review information to make sure it is accurate
 - a. If correct, click Compose Email
 - b. If incorrect, go back and correct the information. Once corrected, click Compose Email
18. Create the email notifying the candidate that an offer letter has been sent to them
 - a. In subject line, type WhiteWater Express Offer Letter
 - b. The body of the email should read as follows:
 - i. New Hire

Congratulations! We are excited for you to join the WhiteWater family and can't wait to see your impact on our store.

Please review and sign the enclosed Offer Letter. Once you have signed the offer letter, you will be contacted by a manager regarding your first day at WhiteWater. See you soon!
19. Once completed, click Setup Approvals
20. Don't enter any information, then click Next Preview & Send
21. Click on the Offer Letter preview and confirm everything is accurate
22. Click Send Offer Letter

Recruiting & Interviewing Developer Guide

Hiring Handout 3-Rejection Email

To send the Rejection Email, log in to Paylocity and perform the following steps:

1. Log into Paylocity
2. Click on the side bar on the left side of the screen
3. Select Recruiting
4. Find the open position that the candidate applied for
5. Once you find the open position, click on the number shown in the column labelled NEW
6. Select the candidate from the list on the left side of the screen
7. Click on the Status dropdown menu on the right side of the screen
8. Change the candidate's status to Rejected
9. Click in the Rejected tab
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12. Select the email template, Rejection-Post Interview
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14. Once you have entered all the information, click Send