

Interview strategies – Storyboard (Draft 1) for Review

Notes for Reviewers:

- The Rise Block column is more for developers to know how to build the content/material. Reviewers focus should be on the on-screen text and interaction type.
- Please focus on the accuracy and completeness of the content during this review cycle. “Page breaks” for the online course will be adjusted after the content is edited.
- Questions for reviewers can be found in the comments in the right margin of the document. **All questions will need to be resolved before programming can begin**
 - Reviewers can insert their own questions and comments by clicking insert -> comment and add a note.
- Use the Table of Contents for ease of navigation.
- Optional Tip: Hiding the top and bottom margins of this document (double-clicking between the pages to “Hide/Show White Space”) will enable you to go through the storyboard more smoothly.

Table of Contents

Course Information	3
Target Audience and Training Recommendations.....	3
Learning Objectives.....	3
Theme Color, Fonts, and Navigation.....	3
Course Introduction	4
Title: Strategic Hiring Process.....	4
Lesson 1: What Is a Hiring Strategy?.....	4
Developing the Job Description	6
Lesson 2: Developing the Job Description.....	6
Lesson 3: Developing the Job Description – Response A.....	7
Lesson 4: Developing the Job Description – Response B.....	8
Lesson 5: Developing the Job Description – Response C.....	9
Lesson 6: Developing the Job Description – Summary.....	10
Lesson 7: Developing the Job Description – Knowledge Check.....	11
Arranging Interviews	12
Lesson 8: Arranging Interviews.....	12
Lesson 9: Arranging Interviews – Response A.....	13
Lesson 10: Arranging Interviews – Response B.....	14
Lesson 11: Arranging Interviews – Response C.....	15
Lesson 12: Arranging Interviews – Summary.....	17
Lesson 13: Arranging Interviews – Knowledge Check.....	18
Preparing For Interviews	19
Lesson 14: Preparing for Interviews.....	19
Lesson 15: Preparing for Interviews – Response A.....	20
Lesson 16: Preparing for Interviews – Response B.....	21
Lesson 17: Preparing for Interviews – Response C.....	23
Lesson 18: Preparing for Interviews – Summary.....	24
Lesson 19: Preparing for Interviews – Knowledge Check.....	25
Course Conclusion	26
Lesson 20: Course Summary.....	26

Target Audience and Training Recommendations

- Training will be delivered through 1 e-Learning course in Articulate Rise 360.
- Training time is approximately 15 minutes.
- All recruiters will receive this training. Audience may fall into one of two categories:
 - Recruiters who have been with the company since its beginnings and who have a good grasp on the technical aspects of the jobs for which they hire for.
 - Newly hired recruiters who have less of a grasp on the technical requirement of the jobs for which they hire for.

Learning Objectives:

1. Identify the best practices of an effective hiring strategy
2. Differentiate between effective and ineffective hiring strategies
3. Apply the 7 parts of an effective hiring strategy throughout the lifecycle of the hiring process

Theme color, fonts, and navigation:

- Fonts: Maitree (Heading font) and Raleway (Body font)
- Theme color: #008080
- Navigation: Restricted, no lesson labels or previous/next buttons

Introduction to the Course

Title: Strategic Hiring Process			
Block #	Block type	On screen text/visual	Interaction
1	Title	<p>Title Strategic Hiring Process Training</p> <p>Text Welcome to the Strategic Hiring Process training module. To find and hire the best candidates, it requires teamwork and strategy. Here at ALT Solutions Inc., our goal is for every person involved in this process to implement the same strategy with an effort to increase the quality and quantity of candidates we hire. This course will prepare you with assisting hiring managers with the interview process.</p> <p>By the end of this course, you will be able to:</p> <ul style="list-style-type: none"> • Identify best practices of an effective hiring strategy • Differentiate between effective and ineffective hiring strategies • Apply the 7 parts of an effective hiring strategy throughout the lifecycle of the hiring process <p>When you are ready to begin the course, click the “Start course” button. [Include cover photo of interview]</p>	Start course button

Lesson 1: What is a hiring Strategy?			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text All companies need to hire people from time to time, however, the way a candidate is interviewed is often an afterthought. To hire the best people for your organization, you need to have an effective interviewing strategy.</p> <p>During this module, your job will be to help hire a great candidate for an open position,</p>	

		but before we get started, what is the benefit of having a hiring strategy?	
2	Text on image	Text Why do hiring strategies matter? [image of meeting]	
3	Paragraph	Text Without an effective hiring strategy, companies make poor hiring decisions, and this results in: <ul style="list-style-type: none"> • Higher turnover rates • Lower performance and productivity • Higher overall costs to the company 	
4	Flashcard grid	Flashcard 1 Front: Higher turnover rates Back: Without a hiring strategy, companies tend to hire people that aren't the right fit. Because of this, employee retention rates will be low. Flashcard 2 Front: Lower performance and productivity Back: When a company makes the mistake of hiring the wrong employees for a position, that employee is less likely to stay with the company long term. Because of this, disruptions in performance and productivity happen among remaining employees. Flashcard 3: Front: Higher overall costs to the company Back: The cost of hiring and training new employees will remain high when a company experiences high turnover.	3 flipcards <ul style="list-style-type: none"> • Learner flips each to reveal text
5	Statement C	Text Nearly three in four companies admit that they have been negatively impacted by a bad hire, citing lowered productivity, lost time to train and recruit another person, and compromised quality of work as the resulting outcomes.	
6	Continue	Text Begin the hiring process!	Click button to continue

Developing the Job Description

Lesson 2: Developing the Job Description			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text</p> <p>As a recruiter for ALT Solutions Inc., your role is to help identify the best candidates for open positions. Your company is looking to hire new senior software developers, and to fulfill your duties, you will need to help the hiring manger by:</p> <ol style="list-style-type: none"> 1. Identifying the major skills and experience required for the position 2. Helping to prepare for the interview by drafting interview questions 3. Supporting the manager during the interview 	
2	Paragraph with heading	<p>Text</p> <p>[Header] Task #1: Develop a job description</p> <p>[Paragraph] Your first task is to help the hiring manager to develop a job description to identify potential candidates. The hiring manager sent you a list of required qualifications.</p>	
3	Continue	<p>Text</p> <p>How should you respond to the hiring manager?</p>	Click button to continue
4	Button Stack	<p>Text</p> <p>Response A: Work with the hiring manager to select the minimum skills and experience required. We don't want to overlook any exceptional talent that is out there, so defining the job briefly is the best approach. Including as few details as you can, will attract a lot of skilled candidates.</p> <p>Response B: Work with the hiring manager to determine what skills and experience are a must have, and what skills would be nice to have. Fully define the job including the tech skills involved and the skills that are needed to do the job well. Include only the required skills</p>	<p>3 buttons</p> <p>Choose response A, Choose response B, Choose response C</p> <p>[Each button will take learner to respective lessons in the course: Lesson 3, 4, or 5]</p>

		<p>and most impactful preferences.</p> <p>Response C: You don't think asking for the required skills and most impactful preferences is enough. To attract top talent, you suggest that the job description requires skills that might not necessarily be used within the role. By asking for every requirement on the list, only the most qualified candidates will apply for the position.</p>	
--	--	--	--

Lesson 3: Developing the Job Description – Response A			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text</p> <p>[Paragraph] You worked with the hiring manager to broaden the requirements of the job description to reach more candidates by briefly defining the job. The company received hundreds of applicants which will take a lot of time to sort through. To top it off, many of the quality candidates that had the skills and experience you were looking for didn't apply.</p>	
2	Statement B	<p>Text</p> <p>Oh no! What went wrong? Why did ALT Solutions Inc. receive so many under qualified applicants?</p>	
3	Paragraph	<p>[Paragraph] Click on the candidate below to gain insight into their perspective.</p>	
4	Flashcard grid	<p>[Full card image of one candidate looking unhappy on front of card, text on back]</p> <p>Candidate 1 text:</p> <p>"I applied because I felt that I met the qualifications in the job posting. There weren't a lot of details in the job description, so I assumed the job must be entry level. I am disappointed to find out that they were looking for someone with extra experience that they didn't list in the job requirements. <i>I feel like I wasted my time.</i>" -Jeremy</p>	<p>1 card: Learner clicks on the image of the candidate to read what they have to say.</p>
5	Note	<p>Text</p> <p>When you leave out important skills and experience in a job description, it misleads</p>	

		some applicants into believing they were qualified for a role that they weren't qualified for. This can really upset candidates, it wastes their time, and it makes the company look bad.	
6	Button	Text Click TRY AGAIN to return to “Developing the Job Description” and try again.	1 button labeled TRY AGAIN [User clicks and returns to lesson 2]

Lesson 4: Developing the Job Description – Response B			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	Text [Paragraph] You and the hiring manager worked together to identify the most important and impactful skills and experience needed for this position. You received a couple dozen excellent candidates to choose from. It should be quick and simple to sort through these candidates.	
2	Statement B	Text Why did company XYZ receive a great pool of applicants to choose from?	
3	Paragraph	[Paragraph] Click on the candidates below to gain insight into their perspective.	
4	Flashcard grid	[Full card image of two candidates looking happy on front of card, text on back] Candidate 1 text: The job description was very clear and the skills/experience that the company was looking for was well understood. " -Gloria Candidate 2 text: "I felt that I would be a good fit for this position because I have the required skills and experience. I appreciate that they listed some skills as preferred skills. It makes me feel confident that I can learn these skills and grow in this role. " -Andrew	2 cards: [Learner clicks on the image of the candidates to read what they have to say.]

5	Note	Text Great job! Don't begin the hiring process until you know exactly what skills and experiences are required, and what skills are preferred.	
6	Button	Text Click SUMMARY to review the strategies for writing job descriptions.	1 button labeled SUMMARY [User clicks and is taken to lesson 6]

Lesson 5: Developing the Job Description – Response C			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	Text [Paragraph] You worked with the hiring manager to develop a job description that was more detailed and exhaustive than the list that the hiring manager gave you. You included in the description a list of all the software the candidate might need to know as well as any additional skills that would be nice for the candidate to have, even if those skills weren't necessary. Unfortunately, your company only received a few applicants, many of which don't have the experience you are looking for.	
2	Statement B	Text Oh no! What went wrong? Why did company XYZ receive so many under qualified applicants?	
3	Paragraph	Text [Paragraph] Click on the candidates below to gain insight into their perspective.	
4	Flashcard grid	[Full card image of two candidates looking unhappy on front of card, text on back] Candidate 1 text: "I considered applying for this position because I had most of the qualifications that they were looking for, but I decided against it because it seemed like they were looking for someone who takes up multiple roles (designer, developer, graphic designer, video editor, facilitator, etc). This doesn't seem like the right workplace culture for me. " -Juliet Candidate 2 text:	2 cards: [Learner clicks on the image of the candidates to read what they have to say.]

		"I came across the job listing and although I have experience using most of these software tools, there were so many requirements, and I didn't feel that I was qualified for this role. " -Andrew	
5	Note	Text Knowing what you want in a candidate is good but having a checklist can eliminate great candidates from the applicant pool and deter them from applying. In addition, including so many roles into a job description unless they are imperative to the success of the role can give the wrong idea about workplace culture.	
6	Button	Text Click TRY AGAIN to return to "Developing the Job Description" and try again.	1 button labeled TRY AGAIN [User clicks and returns to lesson 2]

Lesson 6: Developing the Job Description – Summary			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	Text [Heading] The takeaway [Paragraph] Before starting the hiring process, it's important to clearly define the job and identify the required skills and experience that you are looking for in the ideal candidate. If there are skills and experiences that aren't required, but are nice to have, clearly state those skills in the job description as preferred qualifications (or list as a plus). Being clear in your job description will attract the right candidates, and, most importantly, it will not waste your time, the candidates time, or the companies time. Tap each tab to review 2 of the 7 hiring strategies	
2	Tabs	[Tab 1 text] Know what you want - If we don't know exactly what we want and need, then how are we going to interview somebody and know they're the right match for the job? An important first step is to fully define the job. We want to know the technologies involved, the team culture and dynamic, as well as the business skills needed to do the	2 tabs <ul style="list-style-type: none"> • Know what you want • Don't use a

		<p>job. [image of meeting]</p> <p>[Tab 2 text] Don't use a checklist - Knowing what you want is good, but, don't have a checklist that would eliminate most or even all candidates. You're not ordering parts to make something. You're interviewing. You need to identify between skills that are necessary for a candidate to do the job effectively, and skills that can be learned, such as software, which changes over time. Rarely will you find a candidate that is a perfect match so what you need is a talented person who is capable of learning and growing in the role.</p> <p>[image of checklist]</p>	<p>checklist [user clicks to look at 2 of the hiring strategies]</p>
3	Button	<p>Text Click KNOWLEDGE CHECK to check your understanding</p>	<p>1 button labeled Knowledge check [User clicks and goes to Lesson 7]</p>

Lesson 7: Developing the Job Description – Knowledge Check			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text [Heading] Can you differentiate between effective and ineffective hiring strategies? [Paragraph] Sort the cards below into either effective or ineffective strategies.</p>	
2	Sorting activity	<p>Effective strategies</p> <ul style="list-style-type: none"> Fully define the job before starting Be clear about what you are looking for <p>Ineffective strategies</p> <ul style="list-style-type: none"> Provide a brief description to attract more people Use a checklist <p>[Note: cards are sorted into the correct categories above]</p>	<p>2 categories</p> <ul style="list-style-type: none"> Effective strategies Ineffective strategies <p>[user sorts cards into the two categories]</p>
3	Continue	<p>Text Continue to task #2</p>	<p>User clicks button to go to lesson 8</p>

Arranging Interviews

Lesson 8: Arranging Interviews			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text</p> <p>[Heading] Task #2: Arranging interviews</p> <p>[Paragraph] You and the hiring manager wrote an excellent job description that attracted many qualified candidates. Now that we have a great pool of candidates to choose from, the next step is to schedule and arrange the interviews with your candidates.</p>	
2	Continue	<p>Text</p> <p>When it comes to scheduling interviews, how should you move forward?</p>	User clicks continue button to reveal button stack
3	Button stack	<p>Response A:</p> <p>The number of rounds of interviews and who will be included in the panel should be determined in the early stages of the hiring process. All important decision makers should be at the interviews, so coordinate their schedules very early on to ensure their availability. Let's get these candidates in to interview as soon as possible so that we don't risk losing any quality candidates to other companies.</p> <p>Response B:</p> <p>Begin scheduling interviews immediately after the application closes and the candidates are determined. As the team is very busy, and it's too complicated to coordinate schedules, include anybody on the panel who is available at that time. This might exclude some important members of the team from the interview altogether. If you really need the candidate to meet someone, you can always delay the interview until schedules work out. You only want candidates who are flexible anyways.</p> <p>Response C:</p> <p>The team is busy, but it is important that they are all involved in the selection process. Try your best to include as many important decision makers as you can. If there are still important members of the team that the candidate has yet to meet, the candidate can just come back in for additional interviews until they have met everyone, or interviews</p>	<p>3 buttons</p> <p>Choose response A, Choose response B, Choose response C</p> <p>[Each button will take learner to respective lessons in the course: Lesson 9, 10, or 11]</p>

		can be delayed. If they want the job bad enough, they will come in as many times as it takes.	
--	--	---	--

Lesson 9: Arranging Interviews – Response A			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text [Paragraph] You worked with the hiring manager at the beginning of the hiring process to decide the number of interview rounds that will be conducted, who will be involved in the interviews as well as block out time on the calendars of those involved in the interviews. It took a lot of effort to coordinate interviews, but it was worth it to avoid schedule conflicts.</p>	
2	Statement B	<p>Text [Heading] How did you successfully arrange interviews?</p>	
3	Paragraph	<p>Text [Paragraph] Click on the candidates below to gain insight into their perspective.</p>	
4	Flashcard grid	<p>[Full card image of two candidates looking happy on front of card, text on back]</p> <p>Candidate 1 text: "I was really impressed with the professionalism of the company and the timeliness of the interviews. I felt very supported during each step of the process, and I understood exactly what to expect. Scheduling my interviews was easy because the company was prompt and organized." -Leah</p> <p>Candidate 2 text: "I was really happy with the interviewing process. Quickly after the initial screening interview, I was called to schedule the next interview. The process moved along quickly, and I received feedback within just 1-2 business days. I am impressed with how organized and prepared the company is." -Gavin</p>	<p>2 cards: [Learner clicks on the image of the candidates to read what they have to say.]</p>

5	Note	Text Great job! Determine who should be involved on the hiring panel and schedule their time as early as possible. This will help to avoid schedule conflicts, and everyone will appreciate the courtesy.	
6	Button	Text Click SUMMARY to review the strategies for writing arranging interviews.	1 button labeled SUMMARY [User clicks and is taken to lesson 12]

Lesson 10: Arranging Interviews – Response B			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	Text [Paragraph] You waited until the application closed to begin carving out time for interviews with the hiring manager, but it was difficult to block out so much time with such short notice. Because of scheduling conflicts, many members of the panel were unable to attend the interviews. Unfortunately, you didn't have enough collaboration between the hiring team. You were unable to identify the right candidates for the job and the hiring team was unhappy that they weren't given advance notice to be involved in the decision making.	
2	Statement B	Text Oh no! What went wrong? Why did company XYZ lose so many qualified candidates?	
3	Paragraph	Text [Paragraph] Click on the candidate below to gain insight into their perspective.	
4	Flashcard grid	[Full card image of one candidate looking unhappy on front of card, text on back] Candidate 1 text: "I was really frustrated with the interview process. The screening interview went well, and I was told that I would be hearing from the hiring manager within a couple of days to schedule an interview. I waited almost two weeks to hear back from anyone, at which	1 card: [Learner clicks on the image of the candidate to read what they have to

		point I thought they had already filled the role. When I finally did hear from the hiring manager, it was difficult to schedule an interview with their limited availability. It turns out, the day of my interview, I was told that the interview would need to be rescheduled due to schedule conflicts. By that point, I was no longer excited to join a company that didn't value my time. I declined to reschedule." -Jeremy	say.]
5	Note	Text Waiting to block out time with members of the hiring team until the last minute is a mistake that results in delays. These delays can be upsetting to candidates and reflects poorly on the company. This selection was not the best answer.	
6	Button	Text Click TRY AGAIN to return to “Arranging Interviews” and try again.	1 button labeled TRY AGAIN [User clicks and returns to lesson 8]

Lesson 11: Arranging Interviews – Response C			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	Text [Paragraph] You blocked out time for the hiring manager to conduct interviews before beginning the hiring process, however finding time for other important members of the team to come together on the panel was difficult. It was important to the company that everyone is involved in the selection process, so you had to schedule additional interviews for many of the candidates. Unfortunately, you lost many qualified candidates to other companies because of the delays.	
2	Statement B	Text [Heading] Oh no! What went wrong? Why did company XYZ lose so many qualified candidates?	
3	Paragraph	Text [Paragraph] Click on the candidates below to gain insight into their perspective.	

4	Flashcard grid	<p>[Full card image of two candidates looking unhappy on front of card, text on back]</p> <p>Candidate 1 text: "I was really looking forward to interviewing with this company because I thought my skills would be the right match for what they were looking for. The initial screening interview went well, and the hiring manager contacted me right away to get an interview scheduled. From there it went downhill. The hiring manager had to call twice to reschedule because some of the lead members on the team had schedule conflicts. On the day of the interview, I met with the hiring manager again but some of the lead team members still didn't even show up! At the end of the interview, I found out I would have to come back for yet another interview because I still needed to meet additional team members. It's clear that this company doesn't place a priority on valuing the time of others." -Laura</p> <p>Candidate 2 text: "The entire interview process with this company was unpredictable. I never knew who I would be meeting with during any of my many interviews. It seemed like just anyone who was available popped in to sit in on the interview panel. Because of this, the whole process felt unprepared. Many of the panel members didn't seem like they knew what was happening. It felt like the company didn't really care to prepare. This position must not be much of a priority for them." -Josh</p>	2 cards: [Learner clicks on the images of the candidates to read what they have to say.]
5	Note	<p>Text</p> <p>You lost many candidates because you did not prepare properly in advance. Making the hiring manager available for interviews early on was the right choice, however you failed to include other important members of the hiring team. The result was that many of the candidates were asked to come in for multiple interviews, just to meet the rest of the team.</p>	
6	Button	<p>Text</p> <p>Click TRY AGAIN to return to "Arranging Interviews" and try again.</p>	1 button labeled TRY AGAIN [User clicks and

			returns to lesson 8]
--	--	--	----------------------

Lesson 12: Arranging Interviews – Summary			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text</p> <p>[Heading] The takeaway</p> <p>[Paragraph] When scheduling interviews, invite key decision makers to join the interview as early as possible. The members of the interview panel will appreciate the courtesy of having advance notice and using this strategy will help you to avoid situations where candidates must be rescheduled or called in for multiple interviews.</p> <p>Respect the time of your candidates by scheduling interviews quickly and for the earliest time possible. Give candidates feedback and a hiring decision as soon as possible. Your candidates will appreciate the courtesy.</p> <p>Tap each tab to review the next 2 of the 7 effective hiring strategies.</p>	
2	Tabs	<p>[Tab 1 text] Timeliness - There's nothing more frustrating than having a great candidate and then losing them because a priority wasn't made to get the interview(s) completed quickly. If hiring someone is important to you, then get the interview scheduled for the earliest possible time. Timeliness involves inviting important members of the hiring team to join the panel very early on so that interviews don't delay as well as informing candidates of the hiring decision quickly.</p> <p>Remember, our company is not the only opportunity available to the candidate.</p> <p>[image of clock]</p>	<p>2 tabs</p> <ul style="list-style-type: none"> • Timeliness • Have the candidate meet everyone <p>[user clicks to look at 2 of the hiring strategies]</p>

		<p>[Tab 2 text] Have the candidate meet everyone - The interview panel should involve the hiring manager, a member of HR, and any important people that should have an influence in the decision making. Have the candidate meet the relevant people as quickly as possible so that the decision making is a collaborative process. Don't make the candidate come back multiple times just to meet additional people. Making a candidate wait for additional interviews could risk you losing that candidate to another company.</p> <p>[image of people shaking hands]</p>	
3	Button	<p>Text Click KNOWLEDGE CHECK to check your understanding</p>	<p>1 button labeled Knowledge check [User clicks and goes to Lesson 13]</p>

Lesson 13: Arranging Interviews – Knowledge Check			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text [Heading] Can you differentiate between effective and ineffective hiring strategies? [Paragraph] Sort the cards below into either effective or ineffective strategies.</p>	
2	Sorting activity	<p>Effective strategies</p> <ul style="list-style-type: none"> • Schedule interviews quickly • Invite key decision makers to meet the candidate <p>Ineffective strategies</p> <ul style="list-style-type: none"> • Candidates can come in for multiple interviews to meet everyone • Take your time to schedule interviews. <p>[Note: cards are sorted into the correct categories above]</p>	<p>2 categories</p> <ul style="list-style-type: none"> • Effective strategies • Ineffective strategies <p>[user sorts cards into the two categories]</p>
3	Continue	<p>Text Continue to task #3</p>	<p>User clicks button to go to lesson 14</p>

Preparing for Interviews

Lesson 14: Preparing for Interviews			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text</p> <p>[Heading] Task #3: Preparing for Interviews</p> <p>[Paragraph] You and the hiring manager worked together to successfully schedule interviews quickly and managed to involve all of the members of the hiring team. The team did not have to reschedule interviews or ask candidates to come in more than necessary. Your next task is to help support the hiring manager to conduct interviews.</p>	
2	Continue	<p>Text</p> <p>When it comes to scheduling interviews, how should you move forward?</p>	User clicks continue button to reveal button stack
3	Button stack	<p>Response A:</p> <p>Select interviewers who are experts for which you are hiring for. There is no need to pre-select interview questions beforehand because each interview should be unique and be based off what the candidate knows. These interviewers are knowledgeable and capable enough of choosing and asking the topics and questions needed to find the right candidate.</p> <p>Response B:</p> <p>Before beginning interviews, determine the main topics that you want to cover and select just enough questions per topic to be confident that the candidate truly knows that topic. Choose knowledgeable interviewers that are prepared to ask these questions and are capable of improvising to dig deeper into a candidate's response. Questions should dig deep enough to determine if the candidate can perform the duties of the role.</p> <p>Response C:</p> <p>During the interview preparation, you prepare an exhaustive list of questions to ask during the interview. Each topic should include a mix of questions that help you learn about their skill and experience as well as increasingly challenging questions designed</p>	<p>3 buttons</p> <p>Choose response A, Choose response B, Choose response C</p> <p>[Each button will take learner to respective lessons in the course: Lesson 15, 16, or 17]</p>

		to throw the candidate off.	
--	--	-----------------------------	--

Lesson 15: Preparing for Interviews – Response A			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text [Paragraph] Interviews were conducted without preparing questions beforehand. Unfortunately, although your interviewers are skilled and knowledgeable professionals, they were not prepared to keep the interviews on track. Some of your interviewers asked questions about the weather and hobbies but the team did not gain enough information about the skills and experience of the candidates. Unfortunately, your company hired the wrong people and lost some great candidates in the process.</p>	
2	Statement B	<p>Text [Heading] Oh no! What went wrong? Why did company XYZ lose so many qualified candidates?</p>	
3	Paragraph	<p>Text [Paragraph] Click on the candidates below to gain insight into their perspective.</p>	
4	Flashcard grid	<p>[Full card image of two candidates looking unhappy on front of card, text on back] Candidate 1 text: <i>"I was really looking forward to my interview, but it turned out to be the worst interview I have ever had. The first few questions about my work experience went well, but the rest of the time we ended up chatting about random things, like hobbies and current events. The panel clearly made-up questions as they went, and they didn't seem to understand the important aspects of the role.</i></p> <p><i>I was excited to talk about my qualifications and learn more about the role, but this is not what happened. I feel like they totally wasted my time and wonder if I was even being seriously considered for the role. I didn't get the impression that they really cared</i></p>	<p>2 cards: [Learner clicks on the image of the candidates to read what they have to say.]</p>

		<p><i>about what I had to say. I would not want to work for this company." -Mia</i></p> <p>Candidate 2 text: <i>"I was really excited about interviewing with this company. My screening interview and my interview with the hiring manager went great and I felt like I was a great fit for the position. The panel interview started off okay, but the questions I received shifted towards being deeply personal and inappropriate for an interview. Many of the questions I got were unrelated to my actual skills and abilities and I learned very little about the scope of the role. I was a little put off by the questions, but when I was offered the position, I accepted. Turns out, this company did not turn out to be the right match for me. I should have listened to the red flags that I noticed during the interview." -Jake</i></p>	
5	Note	<p>Text</p> <p>Remember that although your interviewers might be brilliant, without preparation, your interview can quickly run off course. Determine interview questions beforehand and train your hiring team to dig deeper into a person's skills.</p>	
6	Button	<p>Text</p> <p>Click TRY AGAIN to return to "Preparing for Interviews" and try again.</p>	<p>1 button labeled TRY AGAIN [User clicks and returns to lesson 14]</p>

Lesson 16: Preparing for Interviews– Response B			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text</p> <p>[Paragraph] You and the manager worked together to write great interview questions and prepare the hiring panel for the interview. By thoroughly preparing for the interviews, the team was able to identify the right candidate(s) for the position! Because of your effective hiring strategies, your company was able to hire and retain great new employees who are now thriving in their new role.</p>	

2	Statement B	Text [Heading] How did you successfully plan interviews to find the right candidates?	
3	Paragraph	Text [Paragraph] Click on the candidates below to gain insight into their perspective.	
4	Flashcard grid	[Full card image of two candidates looking happy on front of card, text on back] Candidate 1 text: <i>"I was very impressed with the interview process including the professionalism of the interview panel as well as the ease of scheduling my interviews. During my 3rd and final interview, I was scheduled for a panel interview with several people I would be working with. They asked me a lot of great questions and follow up questions that helped to dig deeper into my skills and experience. This seems like a really great company to work for, and I really hope I get the job!" -Stephanie</i> Candidate 2 text: <i>"I felt very good after interviewing with this company. My screening interview with the recruiter and the initial interview with the hiring manager were painless processes. I eventually met with a larger panel for my final interview and the panel was very knowledgeable about the duties of the role I would be filling. The questions they asked really helped me to understand the scope of the role better." -Gavin</i>	2 cards: [Learner clicks on the image of the candidates to read what they have to say.]
5	Note	Text Excellent! Writing interview questions beforehand and knowing the responses you are looking for will ensure that your interviews run on track. Going off script to dig deeper into a candidate's skills can help you to distinguish between good and great candidates.	
6	Button	Text Click SUMMARY to review the strategies for planning interviews.	1 button labeled SUMMARY [User clicks and is taken to lesson 18]

Lesson 17: Preparing for Interviews – Response C

Block #	Block type	On screen text/visual	Interaction
1	Paragraph	<p>Text [Paragraph] You worked with the hiring team to prepare an exhaustive list of increasingly difficult questions to ask during the interviews. You received a lot of negative feedback about your interview practices during post-interview follow ups and you lost many quality candidates in the process.</p>	
2	Statement B	<p>Text [Heading] Oh no! What went wrong? Why did company XYZ lose so many qualified candidates?</p>	
3	Paragraph	<p>Text [Paragraph] Click on the candidate below to gain insight into their perspective.</p>	
4	Flashcard grid	<p>[Full card image of two candidates looking unhappy on front of card, text on back]</p> <p>Candidate 1 text: <i>"My final interview with the hiring panel was the worst interview I ever experienced. The panel included some of the people I would be working with. The interview took about an hour because they had about 100 questions that they wanted to get through. It didn't feel like they were interested in listening to what I had to say because they would repeatedly cut me off and move on to another topic. By the end, it felt like two of the interviewers cared more about proving how smart they were by firing questions at me than getting to know me. It was a very stressful and I plan on withdrawing my application ASAP. I don't want to work with these people."</i> -Jeremy</p>	<p>1 card: [Learner clicks on the image of the candidate to read what they have to say.]</p>
5	Note	<p>Text</p> <p>Asking your interviewers to improvise the interview questions while encouraging them to ask difficult questions can quickly derail your interviews.</p>	
6	Button	<p>Text</p> <p>Click TRY AGAIN to return to "Preparing for Interviews" and try again.</p>	<p>1 button labeled TRY AGAIN [User clicks and returns to lesson 14]</p>

Lesson 18: Preparing for Interviews – Summary

Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text</p> <p>[Heading] The takeaway</p> <p>[Paragraph] It's important to prepare yourself and anyone else who is helping with the interview, so train your interviewers to ask pointed questions that will help you to learn about your candidates. Questions should be strategic and should reveal skills and experiences that are relevant to the position and the company culture. Don't ask questions that aren't relevant to the job or that don't help you to make a hiring decision. Remember, your goal is to find someone who can accomplish the duties of the role, not to prove how smart you are or to make the candidate cry under pressure.</p> <p>Tap each tab to review the last 3 of the 7 effective hiring strategies.</p>	
2	Tabs	<p>[Tab 1 text] Prepare questions - Determine the main topics that you need to cover during the interviews. You don't have time to ask every possible question, so select questions carefully. Don't ask every single question you prepared if it is clear to you that a candidate knows the information. By picking the right questions, this eliminates others, which saves you and the candidate time. In addition, take opportunities to dig deeper into a candidate's skills by improvising with follow up questions. [image of list]</p> <p>[Tab 2 text] Train your interviewers - The interviewer(s) must be knowledgeable of the subject matter so they may be able to ask the questions you have defined as well as know that the answer given is correct or incorrect and understand the variations of possible answers. In addition, train your interviewers when to go "off script" and how to probe with deeper follow up questions. Finally, train interviewers how to identify and avoid inappropriate interview questions. [image of interview/meeting]</p>	<p>3 tabs</p> <ul style="list-style-type: none"> • Prepare questions • Train your interviewers • Remember the purpose <p>[user clicks to look at 3 of the hiring strategies]</p>

		<p>[Tab 3 text] Remember the purpose - Remember that the reason we are interviewing candidates is because we are trying to find somebody who is a great addition to the company who can do the job. Focusing the interview on finding faults in the candidates and having unrealistic expectations is not a good strategy and can alienate a candidate.</p> <p>[image of people shaking hands]</p>	
3	Button	<p>Text Click KNOWLEDGE CHECK to check your understanding.</p>	<p>1 button labeled Knowledge check [User clicks and goes to Lesson 19]</p>

Lesson 19: Preparing for Interviews – Knowledge Check			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text [Heading] Can you differentiate between effective and ineffective hiring strategies? [Paragraph] Sort the cards below into either effective or ineffective strategies.</p>	
2	Sorting activity	<p>Effective strategies</p> <ul style="list-style-type: none"> • Prepare topics and questions beforehand. • Ask improvised questions to dig deeper into skills as needed. • Ask questions that are relevant to the job. • Train your interviewers. <p>Ineffective strategies</p> <ul style="list-style-type: none"> • Improvise the whole interview so that each interview is unique. • Ask tough questions that the candidate might not be able to answer. • Discuss hobbies and personal matters to learn more about your candidates. <p>[Note: cards are sorted into the correct categories above]</p>	<p>2 categories</p> <ul style="list-style-type: none"> • Effective strategies • Ineffective strategies <p>[user sorts cards into the two categories]</p>
3	Continue	<p>Text Continue to the course summary</p>	<p>User clicks button to go to lesson 20.</p>

Course Summary

Lesson 20: Review of Hiring Strategies			
Block #	Block type	On screen text/visual	Interaction
1	Paragraph with heading	<p>Text</p> <p>[Heading] Congratulations!</p> <p>[Paragraph] You have successfully helped ALT Solutions Inc. to hire and retain great employees that are thriving in their new role.</p> <p>Now that you have compared effective and ineffective hiring strategies, let's do a quick review.</p>	
2	Process	<p>Text</p> <p>Summary of hiring strategies</p> <p>Click START to review the 7 hiring strategies.</p> <p>Step 1</p> <p>Developing a Job Description</p> <p>The first step in finding a good candidate is writing a job description that will attract the candidates you are looking for. Fully define the job by identifying critical skills and preferences.</p> <ol style="list-style-type: none"> 1. Know what you want - Work with the team to determine the ideal skills and experience you are looking for 2. No Checklists - Be clear about what requirements and qualifications you are looking for, but don't limit your options by being too specific <p>Step 2</p> <p>Arranging Interviews</p> <p>It is so frustrating to lose candidates because there was no priority on getting interviews completed. Nobody likes when their time is wasted.</p>	3 step process. User clicks start to begin going through the steps.

		<p>3. Timeliness - Get interviews scheduled for the earliest time possible. Make communications with the candidate prompt.</p> <p>4. Candidate should meet decision makers - Be wary of asking candidates to come in for multiple interviews to meet members of the team. This is not a good strategy and can risk losing a candidate. Coordinate schedules early so this isn't an issue.</p> <p>Step 3</p> <p>Preparing For Interviews</p> <p>Before walking into the interview, the groundwork should have been laid to prepare your team for the interviews.</p> <p>5. Prepare all questions - You can't ask every possible question, so carefully choose which questions you need to ask to be confident that the candidate is qualified.</p> <p>6. Train your interviewers - Prepare your interviewers to identify correct and incorrect answers given as well as variations of possible answers. Train them how to dig deeper into a response if needed.</p> <p>7. Remember the purpose - Don't attempt to intimidate the candidate or to put pressure on them. This is not the purpose of the interview.</p> <p>Summary</p> <p>Using these 7 effective hiring strategies will help you to find and retain the right candidates for your company.</p>	
3	Continue	<p>Text</p> <p>I am ready to test my knowledge!</p>	User clicks button to continue to block 4

4	Paragraph	Now that you have had practice using hiring strategies to hire new employees for ALT Solutions Inc., can you distinguish between effective and ineffective hiring strategies?	
5	Multiple Response	<p>What are the 7 strategies for effective hiring? Select the 7 best responses.</p> <ul style="list-style-type: none"> • Prepare trick questions to throw off your candidates • Schedule interviews as fast as possible and give your candidates timely feedback • Know what you are looking for and fully define the job before starting the interview process • Don't use exhaustive checklists that would eliminate great candidates • Ask improvised unprepared questions in the interview so that each interview is unique • Train the interviewers • Involve critical members in the interview so that the candidate meets everyone • Identify ideal candidates based off a checklist of things you are looking for • Remember the purpose of the interview is to identify the right candidates • Prepare topics and questions you will ask during the interview ahead of time • Schedule interviews based on the individual availability of members of the hiring team 	
6	Continue button	Course Completed!	Button continues to block 7
7	Text on image	You have successfully completed this training! [image of interview/meeting]	
8	Paragraph	You now know how to use the 7 effective hiring strategies to help ALT Solutions Inc. find and retain exceptional talent. Use these strategies to provide candidates with a positive interview experience and, at the same time, find and hire the best new employees for ALT Solutions' technical team.	