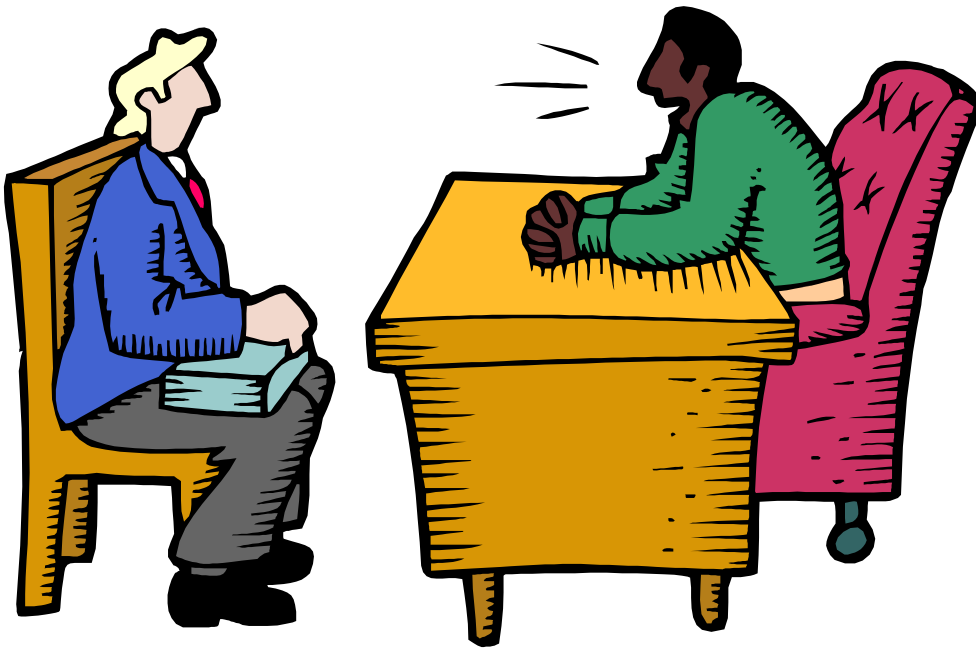


# **BG VENTURES Inc**

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## **AN EFFECTIVE INTERVIEWING PROCESS**



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## **What are some of the Hiring Challenges facing Employers today?**

→

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→

## **Interviewing – Exercise**

Think back to an interview where you were the candidate and someone else was the interviewer, and answer the following questions.

How were you feeling going into the interview?

How did the interviewer establish rapport with you?

How would you have characterized the interviewer's style?

Did the interviewer put you on the defensive or ask you "trick" questions?

Did the interviewer draw out your strengths, or give you a chance to voice how your previous experience may be useful to this job?

In your estimation, how much talking did you do versus the interviewer?

Did the interviewer let you know what the next steps were in the recruitment process, or did you get a prompt reply as to the status of your application?

What impression of the company did you have at the end of the recruitment process?

# OVERVIEW

- **General Principles of Interviewing**
- **Creating an Ideal Candidate**
- **Preparing the Job Posting for the Ideal Candidate**
- **Preparing for the Interview**
- **Recruiting for the Ideal Candidate**
- **Screening the Resumes**
- **Conducting the Telephone Pre-Screening**
- **Conducting the Interview**
- **Checking References**
- **Making an Offer**
- **General Procedures**
- **The First Day**

## **General Principle of Interviewing**

- **You will interview a number of people with different qualities.**
- **If you select through a process of elimination, someone may mistake your rejection for discrimination.**
- **You cannot be faulted for hiring the best available candidate.**
- **Respond to unsuccessful candidates politely.**
- **Poor handling of applicants leads to avoidable problems.**
- **Be sensitive to everyone.**
- **Looking for a job is stressful. Do not contribute more stress!**
- **Treat all applicants equally!**

## **BEWARE OF YOUR OWN BIASES**

- Everyone is a product of his or her own individual society.
- Family influences, religious upbringing, social background.... all affect our outlook.
- No one is totally free of prejudice.
- Always try to be objective.
- The job interview is no place for spare baggage or pre-conceptions.

# CREATING AN IDEAL CANDIDATE FOR THE POSITION

- A recruitment worksheet can be invaluable interviewing tool.
- It assists in identifying the key factors you require for the position
- The worksheet covers Technical Requirements, Education Levels, Working Conditions, Physical Effort and Behavioral Requirements in either a checkbox or written style as shown on the next two pages
- It is critical that this information is obtained from the supervisor of the position you are recruiting
- The information should also be reviewed with the supervisor with two intents: to ensure the recruiter understands the supervisor (for example, a drivers license, is it a Class 5, 3 with or without air). The other reason is to check if the criteria is still applicable to the needs of the position today
- Retain all this paperwork

## TECHNICAL REQUIREMENTS

### Education Required *(check appropriate boxes)*

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| <input type="checkbox"/> High School | <input type="checkbox"/> College      |
| <input type="checkbox"/> University  | <input type="checkbox"/> Trade School |

### Experience Required *(check appropriate boxes)*

- |   |  |
|---|--|
| <input type="checkbox"/> Number of years  | <input type="checkbox"/> Type of Work              |
| <input type="checkbox"/> Trade Membership | <input type="checkbox"/> Professional Organization |

### Specific Requirements *(check appropriate boxes)*

- |   |   |
|---|---|
| <input type="checkbox"/> Word Processing Skills | <input type="checkbox"/> Driving License(s) |
| <input type="checkbox"/> Bondable               | <input type="checkbox"/> Trade Papers       |

### Specific Equipment Operation Skills *(check appropriate boxes)*

- |  |                                   |
|--|-----------------------------------|
| <input type="checkbox"/> Machinist           | <input type="checkbox"/> Medical  |
| <input type="checkbox"/> Stationary Engineer | <input type="checkbox"/> Surveyor |

## WORKING REQUIREMENTS

*(check appropriate boxes)*

- |  |   |
|--|---|
| <input type="checkbox"/> Shift Work                        | <input type="checkbox"/> Night Shift              |
| <input type="checkbox"/> Weekends                          | <input type="checkbox"/> On Call                  |
| <input type="checkbox"/> Hazardous Work                    | <input type="checkbox"/> Disease Risk             |
| <input type="checkbox"/> Heavy Lifting                     | <input type="checkbox"/> Standing in One Position |
| <input type="checkbox"/> Confined Workspace                | <input type="checkbox"/> Driving for Long Periods |
| <input type="checkbox"/> Working Exposed to Stormy Weather |   |

## BEHAVIORAL REQUIREMENTS

*(check appropriate boxes)*

- |  |   |
|--|---|
| <input type="checkbox"/> Negotiation Skills      | <input type="checkbox"/> Organization Skills            |
| <input type="checkbox"/> Planning Skills         | <input type="checkbox"/> Communication Skills           |
| <input type="checkbox"/> Problem Solving         | <input type="checkbox"/> Suggests Alternative Solutions |
| <input type="checkbox"/> Manages Multiple Tasks  | <input type="checkbox"/> Demonstrates Initiative        |
| <input type="checkbox"/> Maintains Relationships | <input type="checkbox"/> Interacts Well With Co-workers |

- Good Listening Skills
- Handles Repetitive Tasks
- Not Easily Flustered/Overwhelmed

## Recruitment Worksheet

Title \_\_\_\_\_

Reports to \_\_\_\_\_

Salary \_\_\_\_\_

Working Conditions \_\_\_\_\_

\_\_\_\_\_

Educational Requirements \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Technical Requirements \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Behavioral Requirements \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

The Existing Working Environment

Teamwork \_\_\_\_\_

Balancing Personalities \_\_\_\_\_

Compensating for Strengths and Weaknesses \_\_\_\_\_

## **TO CREATE AN IDEAL CANDIDATE...**

- Taking the recruitment worksheet (if used) review the position with the supervisor and ask them to describe an ideal candidate
- Ensure they include all aspects of the person, you will probably have to probe them a bit
- Advise them that an ideal candidate is very rare, but if there was one, describe them in detail
- Once this list is completed, sort the criteria into categories (for example: must have, should have, would like to have) and then priorize each item in each category
- You may just take the entire list and prioritize each item (this is sometimes easier)
- Once this completed, you have the criteria for the position in priority order
- This is an important sheet to keep
- You now can write a job posting based on the criteria, you must have to fulfill the position

### Exercise:

Break into groups of two. A job description for a Secretary Receptionist is on the following page. One of you will be a superior looking for a Receptionist and one of you will be a recruiter. Create an ideal candidate for the position description then a job posting

**POSITION:** Secretary/Receptionist

**STATUS:** Permanent Full time

**DESIGNATION:** Non-Management

**REPORTS TO:** Human Resources Coordinator

**SUPERVISION OF:** N/A

**MINIMUM QUALIFICATIONS:** High School Diploma supplemented with up to one year of experience. Equivalencies will be considered

**POSITION CLASSIFICATION:**  
**GRID LEVEL OR WAGE:** 1

**SUMMARY OF POSITION:** To receive all incoming calls and perform a variety of clerical functions

**SUMMARY OF DUTIES:**

1. Receive, direct or take and deliver messages (telephone and electronic) on all incoming calls
2. Maintain a central directory of phone numbers, inventory of office supplies and status (in or out) of all employees
3. Complete assigned typing assignments in a timely fashion
4. Ensure communication to all affected sectors is maintained
5. Other duties that may be assigned from time to time

## Preparing for the Interview

- Once you know what you need, you need to develop questions to determine if the candidate's abilities match the requirements
- Using the prioritized list from the ideal candidate create questions for each of the criteria listed. You may want to develop more than one question for the high priority items
- The most successful types of questions are behavioral interviewing questions

## Developing Behavioral Interviewing Questions

**Traditional interviewing questions are typically close-ended hypothetical statements, such as:**

“How do you think you'll handle a busy office?”

**This type of questioning allows the candidate to respond by saying how they would like to handle a particular situation.**

**Behavioral Interviewing Questions:**

**Ask the candidate to relate a past experience**

“Tell me about.....”

“Could you describe.....”

“Can you think of a time.....”

**which provides a measurable objective assessment of the candidate's behavior in specific circumstances.**

**The most accurate way to predict future behavior is examine their past behavior.**

**YOUR SUCCESS AS AN INTERVIEWER IS BASED ON YOUR ABILITY TO DRAW OUT THE CANDIDATE'S HISTORY!**

## Behavioral Questions Exercise

The following is a list of interviewing questions. If the questions are behaviorally based, put a B in the space provided. If the question is not behaviorally based, put an NB in the space provided.

1. Can you give me an example of something you excelled at in school/work even though you didn't have to work hard at it? \_\_\_\_
2. Can you give me an example of a typical day at your office? \_\_\_\_
3. Do you like your co-workers? \_\_\_\_
4. What is an effective way to deal with difficult people at work? \_\_\_\_
5. Can you tell me about a time when you went beyond the call of duty to get a job done? \_\_\_\_
6. Describe for me a time when you had to learn to do something with little or no instruction. \_\_\_\_
7. How would you deal with an angry or upset customer? \_\_\_\_
8. In your opinion, the best supervisor is one that \_\_\_\_
9. Can you tell me about a time when it was hard to remain motivated at work? \_\_\_\_
10. Would you attribute your success to-date to be a function of brains or hard work? \_\_\_\_
11. Could you tell me about a time when you've been very busy at work and had to handle a number of tasks simultaneously? \_\_\_\_
12. Where do you want to see yourself in 3 years? \_\_\_\_
13. Could you tell me about a task you accomplished that exceeded the expectations of your boss? \_\_\_\_
14. How would you describe your ability to plan and organize your day? \_\_\_\_
15. What are your long-term goals? \_\_\_\_

## Creating the Interview Form

- Its strongly recommended all the questions you create be put into a form that will be used for all candidates
- The form should have spaces for the candidates answers
- The resume should be reviewed for gaps only; don't ask questions about information you already have on the resume unless to clarify
- The questions created should be behavioral or be followed with an inquiry. For example "Are you satisfied with your career progression to date? Why or why not?"
- There are some standard questions that could be asked for all positions. A Sample page one of an interviewing form with some standard questions for an Accountant is found on the next page

Exercise:

In the group you used to create your ideal candidate, create four behaviorally based questions using your four top requirements

Requirement 1:

---

---

Requirement 2:

---

---

Requirement 3:

---

---

Requirement 4:

---

---

## Examples of Standard Questions and Interview format

Name: \_\_\_\_\_

Date: \_\_\_\_\_

1. Review resume briefly (fill in gaps)
2. Please describe a good accountant in your view  
\_\_\_\_\_  
\_\_\_\_\_
3. What is your understanding of this position?  
\_\_\_\_\_  
\_\_\_\_\_
4. Why does this opportunity interest you?  
\_\_\_\_\_  
\_\_\_\_\_
5. Please describe how you believe your experience would be beneficial in this position as you understand it
6. What do you think is the most important aspect of this position? Why  
\_\_\_\_\_  
\_\_\_\_\_
7. What do you consider a good work ethic? Please give us some examples of where you demonstrated a good work ethic.  
\_\_\_\_\_  
\_\_\_\_\_
8. In your opinion, what is the average amount of time in a year a person:
  - a. Would be away due to illness? \_\_\_\_\_
  - b. Would be late? \_\_\_\_\_
9. If you were hiring for this position, what would you look for in a person? Why?  
\_\_\_\_\_  
\_\_\_\_\_
10. Who may we contact and what do you believe your references would say about you?  
\_\_\_\_\_  
\_\_\_\_\_
11. What is your current salary and what would your expectations be if you were successful? \_\_\_\_\_
12. If you were successful, when could you start? \_\_\_\_\_
13. Do you have any questions?  
\_\_\_\_\_  
\_\_\_\_\_

**Are there some questions I can't ask? Yes, you cannot violate the Human Right legislation**

## **Human Rights Legislation**

- *Human Rights legislation* prohibits many questions an employer would like to ask in an interview some of which may appear neutral and inoffensive.
- *Human Rights legislation* guarantees every person the right to equal treatment with respect to employment without discrimination because of:
  - race
  - ancestry
  - place of origin
  - colour
  - ethnic origin
  - citizenship
  - creed (religion)
  - sex (includes pregnancy)
  - sexual orientation
  - age
  - record of offences
  - marital status
  - same sex partnership status
  - family status, or
  - handicap/disability
  - perceived handicap (disability)

*Human Rights legislation* prohibits questions in the interview where an inquiry made of an applicant directly or indirectly classifies or indicates qualifications by a prohibited ground of discrimination

## Acceptable Practices for Difficult Questions

| <i><b>You cannot ask someone:</b></i>      | <i><b>But you can ask:</b></i>  |
|--|---|
| Maiden name                                | Any name under which applicant has been educated or employed  |
| Age  | Whether applicant has attained minimum age  |
| Marital Status                             | Whether the applicant is willing to travel or transfer to other areas of the province or country, if this requirement is job-related  |
| Child Care Arrangement/Future Family Plans | Whether there is anything that would prevent the applicant from working overtime or coming in to work on short or no notice?  |
| National Origin                            | If the applicant is legally entitled to work in Canada  |
| Criminal Conviction                        | If the applicant has been convicted of an offence for which no pardon has been granted  |
| Religion                                   | If the candidate is willing to work a specific work schedule. It is the duty of the employer to accommodate the religious observances of the applicant if it is reasonably possible to do so. |
| Physical Handicap                          | Whether the applicant has any physical handicaps or health problems that would affect the job applied for   |

Generally, if there is a work related issue, we need to look at what we need in the job and not let our values interfere with phrasing the question. Be sure to review your questions to ensure you are not contravening the applicable human rights legislation.

Lets work with some examples you may have.

## **Recruiting for the Ideal Candidate**

- Recruitment is defined as attracting the right person to apply for the position you have
- Where you look for the candidate is often referred to “sourcing”
- In addition to the newspapers for small towns, cities and Canada wide you may want to consider other sourcing strategies

## **Alternative Sourcing Strategies**

**You can save money by being creative in your sourcing. You might consider any of the following when recruiting:**

|                            |  |
|----------------------------|--|
| Walk-Ins on Database       | Outplacement Firms                               |
| Internet                   | Religious Organizations                          |
| Recruit From Within        | Career Fairs                                     |
| Rehire Former Employees    | Clubs  |
| Community Bulletin Boards  | Networking-Downsizing                            |
| Canada Employment Centres  | Internet   |
| Community Newspapers       | Social or Service Organizations                  |
| Food Banks                 | Community Resource Centres                       |
| Professional Organizations | Sports Arenas                                    |
| Community Sports Centres   | Professional Journals                            |
| Placement Agencies         | Any Government Organization<br>for New Canadians |
| Placement Officers:        |  |
| High Schools               |  |
| Colleges                   |  |
| Universities               |  |

**How effective is your recruitment process?**

## **Ways to Evaluate the Effectiveness of Your Recruitment Function**

1. Total number of applicants received
2. Time required to get applications
3. Costs per hire
4. Time elapsed before filling the position
5. Offers extended : Number of applications
6. Offers accepted : Number of offers extended
7. Number of qualified applicants : Total number of applicants
8. Turnover of hires

## **SCREENING RESUMES**

- Now that the resumes have arrived they need to be screened
- Using the ideal candidate list, go through the resumes ensuring the ones selected have the “must have attributes”
- Usually a quick sort of: Yes, No, Maybe is very useful
- Review the “yes” pile selecting the ones who have most of the attributes, in priority order,
- Keep the rest, then start to conduct a telephone prescreen. Make sure you have interview times available.

## **CONDUCTING THE TELEPHONE SCREEN**

### **Conducting an effective telephone screening:**

- Allows you to select only those candidates who best meet the job specifications for interviewing.
- Allows you to get an initial read on the candidate’s interpersonal and communication skills.
- Allows you to eliminate candidates who look good on paper or select candidates you would not normally interview on paper

### **Steps to conducting an effective screen:**

- Create a prescreen sheet based on the ”must haves” and salary expectations
- Call the applicant at the number listed on their resume or application form.

- Always ask the person, “Is this a good time to talk or would you prefer to call me back?”
- Use a relaxed, conversational style and don’t rush the candidate. You’ll hear more if you allow the candidates to do most of the talking.
- Be prepared to make a decision and offer an interview time if the person meets the criteria

A sample form for the Accountant position is found on the next page

## **What Can You Uncover During The Telephone Screening Process**

- 
- 
- 
- 
-

## Sample Telephone Pre-Screen Form

Name: \_\_\_\_\_

Telephone: \_\_\_\_\_

1. What is your availability? \_\_\_\_\_
2. What are your salary expectations? \_\_\_\_\_
3. What are you looking for in an accounting position?  
\_\_\_\_\_  
\_\_\_\_\_
4. Do you have or are you working toward an accounting designation?  
\_\_\_\_\_
5. Do you have reliable transportation to get to work? \_\_\_\_\_
6. Are there specific times in the year when you must take your vacation?  
Why \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. Do you have any commitments that would prevent you from working overtime hours on short notice?  
\_\_\_\_\_
8. Are you familiar with the "Explorer Accounting program"?  
\_\_\_\_\_
9. Are you familiar with the construction industry accounting? \_\_\_\_ In particular:
  - a. Payroll
  - b. Time commitments
  - c. Safety
  - d. Other provincial legislation
10. Who may we contact for a work related reference?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Interview? \_\_\_\_ Yes \_\_\_\_ No

Date \_\_\_\_\_ Time: \_\_\_\_\_

# CONDUCTING THE BEHAVIORAL INTERVIEW

## 1. Preparation

Review ideal candidate worksheet and telephone screen.

Review resume/application form.

Select a private, undisturbed area for interviewing.

Tell the candidate that you will be taking notes.

## 2. Introduction

Establish rapport with the candidate.

Introduce other members of team, if applicable

Explain the process as an ice-breaking technique

## 3. Body of the Interview

Use the interview form

Write down the person's response; offer to share it with them

Be aware of body language, the candidates and yours

Control the interview but do not talk more than twenty percent of the time

## 4. Closing

Tell the candidate that you've finished your questions.

Give a factual account of the position/avoid overselling.

Review salary and benefits offered.

Discuss the next steps in the interview process.

## 5. The Result

People will share their history with you openly and honestly.

## 6. Evaluate the results after the candidate has left

## **KEY POINTS TO REMEMBER ABOUT THE INTERVIEW**

People's behavior is really quite predictable.  
The key is to draw out the past.

People reveal their past most vividly when they experience a great success or failure.

The candidate should do 80-90% of the talking.

Avoid a controlling or demeaning interviewing style.

Avoid integrity questions that may anger or offend.

# Checking References

- Recommended two references are conducted on the final candidate.
- Use standard reference check form based on the ideal candidate.
- NO reference should be contacted without prior consent.
- Verify the response to the question on what will your references say about you:
- Be careful you are not “mining for validation”, hence the reference form should be created prior to the interview
- Try to talk to the immediate supervisor if possible
- A sample reference check form for the accountant is found on the next page

**Candidates Name** \_\_\_\_\_

**Reference Name** \_\_\_\_\_

**Phone Number** \_\_\_\_\_ **Date** \_\_\_\_\_

**Reference Conducted by:** \_\_\_\_\_

Dates confirm with application?       Yes       No

**Reference Criteria   Rating Scale (1-low, 5- high, N/A if not applicable)**

|  |          |          |          |          |          |
|--|----------|----------|----------|----------|----------|
| 1. Reliability (attendance)                  | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 2. Works as a team member                    | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 3. Punctuality                               | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 4. Accounts Payable Abilities                | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 5. Payroll Abilities                         | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 6. Safety administration                     | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 7. Knowledge of other provincial legislation | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 8. Data Entry                                | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 9. Time Management Skills                    | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 10. Easy to get along with                   | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |

11. Work Strengths:

12. Areas which may be improved:

13. Would you rehire?       Yes       No

# Making an Offer

- Verbal Offer followed with a written letter
  
- States: Position title, hours of work, salary, start date, vacation and benefit eligibility.
  
- If a medical or drug tests are required, make offer contingent upon passing either or both and arrange for times
  
- Signed back acceptance within one week.
  
- Becomes part of the Personnel file.

# THE OTHER CANDIDATES

- Express yourself tactfully.
- Every candidate must leave with his or her esteem intact.
- Don't offer negative advice or feedback: Candidates will usually disagree or at least resent the comments.
- Let the candidate know that there was a lot of competition for the position.

“We were very fortunate in having a number of qualified applicants for this position. Using the process I described to you we found another candidate that was closer to the ideal candidates we spoke of.”

- Don't delay.
- You may use a standardized letter.

## **Sample letter for interviewed but not successful**

Day/Month/Year

Mr./Mrs./Miss Doe  
0000 Zero Street  
NowheresVille  
Canada

Dear Candidate:

We are writing to thank you for spending your time interviewing with us for the position of \_\_\_\_\_. We were pleased to have the opportunity to talk to you in greater detail about your qualifications.

However a number of candidates qualified for the position, which always makes the selection process difficult. After considering all the applicants, we have selected the individual who fits our current requirements best.

We would like to keep your resume on file, trusting that you would be interested in any other position for which you would be an appropriate candidate. Please contact us if you would not like us to retain your resume

Again, thank you for your time and interest.

Yours very truly,

A.B. See

# General Procedures

## Resumes

- All resumes received are date-stamped upon receipt.
- All resumes are responded to within two weeks of receipt. The standard letter options include:
  - Unsolicited
  - Advertisement response
  - Referral.
- Resumes received and not pursued are filed for six months.

## Interview Procedures

All candidates being pursued must complete an Application Form, with signature (in ink), during the initial interview stage.

For those candidates that are unsuccessful during the interview stage, staple their documentation together including resume, application form and interview notes. Then place it in a file labeled “Interviewed”.

## References

At least two references should be conducted on each final candidate. A candidate’s current employer should **not** be contacted without prior consent from the candidate.

## **Employee Files**

An employee file is created when a candidate has accepted a job offer. Documentation to be included in the Employee File is:

- Authorization to hire, if applicable
- Recruitment worksheet, if applicable
- Ideal candidate criteria
- Copy of advertising and/or job posting
- Application Form
- Resume
- Completed interview questions
- References
- Signed Job Offer
- Copies of post job offer medical and drug testing results

# THE FIRST DAY

This is a critical part of the recruitment and selection process and one that is usually missed, thus often either negating all the work that was done or creating a problem employee in the future.

- Greet the new employee.
- Show them around and introduce them to Staff.
- Ensure you spend time with them and make them feel special
- Complete the orientation
- Follow up within two days at their work location
- Follow up at least weekly for a month at their work location
- By completing “The first day” you can reduce turnover and increase productivity as illustrated on the next page with “the Twelve Critical Questions”

## The Twelve Critical Questions

Taken from the book “*First, Break the Rules*” by Buckingham, Marcus and Coffman, Curt. (Simon and Schuster, 1999)

These questions address your organizations standing in terms of customer satisfaction/loyalty, profitability, productivity and turnover. While some questions apply to some of all of these factors, the questions to use for **turnover** exclusively are 1,2,3,5.

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to use my talents every day
4. In the last seven days, I have received recognition or praise for doing good work
5. My supervisor, or someone at work, seems to care about me as a person
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission/purpose of my company makes me feel my job is important
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the past six months, someone at work has talked to me about my progress
12. This last year, I have had opportunities at work to learn and grow

# NOTES