

AO4- Evaluation

In this section of the coursework, I will be evaluating the successfulness of the interview and documentation processes within my group by discussing the effectiveness of the group members and our professionalism whilst conducting the interview. This is related to their communicational standards as well as their social interactions towards the interviewees, I will also be evaluating how the group on general, including myself, acted when put under the pressure of questioning and responding to the different answers provided by applicants. The documentations will also be included in the evaluation as their effectiveness has to be assessed and also how relevant they were based on real documents.

Interview Evaluation

I had produced the questions based on the research conducted on *Customer Service Advisors* and to make them as relevant as possible, however, the research was rather basic and most of the questions were to find out information of what the interviewee was like, and where they had previously worked. I could have given specific areas to research to each group member rather than try and do it all on myself and split up the questions later on, this could have given a more successful basis to the questions and provided more detailed responses. I did however produce a table to which gave the *questions, expected candidate responses, actual responses* and a *response assessment* which provided a more suitable and professional appearance whilst allowing an effective analysis process.

The *Questions* were provided to give some sort of relevance to the interviewers rather than having to think on the spot, it gave a suitable base in which the questions could have been chosen according to the different responses and body language from the applicants. Some of the first welcoming questions were given in three stages to make provide a variance, such as, "Would you like a drink," "Have you been waiting long," and so forth, this allowed the group to ask different questions based on the people being questioned. We had also made almost 20 questions, but were not at any point looking to ask all 20, we were just trying to give again a good variance and it tended to work rather well up to a point. We began by giving different sections of the questions to everyone in the group and to ask them accordingly, but when we got involved in the first interviewee some of the group members had trouble keeping a professional view over the process and began to laugh, this did provide a slight upset to the flow of the interview but I feel we structured well after that.

The *Expected Response* was there to give us some sort of understanding on how to develop or control a situation based with both positive and negative aspects of the responses, this was rather useless for some parts as the answers received were mainly different to our predicted ones, this didn't however produce any issues for us within the interview, yet I feel we could have still done without it, or could have provided a more detailed expected responses for it to give us the most benefit.

The third was the *Actual Responses* of the interviewees; these were very effective as it gave a useful overview and also gave a chance to analyze the different answers, making

the most specific, or generally the best ones, to stand out over other candidates. We would write down basic details keeping in mind some key words which would possibly acknowledge their superior or perhaps inferior understandings of the job role and other relative aspects.

Finally we decided to add in a section which would be based on their answer and body language at the time of the interview, this allowed us to record what we felt they deserved for each question at that specific time, and review the interview by each individual question to identify any development that has been made. We judged it on a basis of a number between 1 – 5, in this way we could successfully record what they deserved, 5 for excellent, 3 for average and 1 for very poor. Most of the applicants were generally helpful in that they conducted the interviews professionally which allowed the group to take up each section successfully and didn't cause too many issues on the whole.

However, for this particular section it was difficult to analyze their responses as they perhaps deserved, we were conducting it with so much speed that it was a free flowing process question after questions, perhaps we could have added more pressure by leaving a bit of time between the questions to get a detailed note of their response. We could have added more relaxing questions as well whilst doing this to make sure the candidate was comfortable. On the other hand I feel that the way we conducted the interview process included a successful variance which allowed us to find out our best aspects for the final few interviews, we identified our seating process and greeting processes to be rather lacking in its influential role, so with some advice altered that around according to how we wished to come across, such as relaxing and calm, or pressurizing and intimidating.

Recruitment research and documentation

In relation to our human resource documents, we were largely concentrating on getting it completed to a high standard which could be related back to a professional one should they be analyzed, we did research on the internet on companies application forms, rejection letters and other such paper work, it gave us a idea on what standard we should be looking to reach. Advertisement was easy to get a hold of but other sections such as interview processes and internal documents would have to be thought of due to the lack of opportunity we would have to find them. We separated the different documents between the 5 of us and it made it a lot easier to conduct. We did them in relation to each other as well, one would conduct the advertisements, application document whilst another would do both motivation and induction package as they would have a similar link with them. The rejection letters and interview invitations were closely related so were given to another group member, in this manner, we were able to complete the documents with minimal hassle. We did have to produce rough documents as well and as we were all in as group we decided to share our final copies around in order to give the member a more relative idea of what they were expected to complete, in a more simple and rough overview however. All the documents were then given to the best ICT student whom then initiated a logo and background where needed to increase the standard yet also because it segregated our work from others individualizing it.

We did however encounter a lot of difficulties completing the documents at the high standard that we thought was suitable, even though they were acceptable, certain sections could have been improved. This included the application forms and the layout of the

form, it was rather basic and had no professional look about it and the ticking boxes were slightly uneven, which were clearly identified and it altered some position of some of the questions once we tried to correct. In these times we decided to get on with it and the evaluate that if we had sufficient time and funds we could have given a much more professional and detailed documentation worthy of a Coventry city council. The job advertisement was given to us late on and we were unable to change some of its weaker points, as a customer service advisor is still a position in which needs an intelligent yet also social applicant, we need the advertisement to include some aspects which expresses the want of a qualified candidate who is also comfortable around the needs of customer interaction.

The application form included all the basic details of the applicant, such as their names and personal details, but it also included some policies, asked about their education and also their employment history. Using ideas from applications forms that we researched, the member that completed this used these specific headlines which related well to what needed to be asked, it gave a good base in which we could segregate the applicants. The first page was rather basic which was good as it didn't confuse them too much, we could have perhaps changed the layout a bit more sufficiently had it been a managerial position, but in this case it was rather suitable and worked well. The different acts and policies based around the job role were included after yet I feel it should have been the different qualification and education degrees, this way we could have been able to see straight away if they were suitable for the job and if it was what we wanted.

It was a very well presented form then; it included clear questions and very valid ones as well, such as work permissions within the UK, and criminal offence questions. However, there were some which could have been altered or excluded, if they were related to anyone at Coventry City Council was unneeded, that should not have any issues with them in the job. Disability and Equal opportunities had to be included which meant that their gender and origin had to be responded to truthfully and meant we got a slight overlook to get a better understanding of who they were.

Education was rather bleak, candidates were asked on what schools they had gone to and what degrees were gone from where, but that was about it, they were not asked why they wanted to and so forth, but in any other situation, professionally we would have been able to ask it all in the interview, but with limited time we could not afford to include it.

Most of the employment history was very good, it gave high amounts of detail and was also so simple, yet we still added questions into our interview which could have then been excluded, the questions at the end informing us about their intentions over why they wanted to employ here, again we added it within our interview and now I feel it was something we needed to refer to rather than go into detail as we did.

The job description gave a simple overview of the job role and what they would be looking to get paid and work a week. The duties and responsibilities as well as the brief description meant that the applicant would understand what we were looking for and if they were suitable to apply, however, the basic number qualifications could have been added in to make it even more suitable, therefore the applicants would know what degrees and grades we would be associating to our job role. The specification gave the number of GCSE grades and experience we were looking for which meant that together the job description and the specification were working well together and also suited the

job. We included a physical essential that I feel should have been worded differently; to say we needed a “clear voiced” applicant was for me incorrect. It should have been more based on communicational skills and a more confident desirable. Team or social activities as well as personality aspects are seen in essential also but these are small issues, other than this, I feel both are successful and complete their roles well.

As stated before, our interview was rather successful in its plan, we made concentrated on sections for each individual and when it came down to making notes, we took turns based on what questions were asked, also the grade given to the responses meant that we could evaluate effectively and without too much hassle.

We had researched and included some of the legislation aspects within our application, and we believe we have concluded it up to a good standard, my knowledge has been relatively good up till now and we have been able to apply it successfully within our interview as well. We made sure all our questions were not biased and asked rather in the same manner to each individual, we never included any sexual or ethical discriminating questions or implied as much, but if we had the funds, we could have asked and gone to a legal advisor to completely check our application and interview plan to make sure were conducting everything in an orderly fashion. Legislation is a difficult situation as anything which can be seen as slightly biased would be approached, yet we feel we have successfully completed and understood this section to a certain extent. Yet I feel we have done this on a basic level and to work at a higher standard this could have been elaborated and an increase in the number of suitable acts within our application would prove this.

We have included different ethical initiations within our documents which meant that we would not be revealing any detail given to us and this fell under the privacy act, we had thought to test it out prior to the interviews but insufficient time gave us a limited period in which to do so. I personally feel that this would have benefited the group as we could then make the alterations that were likely to appear. Recruiting is a difficult section with all its legal and ethical dimensions, to get it correct can be a mission in itself, yet we took these into consideration and worked around them as best we could. We placed lines initiating what the documents would be used for and how privacy would be kept within the company.

I feel we had a good variety of job adverts and other such documentations to which we could refer back to or get ideas from, yet it was a basic bit of annotation to which we conducted to, we didn't do any detailed evaluation over other companies documents which meant that the standard of ours would fall slightly due to this. Therefore I would suggest next time that we re-do this section in order to get a better analysis over detailed aspects of the documents by realizing the types of wording used as well as the layouts provided. Job advertisements were provided but could have been identified and found out easily off the internet or at a job centre, however, internal documents had to be released or made up as we could not just get our hands on them. We had ideas given to us that related to them and we used them to the best we could but again I feel the time we had meant we had to make basic adjustments rather than go into strict detail over them. I would perhaps get a wider research range from the internet and companies to find small

aspects of the job description to which I could include and then it would increase the standard on a general scale.

I was the one who created the induction package, yet I had not thought of interviewing a real manager to see if they felt that it was suitable, this would have been rather easy under the circumstances and would benefit the group tremendously, yet previous induction packages off the internet and ones provided gave a good outline which made it easier to identify areas which needed to be targeted. It included all the basic details such as the general facilities and the safety procedures. Yet the layout again is rather basic, without a previous internal document to refer to in order to gain a good understanding, it was difficult to gain certain point or include others. Yet, the basic layout is made up for by the inclusion of all the main issues and points which need to be included in a real induction, signatures at the end and instructions are there also to professionalize the document as well as giving the candidate some sort of reference to what should be included once in the job.

We did an overall research on customer service advisors and we tried to keep in touch over what the time and salaries would be for all of us, so I think we did try to keep it realistic by giving approximately 15K to the applicant with about 30 hours of work a week. We should have however gone to the Coventry City Council website more frequently and perhaps contacted them in order to get an idea on what to include on some of our documents such as job description and specification. But the application and interview questions could have been received and been useful to us.

Alterations within our interview would have been associated in keeping up a professional basis to the process and to exclude the silly manners and behaviors that occurred towards the first couple of candidates. A chance to prepare a few times to other people and to understand that people would answer in such silly manners could have helped, to be able to know that it was unnecessary to become thrown off by the applicants as we knew them, should it have been someone we didn't know, then it may have been completely different, yet I feel we got back well by bettering our questioning techniques. We used an intimidating and pressurizing scenario in the way we asked questions in turn to make sure eye contact remained, as well as altering our seating order from the sides to right in front of the applicant.

This did have its down side as we then changed from a relaxing atmosphere into a tense situation in which we were more concentrated in finishing our questions then using suitable manners in the introduction of the interviewers. We then tried to begin altering our previous plans by requesting if they had any questions for us, this did put us off for a while, yet the final interview I feel merged all this together and was the best one out of all of them, yet the help of the interviewee would also need to be acknowledged. Our dress code remained the same formal self in which meant that we didn't come off too formal yet initiated our superiority as interviewers. The layout was altered once and worked well, it was a more adapted position because it made it simpler for us and more pressurizing, this was an idea we kept in case we needed it and came in handy for our second interview onwards. We did have our ups and downs in the introduction process of the interview as well as the formalities, this would be changed by having practiced who and how we would be introduced had more time been available or a period in which to practice. There was a document for recording which was exactly the same for each

applicant and meant that there were no biased results and we could assess successfully how each question was answered.

We worked in a group of 4, which was supposed to be 5, as a final member was there for the last two interviews, it meant we had to alter our seating order and give changes to the people answering questions, the member was late and even though they did contribute later on, it did unbalance us once we had begun to mesh together under a successful number of applicants. The previous 4 that there were, seemed perfect for the interview, we could switch questions or formalities easily and it did not feel as there were too many of us, it was the right amount for the pressurizing technique we were looking for. But when the fifth came in, the seating order was odd and some members didn't get a chance to ask questions for once as it began to last too long. In such a manner, these things would not have happened in a real interview, yet circumstances do occur when doing it as we have, so adaptation to it as we did was a good point on general.

We would have had to change a lot if we chose to interview a managerial or more senior position, the application form may have been scraped due to the expectation that their Curriculum Vitae would have included most of the points in itself and we would not have to ask for it first. The managerial position would also have to take much longer, the interview, induction and other sections as well due to the fact that we could be looking for the perfect applicant to support the job role. In particular our interview would be the most important section as it would be the time we would be speculating them personally face to face to review whether they were actually suited to the job role. Also, the documentation we produced for the responses and so forth would be altered, the expected responses would need to be more detailed and perhaps with more in depth knowledge of the company on general. The number of questions we asked would have to possibly stay the increase should we wish to go into an in depth interview and not use a pilot interview process to filter the applicants down.

If it was a more theoretical job role, then we could use some practical or hypothetical situations to review what type of person they were and how well they did under pressure, this could include a question on a certain situation and how they would handle it, be it a complaint or an internal circumstance which must be elaborated on.

Overall I feel that my documentations and interview process has been successful, I have identified some of the aspects that I would alter, but some are due to internal constraints or insufficient time/funds to be able to perform another section. The members of the group and me have segregated the work and tried to work under a strict and concentrating role in order to get the best out of our work to produce a successful evaluation. We have produced documents fit for the purpose and tried as much as possible under some circumstances to prepare for a good interview process and I feel that this evaluation has made some good judgments over some of the impacts it would have as well as