

# People Management: Hiring C-Store Employees

## *Interview Tips*

\$5.00

You have the applications for the open position in your store and have set up the interviews... now what?

Follow your company's procedures for hiring new employees, and consider these step-by-step suggestions to help you make the most of the interviews.

### **STEP 1 - IDENTIFY WHAT WOULD MAKE SOMEONE A GOOD MATCH FOR THE OPEN POSITION.**

Clearly identifying the characteristics of "the best person for the job" will help you know what you are looking for in an applicant, and will help you recognize applicants who have those characteristics. You may also find it helpful to identify the reason this characteristic is necessary for the open position.

Use the next page to develop your answers and to put them in writing, so you can refer back to them as you begin the interviews.



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#### Quantum Services

Quantum Services, headquartered in Columbus, Ohio, has performed more than 1,500,000 c-store audits since the firm was founded -- and serves the c-store industry *exclusively*. Quantum's audits and inventories are backed by in-depth knowledge about store level operations to help operators and store managers rapidly improve profits and performance.

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## *Interview Tips*

### **Characteristics of the Ideal Applicant**

An applicant's skills, job experience, behaviors and work habits are important factors in identifying the characteristics you are looking for.

If you could create *ideal* applicants for this position, what characteristics would they have?

- *What would their skills be?*
- *What would their work habits be like?*
- *What kind of experience would they have?*

TIP SHEET!

List several characteristics, and then put a star next to the three or four *most important* ones for the open position.

**CHARACTERISTIC:**

**REASON:**

*This person would be / have ...*

*Because...*

Example: Organized

Store can get busy; need to stay on top of things to keep store running

Example: Good math skills

Will work on register and inventory

Example: Customer service skills

We need to keep customers happy

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## STEP 2 – USE THE INTERVIEW TO HELP YOU IDENTIFY APPLICANTS WITH THE DESIRED CHARACTERISTICS.

In addition to any standard questions your company requires you to ask applicants, consider using the worksheet (*below*) to help you develop interview questions from the specific characteristics you identified in STEP 1.

### Developing Interview Questions

Develop questions in which the applicants can give examples of situations where they've *used* or *applied* their skills in everyday life. *Remember, most applicants will tell you they have the skills required for the job.* That's why getting examples of situations where applicants have tackled on-the-job challenges and problems will reveal their real world skills.

From the list of characteristics you identified in STEP 1, develop questions to use during the interview that will allow you uncover examples of the applicants' skills and behavior from actual work situations.

#### CHARACTERISTIC:

#### QUESTION:

*Example: Organized*

Describe a time when you got a project or assignment done. What did you do? Why did you do it that way? Can you give me examples of how you organize your work?

*Example: Good math skills*

Describe for me a job situation in which you had to use math to solve a numbers problem. What did you do to solve the problem?

*Example: Customer service skills*

I would like for you to tell me about a situation in which a customer was upset or in your face. What did you do? Why did you decide to respond in that manner?

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During the interview, listen carefully to the applicants' responses to your questions, and observe whether their examples match the characteristics and skills you are looking for in this position.



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## Interview Tips

TIP SHEETS!

### STEP 3- AFTER THE INTERVIEWS, COMPARE APPLICANTS.

While the interviews are still fresh in your mind, use the Comparison Grid (*below*) to help you compare the applicants, using the characteristics you identified as most important (*above, in STEP 1*).

#### Comparison Grid

List (*from STEP 1*) the characteristics you identified as important, and list the names of the applicants you interviewed. Based on the interviews, place a check under each applicant if they have the desired characteristic. Make any notes to the right.

CHARACTERISTIC:	NAMES:		NOTES:
	John Smith	Jane Baker	
<i>Example: Organized</i>	✓		
<i>Example: Good math skills</i>		✓	
<i>Example: Customer service</i>	✓	✓	
_____			
_____			
_____			
_____			

As you look at the Comparison Grid, determine which applicants have most of the important characteristics you are seeking.

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