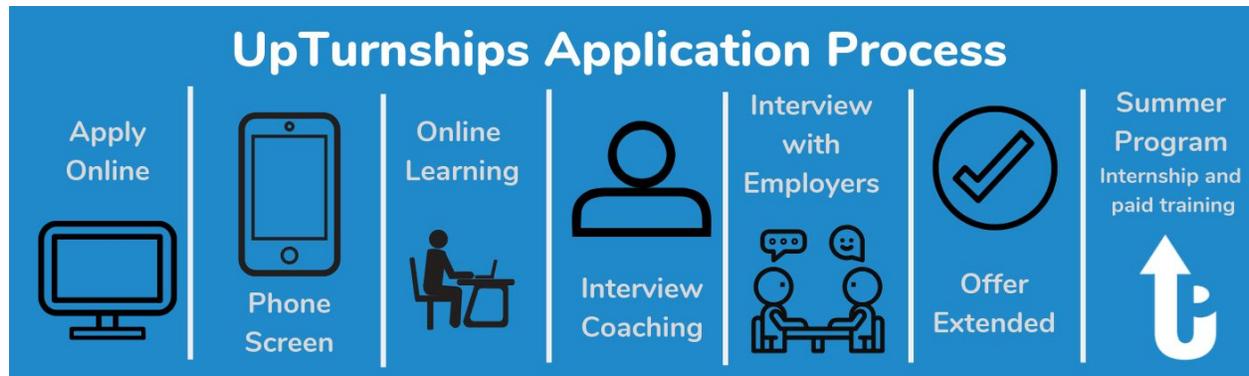




## 2019-2020 INTERVIEW COACH TRAINING

THANK YOU for your interest in being an Interview and Resume Coach (IC) for the 2019-2020 Hiring Season. The IC is a very important role and helps prepare our candidates to present their best selves at interviews!

The goal is to make this process as efficient and effective as possible. We value you and your time. In this regard, we have made some important changes since last year with the goal of reducing the burden on you and speeding up the entire IC process. We hope this will result in less frustration and increase capacity to work with more candidates.



- The application process is completely LINEAR this year – there are no parallel phases. When the candidate completes one phase, they move onto the next
- The first 4 phases should be completed within 4 weeks
  - Application takes about 15 minutes
  - Phone screen – candidates have 7 days to schedule and complete (1hr)
  - Online Learning – candidates have 7 days to complete (2-3 hours)
  - Interview coaching – candidates have 14 days to complete (2-4 hours)

#### APPLICATION

- The application is being done through Zoho Recruit. Melanie and Stephe manage the application
- The application has been modified to make it easier and quicker for candidates to complete
  - StrengthFinders has been moved from the application to the Online Learning phase
  - Candidate will only need to estimate the % of college expenses they pay

#### PHONE SCREEN

The phone screen is our first point of contact with the candidates

- Candidates will be sent a link to the UpTurnships Calendly account where they can sign up for a phone screen.
- Phone screen must be completed within 7 days of receiving notification
- Phone screen will consist of a 1<sup>st</sup> draft resume revision

## ONLINE LEARNING – PREPARING TO BE AN UPTURN – THIS MODULE WAS FORMERLY KNOWN AS THE LEARNING MANAGEMENT SYSTEM (LMS)

- Online Learning has moved from a word press based program to a Zoho form
  - Makes access easier and we can easily send forms to anyone who needs to complete them.
- Online Learning contains the following sections:
  - STAR questions (including video tutorial)
  - Email signature
  - Voice mail set up
  - Social media clean up
  - Resume workshop
  - CliftonStrengths
- The candidate is expected to take the advice from the phone screener and combine it with the information offered in the form to update their resume. It MUST be attached with the form in order to submit successfully
- Online Learning must be completed within 7 days

## INTERVIEW COACHING

The interview coach process contains 2 parts:

1. Resume revision – in person or phone call (1hr)
2. Interview Prep – in person or video meeting (1hr)

More detailed information is provided later in this document.

## CANDIDATE INTERVIEWS

- After Candidates are approved to interview by the IC, they move into the “match” phase
- Candidate will be advised via email when there is a job that fits their skills and areas of interest.
  - Candidate will confirm with Melanie if they are interested in being put forth to the employer for the position.
- If the employer wishes to interview the candidate, they will work with Melanie to get interview scheduled.
- The communication with employers will be conducted on behalf of UpTurnships. However, if the employer reaches out to the candidate directly, they may respond directly. Offer Extended
- If the employer wishes to extend an offer of employment, they will either contact the candidate directly or go through UpTurnships

- When the candidate accepts the offer, they are now considered an UpTurn!

SUMMER PROGRAM

- 11 training days
- 53 Internship days
- All training is paid and is therefore mandatory

May 2020						
Sun	Mon	Tue	Wed	Thur	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2020						
Sun	Mon	Tue	Wed	Thur	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July 2020						
Sun	Mon	Tue	Wed	Thur	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August 2020						
Sun	Mon	Tue	Wed	Thur	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24	25	26	27	28	29

**Legend**

	UpTurnships Training
	Work days at Internship
	Holiday

## INTERVIEW / RESUME COACH DETAILED PROCESS

### MATERIALS (ALL SENT VIA EMAIL):

- Student's resume, application information, phone screen, Online Learning
- Interview coach checklist
- Interview Tips, Sample Interview Questions
- CliftonStrengths overview

### MEETING #1 – IN PERSON OR PHONE MEETING (45-60 MINS)

#### PROVIDE GUIDANCE ON THE CANDIDATE RESUME

- Layout: Format, consistent, easy to read, perfect grammar and spelling (template provided in email)
- Objective: Specific to the desired job; describes skills and experience as it relates to the job
- Education: GPA, "Responsible for X% of tuition and expenses", Expected Graduation Date
- Chronologically accurate - dates make sense
- ACTION VERBS and KEYWORDS to describe their experiences. Results if possible.
- Relevant experience / activities stand out!
- Includes skills, activities, honors, leadership, projects if appropriate.
- set timeline for the candidate to resubmit resume to coach for final approval

#### REVIEW FIELD / JOB PREFERENCE:

- Discuss the fields and jobs that are best suited for their background and interests

#### REVIEW OF ONLINE LEARNING

- ❑ Brief review online learning and discuss their answers to common questions. Tell candidate you will go into more depth in the next meeting

## MEETING #2 - VIDEO OR IN-PERSON MEETING (45-60 MINS)

### FOLLOW UP ON RESUME REVISIONS

- ❑ Ensure the candidate has completed resume following the suggestions you provided on the phone call.
- ❑ ***The student must get final approval of the resume from the interview coach and the candidate sends resume to Melanie***

### PREPARE STUDENTS TO INTERVIEW (SEE ADDITIONAL INFORMATION PROVIDED)

- ❑ Discuss how they will prepare for an interview.
  - How to research company, job, the interviewer (LinkedIn)
  - Know the job requirements and how they meet them
  - Answers to common questions. Are they prepared?
  - Practice STAR method (Situation, Task, Action, Result) for framing stories - rewatch video from Online Learning.
  - Review their questions to ask the interviewer.
- ❑ Review CliftonStrengths and how to incorporate their strengths into interview responses.
- ❑ Roleplay, provide feedback, **tell them to keep preparing and to PRACTICE!**
  - Tell me about yourself (60 seconds to tell their story – past, present, future – this has to be strong!)
  - What is your greatest strength? Greatest weakness?
  - Why should I hire you?
  - What has been your biggest challenge (or difficulty, or problem overcome)?

- Coach on making a good first impression
  - What will they wear to interviews? Talk about options.
  - Talk about the importance of a firm handshake. Energy, smile, eye contact!
- Tell them to review the document called "*I have an Interview*", which will be attached to the email with their interview information
- Remind them to send a thank you note after the interview - **MANDATORY**

### **Encourage and support them!**

### **Closing and Follow-up**

- Discuss how the two of you will communicate regarding upcoming interviews.

PREPARING TO ANSWER BEHAVIORAL QUESTIONS - USING THE STAR METHOD

The STAR method is an effective format for describing your stories that helps the interviewer understand specifically what you have done. Interviewers are familiar with the STAR method, and many will expect you to use it when answering interview questions.

**Situation:** The backstory—the who, what, where, and when

**Task:** Describes your exact role in the situation, and your plans to solve the problem

1. What was your exact part, or the expectations, in this situation?
2. How were you able to turn this situation into an opportunity?

**Action:** What exactly you did as a result of the situation/task

1. What were the steps you took to solve this challenge?
2. How did you think about any problems?
3. How did you overcome roadblocks and follow through to get results?
4. Was there anything unique about your actions/method worth mentioning?

**Results:** Used to sum up the tangible results of your work

1. How were things better off because of what you did?
2. What lessons did you learn?
3. Try to use numbers that show growth, or scale, or positive change
4. May be a quote from a credible source about how well you handled the situation/task

A SITUATION and a TASK may be the same thing. You can combine them, or use one.

**STAR Example #1**

A candidate for a marketing role might be asked: “Tell me about a time you solved a problem within a tight deadline.”

- **Situation** – “We were due to deliver a presentation on our new product to a group of 30 potential customers and Stuart, the guy due to deliver it, got stuck in traffic.”

- **Task** – “It was my responsibility to find an alternative so it didn’t reflect badly on the company and we didn’t miss the opportunity.”
- **Action** – “I spoke to the event organizer to find out if he could change the presentation order. They agreed so we bought ourselves some time. I contacted Susan, another member of the team. She agreed to drop what she was doing and head to the event.”
- **Result** – “Stuart didn’t make the meeting on time but we explained the problem to the attendees and Susan’s presentation went well – a bit rough around the edges but it was warmly received. Stuart managed to get there for the last 15 minutes to answer questions. As a result, we gained some good contacts, at least two of which we converted into paying clients.”

### **Behavioral Interview Questions (Use STAR method to answer)**

\*Go over 3-4 with the candidate during your meeting and encourage them to prepare answers to all other questions on their own

- Describe a difficult situation you faced and how you overcame it.
- Tell me about a time you went above and beyond the call of duty.
- Describe a situation where you have used your leadership skills.
- Tell me about a stressful situation you experienced and how you handled it.
- Give an example of a goal you reached and how you achieved it.
- Tell me about the last time something significant didn’t go according to plan at work.
- Tell me about the biggest change that you have had to deal with.
- Tell me about a mistake you made and how you handled it.
- How have you prioritized when you worked on multiple projects?
- Describe a decision you made that wasn't popular and how you handled it.
- Tell me about one of your favorite experiences working with a team and your contribution.
- Tell me about the last time you’ve been satisfied, energized, and productive at work.

- Tell me about a time when you were asked to do something you have never done before.
- Describe a situation in which you embraced a new system, process, technology, at work?
- Give an example of when you worked with someone who was difficult to get along with.
- Tell me about a time you communicated with someone who didn't understand you.

## PREPARING TO ANSWER OTHER COMMON INTERVIEW QUESTIONS

\*Go over 3-4 with the candidate during your meeting and encourage them to prepare answers to all other questions on their own

- Tell me about yourself.
- What is your greatest strength?
- What is your greatest accomplishment?
- How would your professors or co-workers describe you?
- Why should I hire you?
- Tell me about a time when you had to establish priorities.
- Describe a difficult (or stressful) situation you faced and how you overcame it.
- Tell me about a time you disagreed with someone at work and how you handled it.
- Tell me about a mistake you made and how you handled it.
- Give me an example of how you worked on a team.

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DEVELOP YOUR ANSWER TO “WHAT IS YOUR GREATEST WEAKNESS (OR AREA OF OPPORTUNITY)?”

There are several strategies for answering this question effectively.

### **Discuss Non-Essential Skills**

Come up with an honest shortcoming which is not essential for that job. If you are applying for a finance position, you might share that you are not particularly good at group presentations, but your strength is one-on-one communication.

### **Mention Skills You Have Improved (that are not essential to the job)**

Describe your initial level, the steps you've taken to improve, and your current, improved level. If being organized isn't your strongest point, explain how you implemented a time management system that really helped your organization skills. Now you can meet deadlines and can manage priorities.

### **Turn a Negative Into a Positive**

A sense of urgency to get projects completed, or wanting to triple-check every item, can be turned into a strength. Use it to show you are a candidate who will make sure that the project is done on time and your work will be close to perfect.

## PREPARING QUESTIONS TO ASK THE INTERVIEWER

\*Ensure candidate is prepared with 2-3 questions that they are comfortable asking in an interview.

### **Appropriate**

- Questions about the company and job
- Follow-up questions about yourself
  - How well do my qualifications match those you are looking for?
  - What else I can tell you to provide a better picture of my qualifications?
- Next steps in the process

### **Inappropriate**

- Pay or benefits (in first interview)
- Information that has already been provided or that is on their website

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#### SAMPLE QUESTIONS TO ASK IN AN INTERVIEW:

- How would you describe the responsibilities of the position?

- How would you describe a typical day and week in this position?
- Who does this position report to?
- How is the department structured?
- How has the company changed over the last few years?
- What key challenges does the (company, department, this role) face?
- What are the company's plans for growth and development?
- Why did you choose to work for this company?
- Who does this position report to?

You do not need to be an expert in CliftonStrengths to help the candidate. Simply review their top 5 strengths and profile ask them to list an example of a time they used the strength – This can be incorporated into the STAR questions as well.

CLIFTONSTRENGTHS KEY

Strategic Thinking	Influencing	Executing	Relationship Building
<p><i>How a person analyzes the world. Strengths of perception, organization, and information processing that produce lifelong learners and help teams make better decisions. They help us focus on what could be, stretching our thinking for the future.</i></p>	<p><i>How an individual moves others to action; interpersonal strengths that enable a person to impact or influence others in powerful ways by taking charge, speaking up, and making sure ideas are heard, inside and outside the group.</i></p>	<p><i>What pushes an individual towards results. Motivational strengths that generate and focus energy to achieve and accomplish a lot, for themselves and their team.</i></p>	<p><i>How a person builds connections with others, including interpersonal bonding, forming deeply meaningful and close personal relationships. In teams, these themes are the “essential glue that holds a team together”, creating groups that are greater than the sum of the parts.</i></p>
Analytical	Activator	Achiever	Adaptability
Context	Command	Arranger	Connectedness
Futuristic	Communication	Belief	Developer
Ideation	Competition	Consistency	Empathy
Input	Maximizer	Deliberative	Harmony
Intellection	Self-Assurance	Discipline	Includer
Learner	Significance	Focus	Individualization
	Woo	Responsibility	
		Restorative	

Strategic			Positivity Relator
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#### STRENGTHS — BRIEF DESCRIPTIONS

**Achiever:** People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

**Activator:** People who are especially talented in the Activator theme can make things happen by turning thoughts into action. They are often impatient.

**Adaptability:** People who are especially talented in the Adaptability theme prefer to “go with the flow.” They tend to be “now” people who take things as they come and discover the future one day at a time.

**Analytical:** People who are especially talented in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.

**Arranger:** People who are especially talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.

**Belief:** People who are especially talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.

**Command:** People who are especially talented in the Command theme have presence. They can take control of a situation and make decisions.

**Communication:** People who are especially talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

**Competition:** People who are especially talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

**Connectedness:** People who are especially talented in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.

**Consistency:** People who are especially talented in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone in the world with consistency by setting up clear rules and adhering to them.

**Context:** People who are especially talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.

**Deliberative:** People who are especially talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate the obstacles.

**Developer:** People who are especially talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.

**Discipline:** People who are especially talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

**Empathy:** People who are especially talented in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.

**Focus:** People who are especially talented in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.

**Futuristic:** People who are especially talented in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.

**Harmony:** People who are especially talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.

**Ideation:** People who are especially talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

**Includer:** People who are especially talented in the Includer theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.

**Individualization:** People who are especially talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.

**Input:** People who are especially talented in the Input theme have a craving to know more. Often, they like to collect and archive all kinds of information.

**Intellection:** People who are especially talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

**Learner:** People who are especially talented in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them.

**Maximizer:** People who are especially talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.

**Positivity:** People who are especially talented in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.

**Relator:** People who are especially talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

**Responsibility:** People who are especially talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

**Restorative:** People who are especially talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

**Self-Assurance:** People who are especially talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.

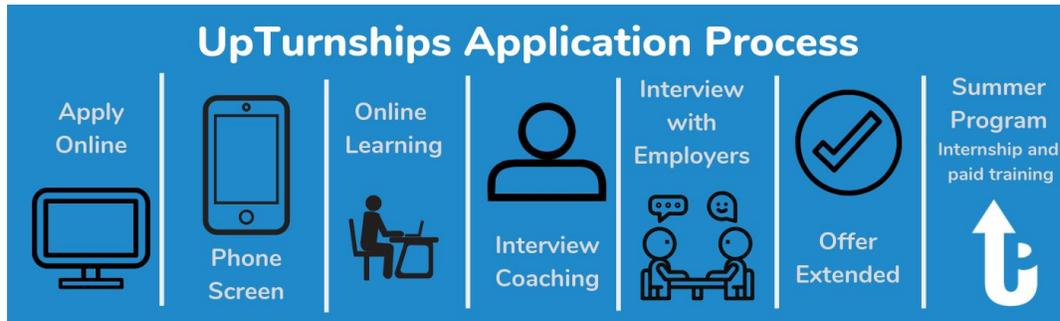
**Significance:** People who are especially talented in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.

**Strategic:** People who are especially talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

**Woo:** People who are especially talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person.

## EMAIL NOTIFICATIONS

NOTIFICATION THAT THE IC HAS BEEN ASSIGNED A CANDIDATE



Dear \${Candidates.IC First Name},

Thank you for working with an UpTurnships Candidate! Here are some details:

Name: \${Candidates.First Name} \${Candidates.Last Name}  
School: \${Candidates.College/University}  
Current year in school: \${Candidates.Current Year in College/University}  
Major: \${Candidates.Major}  
Minor: \${Candidates.Minor}  
Email: \${Candidates.Email}  
Phone: \${Candidates.Mobile}

Attached is the candidates phone screen review, online learning document and their updated resume. In addition, I have attached the Interview Coach Checklist which will provide you with a checklist to go through with each candidate as well as details regarding preparing the candidate for the interview

Please plan to complete one phone call to go over the candidates resume as well as 1 video/in person meeting to complete interview prep. The goal is to complete this process within 14 days. If it takes longer than that, or you are running into difficulties or roadblocks, please advise Melanie.

When you are satisfied that your candidate has completed this process and is ready to be matched with jobs, please complete the [Ready to Interview](#) form.

Many thanks for being a part of this vital phase of UpTurnships!

Melanie

## IC NOTIFICATION TO CANDIDATE

Hello \${Candidates.First Name},

Thank you for completing the online learning module, "Preparing to become an UpTurn". You are now ready to meet with an interview and resume coach and work on your final resume and interviewing skills preparation.

Your interview coach is:

\${Candidates.IC First Name} \${Candidates.IC Last Name}

email: \${Candidates.IC Email}

Phone: \${Candidates.IC Mobile}

The Interview Coach phase involves the following steps:

1. Email/call/text coach within the next 48 hours.
2. Set up a time to speak on the phone or meet in person within the next week. During this phone call or meeting you will discuss your resume and your interview coach may suggest further edits and provide suggestions (approximately 60 minutes). Your interview coach will need to approve your final resume.
3. Set up a video-chat or in-person meeting time to practice your interviewing skills (approximately 45-60minutes).
4. Email your final resume (approved by interview coach) in **PDF format** to Melanie Xiong at: [mxiong@upturnships.org](mailto:mxiong@upturnships.org)

Once these are complete, your interview coach will advise UpTurnships and you will be approved to interview! You will receive more information about interviewing when this occurs. We ask that this phase is completed with 14 days.

I have attached a copy of the Interview Coach Packet for your review. Your coach will have this packet and will go through all the steps with you. Please read this completely before meeting with your coach to help make the process as efficient as possible.

Please do not hesitate to reach out to me directly if you have any questions about the program or the process.

Best,  
Melanie Xiong

## IC NOTIFICATION THAT APPLICANT HAS BEEN SCHEDULED FOR AN INTERVIEW

Dear \${Candidates.IC First Name},

We are pleased to advise you that you that \${Candidates.First Name} \${Candidates.Last Name} has been scheduled for an upcoming interview! Please read the details below carefully:

**Company:** \${Clients.Client Name}

**Posting:** \${Job Openings.Posting Title}

**Interview Date and Time:** \${Interviews.From} - \${Interviews.To}

**Location:** \${Clients.Billing Street}, \${Clients.Billing City}, MN, \${Clients.Billing Code}

Additional Details (if applicable): \${Interviews.Schedule Comments}

Feel free to reach out to the candidate to provide any last minute "tips and tricks" or to just send some encouragement!

We will continue to keep you posted of your candidates activity. Thank you for your part in getting the candidate to this stage!

Sincerely,  
Melanie

IC NOTIFICATION THAT YOUR CANDIDATE IS HIRED

Hello \${Candidates.IC First Name},

This is a quick email to let you know that \${Candidates.First Name} has been hired! Thank you for your hard work and dedication to your Upturn in this initial phase. You have played a pivotal role in \${Candidates.First Name} being able to "win" the job!

We are so excited to see our class of 2020 come together, and we could not have done it without your help.

With gratitude,  
Melanie