Interviewing for a New Job: A Two-Way Process

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Top 5 reasons why people quit their jobs

INC.COM 2018

- Poor management performance
- Lack of employee recognition
- Overworked employees
- Company culture is not a priority
- No growth opportunities

• we think their list forgot this one... $\$\$ \text{MONEY} \$\$
Total Employee Quits Have Risen Every Year Since 2010

The numbers below represent the total number of employee quits per year, in millions. Quits in 2018 are on track to exceed 40 million.

I just got this résumé from a headhunter.

Evaluate her engineering skills and let me know if I should interview her.

Well, Alice, you're almost qualified to work here, but I'm concerned about your loyalty.
So you have decided it is time to look for a new opportunity

How do you make sure the next spot fulfills your needs and doesn’t put you back into the same position you are currently in . . .

LOOKING FOR THE NEXT OPPORTUNITY
Poor Management / Lack of Leadership

• Why is the position open
  – How many CFO/Controller’s in last 10 years
  – How long has the GM been there and how many under his tenure

• What is the club’s management structure
  – ie. Controller reports to GM or Treasurer (club) or Corporate (hotel)
  – What departments are overseen by CFO/Controller
  – Is staff sufficient for workload?
Lack of Employee Recognition

- How long has each potential report been at the club
- Can you see their resumes
- Did any internal candidates apply for this position?
- Any current Employee Recognition initiatives in place - years of service awards, employee of the quarter, employee holiday fund
Overworked Employees

- What is the employee turnover rate
- Ask to see the budget and look at revenue vs payroll dollars
- Try to ask employees you run into how they like working at the club or hotel
- Do a LinkedIn search for the company, see what their employees are posting
- What are some goals or expectations of the available position
What do these companies have in common?

...positive COMPANY CULTURE
Indicators of positive company culture

- Low employee turnover
- Smiles and laughter
- Sense of job security
- Open communication
- Clean & welcoming employee lounge
- Ongoing professional development opportunities
- Leaders are visible and accessible
Company Culture is Not a Priority

• Tell me about the companies long-range plan or “vision”

• What is your mission statement?

• How would you describe the club’s ideal member or the hotel’s ideal guest

• How would you describe the company’s ideal employee
No Growth Opportunities

• How would you like to see the position grow (ask of the person who you will be reporting to)

• Hotels have better growth potential normally but don’t underestimate a club’s growth potential in expanding your role of responsibility or sphere of influence. (HR, Purchasing, IT, Finance, etc.)

• Are managers & directors made to participate in an MOD or asked to rotate and learn other departments?
I'D LIKE TO REWARD YOU FOR YOUR HARD WORK BY GIVING YOU A LATERAL PROMOTION.

I WAS GOING TO HIRE FROM THE OUTSIDE, BUT I REALIZED I CAN MAKE YOU DO THE NEW JOB PLUS YOUR OLD ONE.

IS MONEY INVOLVED?

YES! I'M SAVING A TON OF IT!
Is it all about the money?

• The average increase in compensation for a worker who quits one job for another is about 15%
• If it is money you’re after, just ask
• Do salary research - non-profit club info can be found on Guidestar 990’s; corporate info glassdoor, etc
• Fringe benefits - clothing allowance, dry cleaning, free parking, employee meals, flexible schedule, deferred compensation
• Professional development - HFTP dues & conferences, tuition reimbursement
Things you should try to get as you get further into the interview process

• Club By Laws and Financials
• Employee Handbook
• Resumes of potential staff
• Try to meet with direct reports before you accept a position
REMEMBER

• It has to be a match both ways or you will be going thru this process again.
• Do I really feel like I would enjoy spending 40+ hours a week with these people
• Do research before hand. Learn what you can so you can tailor your questions and observations with some thought
• Take every opportunity to converse, not just answer questions.
• There is no special technique. Be yourself. If they don’t like you then you are better off not getting the job.
COMMENTS? QUESTIONS? INSTANT FEEDBACK?
REFERENCES

• Schwantes, Marcel. “Why Do Employees Quit…” Inc.com, December 21, 2018
• Maurer, Roy. “Why Are Workers Quitting Their Jobs in Record Numbers?” SHRM, December 12, 2018.

A special thanks to:

• The School of Hardknocks
• Life experiences “The Good, The Bad, and The Ugly”
• Various stories and anecdotes from friends & colleagues in the industry
ONE LAST THING....

A SELFIE!!!

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