

FROM Q&A TO Z:

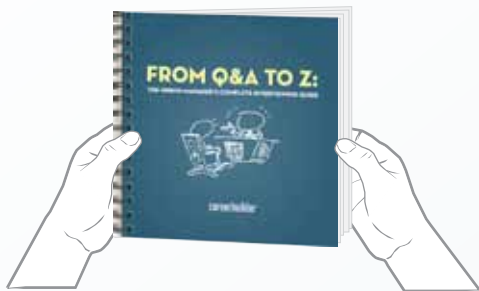
THE HIRING MANAGER'S COMPLETE INTERVIEWING GUIDE



careerbuilder®

TABLE OF CONTENTS

- ② Using this e-Book
- ③ Before the Interview: A Four-Step Checklist
- ④ What is Your Body Language Saying?
- ⑥ 3 Candidate Red Flags (That Might Not Be)
- ⑦ 7 Interview Questions You're Not Asking (But Probably Should Be)
- ⑧ "Tell Me About Yourself" and Other Cliché Interview Questions to Avoid
- ⑩ Ask This, Not That: Avoiding Inappropriate Interview Questions
- ⑫ Turning the Tables: When You're the Interviewee
- ⑭ Interview Do's and Don'ts
- ⑮ "Don't Call Us"...A Note About Following Up
- ⑯ About CareerBuilder



USING THIS E-BOOK

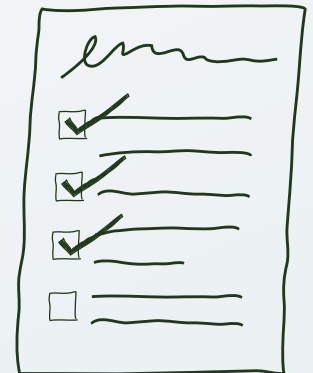
There is nothing more important in the hiring process than the interview. At the very least, the interview process is a networking event – an opportunity to brand your company in the eyes of a potential employee, brand advocate or customer.

At the very most, the interview process will help you find the right fit for both the job and your organization overall (and, as a bonus, reflect well on you for finding this person). Either way, the interview is a crucial process that – if executed correctly – will ultimately help move your business forward.

Use this e-Book as a guide to going from conducting your best interviews, to making your greatest hiring decisions.

BEFORE THE INTERVIEW: A THREE-STEP CHECKLIST

- Do your homework:** You expect candidates to walk in to an interview with some basic knowledge about your company, right? You should hold yourself to the same standards as well. Before every interview, make sure you've reviewed the credentials of the candidate you are about to meet face-to-face. Become familiar with candidates' resumes, cover letters and any other materials they submitted to you for consideration of the job. Taking this extra step ensures you don't waste your interview time going through these materials together. Your time is better spent when you come in to the interview with questions or comments on their experiences and backgrounds, so you can get to know more about the real candidates - beyond just who they are on paper.
- Put yourself in the job seekers' shoes:** Remember that the interview is also the time for candidates to interview you, so try to anticipate what questions they will ask YOU about the company and the job, including benefits and opportunities for growth. (See page 12). Make sure you can clearly articulate what the candidate's role would be if hired, as well as who his or her direct reports would be. Also, be sure to give yourself a "refresher" on basic company information such as benefits offered, community involvement and mission statement.
- Get everyone on board.** If other members of your organization are involved in the interview process, make sure everyone is aware of what everyone will be asking of the candidate to ensure there is little to no overlap. Ensuring everyone has an equal but different role in the interview process will eliminate the risk of both boring the candidate, as well as inadvertently sending the message that there's a lack of communication within the organization.



7 THINGS WE TELL CANDIDATES (without saying a word)

Body language can be a tricky thing.

You're already well aware that body language accounts for a significant percentage of all communication (some findings suggest it makes up as much as 90 percent). But you might not be aware that - just as you're picking up on candidates' nonverbal cues to measure everything from their level of interest to their authenticity (or lack thereof) - your candidates are doing the same thing to you.

As the interviewer, you have a direct impact on your candidates' impressions of the company (and ultimately, their decision to accept an offer); therefore, it is crucial that you are aware of the nonverbal cues you send candidates.

Unfortunately, sometimes the biggest offenders are the seemingly harmless things we do - tics, if you will - that we don't even think about - and the negative messages they send candidates. Do you unintentionally intimidate candidates? Do your hand gestures and facial expressions convey boredom, irritation or condescension?

Check out what the following "messages" really tell candidates - and how you can fix them.

The Message: "I'm uncomfortable."

The Tip-Off: Sitting with legs crossed while shaking one leg or wiggling a foot. A lot of leg movement in general is both distracting and indicates nervousness. Sit with your legs crossed at the angles, or place both feet flat on the floor to convey confidence and relaxation.

The Message: "You're annoying me."

The Tip-Off: You're drumming your fingers on your desk. Rubbing your face can also indicate irritation. You can keep your hands in check by resting them, loosely clasped in your lap or on the table in front of you.

The Message: "I couldn't be more bored by what you have to say."

The Tip-Off: Rubbing the back of your head or neck indicates boredom, as well as irritation. An innocent enough gesture, but now that you're aware of the message it sends, try to keep it to a minimum.



The Message: *"I'm better than you."*

The Tip-Off: You're leaning back in your chair and folding your arms across your chest, which can be seen as arrogant. The same goes for resting one leg or ankle on top of your other knee. Give the candidate your full attention and respect by sitting upright with your torso facing him or her.

The Message: *"I'm not taking you seriously."*

The Tip-Off: You're smiling a little too much. You're probably only trying to put the other person at ease, but be careful to not smile too much when talking about serious subjects, as your grin might suggest that you aren't taking the discussion seriously enough.

The Message: *"I'd rather be anywhere but here."*

The Tip-Off: Pointing your feet toward the door - or leaning in that direction - gives the impression that you're looking for an escape route. Be sure to face the other person squarely, with your feet flat on the floor or crossed at the ankles.

The Message: *"I don't care."*

The Tip-Off: Leaning back in your chair and placing your hands in a "steeple" position tends to show indifference on your end. A better way to show - or perhaps feign - interest is to lean forward slightly in your chair and lightly clasp your hands in your lap or place them near your knees.

Even if you are bored, annoyed or disinterested (which happens - you are, after all, human)...It's still important that you maintain a professional demeanor (you are, after all, a professional) and treat your candidate with respect. After all, the interview is not the time to evaluate a candidate. Save the eye rolls and exasperated sighs for after the interview, when you have a chance to process everything. You could realize, in hindsight, that you unfairly misjudged the candidate, only to find that due to your behavior, the candidate has already written you off.

More on learning to
rethink first impressions
on the next page.



3 CANDIDATE RED FLAGS (that might not be)

When interviewing candidates, most recruiters and hiring managers already know to pay special attention to “red flags” – certain behaviors that indicate that the candidate may not make the ideal employee. Whether bad-mouthing current or former colleagues, showing up late or unprepared, or taking a call during the interview, there are certain behaviors that just seem to scream “buyer beware!” indicating that the candidate may not be the best fit for your organization.

Being overly skittish, however, does you a disservice – potentially letting otherwise good candidates slip through the cracks. Consider the following “traditional” warning signals, which may turn out to be false alarms:

THEY CAN'T NAME A WEAKNESS. Ah, the old Catch-22 question, “What is your greatest weakness?” which puts candidates in the unfortunate, damned-if-you-do-damned-if-you-don't-position...and ultimately offers little benefit to you, either. If you ask this question, you're almost guaranteed to get a canned answer like “I'm a perfectionist,” or the equally-as-frustrating “I really can't think of any.” If you want a more insightful answer, the best way to find out a candidate's weakness is to phrase it as a behavioral question. Try phrasing the question this way: “What kind of feedback have you received from managers, both in terms of what they say you excel at and things you've been encouraged to do differently?” This way, you will get answers based on fact (what the candidate actually did) rather than perception, which you can use to evaluate later.

THEY DON'T KNOW WHERE THEY 'SEE' THEMSELVES IN FIVE YEARS. Yet another cliché interview question that usually only generates responses that candidates think interviewers want to hear, rather than what they really think (if they even know). A better question to ask: “What is the first thing you want to accomplish with this position?”

THEY SHOW UP LATE. No one likes tardiness, it's true. But that doesn't make it the world's most serious crime, even though it's often treated that way when it happens in a job interview. Job candidates are human, and the world around them is not perfect, either. So sometimes stuff happens, and a hiring manager who doesn't accept that is probably not someone for whom your 15-minutes-late-beyond-all-their-control candidates do not want to work for anyway. The next time a candidate shows up late, consider the circumstances: How did the candidate handle the situation? Did he or she call to warn you and give a legitimate reason for the delay? Was the candidate sincerely (but not overly) apologetic?

DON'T LEAVE ROOM FOR DOUBT

When in doubt about a candidate, dig deeper...and then let it go. Ask yourself if what you're holding against the candidate is relevant to the position or if it's just you holding on to your own biases. If it's the latter, it's time to let go.



7 INTERVIEW QUESTIONS YOU'RE NOT ASKING (but probably should be)

Are even you rolling your eyes at the interview questions you're asking?

The following questions were contributed by real-life hiring managers, who swear by the following questions. Not only are they a break from the tired old "What is your biggest weakness" type questions that candidates see coming a mile away, but because candidates do not necessarily expect these questions, they don't have time to produce a canned response (that they do not necessarily believe, but think you want to hear). Also, these questions show that you're making the effort to reach a little deeper in getting to know this candidate, which a candidate who's truly interested in the position and your company will appreciate.

1 What does a company owe its employees?

Just as you have certain expectations for this candidate, the candidate has expectations for the company. Not only will you learn about what this particular candidate hopes to gain from this job and the company, but you'll also get valuable job seeker insight for how you should sell your company and its brand to job seekers going forward.

2 What sorts of trends do you think affect our business?

The answer to this question can provide insight into candidates' level of industry knowledge and awareness of industry trends.



3 If you were to be hired, what do you think would be a reason you may not stay in this position or with the company?

Yet another question in which the answer might inform future recruitment efforts in terms of how you can position your organization as an employer of choice.

4 What risks did you take in your last position?

Innovation has become more valuable than ever for businesses, and this question could be key to gaining insight into not only a candidate's drive and ability to think differently, but how he or she manages the outcome of risks - good or bad.

5 When was the last time you had to deliver a negative message to a customer, and how did you handle it?

Even in the most well-organized businesses, things happen that prevent people from delivering on a promised deadline. This question enables you to gauge a candidate's ability to handle these less-than-ideal situations.

6 Tell me when you used your sense of humor to diffuse a situation.

"Most large corporations and many small ones feel that a sense of humor is not needed and it is not encouraged. We firmly believe that a happy employee is a productive one," said the hiring manager who contributed this question.

7 What was the most useful criticism you ever received?

A twist on the cliché "What's your greatest weakness?" question, this one enables hiring managers to learn what kind of feedback candidates receive from others while simultaneously learning about their weaknesses (as perceived by others).

CLEAN UP THOSE CLICHÉ INTERVIEW QUESTIONS

“What’s your greatest weakness?”

Well, as an interviewer, it starts with asking that question.

How can you expect to differentiate yourself in the eyes of a job seeker if you’re asking the same exact questions as every other employer? Admit it: You’d be extremely underwhelmed (and bored) if every candidate gave the exact same answer in an interview...So what makes you think candidates aren’t holding you up to the same standards?

Companies expect candidates to continuously advance their skills, be cognizant of industry news, and surpass expectations. It should come as no surprise, then, that candidates expect the same of the companies with which they’re interviewing. When is the last time you thought about the questions you ask candidates in an interview? Or changed them to stay current or reflect the changing attitudes and needs of the job seekers in today’s market? We’ve rounded up some of the most cliché interview questions, courtesy of the experts: job seekers themselves. Underneath each cliché, we’ve added a new twist on the old standard.

CLICHÉ: Tell me about yourself.

Why it’s weak: Time is short. Why not just get to the point? What do you want to know, anyway? Ask.

New Twist: Think about what you want candidates to tell you about themselves. Their volunteering habits? “You mention your affiliation with Habitat for Humanity. Can you tell me more about that experience?” The project written about in their cover letter that generated \$500,000 in revenue? “What was one critical component in the creation of ABC project that you had responsibility in bringing to fruition?” A candidate’s desire to switch from law to health care? “Can you describe the moment or point in time when you knew you wanted to become a hospital administrator?”

CLICHÉ: Describe a situation in which you have overcome a challenge or seen a project to its conclusion.

Why it's weak: This question gets the internal eye roll from prospective employees. Again, it's vague. You ask candidates to be specific in the achievements they describe on their resume, so why don't you be more specific as well?

New Twist: What piqued your interest from the accomplishments listed on the candidate's resume? Try rephrasing this question with "What are you most proud of from the X campaign, and why?" You could follow up with a question like, "What would you do differently next time to make the campaign more successful?" or "How did this success spark ideas for your next project?" This frames the question in a more positive light, and enables the candidate to talk in-depth about a project or accomplishment he or she is proud of and passionate about.

CLICHÉ: Where do you see yourself in five years?

Why it's weak: Yet another question that begs for fabrication. Candidates barely know what they want for tonight's dinner, let alone in the next five years...but they DO know what you want to hear.

New Twist: Get a feel for where candidates' heads are now, while still learning more about what they hope to achieve. "What is the first thing you want to accomplish with this position?" Or "What most excites you about this potential job role? How do you see this being different than your previous position?"

CLICHÉ: What is your biggest strength/weakness?

Why it's weak: This question begs for fabrication. When it comes to strengths, people tend to answer in terms of how they'd like to see themselves – not necessarily as they actually are. Alternately, asking for a candidate's biggest weakness will only result in an answer that's twisted to make it appear as a strength. Does "I'm a perfectionist" or "I'm sometimes too ambitious for my own good" ring a bell?

New Twist: Ask for a candidate's strength/weakness, but follow up with, "Can you give me an example of a situation in which you've displayed this strength/weakness?" Biggest strength: "How did it help you with this project?" Biggest weakness: "What did you learn from this?" (For more alternatives to this question, see p. 7 in "7 Questions You're Not Asking (But Probably Should Be)")

CLICHÉ: How would your last boss describe you in five words?

Why it's weak: This is actually a great question...to ask a candidate's references. But candidates themselves can't objectively speak to how others perceive them.

New Twist: Ask a question that gives the candidate an opportunity to display growth. "If I asked you to describe yourself going into your last job, what would you say? How would that description be different now?"

where do you see yourself



ASK THIS, NOT THAT: AVOIDING INAPPROPRIATE INTERVIEW QUESTIONS

Recruiters and hiring managers should already know that any question that asks a candidate to reveal information about his or her national origin, citizenship, age, marital status, disabilities, arrest and conviction record, military discharges, or personal information is a violation of Title VII of the Civil Rights Act of 1964.

But while avoiding these subjects sounds easy enough, it's not always glaringly obvious what questions might be construed as inappropriate - even when they seem harmless on the surface. Below is a guideline to avoiding 10 potentially dangerous questions - while still getting the information you're looking for.

ASK THIS: Are you legally authorized to work in the United States? **NOT THAT...** Are you a U.S. citizen? or Where were your parents born? Questions about national origin or ancestry are prohibited as they have no relevance to the job at hand or work status. The exception to this rule, of course, is if the position specifically requires one to be a U.S. citizen (and it should state so in the job posting).

ASK THIS: What is your current address and phone number? or Do you have any alternative locations where you can be reached?

NOT THAT... How long have you lived here? Like the question above, this one alludes to a candidate's citizenship. Stay away.

ASK THIS: Are you able to perform the specific duties of this position? **NOT THAT...** Do you have any disabilities? or Have you had any recent or past illnesses and operations? You may want to know about a candidate's ability to handle certain responsibilities or perform certain jobs, but asking about disabilities or illnesses of any sort is not the way find out (legally, at least).

ASK THIS: Are you a member of any professional or trade groups that are relevant to our industry?

NOT THAT... Do you belong to any clubs or social organizations? You might simply be trying to learn about a candidate's interests and activities outside of work, but a general question about organizational membership could tap into a candidate's political and religious affiliations or other personal matters.

ASK THIS: Have you ever been convicted of "x" [something that is substantially related to the job]?

NOT THAT... Have you ever been arrested? Questions about arrests or pending charges for jobs that are NOT substantially related to the particular job are off-limits.

ASK THIS: What are your long-term career goals?

NOT THAT... How much longer do you plan to work before you retire? While you may not want to hire an older worker who will retire in a few years, you can't dismiss an applicant for this reason.

ASK THIS: Are you available to work overtime on occasion?
Can you travel?

NOT THAT... Do you have children? or Can you get a babysitter on short notice for overtime or travel? You might be concerned that family obligations will get in the way of work, but you can't ask or make assumptions about family situations. Cut to the chase by asking directly about the candidate's availability.

ASK THIS: Are you available to work within our required schedule?

NOT THAT... What religion do you practice? or What religious holidays do you observe? Again, you might simply be trying to discern a candidate's availability, but leave religion out of it.

ASK THIS: Are you over the age of 18?

NOT THAT... How old are you? or When did you graduate from high school? If you know a candidate's age, you could find yourself facing discrimination charges at some point. Your only concern should be as to whether the candidate is legally old enough to work for your organization.

ASK THIS: Is additional information, such as a different name or nickname necessary in order to check job references?

NOT THAT... Is this your maiden name? or Do you prefer to be called "Ms.," "Miss," or "Mrs.?" Be sure to avoid any question that alludes to a woman's marital status - as well as anything that could be construed as a question referring to national origin or ancestry (e.g. "Your name is interesting. What nationality is it?").

When in doubt... keep it work-related.
Protect yourself by phrasing questions
so that they directly relate to specific
occupational qualifications.



WHEN THE TABLES ARE TURNED: WHAT TO EXPECT WHEN THE CANDIDATE IS ASKING THE QUESTIONS

CareerBuilder went straight to the source – hiring managers themselves – to contribute (via comments on our employer blog, The Hiring Site) the questions that have ever floored them during the interview – and what they took away from the experience. What follows are the responses from various hiring managers nationwide, spanning multiple industries and company sizes:

“What is your company’s mission statement?” Seems like an innocent enough question, but Cathy Truxillo* was still relatively new to her company when a candidate asked her this during a phone interview, causing her to go blank. Another reader, Abby, had a similar experience when a candidate asked her to describe the company’s corporate culture.

Lesson learned: Both Cathy and Abby’s experience highlight how important it is to ensure your employees understand the company vision, mission and values and constantly look for opportunities to communicate these things. Not only will the constant reminders keep you and your employees accountable for upholding these values and objectives, but the ability to recite these things off the bat is a sign to candidates that you actually “walk the walk.”

“What don’t you like about working for your company?” Don’t think a candidate is going to have the nerve to ask this question? So did Janine, until it happened to her.

Lesson learned: Candidates know what they want in an employer and aren’t afraid to go after it. They are getting bolder in their line of questioning, and hiring managers need to prepare themselves to get potentially difficult or sensitive questions. While you can’t anticipate

every difficult question that’s going to come your way, but you can anticipate that difficult questions *will* come up, and when they do, your best bet will be to simply tell the truth. After all, if you’re dishonest or bend the truth, you risk the chance of setting false expectations for the candidate. A sugar-coated answer might help you fill the position, but it won’t stay filled very long.

“So what’s in it for me?” Nancy Lancaster remembers being “appalled” when a potential candidate for an entry-level receptionist position asked this, the second in a line of questioning that began, “Why should I accept an offer to work for this company? Obviously, you’re not Google, with candidates sending you flowers, balloon telegrams or banging on your door to get in.”

Lesson learned: Not only did the candidate’s attitude reveal that she would not be a good fit for the company and that “phone screens are essential!” but it also seemed to confirm what Nancy already knew: It’s more than okay to not be Google. “Considering that every other candidate had heard about us prior to even applying...we are doing something right.”

“Will you be keeping in touch? WILL you?” It’s easy to forget how heavily candidates depend on that post-interview phone call from you...until one of them actually says so. Such is what happened to James, who was met with bitter disbelief after promising to keep in touch with one candidate, who had apparently been (falsely) told one too many times by recruiters that she’d be called back.

Lesson learned: The confrontation taught James that “a response to a candidate is not a courtesy, it’s an essential part of the process and should never, ever be overlooked or taken lightly.” In addition, keeping your promises to candidates isn’t just good manners – it’s good employment branding. Even if they don’t get the job,

candidates will appreciate the gesture and speak well of your company to other potential candidates.

“How many healthy choices do you offer in your vending machine?”

When Ellen Hebert received this question – as well as many others about how her company that promoted a healthy lifestyle – she realized that the candidate was seeking affirmation that her company not only talked about employee wellness, but truly executed that in its culture.

Lesson learned: Ellen came to realize how enabling employees the flexibility to make healthy lifestyle choices at work illustrates your company’s commitment to its employees’ well-being. In other words, it’s in the every day things companies do – not just through quarterly bonuses, annual awards or periodic celebrations – that communicate to your employees that you sincerely value their efforts, support them and want to ensure their success.

“What are the specific steps you as my manager take to ensure my success in this position, and what are your procedures for preparing for my termination if I’m not?”

After getting this question at the end of a sales position interview, Jacob was understandably thrown off guard. After all, not many people ask about the firing process. The question, however, ultimately made Jacob consider how his accountability practices play into his goals for his team’s performance.

Lesson learned: Interviews need to include detailed expectations for success and the process for keeping employees held accountable for that success so candidates know exactly what will be expected of them should they get the job.

“Why isn’t anybody that works at your company happy?” Sure, it’s not the most eloquently phrased question, and perhaps a

tad on the presumptuous side, but when a candidate threw this question to Ellie, rather than take offense and immediately dismiss the candidate, Ellie took the opportunity to find out where the candidate had gotten such an impression and clarify a few misconceptions about the company.

Lesson learned: The interview process, if nothing else, provides an opportunity to find out how well your company is executing its employment brand, and give insight into how to better execute it.

“What do you do if he (the owner) dies?” Although taken aback by this question at first, Barbara felt that it showed the candidate was really asking about the company’s viability.

Lesson learned: Barbara “survived” this question, because she was able to see it through the candidate’s eyes. This experience highlights how having the right research about candidate attitudes, behaviors and perceptions can help you understand where they are coming from and how you should work to sell your company to candidates.

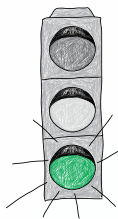
**names have been changed.*



INTERVIEWING DO'S AND DON'TS

“There’s no “magic bullet” to getting the right answers from candidates and ensuring the right hire,”

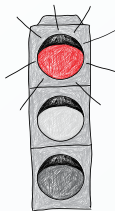
interview expert Nancy Newell of Nth Degree Consulting told an audience during a presentation for the 2010 Society for Human Resources Management Conference. In fact, taking the steps to finding the right hire takes a lot of discipline and hard work. Yet, there are steps hiring managers can take to create a better, more consistent process and minimize hiring mistakes.



DO conduct Behavioral Interviews. Behavioral interviewing is key to hiring, Newell believes, because it helps predict future success on the job by looking into past behavior. Thus, questions should be shaped to look at previous behavior – not potential behavior. A question that begins with “Tell me about a time when...” for example, is much more predictive than “What would you do if...” which tends to lead candidates to say what they think you want to hear, rather than give a real-life example that provides insight into their skills, personality and work ethic.

DO use the same measurement tool on the same candidate. Ask the same questions of every candidate. The minute you stop using the same yardstick, the yardstick doesn't measure anything. You can't find your rock star that way. (Follow up questions can be different.) Your candidates are smarter, they're savvier, and they're going to challenge your skills as a recruiter.

DO get over your own biases. (Also see “3 Candidate Red Flags (That Might Not Be)” on p. 6) Don't write off a bad first impression as a deal-breaker, because it's exactly that – an impression. “If the industry equivalent of Kobe Bryant applies to your organization, and there's a typo on his resume and you screen him because of that typo...your screening process is flawed,” says career coach Newell. The same goes for writing someone off who doesn't show up to an interview dressed in the way you might think is “proper.” The person could easily be coming from another job where the dress code is casual. These minor details don't necessarily reflect the type of employee this candidate will be.



DON'T go into the interview blind. It's crucial that you have a clear idea of what you want your end result to look like. Before interviewing any candidate, consider the following questions:

- Why am I filling the job? (Are we growing, or are we replacing someone?)
- What's missing on this team?
- What do our customers need, require and expect?
- Who's the supervisor? What kind of person works best under this supervisor's management style?
- What sort of person will fit best within this organizational culture?
- What skills am I willing to train on, and what skills do I need to hire for?

DON'T tip your hand. Ask the questions first, then talk about the job and the company. Don't lead them. What you say and when you say it matters. Explain what the interview process is going to look like.

DON'T jump the gun. Only after the interview – when you have a chance to objectively assess your notes and compare him or her against the other candidates – should you evaluate the candidate. The interview is the time to gather data, which you can then analyze once the interview is over.

“DON’T CALL US...”: A NOTE ABOUT FOLLOWING UP WITH CANDIDATES

One final thought. As you wrap up the interview, be very clear on how and when you will follow up with the candidate to notify him or her of a job offer (and when he or she should move on). Even if you can’t give an exact date, try to give an estimated range for when you plan to make a choice.

Finally - and this is crucial - if you tell candidates you will contact them either way, *contact them either way.*

Why? Not getting back to candidates is more than bad manners. It’s bad business - on multiple levels. From an employment branding standpoint, not only does this behavior inhibit spurned candidates from ever applying to your postings again, but it does the same for anyone these candidate talk to (and they will) about their awful experience with your company.

Another thing to remember is that candidates are potential customers. This lack of professional courtesy is a reflection on the whole company and snubbed candidates are likely to disassociate from your company completely - as both job seekers and consumers.

It is imperative that you keep the promises you make to candidates, even if that means communicating less-than-pleasant news. Even if you can’t hire them, the vast majority of candidates will always appreciate any effort to keep them informed. Also, should you ever have an opening for them in the future, you’ll be glad you didn’t burn that bridge.



ABOUT CAREERBUILDER

CareerBuilder is the global leader in human capital solutions, helping companies target and attract their most important asset - their people. Its online career site, CareerBuilder.com®, is the largest in the United States with more than 22 million unique visitors, 1 million jobs and 40 million resumes. CareerBuilder works with the world's top employers, providing resources for everything from employment branding and data analysis to recruitment support. More than 9,000 websites, including 140 newspapers and broadband portals such as MSN and AOL, feature CareerBuilder's proprietary job search technology on their career sites. Owned by Gannett Co., Inc. (NYSE: GCI), Tribune Company and The McClatchy Company (NYSE: MNI), CareerBuilder and its subsidiaries operate in the United States, Europe, Canada and Asia.

careerbuilder®



CareerBuilder for Employers:

<http://facebook.com/CBforEmployers>



CareerBuilder for Employers:

<http://twitter.com/CBforEmployers>



Employer Blog:

<http://thehiringsite.com>



CareerBuilder TalentIntel Group:

<http://linkd.in/cbtalentintel>