

- 80% of I@VZW respondents significantly or moderately improved overall performance.
- 15% of I@VZW respondents very significantly improved and 69% significantly or moderately improved on-the-job application of new I@VZW knowledge/skills.

## Course Purpose

The purpose of *Interviewing at VZW* (I@VZW) is to help leaders learn to use the VZW interviewing and selection process. This process includes using the 'behavioral interviewing' best practice resulting in them being able to make the best hiring decisions.

## Participants

Area	# Sessions	# Participants
Midwest	43	732
NE/HQ	26	256
South	20	244
West	26	236

## Business Impact

- Responding leaders of I@VZW participants reported that, since taking the class,:
  - 19% of participants *significantly improved* (20%+) their *overall performance*.
  - 61% of participants *moderately improved* (10-20%) their *overall performance*.
  - 19% of participants *did not significantly change* their *overall performance*.
  - 1% of participants *declined* in *overall performance*.

## On the Job Application

- Respondents in each Area use their new I@VZW knowledge and skills *during an average of 41% of each month's work*.
- 93% of respondents in each Area use their new I@VZW knowledge and skills *very effectively or effectively*.
- Respondents in each Area regularly use of each of the following objectives on the job:
  - 78% regularly use 'Understanding the role behavioral interviewing plays in identifying and selecting the best people.'
  - 62% regularly use 'When interviewing, uses the VZW interview and selection process.'
  - 46% regularly use 'When interviewing, uses the Interview Guide.'
  - 52% regularly use 'When interviewing, uses behavioral interviewing.'
  - 52% regularly use 'When interviewing, demonstrates the ability to conduct an effective, legally defensible behavioral.'

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### On the Job Application, *Continued*

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- Responding leaders of I@VZW participants reported:
  - **12%** of participants *very significantly* improved and **71%** *significantly* or *moderately* improved 'Understanding the role behavioral interviewing plays in identifying and selecting the best people.'
  - **14%** of participants *very significantly* improved and **70%** *significantly* or *moderately* improved 'Using the VZW interview and selection process.'
  - **16%** of participants *very significantly* improved and **67%** *significantly* or *moderately* improved 'Using the VZW interview guide.'
  - **15%** of participants *very significantly* improved and **70%** *significantly* or *moderately* improved 'Using behavioral interviewing.'
  - **16%** of participants *very significantly* improved and **67%** *significantly* or *moderately* improved 'Demonstrating the ability to conduct an effective, legally defensible behavioral.'

### Participant Learning

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- Pre-Class Measurement – **64**
- Post-Class Measurement – **86**
- Percent of Knowledge Increase – **34.3%**

### Participant Reaction (on a 1 – 4 scale with 4 being the highest)

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- Participants gave the course a score of **3.67**
- Participants would recommend this course – **3.72**

### Supports for Application

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- **80%** of respondents in each Area reported 'I *retained* the knowledge/skills enough for me to be able to use them.'
- **43%** of respondents reported 'There was *enough time* on my job for me to apply the knowledge/skills.'
- **53%** of respondents reported 'My *leader encouraged* me to apply the knowledge/skills.'
- **34%** of respondents reported 'My *peers encouraged* me to apply the knowledge/skills.'
- **53%** of respondents reported 'There were *motivators* for me to apply the knowledge/skills.'
- **43%** of respondents reported 'There was some or much need in my present position for me to apply the knowledge/skills.'
- **3%** of respondents reported '*Other supports*.'

### Barriers to Application

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- **5%** of respondents in each Area reported 'I *did not retain* the knowledge/skills enough for me to be able to apply them.'
- **25%** of respondents in each Area reported 'There was *not enough time* for me use apply the knowledge/skills.'
- **9%** of respondents reported 'My *leader did not encourage* me to apply the knowledge/skills.'
- **3%** of respondents reported 'My *peers did not encourage* me to apply the knowledge/skills.'
- **5%** of respondents reported 'There were *no motivators* for me to apply the knowledge/skills.'
- **36%** of respondents reported 'There was little or no need in my present position for me to apply the knowledge/skills.'
- **38%** of respondents reported '*Other barriers*.'

## Qualitative Feedback

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- The following are all the comments received from participants in each Area:
  - It was very insightful. I appreciate getting some of the background data on hiring patterns and demographics.
  - The role play was very helpful in getting experience using the interview guide supplied by HR.
  - I really enjoyed this course. I learned a lot of interviewing from both sides of the table. I also use a lot of skills learned from this course in daily interactions with reps. I am also able to pass down what I learned from this course to reps who are actively interviewing in the MIT program and so on.
  - This was a great course to help me prepare for Interviewing at Verizon Wireless.
  - The training was great. I learned a lot from it and will use all of the information learned when the opportunity to interview presents itself.
  - It's a great course.
  - I enjoyed the class, got a lot of information that I could use in my position. I would like to see more classes for managers in the HR forum.
  - Great course with lots of good information and informative discussions.
  - It would have been helpful to spend more time on probing questions that we can ethically and legally ask to make sure we aren't disqualifying candidates based on narrow criteria (such as an incomplete answer).
  - This course was beneficial and I look forward to using the skills I learned in my new role
- I feel that this class was very helpful and helps to provide a solid foundation in which to build interviewing skills and techniques. I would like to see more overall management involvement when it comes to the interviewing process. It seems that within the company only managers and above are involved in the process which leaves AM's that have taken this class out of the process and some of the skills learned are not sharpened.
- There needs to be an extended hand in the store reaching from training for continued support.
- The following are typical of the comments received from leaders of participants in each Area:
  - This course needs to be offered more frequently. A refresher course should also be considered as interviewing is a skill that is honed in time and revisiting legal is always a sound idea.
  - This training is also good for conducting one on one sessions
  - He has not had the opportunity to conduct interviews. I am confident that his skill are strong I just have not had the opportunity to observe him in action.

## Areas of Opportunity

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- The percent of knowledge increase is low in comparison with other courses.
- Some of the data in how much and how often the participants use the I@VZW knowledge/skills raises issues about how the questions are asked and/or brings up issues that are not answered by surveys used in this study.