



CANDIDATE TRAINING PROGRAM

The Next Step to a Civilian Career

Succeeding in Person



BRADLEY-MORRIS, INC.

RECRUIT MILITARY®

MODULE



Review from Part 5

- *Why Interview for Jobs?*
- *Before the Interview*
- *During the Interview*
- *Ending the Interview*

Site Visit Strategy

By the time a client has planned for a job candidate to come on-site, the balance of power has shifted away from the employer and towards the candidate; your odds are improving! In many cases the client has vetted multiple applicants or has used a firm like Bradley-Morris to narrow down the pool to a tight grouping through initial phone or video interviews. Both parties are still at risk, a site visit does not guarantee an offer will be extended and alternatively, just because a candidate comes on site does not guarantee they'd accept. The key difference from an initial phone interview is that now money is being spent on you, not just a few minutes on the phone. Their investment in you has become more real and while both parties still need to check each other out and reach mutual agreement that this makes sense, the odds are now significantly more in your favor.

It's important to remember, as mentioned in Module 5, that as a candidate you should always be asking yourself if this is right for you. A site visit is a great way to spend a day or most of a day understanding if this environment looks and feels like a place where you'll be giving yourself a solid foundation to succeed. There is no such thing as a perfect job – your goal at this step is to find out what the imperfections are and decide if you think you can tolerate them or correct them. One of the advantages of having served in the military is that we are able to tolerate a lot in order to accomplish our mission and are usually motivated to act to improve a situation or help others when we think something can be done better or more efficiently. This simple fact accounts for 90% of why companies desire veterans on their team, and a site visit is a great way to evaluate what you'll be able to bring to their organization and demonstrate your willingness to do so.

Getting Ready

Once selected for a site visit, you'll be in regular communication with our team. The Recruiting Partner, Account Rep, and potentially even your point of contact with the client will be working with you to arrange schedules, travel bookings, and setting an itinerary for the day-of. Once most of this information is known and your plans are set, it's important to make sure you have a solid brief from our team regarding expectations and how to prepare. There maybe skills assessments or testing, an interview with an Industrial/Organizational Psychologist, a day in the field or ride-

along, or potentially a presentation of some sort that you'll be expected to prepare. Make sure you work out all the details and understand the timeline of events from when you're expected to leave your house to begin travel all the way through returning safely home. This timeline will also include expected check-ins with our team so we can get your initial feedback and know when it's appropriate to contact the employer for theirs.

There are a couple of tips to keep in mind during this phase of the process:

- **Arrange the site visit and transportation plans quickly.** Candidates with a high level of interest do not stall at this step. Ensure you communicate any expected Active Duty or Guard/Reserve commitments to our team in advance so we can coordinate.
- **Keep detailed records and copies of all expenses including physical and digital receipts.** Some clients will make the necessary travel arrangements in your name, others may ask you to book travel and they'll offer you a reimbursement similar to a defense travel claim. In either case, make sure you can account for all your expenses to the penny.
- **This is the ideal time to do more research.** Find every news story that mentions this company, look for their affiliations in chambers of commerce or trade groups. Put the names of the top leaders at the company or in your location into a search engine and check out the results. If the organization has a career site or some sort of new-hire portal, be thorough in checking this out as you'll be familiar with their terminology and any specific programs that might apply if you're hired; when companies go through the effort and planning needed to develop these sites there is usually an expectation that applicants will read them top to bottom if they're serious about getting an offer.
- **Plan a list of questions not answered in the initial interview or that you'd need to have answered before accepting an offer.** This could be the most valuable use of time, the goal here is to have 6-12 hours of stuff to talk about relevant to yourself, your career, your skills, the company, position, training program, local area, etc. The list of potential conversation topics is limitless, but always focus on questions that tie into areas where you think you'll either be strong or want to grow. If you think you're a strong planner, ask questions about that process and how you'll contribute. If you're a train-the-trainer type leader, ask about how those programs are organized and documented, where you'll be able to make an impact. If you're a hands-on maintainer or operations specialist, see if they'll let you touch the gear or sit-in on the role for a short time. Our firm once placed a Naval Officer who got to drive a trash truck on its local morning route after being hired for a leadership position at a nationwide waste management company. You want to really see through the eyes of an employee, be prepared to lead that conversation with questions.
- **Thank You Notes – plan them out or even write them beforehand.** The goal is to send a personal note to anyone who interviews you or spends 30+ minutes of their time with you. This might be the receptionist or office assistant as well as the hiring manager and HR rep(s). As stated in Module 5, the goal of a physical note is to give them a tangible reminder of you a day or two after you're on site. If you don't already have an answer by then, the note might re-engage memories, especially if they all show up at once on the same day in the mail.
- **Dress for success.** Find out from our team or the client point of contact what you'll be expected to wear, and test fit your outfit to make sure you look great and everything is clean and properly tailored. If you're traveling, lay out your clothes the night before and use a hotel-room iron and ironing board to ensure you don't appear wrinkled or unkempt.

Day-Of

This should be the easiest and most enjoyable part of the entire hiring process. As a candidate, you get a guided tour of a business with the added promise of potentially getting to do what they do if you like what you see. A stressed-out candidate is often a deal breaker for employers, so make sure you're well-rested and fully prepared so that your mind is not occupied with cramming and you can put your best foot forward. Energy levels, body language, and eye contact all help demonstrate a high level of interest and will be expected throughout the day.

You'll usually go through a series of employee introductions, interactions, and be involved in more than a few random conversations. Try to remember everyone's names and titles and don't be embarrassed to ask someone to repeat their name, it's better than awkwardly faking it in most cases. Treat these people as your future co-workers, you might soon be spending 40-80 hours per week together.

Avoid using a phone or mobile device as a source for notes or on the spot research. It's okay to bring with you, but the visual signal of a candidate with their face in their phone sends a lot of mixed and often negative signals and is not the first impression you want. Bring a paper note pad and a pen or pencil, take notes where necessary ahead of time and use downtime to review your prepared and on-the-spot notes. If you notice something but it's not an appropriate time to interrupt or ask a question, having the ability to regroup and review notes during a break can give you more things to discuss and keep the conversation moving forward. Avoid the temptation to pull out your phone during down time, this time is valuable and browsing aimlessly prevents you from being present in the moment.

You should expect a round-robin of interviews or potentially a panel interview with multiple interviewers. It's okay to repeat some stories and use the STAR stories you prepared before the initial interview, the goal isn't to get too far off your resume but rather to apply it to this company and their needs. Just like a comedian gets a laugh telling the same joke in a new city, you can tell the same impactful stories multiple times to different interviewers throughout a site visit. It's also a good practice to ask people similar questions so that you can compare their answers and understand how they view similar concepts differently from their fellow team members. You might find questions like, "what would you change if they put you in charge?" or "what do people usually say is the best part about working here?" can be a great conversation starter and give you enormous insights into what it's like to work there. You can also ask a question like, "why do people usually leave?" but in general avoid diving into negative topics or taking the conversation in a dark direction.

If there is an opportunity for a social engagement such as a cup of coffee, meal, or a drink after hours ensure that you are pacing your consumption to the interviewer and don't drink alcohol unless it would be considered very rude to decline when offered. These situations are often a way to begin bonding with your future employer and are rarely offered to candidates who were unsuccessful or unconvincing earlier in the day, but the hiring process is not over until you have arrived on your first day of work, so don't lose focus in a social event and become too relaxed. This is a valuable opportunity to expose more of your personality, but only in a way that helps the employer understand what you bring to the table and how you will integrate with the team. Be tactful and polite and keep your focus on answering their questions and winning the interview.

Reasons for Failure

Despite the balance of power shifting in your direction on a site visit, inevitably they all won't work out perfectly. We poll our clients extensively to understand why they don't elect to make offers to candidates after having gone all the way through a full day of interviews and in-person interactions, and this list covers the most common responses:

- **The candidate's answers didn't match their background or align to the job description,** not specific enough or lacking key details that demonstrate awareness of core concepts.
- **Questions insufficient,** not enough engagement with interviewers. "Uncurious."
- **Not likeable, no natural chemistry.** Some of this is inevitable whenever people meet, and it's honest feedback when a client recognizes that it would be an uphill battle from both sides based on personalities.
- **Lack of enthusiasm or empathy.** This ties into questions being insufficient but can sometimes come across when a candidate is also arrogant or dismissive.
- **Did not ask for the job or state willingness or eagerness to work there.** Employers are not mind readers! It's important to be eager to say this whenever it's appropriate, even if it's incrementally throughout an interview, "great, that sounds like something I'd love to do," or, "I think I'd be really good at that."
- **Did not behave like there are no other jobs in consideration.** A byproduct of working with a recruiting firm is often high opportunity volume but it's important on a site visit that your attention and mindset is focused entirely on that one company. When candidates fail to do this, it's often a huge red flag for the employer that the candidate is not taking their time seriously.
- **Did not stand out from other candidates** – this isn't something to spend any time worrying about unless you failed to properly prepare and observe all the necessary steps listed above. Sometimes there are better candidates, and sometimes people have an off-day and don't leave the lasting positive impression they were hoping for. Either way, if you are taking the necessary steps to prepare, you're engaged with our team and seeking feedback, and you're going into the hiring process in a serious way with the goal of achieving an offer, there's not much more you can do to control what a potential employer thinks or does.

After the Site Visit

Our team wants to hear from you as soon as you leave the site visit, ***the first call you make should be to your Bradley-Morris Recruiting Partner.*** Once we've debriefed you and reached out to the client, we'll know more about how the process will proceed. Your feedback at this step is critical, both your immediate impressions while fresh and later once you've had chance to digest over a few days. Employers usually extend offers or grant our team permission to extend offers within 2-5 business days of a site visit. If the client tells us that the candidate won't receive an offer, we usually know quickly and will pass that and any additional feedback to you as soon as we know. During this time period you'll write and send

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thank-you notes and accomplish any additional steps or administrative requirements the employer has asked you to complete. This sometimes includes a more thorough online application and a background check or driving record review if you will have a company car or vehicle.

Once you arrive at this stage, the balance of power is almost entirely in your favor. Start planning what would be necessary to relocate for the role, think about housing, schools, social activities, etc. You should spend at least a few hours of dedicated and deliberate time answering some of those questions so that when an offer is made you have a good sense what housing cost and commute times look like, especially if school quality is a major consideration for relocating. If you have some additional time during the site visit, check some of this out in person and drive the commute from a couple of potential neighborhoods to understand exactly what it would feel like to do this job once the offer is made.

It's important to really put yourself in the shoes of someone successfully working at this company. Once the financial element is offered, you'll have a total picture of what the opportunity represents and should have an estimated budget or spending plan based on cost of living. There is a wide array of online tools to estimate cost of living as well as to calculate after-tax income once you have an offer in hand, our expert team can recommend their favorites or help you think about these considerations if you need help planning in more detail. This is a period of change and uncertainty, especially for service members transitioning from the Active Duty for the first time, this level of research and scrutiny will be helpful in offering you peace of mind when you make the decision to commit to a job offer and accept a position. You don't want to go to work worrying about money; don't waste time after the site visit, get this legwork done so you can feel confident about this major life change and start planning the logistics of starting a new job in a new city.

Congratulations

This is the end of the Bradley-Morris training modules but is by no means the end of your development and the hiring process. If you have additional questions or concerns about what is expected of you or how to prepare to succeed during your job search, do not hesitate to reach out directly by phone or email

If you receive a job offer from a Bradley-Morris employer, the Recruiting Operations Team will walk you through the negotiation and acceptance process and ensure you are handed over successfully to your new employer's HR and onboarding team to navigate from your start date through the first 90 days at your new role. If at any point during that time your circumstances change or the need to get back in touch arises, we are here to help you understand your options and make the right decisions for your career. As stated in the beginning of our Training Modules, we are invested in ensuring that when veterans transition to Corporate America, they do so in a way that improves the reputation of military service and helps companies achieve their business goals.



Do

- Have a casual, polished appearance
- Wear a freshly pressed suit that fits well
- Wear a shirt and tie that coordinate with your suit
- Show shirt cuffs only slightly at the wrist
- Have polished shoes

TIPS

- ▶ Carry a blazer for more formality
- ▶ To make the look less formal, the suit jacket can easily be removed

Don't

- Wear an untucked shirt that creates an unkempt appearance
- Dress too casually for the interview
- Wear mismatching shirt and pants
- Have messy hair
- Wear a suit that is too small or too long
- Wear pants that are too short or don't match jacket
- Wear shoes and socks not coordinated with suit

TIP

- ▶ Make sure your outfit is free of wrinkles and stains, your hair and nails are well-groomed and your shoes are polished



Interview Attire

Men

Appropriate business-formal attire includes a dark grey or navy-blue suit jacket with matching pants, a white button-up shirt, and a solid, preferably primary-colored tie. Get a fresh, military-standards haircut and shave before your interview. Although fashion trends regarding facial hair change with the times, it is a good idea to conform to military grooming standards while interviewing as you will more closely match what employers have in mind when they think about hiring a veteran. Feel free to match the grooming standards of your new co-workers AFTER getting the offer!

Women

A jacket with matching pants and a blouse or a skirt/dress that is roughly knee-length and not heavily patterned are standard. Choice of shoes varies with outfit, but generally plan to wear shoes that you would feel comfortable walking or standing in for several hours. Select a purse or handbag that doesn't stand out or clash with your outfit.



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Avoid

- Repurposed military uniform items like patent leather shoes or trousers. Make the investment in at least one full interview outfit as it will almost certainly get used for other life events like weddings or business meetings.
- Athletic shoes, flip flops, or other open-toed footwear.
- Tank tops or shirts with thin straps, shorts, or pants with cargo pockets.
- Hats of any kind unless you are expected to bring safety equipment like a hard hat to an industrial site.
- Excessive jewelry or other adornment. Do not bring or wear earbuds or Bluetooth headsets to a job interview.
- Skirts or dresses that are too short. If the hem of your skirt doesn't extend past your fingers with your arms hanging straight down by your sides, you may want to choose different attire for a job interview.
- Shirts with low necklines or that reveal your mid-section.
- Perfume or cologne. Some people have allergies or may find certain scents extremely distracting in a small meeting room.

Preparation

Lay out your interview attire the night before a job interview and then test fit all the items together and have a friend or family member look you over. If you travel to a site visit, ensure that you pack your items carefully and hang them up when you arrive at your destination to minimize wrinkling. A few minutes hanging in the bathroom while you take a hot shower can help relax some minor creases incurred during traveling, but most hotel rooms have an iron and ironing board that should be used if practicable.

If you are just beginning your job search, take the time to have your items tailored properly and make sure they fit you well. Just like in a military uniform, you don't want your buttons pulled tight or your pants pockets sticking out because your waist is too tight or inseam too short. Shoes do not need to be polished to an inspection-ready mirror shine but should be clean and free of scuffs or other unsightly markings. Most dress shoes respond well to a light coat of neutral or clear polish as a simple protectant if you're concerned about color matching shoe polish to anything other than black leather shoes.

If you are going on a site visit where you might expect to be in an industrial setting, or where you've been asked to bring safety equipment like glasses, a hard hat, or steel toe/reinforced boots, ensure you communicate with the client and our team in advance to make sure you know what to pack. In the event they ask you to wear business casual or clothes you don't mind getting a bit dirty, ensure you also bring at least one nicer set of clothes that you would feel comfortable wearing to a fancy restaurant. It's nice to have options, and if they transition the interview to a social event or a meal, you won't be caught unprepared without a more formal outfit.

Your appearance will set the first impression of you with the hiring team, take care to look great!