

Interviewing for a position with Turner can be a valuable learning opportunity. Based on our experience in recruiting and hiring talent, we have assembled some ideas to help you in the process.

### Preparation

#### Key Questions

Before you start interviewing, you should ask yourself a few questions and think critically about the responses. Well-thought and relevant answers will give you direction and help you feel more confident in the presence of the interviewer.

- What type of work would you enjoy at Turner?
- Will it provide long-term professional development and personal satisfaction?
- What are the issues that are important to you, both personally and professionally?
- What criteria are you considering to make a decision?
- What elements differentiate Turner from competitors?
- Why do you want to work for Turner, and how do you convince your interviewer?

If you cannot answer all these questions, you should take some more time to consider their importance.

#### Research

By starting early, you may find that thinking about how your own goals and researching the work Turner has done will be an interesting, educational and enjoyable experience.

There are two types of research: personal and industry-specific.

#### Personal Research

Let this be an introspective exercise for you. Be honest with yourself and have fun while you accomplish something very important.

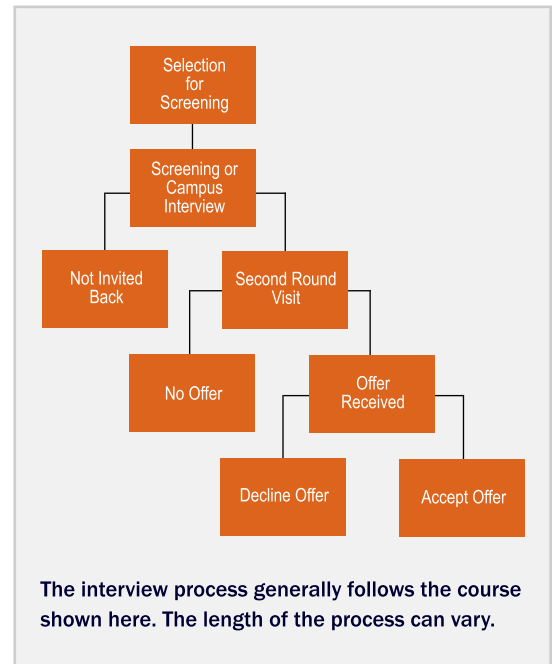
- Which subjects did I enjoy most/least? Why?
- Do I like solitary or collaborative work? Why?
- What traits would others praise me for, and which would they suggest I work on?
- What are my short-term and long-term goals?
- Do I prefer the routine of security and consistency, or the excitement of challenge and change?
- Is a graduate degree important to excel within my field?

Certainly, you can add questions that make sense for you. Think of situations you have found yourself in and experiences that expand on your answers. Now, set the answers aside and perform industry research to supplement what you have done up until this point

#### Industry Research

This aspect of your research may be a bit easier because there is material readily available. Some good sources of information include:

- Turner's website ([www.turnerconstruction.com](http://www.turnerconstruction.com))
- Turner's recruiting materials
- Articles about Turner in:
  - Industry publications (such as *Engineering News Record* or *Building Design and Construction*)
  - Newspapers
  - Professional journals



- The reputation of Turner among:
  - Clients
  - Job placement and career advisory professionals
- Turner employees

It is important to become familiar with the company's background and envision how you would add to it:

- How has Turner grown? How does it plan to grow?
- Where is Turner's geographic reach - how many offices, cities, countries does Turner operate in?
- How is Turner different from the competitors?
- Who are Turner's clients?
- What services does Turner offer clients?
- What are the career paths for Turner employees?
- What kind of assignment diversity will you receive?
- How strong is Turner's training program?
- What can I expect in the first few years of working at Turner?



### The Screening of Campus Interview

From our point of view, the screening or campus interview is an opportunity to determine if you have the qualities sought and if you should be invited to the office for a second round visit. Keep in mind that even though you will be given an opportunity to ask questions, this interview requires you to “sell” yourself to Turner. You will spend the majority of the time answering questions.

Screening or campus interviews can be 30, 45, or 60 minutes long. A typical interview would include: time for you to “tell your story” (the interviewer may sell the company to you as well, but this usually happens more during the second round visit), and a few minutes to address your questions. After your interview, the interviewer takes a few minutes to evaluate your performance and review the next candidate. Preparation is key.

#### Interview Style

You may encounter different screening interview styles.

##### *The Highly Structured Interview*

During this session, the interviewer has a set list of questions. The interviewer maintains control of the flow of conversation. These questions can be very specific, or general in nature.

##### *The Unstructured Interview*

This session may begin by the interviewer saying, “So, tell me about yourself.” There is no way to predict which direction the discussion will take. You *can* take control if you're prepared and ask the appropriate questions.

##### *The Semi-Structured Interview*

This is a mixture of the structured and unstructured style, where the interviewer has a certain agenda in mind. There are goals and objectives to meet, but the interview is arranged in such a way as to let you do the majority of the talking with some direction provided.

##### *Behavioral Interview*

In this type of interview, you will be asked to come up with some very specific examples of scenarios you have been involved in fairly recently. The interviewer will want to know in a fair amount of detail what you did, said or thought in the relevant situations you describe.

Whatever the style of interview may be, you will see the importance of being prepared. The interviews themselves may vary, but their purpose always remains constant. The interviewer is looking for certain personal traits or identifiers to compare your demeanor with employees who have been successful at Turner. Some of these examples include:

- Personality
  - Builds rapport easily
  - Smiles frequently
  - Makes effective eye contact
  - Is sincere
- Communication
  - Has strong verbal communication and proper grammar
  - Has logical and complete ideas
  - Avoids use of contradictions
- Self-confidence/poise
  - Shows confidence
  - Maintains control in a “pressure” situation
  - Has no distracting nervous habits
- Assertiveness
  - Has an assertive handshake
  - Exhibits appropriate amount of interest
- Professional appearance
  - Dresses in proper business attire
  - Is well-groomed
- Motivation
  - Is a self-starter and hard worker
  - Has realistic goals and ambitions
  - Makes an effort
- Leadership ability
  - Is capable of earning respect and influencing peers
  - Is involved in activities and organizations

This is a lot of information to gather in a brief conversation, but it's not as hard as it seems. As you can see, some of the criteria does not take long to jump out. The other traits will demonstrate themselves during the course of the interview. Remember, there's no second chance to make a first impression!

In conclusion, here are a couple of points to emphasize:

- Be prepared
- Be punctual
- Be positive
- But most important, be yourself

There may not be sufficient time to sell all your strengths, so make sure you know your most important ones and be prepared with examples of how you have used those strengths in relevant situations.

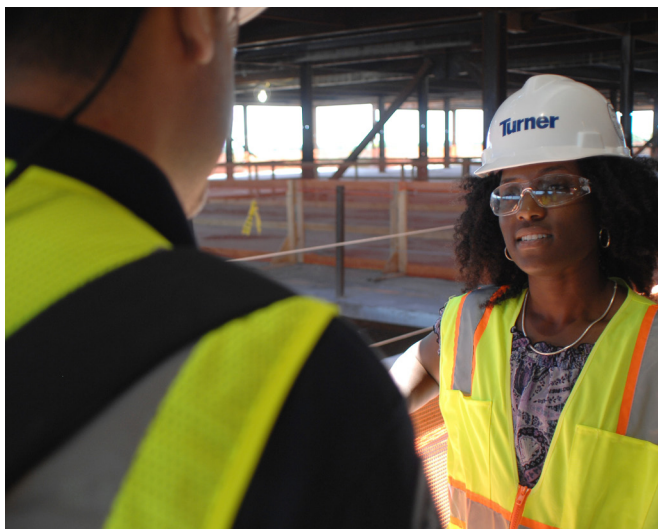


### The Second Round Visit

Receiving an invitation to the local office is an important step, but you still have some work ahead of you before you get the chance to experience a workday at Turner.

There are some key things to remember about the office visit:

- A second round visit does not guarantee an offer of employment.
- Come prepared to ask questions and learn as much as you can about the company.
- You may still be interviewed, so be prepared to discuss your background in detail and sell your strengths.
- Maintain an upbeat, positive outlook throughout the day.
- Do not accept a second round visit invitation unless you are serious about potential employment with Turner.



If you *receive* an offer before your second round visit, that certainly takes some of the pressure off you, but do not forget you are still making a first impression with people you may work with in the future. The benefit of this situation is that the day will probably be designed to showcase all the benefits and opportunities Turner has to offer you. It is a great opportunity to get details about issues that are important to you in your decision process.

You should anticipate meeting someone from various levels and depths of experience. This will provide you with an opportunity to see how the roles change throughout the company and what is expected of you. It also allows you to meet as many people as possible.

### Recruiting Meals

You may be asked to participate in a recruiting lunch. In some instances you might meet for dinner the night before or breakfast on the day of your interview, but the guidelines are similar regardless of time.

There is an art to enjoying your meal, asking and answering questions. Treat this as you would any business situation but also have fun.

Order something light to eat and use your judgment when ordering beverages; avoid alcohol consumption.

Good common sense should apply at all times during a second round visit, and a company-provided lunch is no exception.

At this stage of face-to-face correspondence with Turner, your questions should reflect more than elementary understanding of the company and its services. The people you meet will expect that the basic questions have been covered already at one of the previous interviews or presentations, and your research (in the form of more substantial questions) will prove invaluable in separating yourself from peers competing for the same position.

Professionals at Turner take pride in what they do; which affects, to a great degree, how you are evaluated during this second round visit. You will also be gauged in the context of your professionalism, motivation, intelligence, and demeanor. This is similar to the evaluation criteria used during the screening interview.

Three simple and very basic questions will be asked during the day:

- Is this candidate motivated to do this work?
- Would I want to bring this person to see a client?
- Would I enjoy working with this person?

The people you meet place great importance on their client relationships and want everyone who works with them to also share their sentiments of commitment and pride.

If you receive an offer, you should express your appreciation and establish a mutually agreed upon decision date. Make sure you understand all the terms of Turner's offer (salary, benefits, start date, etc.).

These areas should not be discussed before an offer is extended. If you do not happen to receive an offer in the office, ask your recruiter or human resource contact when you can expect a decision and how it will be communicated to you. Remain upbeat and positive throughout.

## **On-Boarding Process**

### **Welcome to Turner!**

We have prepared several resources to help new employees get to know and understand the company. This page describes a four-step on-boarding process applicable to all new Turner employees. They will also receive a hard copy of this process as a Welcome Guide.

We want new employees to feel like a part of our team right from the start. The Welcome Guide is the first step and provides an introduction to Turner and an explanation of how to get ready for your first day.

While the first month at Turner is significant in any career, we think that life after on-boarding is even more critical. Within the first few days at Turner, new employees will receive a comprehensive Getting Started Manual with valuable information to help them feel at home and productive on their first day at work. In addition to the manual, they will obtain access to a site with more information on Turner and the culture. Also, new employees will find out more about resources they can take advantage of to get the most out of their talents.

Staying connected is important, so new employees should get to know colleagues within their business unit or job site, meet with various department heads and reach out to a mentor. We are also committed to ensuring all employees have a positive on-boarding experience, as feedback is obtained within three to six months after a new employees' start date.

