

## Creating Interviewing Selection Process

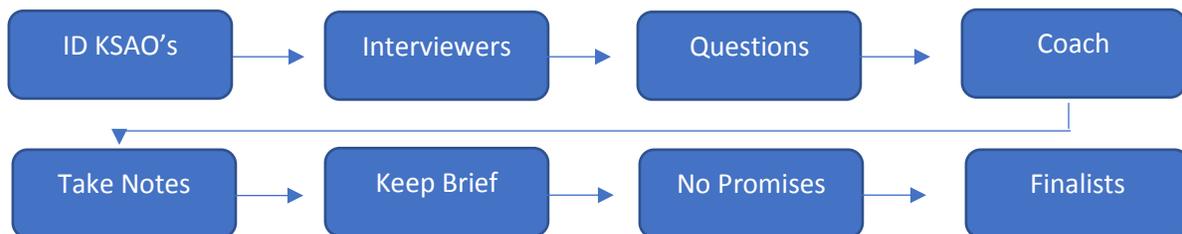
### 1) Initial Set Up

Ability

Trainability

Commitment

The initial interview occurs very early in the assessment process and is often the applicant's first personal contact with the organization. The initial interview starts the necessary differentiation. The purpose is to screen out the most obvious mismatches and help solidify the organizations values and culture. Using the following guidelines to help the process: (1) Identify critical knowledge, skills, and abilities the candidate must possess to be successful; (2) Select key interviewers who have direct understanding of the position; (3) Establish consistent interview questions; (4) Coach interviewers on appropriate responses and behaviors during and after the interview; (5) Take notes, ask questions, and listen attentively to the candidate; (6) Keep interviews brief (45-60 min) (7) Avoid making promises for future interviews, offers, or a written reply; (8) Determine your finalists based on the pre-chosen criteria.



### 2) Questions

Every question you ask in a job interview should be related to a bona fide occupational qualification. This means the questions must be related to the specific tasks or skills necessary to perform the job and cannot be designed to elicit information that might be discriminatory. Many supervisors fear interviewing because they are concerned about asking prohibited questions. Easy way to remember what you can and can't ask goes back to the employee. If it is not related to whether the applicant can do the job should not be asked, because it would be unlawful. Sometimes Managers ask questions that are job-related, but they ask it the wrong way.

#### 1. These types of questions should never be asked in an interview:

- Medical or mental health history
- National origin and citizenship status
- Height, weight, or physical characteristics
- Membership in professional or civic organizations that would reveal national origin, race, gender, religion, or any other protected classes
- Military service history
- Marital status
- Sexual orientation
- Age
- Previous address
- Names of relatives
- Receipt of unemployment insurance, workers' compensation, or disability benefits
- Foreign languages
- Childcare, family planning, or number of children
- Religion or religious beliefs
- Salary history

## 2. These types of questions should be asked in an interview:

- Questioning incomplete information on application form
- Gaps in work experience or education
- Geographic preferences and feelings about relocation
- Normal working hours
- Overnight travel, if applicable
- Reasons for leaving previous jobs
- Personal attributes that could contribute to job performance
- Job-related achievements
- Signs of initiative and self-direction
- Indications of work habits
- Specialized knowledge or expertise
- Lack of detail concerning experience
- Meaning of former job titles

## 3) Background Investigation

Why? The first answer is to protect your Company. Employers that hire incompetent or disruptive employees face potential administrative costs and embarrassment. In addition, hiring the wrong person exposes employers to a “negligent hiring” situation. For example, an employer hires an employee with a history of violence and that employee commits a crime of violence to an employee, the company is now liable for the actions. In general, an employer will be liable only if information it could have discovered through a reasonable investigation would have shown the employee was unfit for the job. Use these tips: (1) Background check before hiring; (2) Follow up on references—employers are more willing to talk about a good employee; (3) Obtain consent from applicant; (4) Document the investigation

Check to hire

References

Get Consent

Document

## 4) Evaluate Recruiting Effectiveness

The best way to identify effective recruitment techniques is to evaluate recruitment methods. For each recruitment effort, the analysis involves several steps. (1) List Key job requirements; (2) Keep records of applicants for the position and the recruitment sources used to attract; (3) List how many applicants came from each recruiting source

Requirements

Records

Chart Source

For each recruiting source, the following information on applicants attracted from that source can help evaluate its overall effectiveness:

SOURCE	# App.	Avg Yrs. Exp.	Avg Ed.	% Meeting Requirements	Avg Test Score	# Offers/ Accept	Overall Cost \$
Recruiter Y	25	2	BS	8%	80	1	\$10,000
Recruiter X	20	5	BS	40%	90	5	\$20,000

A good strategy for pairing job requirements and recruitment sources is to place the recruitment analysis on the back of the job requisition form.

With this information, the Company can figure costs per hire by dividing the cost of each recruitment sources by the number of hires obtained through that source. In addition, the Company can examine the quality of candidates obtained from each source. If successful employees tend to come from a certain school or employment agency, then using that source may prove to be more effective than other resources which cost less per hire but produce fewer high-quality candidates.

Recruiter Y-  $\$10,000/25 = \$400$  per applicant for 1 Employee [1 Employee for  $\$10,000$ ] {4% Success Rate}

Recruiter X-  $\$20,000/20 = \$1000$  per applicant for 5 Employees [5 Employees for  $\$20,000$ ] {25% Success Rate}