

Behavioral Interviewing A Key to Effective Employee Selection

Presented by Sharon Armstrong
Founder, Sharon Armstrong and Associates

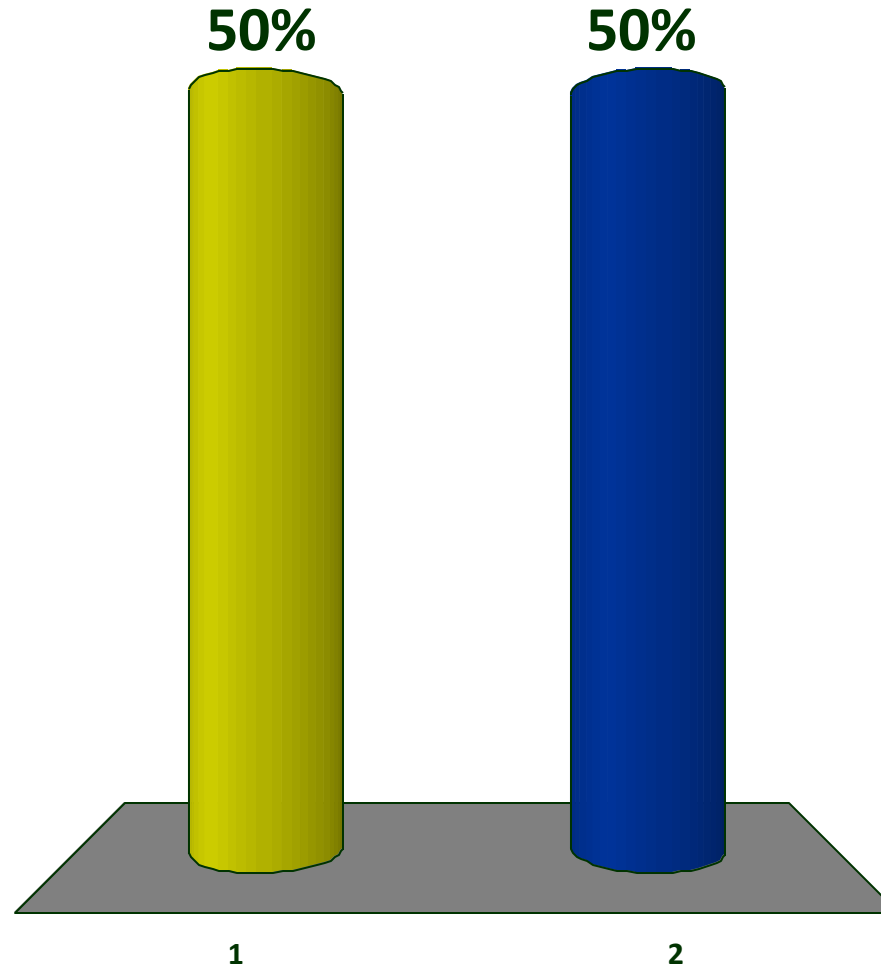
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What We'll Cover Today

- Components of a fair, accurate, and legal hiring decision
- Techniques for applying these components when conducting interviews and hiring employees

Have You Ever Made a Hiring Mistake?

1. Yes
2. No



Overview

- Behavioral Interviewing is an interviewing technique used by employers that asserts that the most accurate predictor of future performance is past performance in a similar situation.
- This approach will supply a more objective set of facts to make employment decisions than other interviewing methods.

A Closer Look

1. Importance of an employee selection system
2. Three phases of interviewing
3. Preparation for hiring
 - a. Reviewing the job description
 - b. Identifying and prioritizing the common critical job requirements
 - c. Developing behavioral questions and exercises
 - d. Listening for call answers
 - e. Evaluating responses

A Closer Look

4. What to look for when reviewing cover letters and resumes
5. Interviewing format
6. Legal issues in interviewing
7. Retention tips
8. Self-assessment/summary

Successful Recruiting Requires:

- A thorough understanding of the job
- Preparation
- Good listening

A Hiring Interview has 3 Goals:

1. To assess the applicant
2. To describe the job and the working conditions
3. To create goodwill for the university – whether or not the applicant is hired

Behavioral Interviewing

- Behavioral Interviewing is a technique based on the principle that job candidates' past behavior is the most likely predictor of future success (or failures) on the job.
- Questions draw out stories about real-life experiences the candidates have had. You ask applicants to describe specific past experiences in order to illustrate their ability to perform the essential functions of the job.

Analyze Your Position

Position:

Skills or abilities:


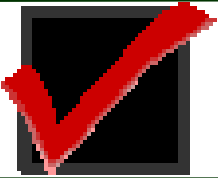


Behavioral factors:

What Should Interview Questions Tell You About an Applicant?

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- An applicant's qualifications and general character
- An applicant's undesirable traits and work habits
- Reasons for leaving
- Other job-related data – achievements, specialized knowledge or expertise
- Inconsistencies

Behavioral Questions Exercise

Question	Behavioral	Theoretical	Leading
What's your idea of the perfect job?			
What machines do you use in your job?			
You can work in the evening, can't you?			
Are you going to attend trade school?			

Crafting Questions

Consider beginning your questions with:

Tell me about a time...

Give me an example of when...

Walk me through...

Describe for me...

Common Critical Job Requirements

Quality of Work -

Produces acceptable work, which may require some checking.

Tell me about a time when your boss was not satisfied with an assignment you completed.

Common Critical Job Requirements

Flexibility -

Adjusts to changes with average instruction. Handles changing priorities well.

Give me an example of a time when priorities were shifted on you. How did you react?

Common Critical Job Requirements

Organization/Planning/Time Management -

Usually organized; sets priorities and makes effort meet deadlines. Completes assignments in acceptable amount of time.

Walk me through last week and tell me how you planned the week's work.

Favorite Interview Questions



**Share Your Best
Questions**

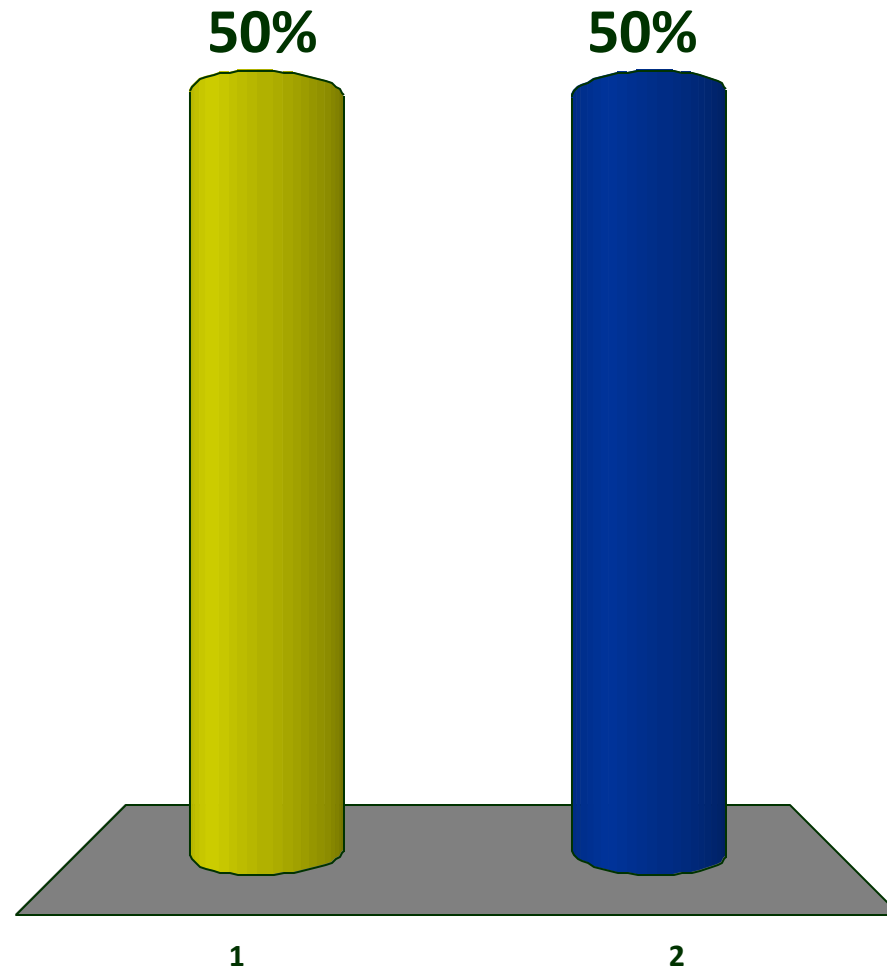


Evaluating

This is the final phase of the interviewing process. Review your standards for evaluating.
Create an objective tool to evaluate each candidate.

Have you tried using an evaluation tool after an interview?

1. Yes
2. No



Candidate Interview Evaluation

Candidate: _____

Position: _____

Interviewer: _____

Date of Interview: _____

Rating Scale: Use to represent your evaluation of areas below (5 = excellent, 1= poor)

INDICATOR

Circle Rating

OVERALL IMPRESSION – e.g. neatly/professionally presented, updated resume, cover letter, on time, interested in position, provided professional references.

1 2 3 4 5

BACKGROUND – e.g. relevant experience, education, credentials, related training, licenses, workshops, seminars etc.

1 2 3 4 5

COMMUNICATION – e.g. answers questions thoughtfully, gives appropriate answers, listens carefully, able to articulate, quality of written communications as it relates to position.

1 2 3 4 5

Candidate Interview Evaluation

GENERAL SKILLS – as preferred for the position e.g. working with others (team work), attention to detail, prioritizing, independent judgment, conflict resolution, customer service skills. 1 2 3 4 5

REQUIRED COMPETENCIES & SKILLS – as required for the position, e.g. prioritization, attention to detail, ability to supervise, mentoring skills, leadership, multi-tasking, punctuality. 1 2 3 4 5

PEER REVIEW – notes 1 2 3 4 5

OVERALL RATING – summary 1 2 3 4 5

TOTAL _____

What to Look for in Resumes

What to Look for in Resumes

- Neat and well-presented
- Free of grammatical and spelling errors
- Easy to read and follow; good organization
- A good match between work experience and the job requirements
- The appropriate educational background

What to Look for in Resumes

- Gaps in employment or frequent job changes
- Promotions
- Measurable results and accomplishments
- Career progression
- Good, written communication skills

What to Look for in Cover Letters

What to Look for in Cover Letters

- Why the person is interested
- Error-free
- Relevant background
- Why a fit – mirror the requirements
- Sent to the correct person
- An awareness of the organization

Interviewing Mistakes

Interviewing Mistakes

Interviewer:

Interviewee:

- Can't isolate specific work achievements
- Fails to be courteous to office staff
- Late
- Didn't do research
- Doesn't answer questions

Interviewing Mistakes

Interviewer:

Interviewee:

- Reveals confidential information about current or former employer
- Lacks enthusiasm
- Angry about prior employment
- Doesn't sell self

Interviewing Mistakes

Interviewer:

Interviewee:

- Only interested in salary and benefits
- Monopolizes the conversation
- Says something off the wall

Sample Interview Format

- Establish rapport
- Get background info
- Ask behavioral questions
- Describe position and university
- Answer questions
- Close

TIPS:

Asking the Questions

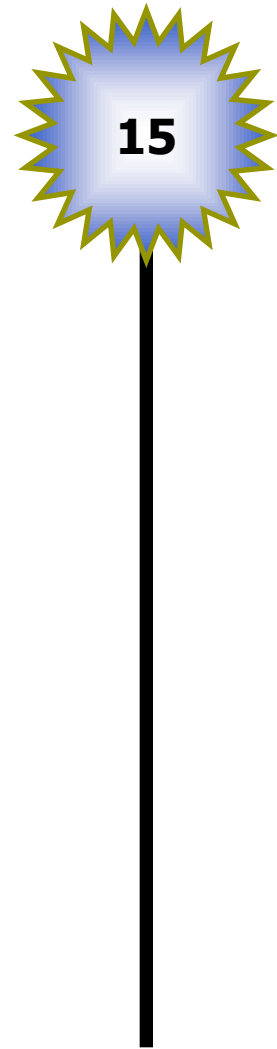
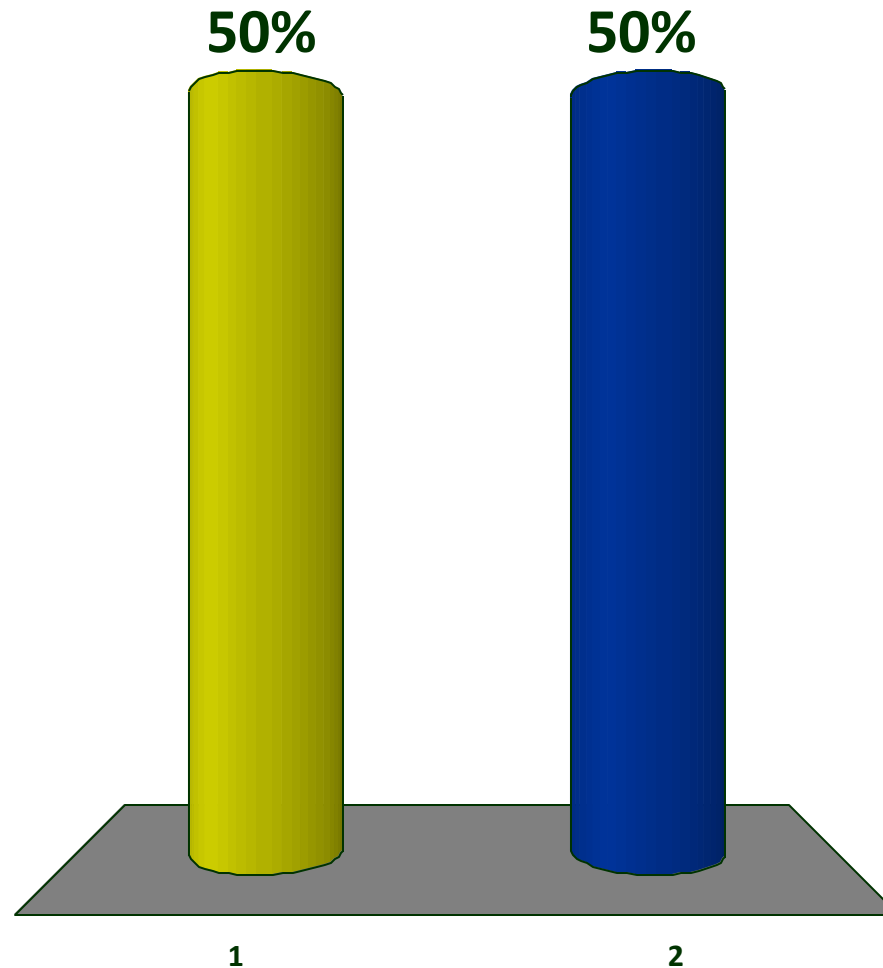
- Avoid quick judgments
- Listen effectively
- Accept silences
- Maintain control...keep the applicant on track
- Take notes

Legal Considerations

Focus on the applicant's ability to do the job – that's the most important factor in any hiring decision

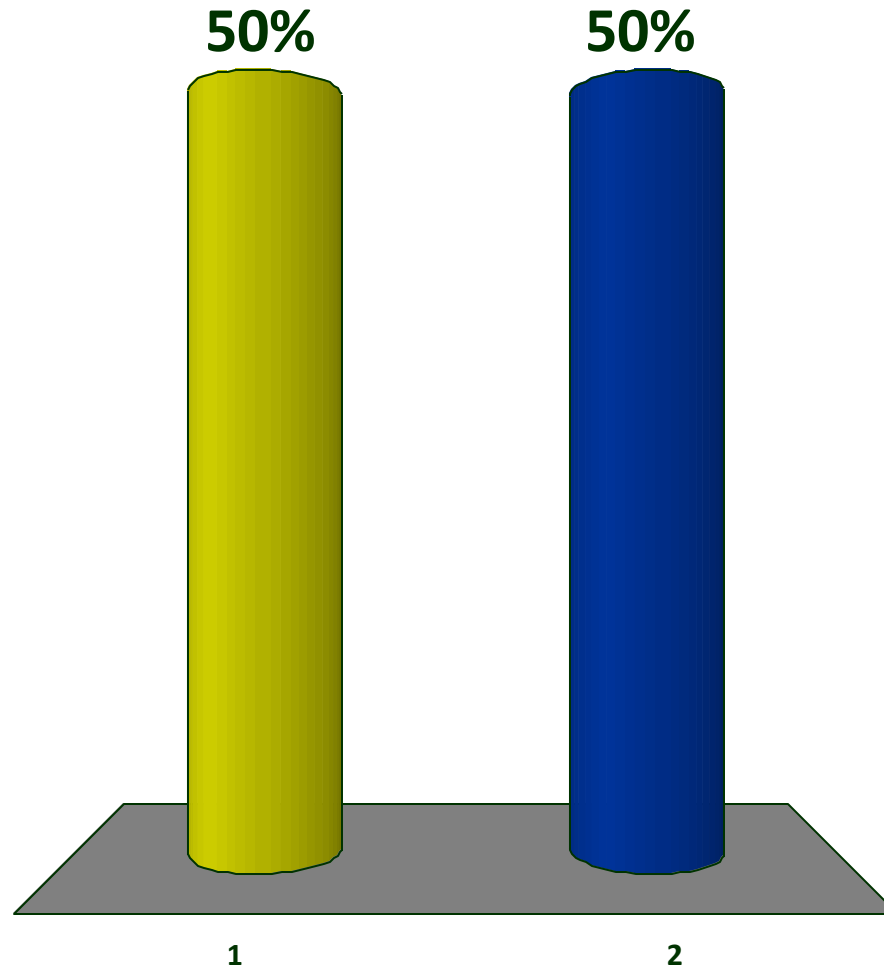
Could you attach a picture to the application form?

1. Lawful
- ✓ 2. Unlawful



Have you ever been treated for drug addiction or alcoholism?

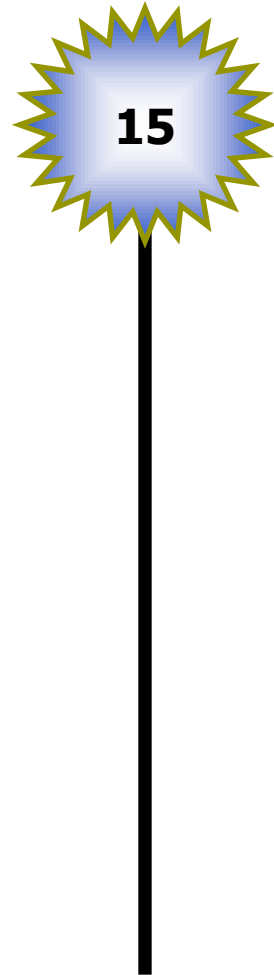
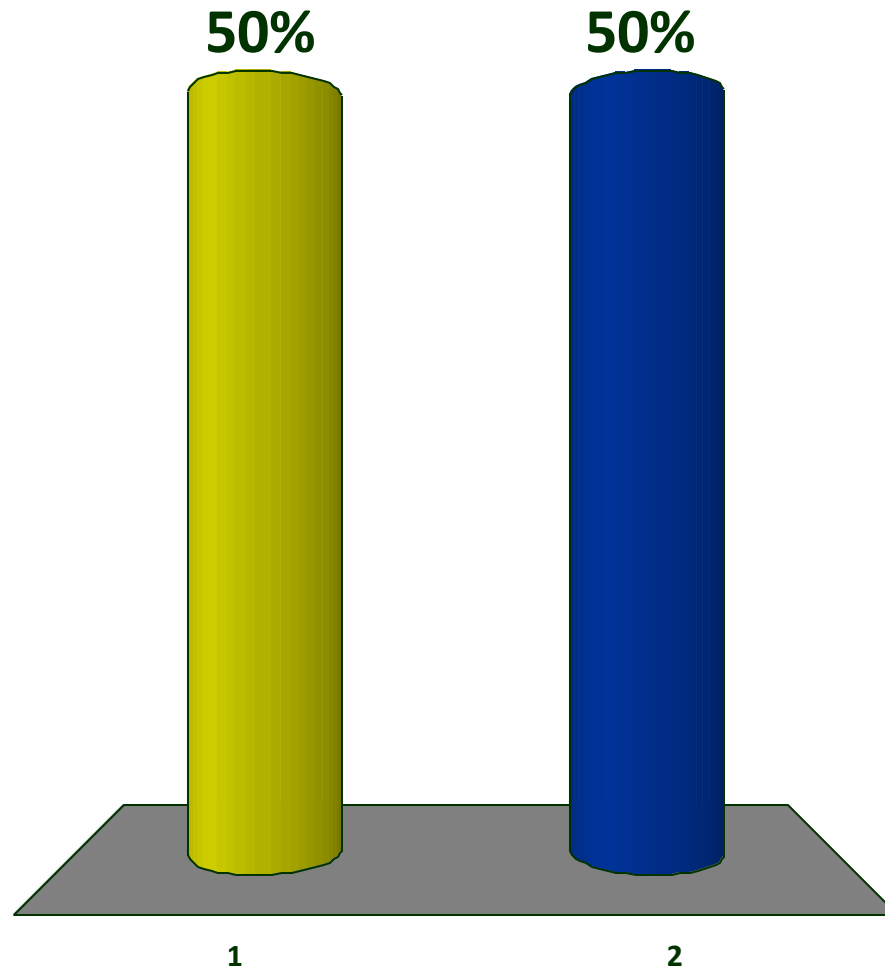
1. Lawful
- ✓ 2. Unlawful



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What are your child care arrangements while you are at work?

1. Lawful
- ✓ 2. Unlawful



Legal Interview

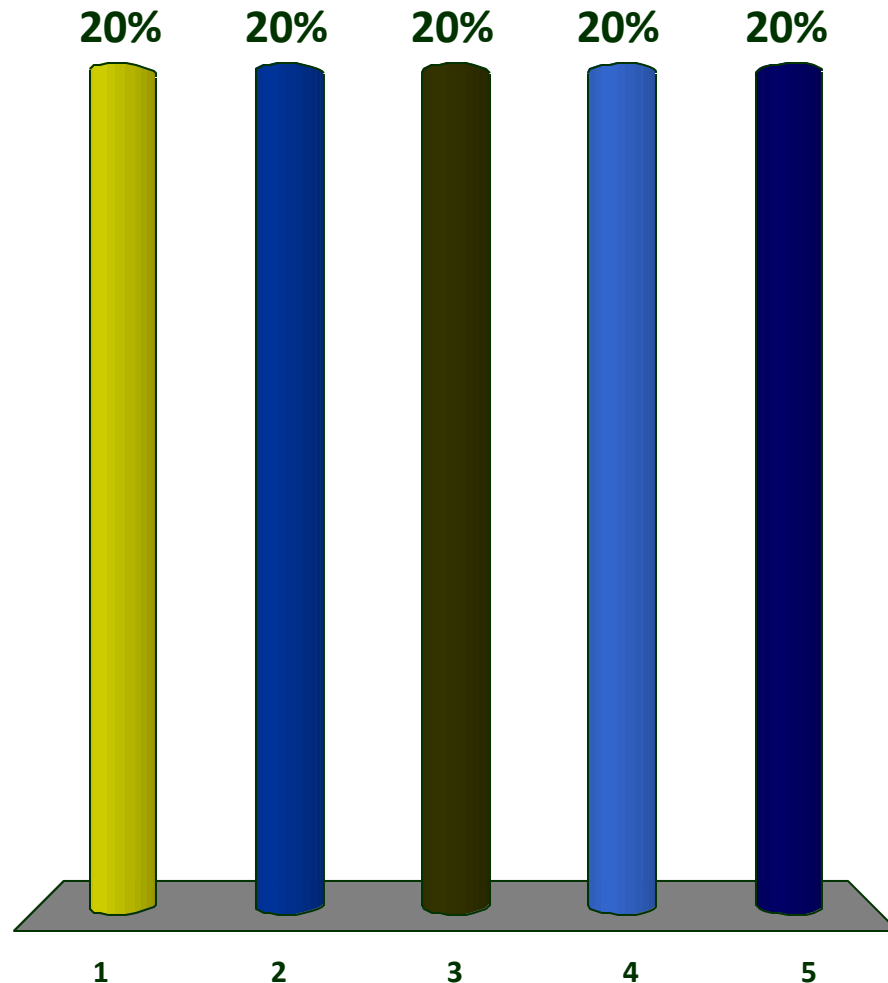
Make sure interview questions do not solicit information that employers are legally barred from considering in the hiring process under Title VII of the Civil Rights Act of 1964.

Employees want:

- To be fully appreciated
- To feel “in” on things
- To know that senior management cares about them
- And, to have an aspect of career development in their current job

How many employees do you anticipate hiring over the next year?

1. 1 to 3
2. 4 to 7
3. 8 to 15
4. 16 to 25
5. More than 25



Summary: Hire Well

- ✓ Understand your job requirements and screen appropriately.
- ✓ Know your university's hiring process.
- ✓ Interview well. Use behavioral interviewing.
- ✓ Check references carefully.
- ✓ Celebrate, orient, and assimilate new staff.

Questions and Answers

Ancora Imparo – I am still learning

Michelangelo
87 years old



Sharon Armstrong has over 20 years of experience as a Human Resources consultant, trainer and career counselor. Since launching her own consulting business in 1998, Sharon Armstrong and Associates, she has consulted with many large corporations, small businesses, and individuals. She has facilitated training, completed HR projects and provided career transition services for a wide variety of clients in the profit and non-profit sectors.

She is known for her ability to listen compassionately, ask relevant questions and offer guidance that reflects her wealth of knowledge of the business world and career issues. Her easy-going style and responsiveness are instrumental in establishing rapport with her clients.

Sharon received her Bachelor's Degree from the University of Southern Maine and her Masters Degree in Counseling from George Washington University. She is a certified Professional in Human Resources (PHR).

Sharon is the co-author of a humor book, published by Random House. *Healing the Canine Within: The Dog's Self-Help Companion* was published in 1998. Her first "serious" book, *Stress-Free Performance Appraisals – Turn Your Most Painful Management Duty into a Powerful Motivational Tool* was published by Career Press in July, 2003. Her next book, *The Essential HR Handbook – A Quick and Handy Resource for Any Manager or HR Professional*, co-authored with Barbara Mitchell, was published by Career Press in July, 2008. Her latest book, *The Essential Performance Review Handbook* was published in May, 2010.

She has designed and conducted workshops on Supervisory Skills, Time Management, Delegating, Performance Management, Managing Your Boss, Effective Feedback and Behavioral Interviewing.

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