

INTERVIEWING & HIRING: DOING IT RIGHT

Presented by:



What We Will Cover

- **Resumes/Applications**
 - *How do I handle them?*
- **Plan an Effective Interview Strategy**
 - *Develop good questions*
 - *What should/can I ask (what's legal)?*
 - *Conducting successful interviews*
- **Scoring the Interviews**
 - *How do I defend my hiring decision?*
- **Making the offer**
 - *What do I include in my offer letter?*
- **Wrapping up the process**
 - *How do I handle all of the paperwork?*



Reviewing a Resume and Application



- Overall Appearance
- Organization
- Education Level
- Relevant Experience
- Other Activities

Resumes & Applications: Which Are Better?

- Resume
 - A good overview, introduction
 - Allows emphasis on areas related to the job
- Application
 - List of previous employers with dates, pay, etc.
 - Education
 - Waiver
 - **Signature**

Both are significant documents in
employment process

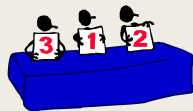
Start With the Job Description

- Identifies the skills & competencies needed to do the job
- Helps screen and develop interview questions (and helps write your ad or posting)
- Focus stays on job-related questions and avoids illegal topics
- Keeps each interview consistent and measurable



The Screening System

- Objective method of determining who to interview
- Creates a database of applicants
- Records cross skills, education, etc. for future needs (builds the applicant pool)
- Helps manage close-out process ("TBNT" letters)



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The Screening Interview



- Quick Check-In
- Generally Over the Phone
- Make Sure They Want
 - that job,
 - those hours,
 - that rate of pay...
- General View of Presentation, Preparation, Professionalism

Plan Your Strategy

Develop Interview Questions

- ❖ Use the job description to stay on track
- ❖ What can I ask? What can't I ask?

Logistics

- ❖ Who will participate?
- ❖ Time and Place



Types of Questions

1. **Rapport-building questions** ⇒ put candidate at ease
2. **Open-ended questions** ⇒ invite candidate to talk about his/her past experiences
3. **Probing questions** ⇒ used to get specific information you need
4. **Non-question questions** ⇒ statement versus question

Ice-Breakers & Small Talk

- Loosens up conversation
- How an “innocent” question can cause trouble



- The fix: prepared questions

Behavioral Interviewing



- The best predictor of future performance is past behavior
- Encourage Applicants to be Specific
 - *Tell me about a time when you had to deny an expense request for budgetary reasons.*
 - *How did you handle this?*
 - *What did you do to resolve the situation?*
- Avoid asking questions that can be answered by single “yes” or “no”



Technical Questions

- From the job description, identify each criteria needed to perform the job and list them in order of importance
- **Example:** Bookkeeper
 - Accounts Receivable/Accounts Payable
 - Financial Management
 - Benefits Enrollments/Billing Reconciliation
 - Year-End Processes

OPEN-Ended Questions

- **Integrity/Honesty/Trustworthiness**
Describe for me a time when you have come across questionable accounting practices. How did you handle the situation?
- **Personality/Temperament/Work with Others**
Tell me about a situation in which you had to be open to a new idea or change in procedure that you did not think would work. How did you handle it?
- **Financial Management/Problem Solving**
Describe your most challenging encounter with month end/year end closing. How did you resolve the problem?

Probing Questions

- Give me a recent example of a time when your schedule was disrupted by unforeseen circumstances.
- What was the situation?
- What did you do?
- What was the outcome/result?
- What would you do differently next time?



Non-Questions

- **Directive or Statement**

- **Example:**

“Tell me about a time when you had to change your work schedule to help a peer or your team meet a deadline.”

Interview Questions: Legal or Loaded?



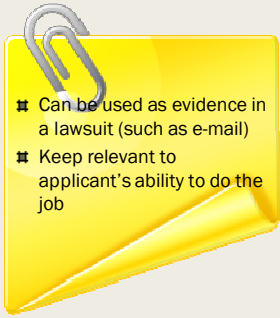
SAFE	DANGEROUS
What hours and days can you work?	What are your child care arrangements?
Can you perform the duties of the job you are applying for?	Have you ever filed a workers' compensation claim?
Do you have a high school diploma or equivalent?	What year did you graduate from high school?

Feeling Some Bias?

*Try to get
Contrary
Evidence*



But I was only taking notes...



Examples:

- "Didn't know how to use computer spreadsheet."
(RIGHT)
- "Walks with cane; might not be able to work in the warehouse."
(WRONG)



Applicants Who Volunteer Off-Limits Information

- Without being asked, a female candidate tells you she plans to have children
- You pick another candidate who's unmarried and has no children
- Would a lawsuit stand up in court? Likely defensible if there was no proof you used the information to make the hiring decision

Questions: Keep it Business-Related

■ DON'TASK...



- Who mows the lawn in your family, you or your husband?
- How many children do you have?
- If you were a vegetable, what would you be?
- So, you are getting married soon, does that mean you will be leaving us to go have a baby?

During the Interview

- Focus on qualifications
- Avoid stereotyping
- Allow silence
- Take notes



The Question that Isn't Asked

- Physically disabled person applies for a job requiring lifting and carrying
- Sympathetic interviewer assumes she can't do the job, but never asks
- Interviewer makes the assumption that candidate will miss substantial time for a condition that they have mentioned.

Interviewing Internal Applicants

- Be consistent, fair & respectful
- Set expectations
- Posting & Application Process
- Role of the Supervisor
- Selection process
- Communicating the decision





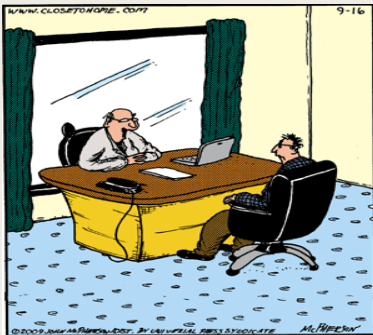
DECISION POINTS:

- Screening - Interview
- Assessment
- References
- Background Check

Background, References, and Rejection

- Conduct reference and background checks
- Make sure you have notes from all interviews
- Document valid reasons for selecting or rejecting applicants

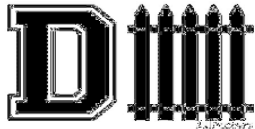




"We were ready to hire you until we saw the photo of you on Facebook sliding on the ice at Rockefeller Center wearing only bowling shoes and a viking helmet."

Defending Your Hiring Decision

- Objective “score” + “gut feeling”
- Flexibility
- Using the Rating Form
- Skills Tests & Using the Results
- Outside Influences
- Is This a Good Fit?
- Making the Decision



POSITION	CANDIDATE COMMENTS				
	DAN	EMERY	LEA	SUSAN	BETTY
Interview 1/11	37	38	36	35	37
Interview 1/12	40	41	39	38	40
Interview 1/13					
Interview 1/14					
Interview 1/15					
TOTALS	117	118	111	106	114
AVERAGE	40	41	37	35	38
COMMENTS:	Interview 1/11	Interview 1/12	Interview 1/13	Interview 1/14	Interview 1/15

Making the Offer: Letters

- The Job Offer – should be made either in person or via the phone, to be followed by an **offer letter**.
- The “Rejection” –
 - For those who applied but were not interviewed
 - For applicants who were interviewed



What to Include in the Offer Letter

- Contingent job offer based on results of pre-employment testing
- Job title
- Start date and time, who to report to on the first day
- Salary/wage – avoid quoting in form of annual salary
- Other Compensation (bonuses, commission)
- Summary of Benefits and when eligible (incl. Vacation, Sick Leave, etc.)
- Additional considerations (moving expenses)
- Request for I-9 documentation



Rescinding a Job Offer

- “Blacklist Law” in Montana
- Do your homework prior to the offer (job references, background checks, etc.)
- How was your offer letter written? (contingencies, salary expressed in annual terms, etc.)
- Consult legal counsel *first*



Maintaining the Job File

- Employment related materials for applicants
 - Resumes/Applications
 - Background/Reference checks
 - Driving records
 - Company employment verifications
 - Letters of reference
 - Interview scoring sheets/interview notes
 - And other related documents
- Keep copies of materials for applicant hired in recruiting file; originals go in personnel file
- RETENTION: 2 years from when opening is filled

7 Steps to a Successful Interview



1. Establish rapport
2. Ask questions (& allow for silence)
3. Probe to clarify & understand
4. Seek contrary evidence
5. Allow candidate to ask questions
6. Close the interview
7. Review notes, summarize & rate findings

Questions?



THANK YOU!

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