Interviewing & Hiring
Office of Human Resources
Jean Prather, PHR
October 7, 2010
CLOSE TO HOME  

HIRE TOUGH, MANAGE EASY!

Having narrowed the field of candidates to three, personnel goes through the final selection process.
Equal Employment Opportunity

- EEOC and Uniform Guidelines require that hiring be based on job-related qualifications; therefore, all qualifications must be job-related, identifying the education, knowledge, skills, abilities (KSA’s) and experiences needed.
Definition of Essential Functions

• Essential functions

➢ The EEOC defines essential functions as those tasks or functions of a particular position that are fundamental to the position (as opposed to marginal). Essential functions are the reason a position exists.

• For example, an essential function of a receptionist is to greet visitors and answer telephone calls.
Essential Functions

• The EEOC considers various forms of evidence to determine whether or not a particular function is essential.
Job Descriptions

- Proper job descriptions will:
  - keep qualifications in line with current compensation
  - bring on board the most qualified candidate for the position
  - reduce turnover and training time
  - greatly limit the Institute’s liability (and yours)
Job Descriptions

– What are the minimum qualification requirements (core competencies or skills) for the position?
– Are there any supervisory responsibilities associated with the position?
– What additional qualifications might be desired? (e.g. advanced degree, special technical knowledge or background, etc.)
– To whom does the position report?
Job Descriptions

• Determine the core competencies/skills required to succeed in the position and then determine the level of education, training and experience necessary to have developed those core competencies/skills.
Applicant Tracking System

- Once your pool has been narrowed down to those you want to interview, change the status of those applicants to Affirmative Action Pool Review.

- Once HR has reviewed the applicant pool, they will change the status of the applicants to be interviewed to Affirmative Action Approved Applicant Pool.
Pre-Screening Applicants

• The hiring supervisor will pre-screen applicants based on evaluations of education, competencies/skills, and degree of experience and ability as related to the position requirements.

• This must be a systematic review and evaluation.
Pre-Screening Applicants

• To ensure a systematic approach and consistency in the evaluation process use a rating form. This information may prove to be invaluable should the selection process be challenged at a later date.

• After the first cut, the remaining applicants will be evaluated and rated in a comparison to selection criteria and one another.
Interviewing

• Professional, courteous, and timely communication is necessary to show respect and appreciation for the applicant’s interest in a position at our Institute. While the applicant may not be the best fit for the current position, we may have another opening for which the applicant would be imminently qualified and therefore, wish to keep the interest of all highly qualified applicants.
**Top Interview Process Steps (TIPS):**

- What to **DO** prior to and during the interview process:
  - Have interview questions prepared in advance of the interview.
  - Ask the same questions of all applicants and use the same interview format.
  - Let the applicant know what type of format or structure the interview will follow.
Top Interview Process Steps:

– Present a realistic description of the position and the organization to the applicants at the beginning of the interview.
– Ask questions that are related to the requirements of the job.
– Ask open-ended, behavioral-based questions, i.e. questions that require more than a ‘yes or no’ answer.
Top Interview Process Steps:

– LISTEN to what the applicant is saying.
– Let the applicant do the majority of the talking.
– Take good notes.
– Leave enough time at the end of the interview for the applicant to ask questions about the position or organization.
Subjects NOT to ask about

• Below is a list of subjects that should never be part of an interview:
  – Race, color, national origin, ancestry, or religion
  – Height or weight of an applicant
  – Marital status or personal life
  – Pregnancy or inquiries about pregnancy
  – Place of residence and whether a home is rented or owned
  – Disability – even if obvious
What If?

• Occasionally, an applicant may offer information or ask questions related to a topic that should be avoided due to its potentially discriminatory nature. In cases when the inquiry is job related, the interviewer may suggest that, in the event of a follow-up interview, these issues can be discussed or addressed at that time.
Examples of Questions NOT To Ask

- What church do you attend?
- What religious holidays do you observe?
- What year did you graduate from high school?
- How old are you?
- Are you pregnant?
- Are you married?
- What provisions have you made for childcare?
Examples of Questions NOT To Ask

- Does your husband mind if you travel?
- Are there problems with your credit rating?
- Have you ever had trouble with bills or collection agencies?
- How many days did you miss work due to being sick last year?
- What clubs or organizations do you belong to?
Interviewing

- There are two main styles of interviews:
  - Traditional
  - Behavioral
Traditional Interviews

• Traditional interview questions tend to focus on your beliefs, your professional or management style, your preferred ways of interacting and how you would handle hypothetical situations.

• The benefit of traditional interview questions is that they enable the interviewer and job candidate to establish a rapport and to get to know each other in a less pressurized environment than the behavioral interview.
Traditional Interviews

- Traditional interview questions:
  - Tell me a little about yourself.
  - How would your friends describe you?
  - What are your strengths?
  - Are there any areas you are weak in?
  - How do your skills relate to our organization?
  - Why should I hire you?
Behavioral Interviews

• Behavioral interviews may also be referred to as: structural, situational, or skills based.

• These interviews are based on the premise that past performance is the best predictor of future performance.

• Questions generally begin with:
  – Describe a situation when you .....  
  – Give an example of a time when you .....
• During the interview process you want to create a positive image of the Institute and establish adequate records in the event the hiring decision must be justified at some future date.

• Remind the finalists that you will be conducting a reference check using the information they provided on their application. Also have them complete the background check release form in the event they are the selected candidate.
Hiring/Making Job Offer

• Once the candidate to fill the position has been selected, change their status to “Recommend for Hire” in the Applicant Tracking System and fill out the Hiring Proposal.

• Submit the Hiring Proposal to the Area Vice President for approval. It will be forwarded through the approval process and end up with Kim in HR. Kim will call the candidate (if a staff position) and extend the offer.
View/Edit Posting - Academic Department Head - Electrical and Computer Engineering

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Hiring Proposal</th>
<th>Posting Details</th>
<th>Affirmative Action Information</th>
<th>ADA Information (Americans with Disabilities Act)</th>
<th>Search Committee</th>
<th>Template Level Questions</th>
<th>Posting Specific Questions</th>
<th>Disqualifying / Points</th>
<th>Guest User</th>
<th>Comments</th>
<th>Notes / History</th>
<th>Search Committee Rating Candidates</th>
<th>Reference Letters</th>
</tr>
</thead>
</table>

To add a new entry, click the **Add New Entry** button below. To view more details about an existing entry, click the **View** link for the entry. To edit an existing entry, click the **Edit** link for that entry. To delete an existing entry, click the **Delete** link for that entry.

Existing Entries

No Records Found

ADD NEW ENTRY

<< RETURN TO PREVIOUS   CONTINUE TO NEXT PAGE >>

SAVE AND STAY ON THIS PAGE

CANCEL   VIEW POSTING SUMMARY >>
To add a new entry, complete the following fields and then click Add Entry. If you do not wish to add a new entry at this time, click Cancel.

*Required information is denoted with an asterisk.

### NEW EMPLOYEE INFORMATION

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Candidate Started Thru Approval Process</td>
<td></td>
</tr>
<tr>
<td>Candidate Selected</td>
<td>No Response</td>
</tr>
<tr>
<td>Effective/Start Date</td>
<td>MM/DD/YYYY - MM/DD/YYYY</td>
</tr>
<tr>
<td>Address</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td></td>
</tr>
<tr>
<td>State (enter NA if a non-U.S. address)</td>
<td></td>
</tr>
<tr>
<td>Zip Code</td>
<td></td>
</tr>
<tr>
<td>Phone (format: xxx-xxx-xxxxxx)</td>
<td></td>
</tr>
<tr>
<td>Title</td>
<td></td>
</tr>
</tbody>
</table>

* Salary Type:*

- [ ] Hourly
- [x] Annually
- [ ] No Response

- Salary: $

- Salary/Wage FOAPAL: Use the following format: [FUND] - [ORG] - [ACCOUNT]

- Department: Not Assigned
- Supervisor: 
- Relocation Allowance: $

### FACULTY POSITION INFORMATION

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Tenure Track</td>
<td></td>
</tr>
<tr>
<td>Highest Degree Obtained</td>
<td></td>
</tr>
<tr>
<td>Year Conferred</td>
<td></td>
</tr>
<tr>
<td>Part-Time Only - Courses</td>
<td></td>
</tr>
</tbody>
</table>

**ADD ENTRY**

**CANCEL**
Questions From Unsuccessful Candidates

- Supervisors want to be very careful about comments they make if they have any contact with unsuccessful candidates — for example, if people ask them why they didn’t get hired.
  - In recent court cases, supervisors have said things along the lines of “We wanted someone who’d help our diversity,” or “You didn’t have the right look” — and ended up costing their companies big.
  - Supervisors want to avoid answering those questions or stick with an all-purpose statement: “We filled the position with the most qualified candidate.”
Human Resources is here to help you through the Process!!

Any Questions