



Elevating Your Interviews to Hire the Best

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Elevated Interviewing

1. Determine clear criteria for selecting the best employee
2. Create structured interviews
 - Phone and live
3. Ensure thorough interview processes

Step 1: Detail Your Candidate Criteria: Who Do You Really Want to Hire?

- Focus on the overall job objective
- Review the essential functions of the job
- Highlight key criteria on the job description
- List primary skills requirements
- What characteristics are truly a cultural fit?
- Create a checklist/evaluation form of specific criteria for screening and hiring
- Consider a pre-phone interview questionnaire

Step 2: Who Interviews? Individual and/or Team

- Take advantage of multiple interviewers
- Select the right team of interviewers
- Write individual and team questionnaires
- Get feedback from all interviewers

Step 3: Identify the Players

- Who is responsible for:
 - The ad
 - The screening
 - The phone interview
 - The live interviews
 - The decision
 - The offer
 - The documentation
 - The welcome

Step 4: Select Assessments: Before, During, After

- Formal skills assessments
- Informal assessments (e.g., MS Office)
- "Home-made" assessments
- Shadowing / modeling
- Background and drug tests
- Sample work products
- Other innovative ideas

Step 5: Create and Require Structured Scripted Interview Questionnaires

- Vital to achieve your hiring objectives
- Consistency and nondiscriminatory
 - ADA compliance (15+ employees)
- Acquire all the same information you need from each candidate
- Valid comparison of candidates
- Ensure you don't forget to ask key "decision-making" questions
- Maximize gathering information related to job specifications

Telephone Interviews: A Must!

- Many benefits of scripted phone interviews
 - Save time
 - Eliminate unnecessary face-to-face
- Allows candidates to screen themselves out of the process
- Allows you to screen out people who are only qualified on "paper"

Formal Meaningful Telephone Interview

- Scripted, planned, strategic, thorough
 - What is most important to know immediately?
 - Based on job-specific hiring criteria
- To the point phone interviews

12 Core Interview Script Components

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| 1. Welcome | 7. Interpersonal skills |
| 2. Mini-introduction to company and position | 8. Self/Managerial abilities |
| 3. Candidate's education | 9. Motivation and objectives |
| 4. Work history | 10. Details of company and position |
| 5. Job skills and knowledge | 11. Candidate's questions |
| 6. Work-related personality traits | 12. Interview closure |

Develop Unique Interview Questions

- Don't ask [many] obvious or typical questions
- Avoid asking close-ended questions, beginning with:
 - is, can, will, are, could, should, did, have, were
- Ask open-ended questions, beginning with:
 - why, what, how, when, tell me, describe, explain, or give me an example
- Follow up open-ended questions with:
 - how, why, who, when, where, which
- Use superlative adjectives, such as:
 - most, least, best, worst, hardest, simplest, etc.
- Ask questions that evaluate how the candidate thinks
- Ask candidates to describe situations they have faced and how they handled them
- Create cases based on situations candidates might encounter in your organization
- Ask employees to describe in detail their processes for performing specific job tasks, duties, projects
- Create core questions for the organization
- Share your questionnaires with others
 - Write as a group
 - Develop, critique, fine-tune, enhance
- Recognize that interview questionnaires morph, change and improve
- Look at the job description and make sure you're asking questions about the most important aspects of the job – don't shortcut
 - Take however long you need to interview and get the depth of information to make a solid decision

Examples

- Tell me about yourself
 - Walk me through your last three positions, include how the work you performed in those jobs is relevant to our position, and why you left each organization.
- What are your strengths?
 - What 25 words or phrases that describe you on-the-job?
 - How would your supervisor (clients, coworkers...) describe you?
 - When I call your references, what will they say?
- What are your weaknesses?
 - What stresses you out in the workplace?
 - What parts of this job will you need training on?
 - Based on this job description, what will you enjoy most and least? Where will you be immediately effective and where will you need assistance?
 - What job tasks do you tend to avoid or procrastinate?

- Have you managed projects?
 - Describe a project you managed from start to finish, include the project objectives, specifics of your role, results of the project, obstacles you had to overcome, and what you would do differently in hindsight.
- I'm going to conduct an informal skills-evaluation exercise. Rate yourself on the following items on the 1-5 scale below and explain each:
 1. Somewhat knowledgeable
 2. Have hands-on experience
 3. Can handle effectively and independently
 4. Know more than most
 5. Can teach others
- Your first major assignment on the job will be to _____. How will you approach this assignment? What resources will you need? What barriers might you encounter as a new employee?
- Effective communication is vital in the xyz position. Give me some examples of how you communicated with your direct reports, coworkers, and clients in other jobs that shows your communication style and effectiveness.
- Walk me through how you do _____ from start to finish.
- What is your approach to starting a new position to ensure your success?

Conduct the Interview: Intro

- Set the appropriate "stage"
- Be on time
- Use first impression information appropriately
- Introduce yourself and your role
- Describe the job realistically
- Remember who's selling who on what

Conduct the Interview: During

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| ➤ Take useful (compliant) notes; Include gut reactions | ➤ Follow the 80% Listen - 20% Talk "Rule" |
| ➤ Only ask job-relevant questions | ➤ Maintain control and keep the candidate on track |
| ➤ Don't explore personal info | ➤ Give candidates the opportunity to ask questions |
| ➤ Stick to your script | ➤ Don't mislead applicants regarding their candidacy |
| ➤ Observe communication skills and body language | ➤ Conduct appropriate closure |

After the Interview

- Use an evaluation form that mirrors your screening criteria
- Write your candidate evaluation immediately after the interview
 - Tell a story
- Be highly critical, honest and trust your gut
- Write strengths and concerns
- Consider skills, knowledge, experience and fit
- Don't settle or hire out of desperation

Today's Action:

- In 3-5 words, based on today's session, what will you do differently?



HUMAN RESOURCE STRATEGIES

Executive Advisor

- Your sounding board to provide strategic guidance to CEO, CFO, Senior Management and HR Leaders regarding employees, human resources, organization design and related operations
- HR Mastery Groups – Facilitated monthly HR development meetings

HR Operations

- Serve as the on-going HR partner on your leadership team
- Design and refine your HR department and its administrative practices
- Teach your team the “how-to” of HR operations
- Create/update personnel files, administrative practices, compliance, employment tools, etc. to enhance and streamline efficiencies

Everyday HR Solutions

- Provide on-going HRxpress™ hotline services
- Advise managers on employee relations, development and selection, corrective action, unemployment, exiting and more

HR TOOLS

Employee Handbooks

- Develop practical, understandable, usable handbooks and policies
- Audit, edit and rewrite current handbooks

Job Descriptions

- Audit, write and update ADA compliant job descriptions

Performance Tools

- Customize performance appraisal tools and processes

HR AUDITS

HR Practice and Compliance Audits

- Expert review and audit of your HR practices, written materials, files, tools, etc. and for legal compliance and practical application, including solutions and priorities for achieving the best practices for your HR operation.

HR SERVICES

Help You Hire

- Define job, write and place ads, screen resumes, conduct telephone and live interviews, script interview questionnaires, perform reference checks, create offer and rejection letters

Help You Manage

- Let HRx handle your day-to-day employee relations functions with timely problem solving, management coaching, employee culture assessments, and other team building efforts

TRAINING, SEMINARS and KEYNOTES

Management

- Leadership, Employee Engagement and Retention, Supervising Smart, Interviewing, Performance Management, Team Building, Harassment, Conflict Resolution, Buddy to Boss, Workplace Culture and other topic areas

Business / Motivation

- Creating an Engaging Culture, Finding Your Voice, Personnel Parodies