

# Hiring Well – Tools of the Trade

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HEALTH SCIENCES ADMINISTRATION

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Thanks to the Washington National Primate Research Center

# Interview Training Objectives

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- Overview best practices
- Why improve our hiring process?
- How to conduct effective interviews
- Post-interview feedback

# First Who...Then What

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Great organizations make sure they have the right people on the bus, the wrong people off the bus, and the right people in the key seats before they figure out where to drive the bus.

*Think first about “who”  
and then about what.*

# Great Hiring Best Practices

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- Rigorous in selection process
- Invest substantial time each candidate
- Evaluate at least 3 ways :
  - interviews
  - references
  - background checks
  - testing
- Disciplined, systematic process for improving success at hiring the right people for your team and mission
- Prioritization for practice needs to come from top



# *When in doubt, don't hire – keep looking.*

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JIM COLLINS  
GOOD TO GREAT

- The time invested in best practices is minimal compared to the time you will spend separating an underperformer
- You must be willing to re-set the process at any stage



# Some Facts about People

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## **We tend to choose people like ourselves**

- Mitigate bias by expanding the interviewing pool.
- Don't be afraid to hire people more skilled, credentialed, or experienced than you are

## **We are not all equally skilled across process**

- Bring in more opinions and the law of averages works for the team
- Standardized process and communication is efficient, effective and equitable

# Individual and Group Interviews

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- **Individual:** “Cleaner” feedback (less group think), increased learning for interviewer and hiring manager, more depth, more technical, more personal
- **Group:** Assess ability to speak in front of group, handle pressure, buy-in from team, increase candidate comfort with team.  
*Presentation* required of candidate if applicable to job
- **Meet and greet** aspect serves as “preview”

**Interviewers must be trained, prepped and committed to process**



# Develop Recruitment Strategy & Plan

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- Have thorough knowledge of the job requirements and market conditions
- Think outside the box of your familiar network
- Do you need to reach beyond UW website?  
(strategic networking, commercial websites, etc.)
- Budget impact



# Process Numbers to Consider

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- Review resumes, *chart* qualifications (sample)
- Select 6-8 candidates for phone screens
- Do phone screens with preset questions (sample)
- Narrow candidates to 3 or 4 for in-person interviews
- Develop prepared interview questions and scenarios
- Ask same questions of all applicants.
- Document all answers, scores = Public Records

# Interview Team

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## **Individual Interviews**

- Hiring manager +
- 2 others (peers, colleagues, other managers, etc.) for entry level position.
- More interviews for management positions

## **Group/team interview**

- Hiring manager
- Minimum 3; cross-section of organization(s) relevant to position

**Meet & greet as appropriate**

# Behavioral Interviewing

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- Past behavior is best predictor of future performance
- Actual events/experiences determine the presence or absence of a skill; questions designed to elicit response
- Avoid “what if” questions, unless hypothetical approach is only way to test capacity



# Preparing for the Interview

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- Review HSA interviewing handout
- Review job posting and PSDF
- Develop skills analysis matrix with team -- technical and performance (sample)
- Develop and assign questions for both skillset categories

# Skills Analysis/Competency Matrix


## CANDIDATE PERFORMANCE SUMMARY

**Candidate Name:**

**Interview Date/Time:**

**Position:** OAW Assistant Director

**Interview Team:**

		EVIDENCE OF SKILL			
	TECHNICAL SKILLS TO BE EVALUATED	Absent	Emerging	Competency	Mastery
1	Experience profile ( <i>public/private, federal; academic</i> )				
2	Compliance/regulatory operations knowledge, experience				
3	Animal program operations knowledge, experience ( <i>AWA, OLAW, IACUC, AAALAC</i> )				
4	IT systems, roles, and operations profile				
5	Formal Process Improvement knowledge, experience				
6	Project management knowledge, experience				
7	Supervisory/leadership skillset				
8	Strategic Planning methods, experience				
9	Presentation, training skills				
10	UW Systems knowledge ( <i>MS Office, Sirius, UW Hires</i> )				
	PERFORMANCE SKILLS TO BE EVALUATED	Absent	Emerging	Competency	Mastery
1	Alignment with mission, service focus				
2	Capacity as point of contact; delegated authority				
3	Customer/client service culture				
4	Ability to work independently				
5	Ability/affinity for team work and collaboration				
5	Analytical/critical thinking skills				
7	Workflow management and style				
8	Capacity for cross-functioning; learner mentality				
9	Communication skills ( <i>1:1, group, remote</i> )				
10	Integrity				
	 <b>RECOMMENDATION</b>	<b>HIRE</b>	<b>NO HIRE</b>	<b>CALL BACK</b>	

# Effective Interview Techniques

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- Use consistent format
- Put applicant at ease; explain process
- Take notes (75% active listening)
- Be tactful, re-focus but do not prompt
- Allow for silence
- Allow candidate to ask questions
- Advise candidate of decision timeline



# Questions to Avoid

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- Age, gender or sexual orientation
- National origin, ethnicity, language, religion
- Marital Status or family obligations
- Disability (all forms)
- Any questions not related to the job
- References preferential to internal candidate

# Key Phrases (STAR)

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## **Situation ➤ Task ➤ Action ➤ Result**

- Tell me about a time...
- What led to that situation...
- Explain to me exactly how you dealt with...
- What was the result/outcome of your action?
- Lessons learned, process improvement





# Interview Training & Practice

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- Pick an interview partner
- Review Candidate Performance Summary Sample
- Choose performance interview question
- Role play interview & take notes
  - Be interviewer or interviewee
  - Switch roles
- Debrief role play

# Post-Interview

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- Write up feedback on Candidate Performance Summary
- Individually rate each candidate for assessed:
  - Technical Skills
  - Performance Skills
- Recommend Hire, No Hire or Call Back
- Hand feedback to hiring manager ASAP

*All Interview Team members must comply with Washington State records retention requirements; 3 – 50 years*

# Interviewing is a Skill

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- Prioritization for the process must come from the top
- More experience yields better:
  - Interviews
  - Confidence
  - Outcomes
- Enthusiasm for your unit, its mission and linkage to the UW is a powerful recruiting tool

# Making the Selection

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## Hiring Managers will:

- Evaluate candidates using written feedback and follow up with interview team as necessary
- Call references/do background check; open source search is a supplemental resource
  - use UW HR form (sample)
  - minimum 3 documented reference checks
- Make final decision based on set criteria
- Make an offer and coordinate hiring process with HR
- Resolve candidates – update system.
- Notify other candidates not selected, use scripts.



# The Win

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**THE BEST PEOPLE  
FEWER WRONG HIRES  
RISKS MANAGED  
REPUTATION FOR SELECTIVITY**