

Hiring Well – Tools of the Trade

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BEST PRACTICES INTERVIEWING

HEALTH SCIENCES ADMINISTRATION

Interview Training Objectives

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

Great Hiring Best Practices

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- Rigorous in selection process
- Invest substantial time each candidate
- Evaluate at least 3 ways :
 - interviews
 - testing
 - references
 - background checks
- 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 and defensible.

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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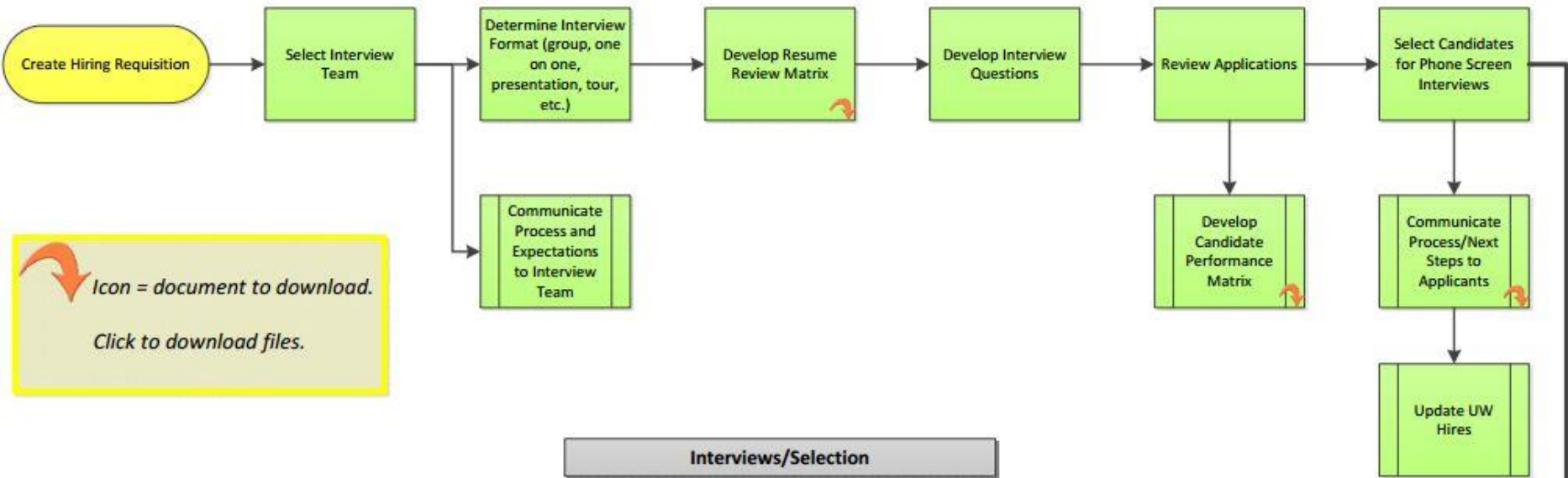
- Have thorough knowledge of the job requirements and market conditions
- Think outside the box of your familiar network
- Do you need to reach beyond UW website? (strategic networking, commercial websites, etc.)
- Budget impact
- <http://depts.washington.edu/uwhsa/login/supervisors/>

HEALTH SCIENCES ADMINISTRATION

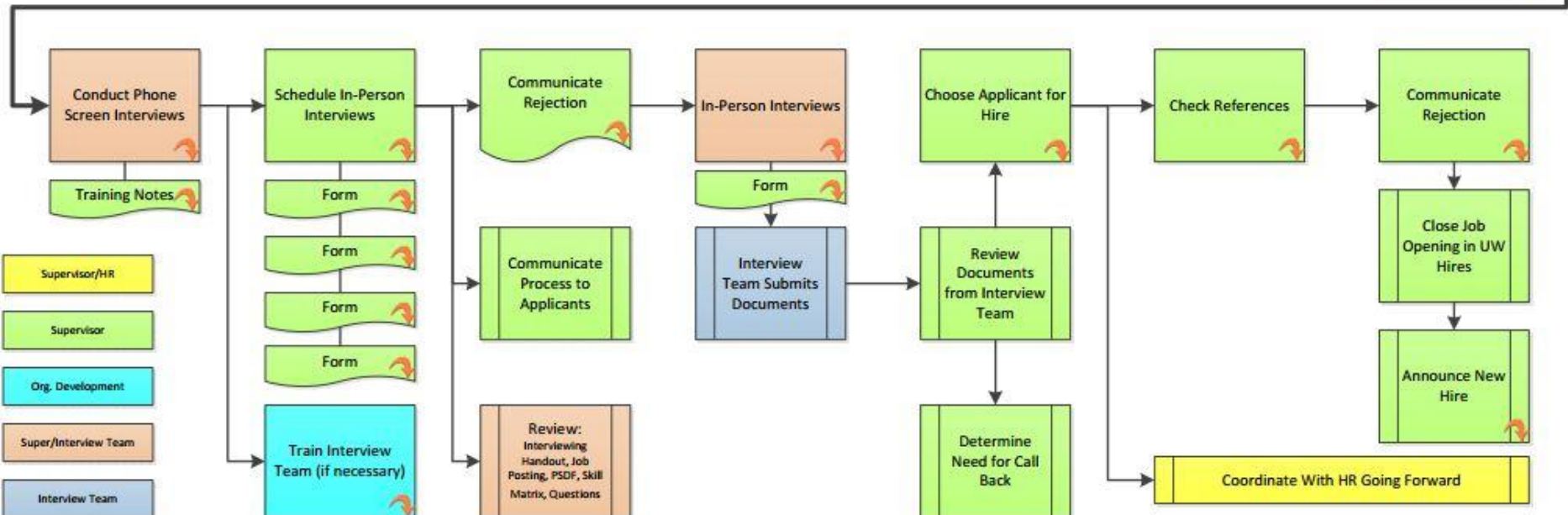
This is a general guideline. Unit directors should be consulted for best practices in your specific department.

Hiring Interview Process

Planning/Preparation



Interviews/Selection



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, rankings = Public Records

Phone Screen Interviews

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- 20 – 25 minute introductory interview
- Designed to narrow field
- Hybrid educational, marketing, selection process
- Supervisor relationship starts here
- 2 interviewers
- Use standardized questions with one customized question based on resume review (sample)
- Rigorous structure
- Document results

**UW Health Sciences Administration
Phone Screen Questionnaire**



Candidate Name:	Interviewer:
Phone Number: ()	Email:
Interview Date:	Interview Time:
Position:	

AVAILABILITY:	
Are you currently still interested and available to work at the UW?	<input type="checkbox"/> YES <input type="checkbox"/> NO
What percent of the time of # of hours / week?	<input type="text"/> Hrs / Week <input type="text"/> %
Which shifts are you available to work?	<input type="checkbox"/> Day <input type="checkbox"/> Evening <input type="checkbox"/> Night
What locations are you interested in?	<input type="checkbox"/> UW Campus <input type="checkbox"/> Western Facility

SALARY RANGE CONFIRMATION:		Monthly \$	Annually \$
<i>Classified Salary Range:</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO		
Is this range within your expectations?			
<i>Professional Hiring Range:</i>	Notes:		
What are your salary requirements?			

MINIMUM QUALIFICATION VERIFICATION:	
<i>Education:</i>	
What is the last level of education completed?	<input type="checkbox"/> HS/GED <input type="checkbox"/> AA <input type="checkbox"/> BA/BS <input type="checkbox"/> MA/MS <input type="checkbox"/> Less than HS
Notes:	
If asked, can you provide documentation?	<input type="checkbox"/> YES <input type="checkbox"/> NO
<i>Experience:</i>	
Tell me how your background matches the requirements for this position?	<input type="checkbox"/> Meets <input type="checkbox"/> Exceeds <input type="checkbox"/> Does not meet
Notes:	
What interests you about this position?	Notes:
<i>Employment History:</i>	
Ask about breaks in employment, "demotions," etc. in resume that are concerning. Reasons valid?	Notes:
Are the reasons valid?	<input type="checkbox"/> YES <input type="checkbox"/> NO

In-Person Interview Format

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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, tour 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 (sample)
- Review job posting and PSDF
- Develop skills analysis matrix -- technical and performance (sample)
- Develop and assign questions for both skillset categories


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				
	 RECOMMENDATION	HIRE	NO HIRE	CALL BACK	

TECHNICAL SKILL QUESTIONS: GROUP

1. Tell us about the types of organizations you have been involved with throughout your career. Explain how these organizations contributed to your approach to workflow management?
2. How do you learn about an organization's subject matter, operations and relevance to the organization's mission?
3. If offered this position, where do you anticipate your steepest learning curve to be?

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

Real-life Work Experiences

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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
- Scenario question with escalation

Interview Training & Practice

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- Pick an interview partner
- Select Candidate Performance Summary criteria
- 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 original feedback form 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 Manager 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