

SCORE Meeting: Hiring Right and You, Part II

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Presenters: Taylor Reynolds, Talent Recruitment Specialist

Zachary Arnold, Director of Recruitment

Stages of the Recruit

1. Posting and Sourcing

2. Resume Review

3. Phone Screen

4. In-person Interview

5. Selection and Offer

Refresher ... OFCCP and ME:

- Remember, any minimally qualified applicants who offer an expression of interest via any effort outside of HRMS **and** are considered for a position should be directed to formally apply to the respective job opening in HRMS **before** they are interviewed.
- If additional efforts are made to supplement the recruitment effort outside of HRMS (e.g. a job ad or third party job site), then the department will need to maintain all recruitment records at the department level for three (3) years to include all advertisements/outreach efforts, including records of all searches and the related criteria for each search when using third party resume databases.

Structuring the interview

- Who will be involved?

Interviews have to be conducted by a University representative who has received training with regard to equal opportunity and affirmative action obligations and/or non-discrimination and anti-harassment laws.

- Decide how many people should be part of the interview team. Select the team to interview candidates
- Meet with the interview team and review the interview questions together.
- Decide who will ask what question(s) and when



Structuring the interview cont...

General Interviewing Tips

- **Start slow and safe.** Focus on helping the candidate feel relaxed and encourage them to talk with a basic question such as “What was your first job?”
- **Ask a question and be silent.** Don’t jump in if the candidate hesitates for a few seconds. Remain patient and silent and the candidate will talk.
- **Listen!** The value of the interview is in what the candidate says, not what you ask. If you don’t feel like you’re getting the information you want, rephrase the question.

What questions do I ask? - Behavioral Interviewing

Skill based questions speak to an individuals knowledge of and ability to perform a job.

Ex: Are you proficient in Microsoft word?

Behavioral based questions speak to how an individual will react when presented with a certain scenario.

Ex: Tell me about a time you had a disagreement with a co-worker and how you handled it?

Affirmative Action & EOE Compliance Refresher:

- EOE Compliance - “You cannot ask questions related to a protected class” (age, color, disability, domestic violence status, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation or any other status protected by law). Ad’s must include: “EOE Minorities/Females/Protected Veterans/Disabled”
- All **Ads and interview questions (in person or by phone)** have to be compliant and cannot be related to a protected class.

Why Behavioral Based?

The basic premise is that past performance is the best indicator of future performance. Therefore, by asking candidates questions related to specific past experiences, the interviewer(s) will gain the most useful information to evaluate the candidate's potential performance in the position for which they are interviewing.

In fact, behavioral interviews **nearly triple** the correlation with job success compared to traditional interviews.

Consider this question:

- "Do you work well under pressure?"
- "Tell me about a time you felt a lot of pressure at work. What were the circumstances, and what did you do about it?"

Behavioral Based Questions – A deeper dive...

Eliminate Bias

There are several goals or benefits of behavioral interviewing. The first is to eliminate bias. Bias occurs in many ways. The most obvious instances are when you rely on any of the following to make a hiring decision:

- First impressions
- Physical characteristics
- Preference for candidates who are most similar to the interviewer. For example, they went to the same school, enjoy the same leisure activities, grew up in the same city, etc.
- Preference for candidates because they seem to like the interviewer

Behavioral Based Questions cont...

Eliminate Inconsistency and Randomness

The next goal is to eliminate inconsistency and randomness. The evaluation process is often haphazard and unplanned. Here are some ways it can be ineffective:

- **Gut Instinct:** Relying on how you feel about the interviewee rather than on objective criteria.
- **Halo/horn effect:** Allowing one aspect of the candidate to influence the overall judgment, either positively or negatively.
- **Recency effect:** The most recently interviewed candidate is judged more favorably than those interviewed earlier.

Establish Consistency, Objectivity, Reliability, and Fairness

The last goal is to establish consistency, objectivity, reliability, and fairness. By creating a structured interview process with set behavioral-based interview questions and probing follow-up questions, you can ensure that you are using an evidence-based approach to hiring the right candidate.

Behavioral Based Questions - Follow up questions

Use follow-up questions as an important part of a structured interview process. When candidates do not answer questions directly, you need to know how to redirect them or get them to clarify their response.

Times to Ask Follow-Up Questions

- When the candidate gives vague or theoretical answers
 - “Can you give me an example?”
 - “What, specifically, did you do?”
- When the candidate’s answer contains inconsistencies
 - “Why did you choose the action you did?”
 - “What other options did you consider, and why didn’t you choose them?”
- When you want additional detail
 - “What was your specific role in this?”
 - “What challenges did you run into?”
- When you want a self-appraisal from the candidate
 - “What did you do well?”
 - “What did you learn?”

Behavioral Based Questions cont.

Asking behavioral-based questions helps evoke structured responses necessary to objectively evaluate the candidates. But when candidates' answers are all over the place how can you organize the information they share in a way that is meaningful?

"EAO" Answers: Use this acronym to help track what to look for in candidates' answers a behavioral-based question.

Example. Look for a description of a real-world situation.

Action. Look for the action(s) taken by the candidate which may include their thinking process or alternatives considered.

Outcome. Look for an explanation of the results which may include learning gained and how they applied their insights to other situations.

If candidates don't include one of the "EAO" parts in their answers, ask a follow-up question to prompt them to provide additional information or clarification.

Candidate Behavior: Red Flags

Preparation: Is the candidate on time? Does he/she forget to bring a pen and paper or copies of their resume? Is he/she dressed appropriately? A lack of basic preparation for the interview can indicate that the same might eventually be true for the job.

Body language: A candidate's body language can tell you a lot about their attitude, confidence and level of comfort in a situation.

Level of respect: A good candidate should treat everyone they encounter during the interview process with the same degree of respect. How do they interact with everyone from interviewers to secretaries or receptionists? Are they treating people dismissively, interrupting others, or checking their phone/watch during the interview?



Your turn!

Take 15 minutes at your table to:

1. Determine the best format for the interview (1:1, team, etc.)
2. Come up with at least three behavioral based interview questions based on the Department posting detail that you received

Employment Selection

Policy 133: The hiring department has the primary responsibility for making the final candidate selection. The Office of Human Resources can assist in assessing candidate skills and offer recommendations as needed. *All employment decisions are based solely upon the individual's qualifications for, and ability to perform the essential functions of the position being filled, with or without reasonable accommodation and without regard to the applicants protected status as per policy 102.*

Employment Selection

Things to consider:

- Interviewing a lot of candidates takes a large amount of time, both in the interviews and in pre- and post-interview discussions
- As a general guideline, you should typically speak/meet with **3-5** candidates in the first round of interviews, and **2-3** in the second. If you are interviewing more than these, it may mean that you are not qualifying your candidates sufficiently prior to the interview.
- If the first person you interview is perfect for the role and you don't have other qualified candidates in the mix, there is no reason to delay offering them the job. Hiring Managers often don't trust their luck, and continue to interview more candidates just to compare or see who else is out there.



Employment Offers

All offers are coordinated with the Human Resource Service Center (Offers cannot be made without the prior review and approval of Human Resources.)

- Your final candidate must meet ***the minimum requirements of the job*** as described in the University of Rochester job description. Your HR Business Partner, HR Liaison or the Manager of Employment are available for consultation if you have any questions about your candidate's qualifications.
- For purposes of Affirmative Action, all candidates must be assigned a 'disposition' in HRMS. Once you have selected your final candidate you will need to indicate the disposition and reason other candidates were not selected. *We recommend that for your 2nd and 3rd choice, you indicate "Under Review" until your first choice has accepted.* If your first choice does not accept the offer, you can then proceed to your next candidate.

Employment Offers Cont...

THE OFFER PROCESS: Once you have selected your final candidate:

- Please complete the ***Request to Make an Offer*** form and return to HR liaison via email. The HR service center will review the job description, the candidate's education & work history, and suggested salary and contact you within 48 hours.

- Offers **can not** be extended without HR approval.



Resources

- Policy 133, "Recruitment and Selection"
<https://www.rochester.edu/working/hr/policies/pdfpolicies/133.pdf>
- Policy 122, " Affirmative Action Policy for Minorities, Women, Disabled Individuals and Protected Veterans "
<https://www.rochester.edu/working/hr/policies/pdfpolicies/102.pdf>
- Supervisors Guide to the Hiring Process,
<https://www.rochester.edu/working/hr/employment/>

Resources

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