Interviewing and Selection

Author:

Candace W. Barnett, PhD

Mercer University

Southern School of Pharmacy

Atlanta, Georgia

Learning Objectives

- Explain the steps involved in interviewing, in order

- Explain the following terms: technical requirements, behavioral requirements, job description, job analysis

- Describe common areas requiring clarification on resumes

Learning Objectives

- Describe the SAC technique for asking about behavioral requirements

- Recognize questions you legally cannot ask in an interview

- Describe who should be contacted for employment verification

Facts About Interviewing and Selection

Interviewing

- Not a brief conversation
- A deliberate 8-step process
- Aimed at matching criteria and individual

Step #1 - Establish Responsibilities of the Job

- Job description (JD)
- Sample JD – pharmacist, Hope Drugs
- Most JDs are not current
- New position – write the JD
- Existing position – update the JD
- Job analysis by previous job holder
- Sample – job analysis form

Step #2 - Establish Applicant Requirements

- Technical requirements
  - Skills, education, experience, licenses
  - Distinguish essential vs. beyond
- Behavioral (personal) requirements
  - How a person needs to act to fulfill a responsibility
- Sample JD – pharmacist, Hope Drugs

Caution

- Don't make arbitrary technical requirements
- Justify behavioral requirements
- Don't list generic traits
- There is nothing illegal about establishing job requirements

Step #3 - Screen Applications/Resumes

- Eliminate those who do not meet essential technical requirements

- Look for evidence of additional qualifications that:

  - Go beyond essential

  - Meet behavioral requirements

Step #3 - Screen Applications/Resumes

- Schedule interviews
  - Looking for the most qualified, not overly qualified
- Sample resume – Kathleen Korby
  - Does she meet essential technical requirements?
  - Problems with resume?
  - Interview or not?
- Scenarios

Step #4 - Highlight the Resume

- Highlight items you want clarified in the interview:
  - Rounded off dates
  - Job hopping
  - Vague educational information
  - Lack of progression in job duties/responsibilities
  - Failure to include supervisors in references

Step #5
Pre-plan Questions

- Ask questions that concentrate on past performance

- Ask questions that are open-ended

- Use the S.A.C. technique to ask about behavioral requirements

S.A.C. Technique

- S = Sample
- A = Action
- C = Consequence

S.A.C. Examples

- Behavior: Must be able to interact with uncooperative physicians and nurses

  S = Have you ever worked with a physician or nurse who was uncooperative?

  A = How did you handle that?

  C = How did it work out?

S.A.C. Examples

- Other behaviors:
  - Juggle competing priorities
  - Be diplomatic with angry customers
  - Motivate employees
  - Discipline employees

Concerns About Behavior Based Questioning

- Fake responses
- Past vs. future performance
- Applicant answers "no" to the "S" of the S.A.C. (Provide a hypothetical example.)
- How often is behavior based questioning really used?

Reference Materials

- "Generic" interview questions
- EEOC guidelines

Step #6 - Conduct the Interview

a. Informal Exchange
    –   Mention areas of mutual interest from resume
    –   Shows interviewer has read the resume
    –   Allows time to acclimate

Step #6 - Conduct the Interview

b. Set the agenda

- "I will ask… I will tell…"

- "You can ask… We can discuss."

Step #6 - Conduct the Interview

c. Ask interview questions

  – Follow prepared questions

  – Be flexible

  – Seek contrary evidence

  – Take notes

  – Use communication skills

Step #6 - Conduct the Interview

d. Tell the candidate about the job and company

- – Do not cover earlier
- – Do not oversell job
- – Do not mention salary in the first interview

Step #6 - Conduct the Interview

e. Allow candidate to ask questions

- Do you have any questions?

- Is there anything you want to tell me?

- Sample questions

Step #6 - Conduct the Interview

f.   Tell candidate what happens next

- Follow-up interviews

- Reference checking

- When a decision will be reached

- Do not commit to hiring yet

- Applicant will be notified by mail

Step #7 - Evaluate the Candidates

- Prepare a Candidate Evaluation Form
  - List job requirements
    - Technical – beyond essential
    - Behavioral
- Based on interview, rate applicants
- Summarize examples of behavioral requirements
- Sample Candidate Evaluation Form

Step #8 - Check References

Who to approach?

- Obtaining true information is difficult
    - Fear of law suits
    - Use waivers/release forms

Step #8 - Check References

Who to approach?

- Questionable reference sources
  - Written letters of recommendation
  - Personnel department
  - Personal

- Approach direct supervisors

Check References

Methods:

- Writing
  - Reluctance to be candid

- Telephone
  - "Verification of employment" vs. "reference"
  - Sample form

Check References

Information to collect:

- Verify resume information
- Obtain information not on resume
  - Applicant's performance level
  - Perceived strengths and limitations
  - Eligibility for rehire

Selection?

- Adjust Candidate Evaluation Form
  - Eliminate some candidates
  - Change some ratings
  - Confirm some ratings
- Select candidate with highest rating