Interviewing and Selection

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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