Interview Information Session

Enhancing the lives of the people we support

Agenda

- Welcome and Introductions

- Objectives

- Job Posting

- Pre-interview preparation

- Review of Candidates' Career History

- The behaviour-based interview process

- Making a hiring *decision and checking references*

- Summary

- Questions

Objectives

- To learn and understand:
  - the interview process at Community Living London
  - how to prepare and respond to behaviour-based interviews,
  - screening and selection process
  - new job posting format

The Job posting format will be changing as of April 1,2013.

- JOB POSTING

A) Skills, ability, experience, knowledge, training and competence;

B) The ability to relate to the client group

C) Seniority

Where the qualifications in factors (A) and (B) are relatively equal, seniority shall govern. Such judgment shall be made in a fair, impartial and consistent manner.

Pre-interview preparation

In preparation to attend an interview, you will need to:

1. Understand the Job requirements
   - What are the key accountabilities for the position?
   - What are the credentials, qualifications and/or educational requirements you are seeking in the candidate?
   - What technical skills are required?
   - What experience, if any, is required?
   - Which competencies are required for the position?

2. The ability to relate to the client group
   - Experience
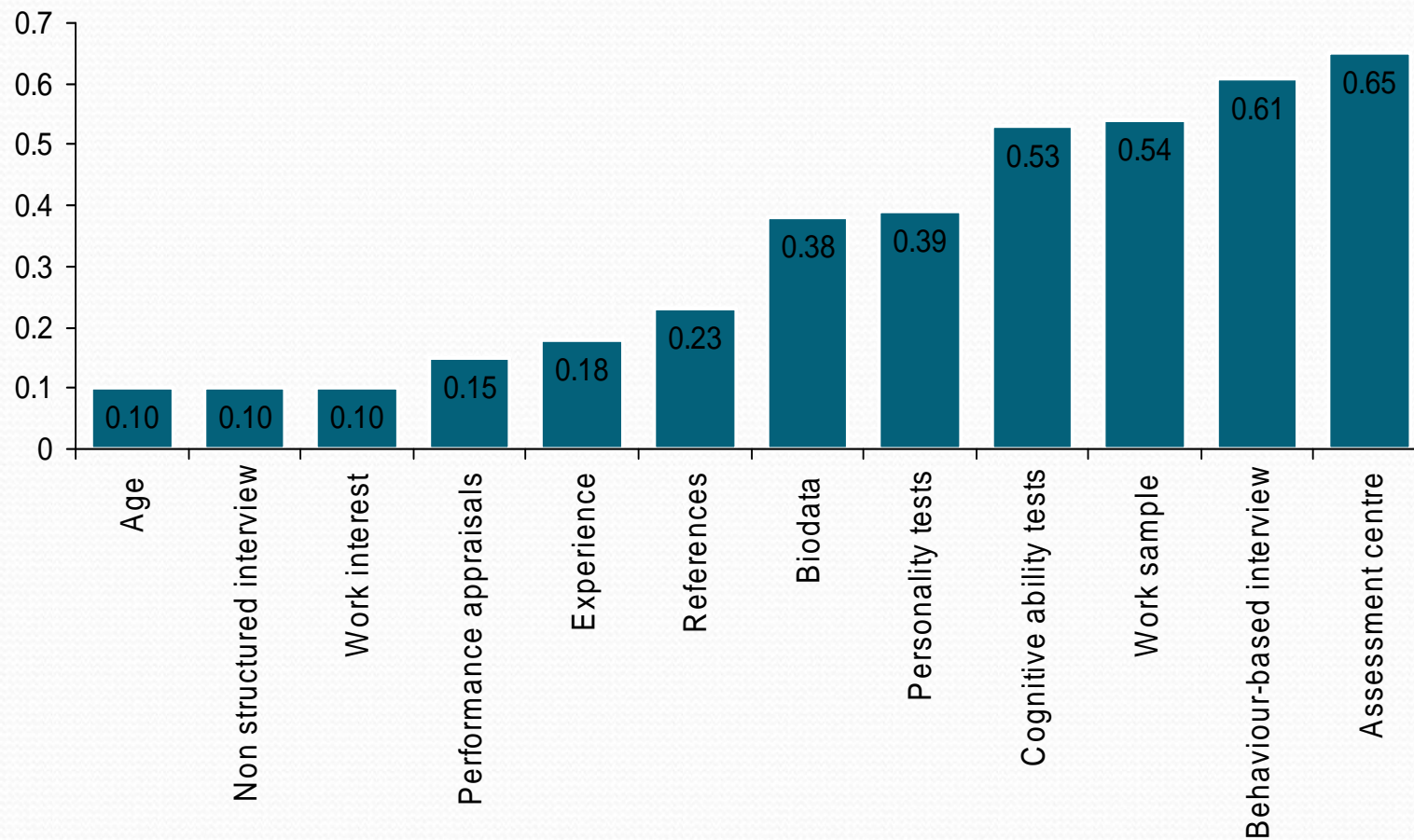   - Home visits

- Resume and Cover Letter

Review the candidate's career history

- Review the candidate's career history and key job responsibilities starting with the most recent position
- Look for information in following types of questions:
  - *What is/was your position?*
  - *Do you poses relevant experience*
  - *What are/were your responsibilities?*
  - *Do/did you have any direct reports? If so, how many?*
  - *What key skills are/were required in the job?*
  - *What technical abilities do you possess that are relevant to this job?*
  - *How have you demonstrated these skills/abilities?*
  - *Which of your previous positions most prepares you for this job?*
- Explore any gaps in employment

What is behaviour-based interviewing?

- A structured interview that is used to collect evidence about past behaviour – competencies
  - Uses targeted competency-based questions to gather evidence of the candidate's competencies relative to the competencies required for success in the role
- Based on the premise that *past performance predicts future performance*
- Uncovers behavioural and technical skills
- Reduces tendency toward interviewer bias – candidates typically view this type of interview as fair and equitable
- Increases objectivity and accuracy in selection decisions

Selection methods and their validity

Bar chart showing selection methods and their validity values:
- Age: 0.10
- Non structured interview: 0.10
- Work interest: 0.10
- Performance appraisals: 0.15
- Experience: 0.18
- References: 0.23
- Biodata: 0.38
- Personality tests: 0.39
- Cognitive ability tests: 0.53
- Work sample: 0.54
- Behaviour-based interview: 0.61
- Assessment centre: 0.65

Source: Smith, 1988 and Boyle, 1988

Benefits

- Better job-person fit
- Increased retention rates
- Shorter development period to fully competent performance

Behaviour-based interviews

- Behaviour-based interviews:
  - Ask the candidate questions that elicit how they have demonstrated specific behaviours in the past (e.g., "Tell me about a time when you had to ....")
  - Reduce the candidate's ability to be less than honest
  - Typically result in more effective and unbiased selection decisions

Conduct the behaviour-based interview

1. You will be asked to share several stories within the last 1-2 years

2. For each story, candidates should describe the:

   - **Context** – have the candidate provide a brief overview of the situation or challenge (2-3 sentences) to give you the context

   - **Actions** – have the candidate describe the actions he/she took in the situation

   - **Results** – have the candidate describe the results/outcome

3. You will likely be interrupted as we probe for the necessary level of detail

4. The candidate to speak in the first person – to focus on "I" vs. "we"

Competencies are the fuel
that drive the car!
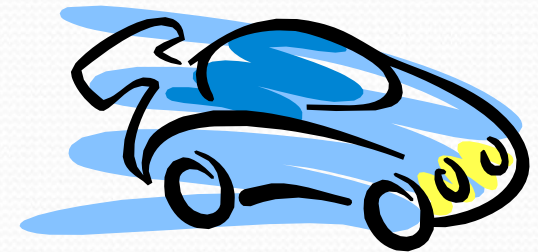
Gathering behavioural data – the process

Ask the targeted competency question
Context: Get a 2-3 sentence overview of the situation or challenge and what led up to it.
Actions: Have the candidate describe the actions he/she took in the situation. Probe for what the candidate: ■ Did ■ Said ■ Thought ■ Felt
Results: Have the candidate describe the results or outcome of the situation – how did it end? What was accomplished?

Begin by asking a targeted competency-based question

Targeted competency-based questions are typically phrased as follows:

- "Describe a time when…"
- "Tell me about a time when…"
- "Give me an example of…"
- "Give me an example of a time when…"

☐ Interpersonal relations and respect
  ▪ Describe a challenging interpersonal situation you have had to handle. What did you do?

☐ Resilience
  ▪ Tell me about a situation where, despite significant pressure or stress, you were able to maintain a positive outlook.

☐ Flexibility
  ▪ Can you describe a time when you had to change your whole approach and start over again in order to get something done?

●

Getting a good overview of the context

- **Context overview:**
  - *"We typically hold various fundraisers throughout the year to raise additional funds for some of our unique programs. I knew that given the current economic climate, what we had always done in the past wouldn't work, so I wanted to come up with a new way of raising money. I did some research and seized an opportunity to hold a different type of fundraiser."*
- **It is helpful to find out what led up to the situation to provide more context:**
  - *"I noticed that the amount of money we were raising had been declining year over year for the last few years, and wanted to consider new opportunities for increasing the funds we raise without requiring more work."*

Getting to the detail

Situation

Probing for:

Actions

&

Results

Codable Data

What is codable information?

- The detail you get from candidates:
  - Actions
  - Feelings
  - Thoughts
  - Statements

  that allows you to determine what competencies and levels they have demonstrated in the past

Criteria for codable data

For data to be "codable" it must:

- Be clearly attributable to the interviewee ("I" vs. "we")
- Have actually occurred in the past (no "hypotheticals")
- Have been volunteered by the interviewee
- Be specific

What is codable?

Code	Don't Code
Clear actor	Vague actor
"I"	*"We," "our," "the team"*
Specific situation	Statements describing what the interviewee currently or typically does, or hopes to do in the future
Past actions, statements, thoughts, feelings	The interviewee's current opinions, attitudes, reflections and/or feelings about past situations (hindsight)
Specific	Summarized dialogue

Coding example

Codable

- I knew that the meeting was going well because they started warming up. The father of one of the individuals we serve became much more open and started to talk about issues that were important to him. He became animated and excited when we started talking to him about some of our programs that would be suitable for his son ...

Not codable

- "I'm a good judge of people. I can tell if a meeting is going well or not."
- "We knew that it wasn't a good meeting!"

Probing for actions *and* intent

Actions **and** **Intent**

Why probe for intent?

- Actions describe what a person did or said
- Intentions explain the *why* behind the behaviour
- Both are critical to accurately identify the correct competency
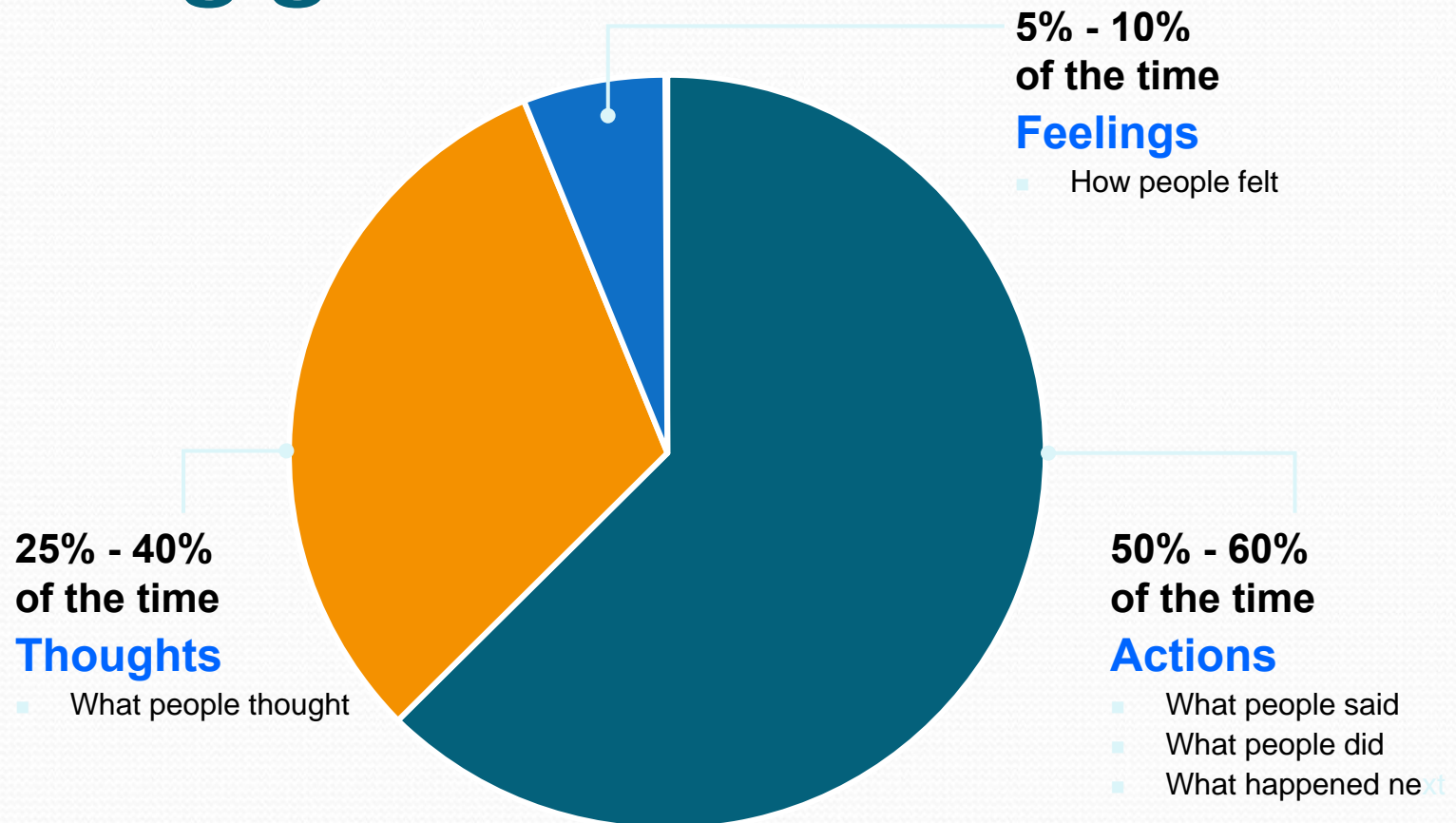
Candidate: "...so I told him to clean up his act!"

Interviewer: "What was going through your mind when you said that?"

Candidate: "I wanted him to understand that his behaviour was disruptive to the team."

Examples of follow-up probes

- Who was involved?

- What did you actually say?

- What did you do?

- What were you thinking? What was going through your mind?

- How were you feeling? How did you feel when that happened?

- What happened next?

- How did the situation end – what was the outcome/result?

Probing guidelines

**5% - 10%
of the time**

Feelings

- How people felt

**25% - 40%
of the time**

Thoughts

- What people thought

**50% - 60%
of the time**

Actions

- What people said
- What people did
- What happened ne xt

Checking references

- The reference check is the tool for verifying and validating candidate information, including:
  - Work history and trainings
  - Work performance
  - Attendance
  - Degrees, certificates, licenses
  - The reason for any gaps in employment
  - Competency strengths
- Ensure references are current
- Maintain confidentiality

Tips for reference checking

- Be sure to get specific, behavioural information for the competencies
- Ask for a behavioural example when a reference offers an opinion or impression
  - "Why is that?"
  - "Can you think of an example that would demonstrate that?"
- Explore differences in the information provided by references by asking for specific examples
- Keep reference check information confidential

Reference check process

- Explore the relationship of the reference to the candidate
- Confirm details provided by the candidate
- Ask questions pertaining to the competencies and other relevant areas
- Take sufficient notes
- Summarize information and compare with interview data

In summary ...

- Behaviour-based interviews are based on the premise that *past performance predicts future performance*

- A clear understanding of the competencies you will be exploring with job candidates is critical to conducting effective behaviour-based interviews

- When conducting behaviour-based interviews, focus on the three key elements: **C**ontext, **A**ctions and **R**esults

- Become comfortable explaining the behaviour-based interview process to candidates

- Avoid letting biases come into play when making selection decisions.

- Take very detailed notes during the interview

- Conducting reference checks for external recruits is highly recommended – use your behaviour-based interviewing skills to gather behavioural data about the candidate

- RATING GUIDES