ASK THIS QUESTION! STRATEGIES AND TACTICS FOR EMPLOYEE INTERVIEWING AND SELECTION

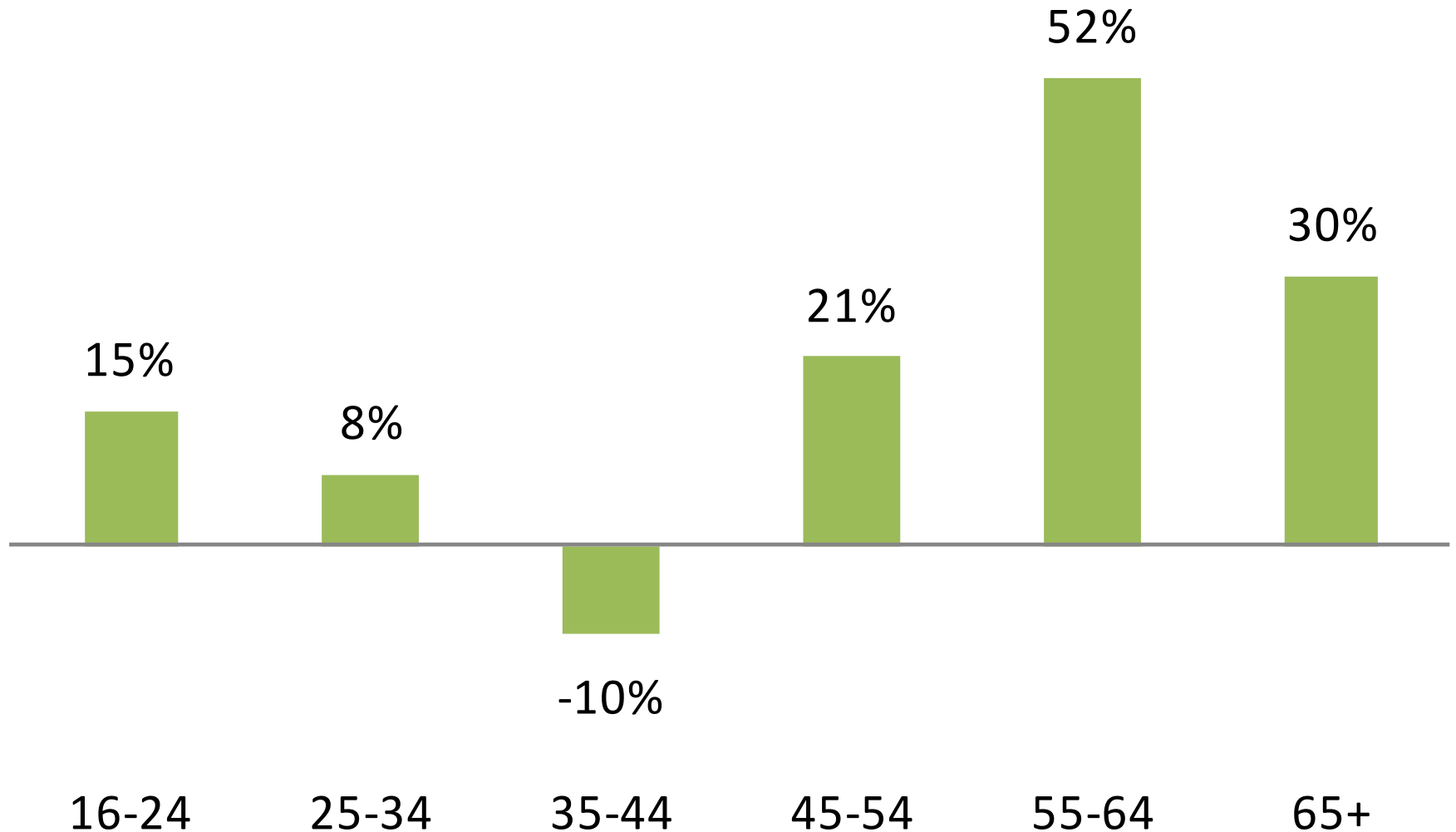**Willow Jacobson**

School of Government, UNC-CH

Nurse Executives' Legal Conference

Agenda

- A quick review of the selection process
- Job Analysis
- Determining Appropriate screening strategies
- Determining Appropriate Assessment Strategies
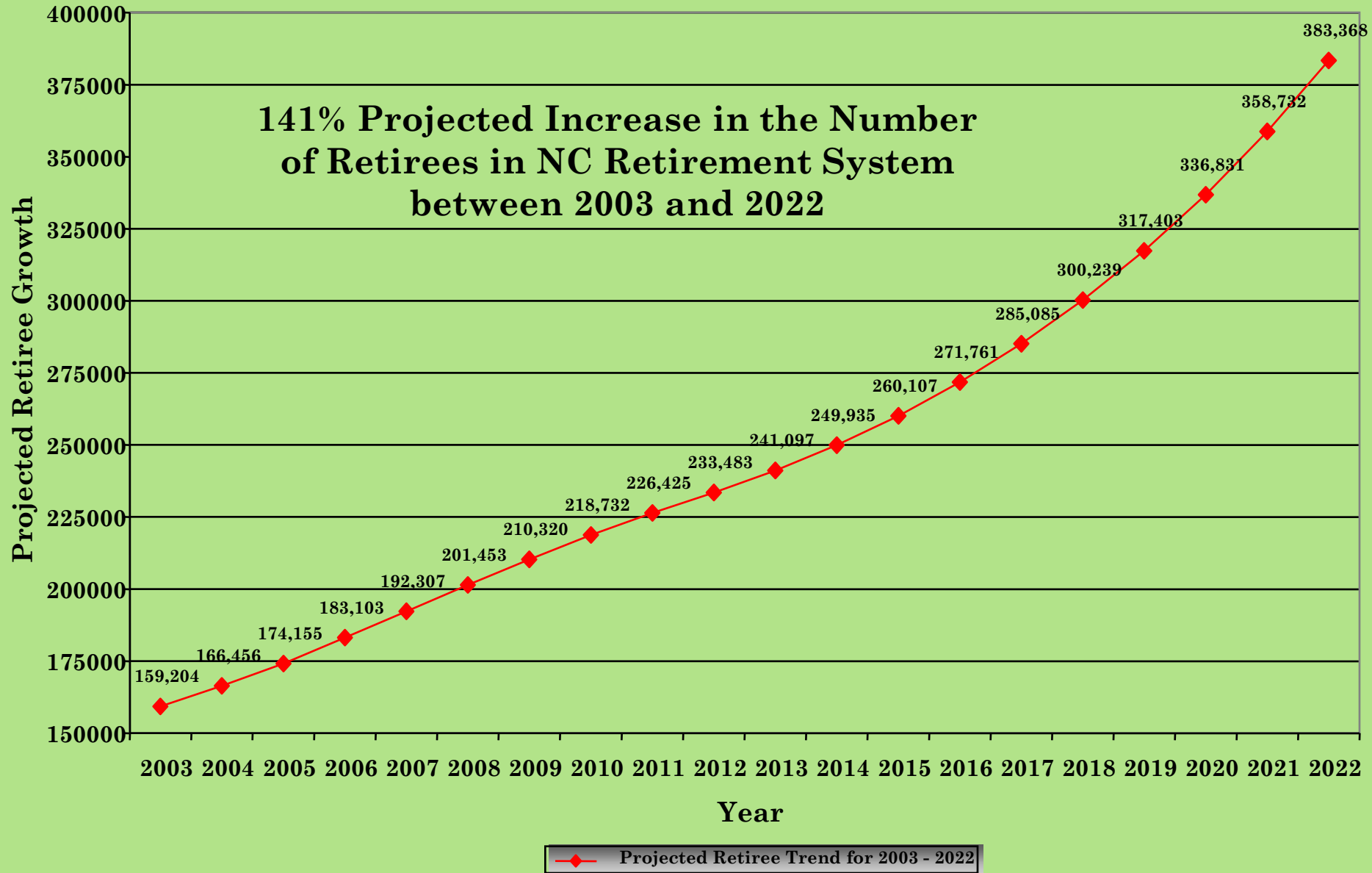- Tips to Effective Interviews

Growth Rate in U.S. Workforce by Age 2000-2010

Projected Retiree Trend: 2003 – 2022
State and Local Systems

**141% Projected Increase in the Number
of Retirees in NC Retirement System
between 2003 and 2022**

Year	Projected Retiree Growth
2003	159,204
2004	166,456
2005	174,155
2006	183,103
2007	192,307
2008	201,453
2009	210,320
2010	218,732
2011	226,425
2012	233,483
2013	241,097
2014	249,935
2015	260,107
2016	271,761
2017	285,085
2018	300,239
2019	317,403
2020	336,831
2021	358,732
2022	383,368

— Projected Retiree Trend for 2003 - 2022

EXAMPLE

- Purchasing a Computer
  - Purchase $10,000

- ADD: Insurance, software, components, training, maintenance and repairs

- DEDUCT: Depreciation

- What is it worth in 10 years?

- What was invested over the 10 year period?

○ Employee:

Hiring Salary	$25,000
Benefits, raises, etc	$8,500
TOTAL	$33,500

Appreciates:

What is the employee worth in 10 years?

What is the investment?

EMPLOYEE INVESTMENT

- Compound salary and benefits for a 10 year period = $451,788

- Employee Salary = $49,588 at the end of 10 years

WHAT ARE THE CONSEQUENCES OF A BAD HIRING DECISION?

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1. Wasted salary
2. Lost time/effort in selection process training
3. Requires more training time
4. Increase cost of time in discipline dismissal counseling

What are the consequences of a bad hiring decision?

5. If kept – lower productivity and service level

6. Burden on other employees:
   - Vacant
   - Filled
   - Safety
   - Morale
   - Broader productivity

WHAT ARE THE CONSEQUENCES OF A BAD HIRING DECISION?

7. Increased overtime while vacant

8. Reduced productivity/ service level while vacant

COST OF TURNOVER

66%-125% of Annual Salary

Selection Process

1. Complete Human Resource Planning and Position Analysis

2. Identify necessary KSAOCs

3. Devise a recruitment plan

4. Develop indicators of required KSAOCs and develop assessment instrument (s)
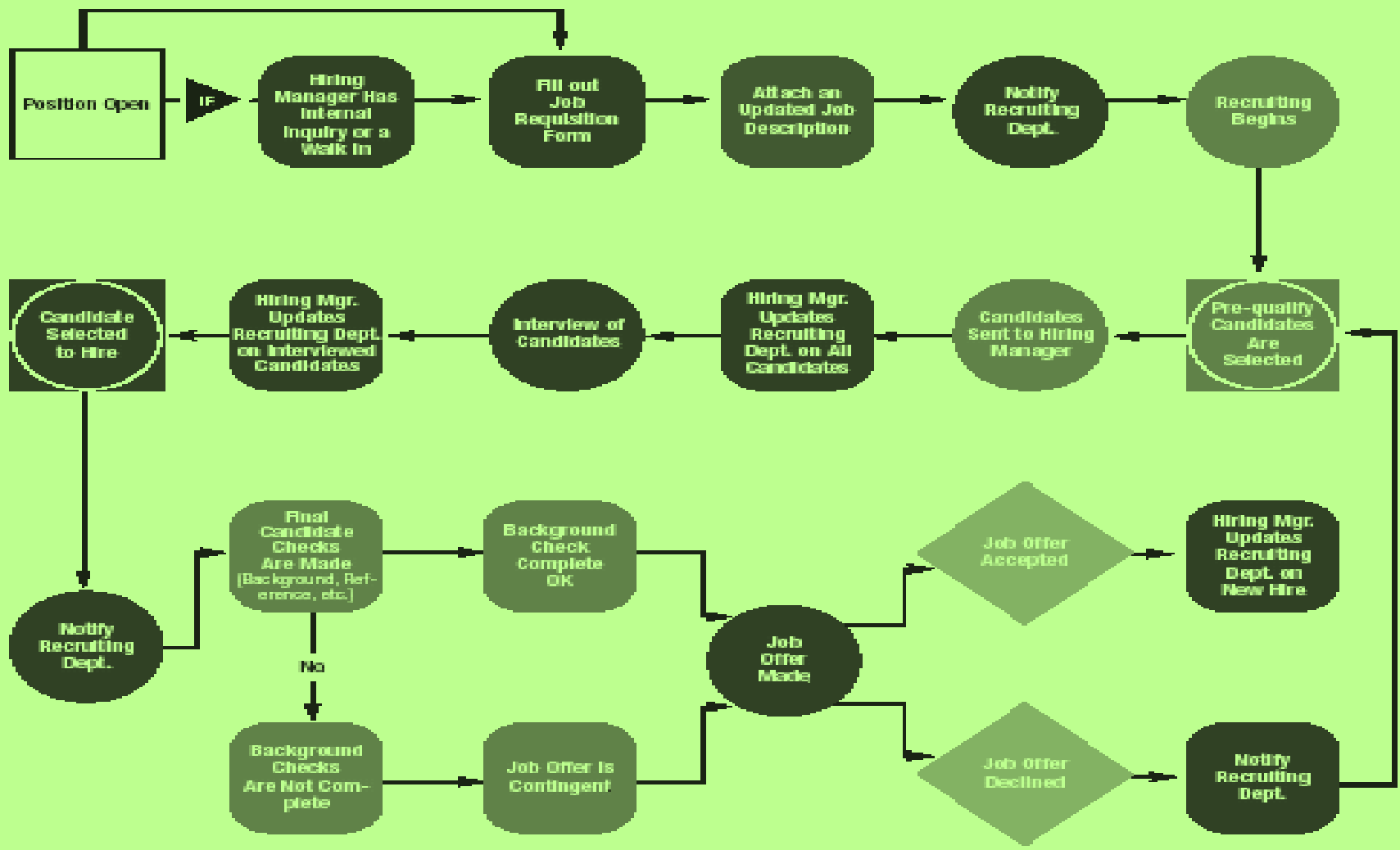
SELECTION PROCESS CONT.

5. Validate assessment instruments

6. Administer assessment instruments

7. Apply laws and rules for certification

8. Make a selection

9. Evaluation performance

HIRING FLOW CHART

DECISION POINTS

- Job Need
- Classification/Compensation
- Recruiting/ Advertising
- Testing/Interviewing
- Rating/Ranking
- Hiring Options

Job Need and Analysis

- Job requisition
  - Identify why the position is needed
  - Priority
  - May reorganization or redesign the job

- Identify the KSAOC of the job
  - Job analysis
    - What do we really need in this position?

WHAT IS A JOB ANALYSIS AND HOW IS IT USED?

- Classification of Jobs

- Developing & Appraisal Employees

- Job and Organizational Design

- Recruiting and Selecting Employees

- Compensation

Job Analysis Basics

- Class Specifications
  - Education and Experience
  - KSAOCs
  - Certifications
- Talk to hiring authority
  - What are key tasks
  - What are most frequent causes of failure
  - Expectations of coworkers, customers, clients

Example of 9 Key Factors Assessed

- Knowledge & Skills
- Control exercise by incumbent's supervisor
- Guidelines
- Complexity of tasks
- Scope (breadth & depth) & effect (inside & outside)
- Personal contacts
- Purpose of contacts
- Physical demands
- Work Environment

SELECTION

- Purpose: To predict the performance of candidates and choose the best performer

Screening and Assessing

- Given what we need for the job what elements do we really need to evaluate?

- What is the best way to gather and evaluate these elements?

Initial Screening: The Need for Employment Applications

- Signed application form serves as a legal document
- Can measure each candidate's relative strengths, given the requirements of the job
- Is a normative tool

- Common sections: basic information, employment history, military experience, activities, references, and terms, authorization, consent form

Applications

- Most applications are generic and not tailored
  - A supplemental questionnaire
- Applications need to be screened
  - Questions pertain to the job applicant's qualification for the job in question
- Have preestablished criteria to facilitate the screening
- Preemployment testing

Assessment Issues

- Reliability: The concept is concerned with the consistency of measurement

- Validity: Is the test or selection instrument measuring what it is intended to measure

CRITERIA FOR DIMENSIONS

1. Clearly job-related
2. Written in terms of observable behavior
3. Specific and descriptive of that behavior
4. Clearly distinct from other dimensions
5. Written clearly enough to be understood by others

Common Assessment Techniques

- Cognitive ability and aptitude test
- Achievement tests
- Personality inventories
- Interest inventories
- Rating of experience and training
- Inventories

- Structured oral exams
- Work sample or performance best
- In-baskets
- Leaderless group discussions
- Assessment centers
- Honesty/integrity tests
- Physical ability tests

DON'T FORGET: INTERPERSONAL SKILLS AND JOB DISSATISFACTION

- Importance of interpersonal dimensions

- Important to assess management/leadership skills for jobs requiring them

Common Assessment Technique: Structured Interview

1. Write questions in advance to assess specific KSAOCs

2. Ask all candidates same questions. Do follow-ups, do not accept vague responses

3. Take notes

COMMON ASSESSMENT TECHNIQUE: STRUCTURED INTERVIEW

4. Rate candidates against specific criteria, not against each other

5. Use at least two interviewers

6. Use diverse interviewers

7. Evaluate openly

LEAVE AN AUDIT TRAIL

- Why did or did not select for interview?

- Why did or did not hire?

Reference Checks

- Purpose: past behavior is the most valid predictor of future behavior

- Very important component of selection

EVALUATION

- Probationary period

- Evaluate the employee

- Evaluate the selection process

THANK YOU!

Questions?