Candidate Selection and Interview Guide

INTRODUCTION 1.0

The interview experience is the single most influential factor in the hiring process, making or breaking an applicant's impression of the company.

Even with limited or no experience, you can add value to the interview process but like any skill, you will become a more effective interviewer with practice.

BEFORE THE INTERVIEW 1.1

Do Your Homework
You expect candidates to walk into an interview with some basic knowledge about your company, right? You should hold yourself to the same standards as well. Before every interview, make sure you've reviewed the credentials of the candidate you are about to meet face-to-face.

Put yourself in the candidate's shoes
Remember that the interview is also the time for candidates to interview you, so try to anticipate what questions they will ask YOU about the company and the job, including benefits and opportunities for growth. Make sure you can clearly articulate what the candidate's role would be if hired, as well as who his or her direct reports would be.

Play Your Part
As part of the interviewing team you may be asked to probe specific competencies and values; you will be asked to elaborate on your general observations either in a group format or via detailed response (via scorecard or email elaborated in other sections). Prepare questions in advance that will tease out information that is on topic and relevant.

AN INTRODUCTION TO BEHAVIORAL-BASED COMPETENCY INTERVIEWING 1.2

Behavioral Based and Competency Interviewing are two separate concepts and approaches combined and abbreviated as BBCI. It simply means asking example-oriented questions themed around various competencies in order to gauge previous behavior as an indicator of future performance. Behavioral-based and competency interviewing techniques are widely accepted as more objective means of evaluating candidates than other interviewing methods.

{company} may opt to utilize BBCI as part of its candidate evaluation process by utilizing a scorecard and candidate & ranking approach.

INTERVIEW TEAMS AND PROCESS 1.3

Interview teams and structure will vary according to the level and complexity of the position. Most positions below the manager level will require only one onsite interview session, this does not include phone screens, prescreens, and or informal face-to-face meetings. While more senior positions can require two or more onsite interview sessions.
Pay attention to the interview round (1st, 2nd, or 3rd). Avoid asking questions that have already been posed to the candidate. Opt for new questions that can tease out new information. Some positions will require the candidate to provide a seminar or presentation. As part of the interview process, this can provide unique insight that typical face-to-face interviews cannot, including group interactions, defending hypotheses, and even working under pressure.

WHAT TO ASK 1.4

Asking the right questions is critical to the candidate evaluation process. General questions that are not linked to values and competencies for the position will have limited value. [*Select from questions from the {company} BBCI and general questions interview guide*]

WHAT NOT TO ASK 1.5

The Federal Law

Federal law regulates the types of questions that can be asked during an interview. For example, Title VII of the 1964 Civil Rights Act prohibits discrimination based on race, sex, color, national origin, and religion. The Age Discrimination in Employment Act prohibits questions about a person's age. The Americans with Disabilities Act of 1990, among other things, protects qualified individuals with disabilities from discrimination in employment. **A simple guideline to follow: if the question isn't directly relevant to the job, don't ask it.**

Massachusetts State Law

In addition to federal law, Massachusetts also includes protections for: veteran/military status, ancestry, and genetic information

The Massachusetts Equal Pay Act (MEPA) prohibits pay discrimination on the basis of gender. In the context of an interview, this prohibits employers/interviewers from asking how much a candidate currently makes.

Examples of what NOT to ask:

- What arrangements will you make for childcare?
- How old are your children?
- When did you graduate from high school?
- Are you a U.S. citizen?
- What does your wife do for a living?
- Where did you live while you were growing up?
- Will you need personal time for religious holidays?
- Are you comfortable working for a female boss?
- How long do you plan to work until you retire?
- What is your current salary?

WHAT TO LISTEN AND LOOK FOR 1.6

As you interview candidates, pay careful attention to verbal and non-verbal cues.

In the General Interview segment, consider the following criteria:

- Application documentation – contents of resume and cover letter
- Knowledge – the knowledge required to successfully perform the role
- Skills – necessary technical skills, bonus skills
- Education – the qualifications necessary to perform the role
- Experience – including industry, career, or management experience
- Personal suitability – how close a 'fit' they are with the team dynamic and company culture.
- In addition, consider responses with particular attention to consider the responses with respect to
- Long Term Potential: Will they grow with the company?
- Enthusiasm and Passion: How much do they want to work at the company/Want the job?
- Putting Skills to Action: Can they be effective with their skills in a relatively short period?
- Team Player: How well do they work with others?
- Phone screen and interview follow-up sentiment

As part of the **Behavioral Based Competency Interview segment**, pay careful attention to answer relevance and depth. Ask "drill down" questions after the initial question to get additional contextual details, *why? how?* etc.

The following scale should be utilized in evaluating candidates against assigned competencies:
5 = Superior skills in this competency; could mentor or teach others in this
4 = Good skills in this competency; above-average ability is apparent
3 = Adequate skills in this competency; no additional training is needed at this time.
2 = Marginal skills in this competency; some training would be required to bring skills up to an acceptable standard
1 = Not competent in this area; competency needs substantial development

BREAKING DOWN THE INTERVIEW 1.7

The general interview format at {company} will assume 30 min for most but 45 min for hiring managers.

1) Introduction & Overview (3-5 Min): Introduce yourself and overview the role within the company.
2) General Interview (10 min): In this segment, the interviewer will ask the candidate general questions about their background, experience, and work history. Ask open-ended questions as opposed to yes/no answers.
3) Behavioral Based Competency Interview (10 Min): In this segment, you will be assigned or asked to select from the {company} Therapeutics interview question library and assessment worksheet. Let the candidate know that you have been assigned a given competency as part of the interview team
4) Closing (5 min): Here you will conclude the interview, ask any final questions and provide your card or contact information.

You should be talking about 20% of the time and listening the other 80%. Ask the candidate if s/he has any final questions, needs to use the facilities, or needs a glass of water. Smile, shake hands, and thank the interviewer for their time.

Candidate Selection and Interview Guide

NON-VERBAL CUES 1.8

Nonverbal observation plays a part in the candidate evaluation process, nervousness, overconfidence, and how introverted or extroverted they are. , cues can tell you a lot about a candidate during an interview – maybe even more than what he has to say. Some studies break communication down this way:

55% Body Language
38% Intonation
7% Verbal

Some examples of nonverbal communication and what they imply: Crossed arms may indicate defensiveness. Poor posture may confer apathy or even laziness. A downward gaze or avoiding eye contact means a candidate lacks confidence. A baseline knowledge of Kinesics or the study of body language can help you better evaluate candidates and allthingstalent.org has a great synopsis on the subject worth reading

PUTTING IT ALL TOGETHER 1.9

Quality candidate selections are important to organizational success and are critical to performance improvement. Increasingly, organizations are not just looking to fill positions based on knowledge, skills, and abilities, but also for the right cultural fit for each role.

On the contrary, a poor hire can lead to employee discord, high turnover, and can be costly. There are significant costs for terminating the employee, recruiting, training, and orienting a replacement, lost productivity, and negative long-term financial and non-financial implications to hiring the wrong person. According to Deloitte & Touche, it costs $12,000 USD per year in recruitment and training expenses alone to replace the average nonprofessional worker and $35,000 USD to find a new professional employee.[1]

It is now critical for organizations to find and hire the right person and determine how these potential employees will fit into the way it does business.[2] Fit is a relative parameter, with no absolute measure. When an employee joins a company, they are joining a culture that already exists. Candidates may perform well on screening tests but once hired, they may not “fit in” with operating norms, values and assumptions about how work gets done. Research indicates that people tend to fail more for lack of fit than lack of skills or desire to do well.

Assessment is a complex practice. To be effective, positions must be examined, and success criteria defined, including the skills, experience, knowledge, competencies, work values, as well as the important personality traits necessary for success in the position. Job profiling allows management to effectively assess jobs at any level and ensures that candidates are compared to job criteria, versus candidate to candidate.

Though Behavioral Based Competency Interviewing (BBCI) can reveal insights about a candidate’s ethics and integrity. Asking follow-up questions to uncover the thinking behind the behaviors and will provide a more complete snapshot. Other common methods to assess culture fit include panel interviews, in –depth reference checking, and informal meetings with team members and colleagues.

When there is lack of clarity concerning any aspect of the job or the person needed, avoid making emotion-based decisions such as opting for candidates you like or those who seem to know a lot of people. Evaluate candidates based on their fit for the job.

YOU ARE {company} 2.0

Remember as you interview candidates you represent {company} through your words and actions. Candidates will make their impressions based on interactions with you. It is your responsibility to act professionally at all times

- Try to keep a positive tone and avoid heavy-handed questions that might intimidate candidates.
- Always arrive on time and don’t go over your time allotment
- Ask the candidate if s/he needs to use the restroom, needs water.
- upon completing the interview, escort the candidate to the correct meeting room, provide them with your card or contact information.
- If you are the last interviewer, escort the candidate out, ask if they need parking validation.
- Avoid gossip or too much small talk. Make your time count and respect the time of the individual

Candidate personal information should always be held in the strictest confidence. In most cases a candidate will not want his/her employer to know that they are interviewing.

Your skill as an interviewer will improve with practice and reflection. There are scores of books and philosophies on the topic and continued development is highly conducive to career development. Keep your edge by reading more on the subject and trying new techniques.

Candidate Selection and Interview Guide

Determining a “goodness of fit” between the organization and candidates remains important for providing an objective basis for understanding candidate gaps, their implications, and the likely training and support that will be required to close any gaps, and to ensure the candidate performs optimally.

The flowchart below overviews the general step and the appropriate stakeholder in parentheses

This recruiting process is subject to change and will adapt with {company}’s growth and team structure. It is intended as a general roadmap and actual recruiting and interviewing approach will vary slightly from position to position.

If you are a hiring manager, consider that the following process follows a general best practice with regard to recruiting and interviewing.