WHY MAKE THE INTERVIEW MORE EFFECTIVE?

•“HIRE TOUGH, MANAGE EASY” OR “HIRE EASY, MANAGE TOUGH.”
DEPT. OF SANITATION
NOW HIRING

WELL, YOU MIGHT SAY MY WHOLE LIFE HAS BEEN AN EXERCISE IN WASTE-MANAGEMENT!
MANAGING TOUGH!

"You can’t expect me to learn the job in five minutes, can you?"
TO ASK OR NOT TO ASK: DEPENDS ON THE QUESTIONS
BEWARE BIASES IN SELECTION PRACTICES

• DOES “GOOGLYNES” MEAN YOUTH? A federal judge in California is considering whether an inference of age bias can be drawn from Google’s relatively younger workforce and its alleged preferences for applicants with “Googleness” and “culture fit.” In the collective action lawsuit, the plaintiffs are workers who applied for jobs at Google but were not hired, they contend, because of age. They argue that terms like “Googleness” and “culture fit” used by interviewers at Google are merely euphemisms for youth. The lead plaintiff in the case asserts that the median age of computer workers in the United States was over 40 in 2016, but Google’s workforce had a median age of 29 years. The plaintiffs argue that this younger workforce, coupled with other evidence such as practices of (allegedly) requiring applicants to disclose their college graduation dates, holding older applicants to higher standards, and asking questions that favor applicants with more recent college experience, add up to an inference of age bias. The arguments were raised after Google filed a motion to de-certify the collective action and make the 260 plaintiffs try their cases separately. At a hearing, the judge indicated that the plaintiffs had made some “compelling” points, and said she would take the matter under consideration. The case is a good reminder for employers to carefully evaluate their hiring practices and consider how they might better guard against unconscious bias.
A POP QUIZ

• “ARE YOU MARRIED OR PLANNING ON GETTING MARRIED SOON?”

• “WHERE ARE YOU FROM?” “WHERE DO YOU LIVE?”

• “IF HIRED FOR THIS POSITION, CAN YOU PROVIDE PROOF OF CITIZENSHIP OR VERIFICATION OF AUTHORIZATION TO WORK IN U.S.?”

• “CAN YOU PERFORM THE PHYSICAL JOB TASKS WITH OR WITHOUT A REASONABLE ACCOMMODATION?”
POP QUIZ

• “CAN YOU WORK SUNDAYS?”

• “WHERE DID YOU GET THE ACCENT?”

• “HAVE YOU EVER BEEN ARRESTED?” HAVE YOU EVER BEEN CONVICTED?

• “I SEE FROM YOUR APPLICATION YOU’VE BEEN ON A CHURCH MISSION TO RUSSIA. TELL ME HOW SOME OF THE VOLUNTEER EXPERIENCES YOU’VE HAD WILL HELP YOU IN THIS JOB?”
WHO’S THE RIGHT CANDIDATE?

• WHO’S BEST DRIVEN BY THE ORGANIZATION’S MISSION? (IMPLIED WE KNOW WHO WE ARE)

• WHO BEST ALIGNS WITH COMPANY VALUES? (WHAT DO WE WANT FROM THIS INDIVIDUAL?)

• GOOD FIT WITH PROGRESSIVE CULTURE OF GROWTH (WHAT PROCESS BEST DETERMINES THIS?)
STRUCTURE THE INTERVIEW—WHY?

• INCREASE RELIABILITY

• INCREASE VALIDITY
INTERVIEW-CONTENT

• BASE QUESTIONS ON A JOB ANALYSIS OR CURRENT JOB DESCRIPTIONS

• ASK THE SAME QUESTIONS OF EACH CANDIDATE

• USE BETTER QUESTIONS (BEHAVIORAL-PAST PERFORMANCE, JOB KNOWLEDGE DEMONSTRATIONS VS. CLOSED-ENDED, NON-JOB-RELATED INQUIRIES)
Job Description - School Secretary

Job Purpose:
The Secretary will provide comprehensive secretarial and administrative support to the Headteacher in the smooth and efficient running of the school.

Duties:
Secretarial and Administrative
Under the direction of the Headteacher, the Secretary will be responsible for all aspects of the day-to-day organisation and maintenance of the school office and its procedures. This will include:
- preparing, producing, copying and distributing letters, reports, newsletter, etc using a PC;
- recording of all out-going mail;
- arranging appointments and maintaining diaries;
- receiving and handling telephone enquiries, dealing with queries and providing general information about the school;
- acting as first point of contact for visitors and creating a pleasant reception area;
- maintaining pupil and staff records and completing of returns to the LEA, DfE, and others, as appropriate;
- help in compiling documents, including the School Development Plan etc;
- providing statistics from a range of records as required for the Headteacher, governing body, LEA, DfE etc.;
- completing weekly & termly attendance figures in class registers;

Finance and equipment
- undertaking routine financial administration – collecting, recording and banking of dinner money, apple money and School Fund money;
- maintaining the School Fund accounts;
- processing milk returns;
- analyse financial information provided by the LEA, prepare statements of accounts for the Headteacher and Governors, and provide other financial information as required;
SAMPLE JOB FUNCTION
SCHOOL SECRETARY

• “ACTS AS FIRST POINT OF CONTACT FOR VISITORS AND CREATES A PLEASANT RECEPTION AREA.”
GOOD OR NOT SO GOOD QUESTIONS?

• CAN YOU WORK WITHOUT SUPERVISION?

• ARE YOU RESPONSIBLE?
ARE YOU RESPONSIBLE?

FRANK AND ERNEST

EMPLOYMENT INTERVIEWS

SURE, I'M RESPONSIBLE! ON MY LAST JOB THEY BLAMED ME FOR EVERYTHING!

By Bob Thaves

3-14

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E-Mail: FanDE BobT@AOL.COM
CAN YOU WORK WITHOUT SUPERVISION?
BEHAVIORAL QUESTIONS

• PAST PERFORMANCE IS THE BEST PREDICTOR OF FUTURE PERFORMANCE IN SIMILAR SITUATIONS
INTERVIEW-CONTENT

• USE SAME LENGTH AND NUMBER OF QUESTIONS FOR THE INTERVIEW

• EXCLUDE OR CONTROL PERIPHERAL INFORMATION DURING THE INTERVIEW

• ALLOW QUESTIONS FROM CANDIDATES AFTER THE INTERVIEW
INTERVIEW-EVALUATIVE PROCESS

• RATE EACH ANSWER TO EACH QUESTION

• USE SPECIFIC, ANCHORED RATING SCALE (1-5 POOR, MARGINAL, AVERAGE, GOOD, EXCELLENT)
• **Water Operation & Instrumentation**

  • *KSA: Ability to perform readings on various instrumentation including: M-Scope (peizometer readings), elevation gauges, inclinometers, flow recorders, etc; and to record information in a computer spreadsheet.*

• In your current or previous work experience, what types of instrumentation have you worked with and what was measured by each? Walk us through the process of taking a measurement, what the measurement was, what it meant and what you did with the information after performing the measurement.

• 1  2  3  4  5
• TAKE GOOD NOTES TO REDUCE MEMORY RECALL (BUT WATCH WHAT YOU WRITE ON THE APPLICATION OR OTHER DOCUMENTS SUBJECT TO RETENTION!)

• “SHE’S GOING TO GET PREGNANT AND WILL BE GONE A LOT.”
BE CAREFUL WHAT YOU WRITE!

[Image of a person writing in a notebook and another person nearby reading a book titled "Just pleins nuts!"

In the background, there are flowers and a picture hanging on the wall.]
UNSOLICITED INTERVIEW INFORMATION

• “IF YOU DIDN’T NOTICE, I’M PRACTICALLY DEAF. I WEAR HEARING AIDS IN BOTH EARS.”

• “IF CONSIDERED FOR THIS JOB, IT’S PROBABLY ONLY FAIR TO LET YOU KNOW I’M TAKING PROSAC.”

• “I’M MENTALLY ILL BUT I CAN HANDLE THE 10 HOURS A WEEK.”
INTERVIEW-EVALUATIVE PROCESS

• USE THE SAME INTERVIEWER(S) FOR EACH INTERVIEW

• BEWARE EXTRINSIC MOTIVATION RESPONSES
BEWARE EXTRINSIC MOTIVATION RESPONSES IN THE SELECTION PROCESS (APPLICATION & INTERVIEW)

• REASON FOR LEAVING LAST JOB?

• WHY DO YOU WANT TO WORK FOR US?

• GOOD RULE OF THUMB: WHAT CAN THEY DO FOR YOU VS. WHAT CAN YOU DO FOR THEM.
WHY DID YOU LEAVE YOUR LAST POSITION?

FRANK AND ERNEST

By Bob Thaves

PERSONNEL

WHY DID YOU LEAVE YOUR LAST POSITION?

THE COUCH NEEDED REUPHOLSTERING.

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EXAMPLES OF EXTRINSIC RESPONSES

• WORK SCHEDULE COMMENTS/QUESTIONS (REDUCED HOURS/DAYS, OVERTIME, ON-CALL, HOLIDAY HOURS) “IF HIRED FOR THIS JOB, I WOULD PREFER A 4X10 WORKWEEK.”

• LEAVE BENEFITS (PTO, VACATION, SICK LEAVE, ETC.) “WHEN CAN I START USING MY VACATION?”

• GROUP HEALTH & RETIREMENT - “HOW MUCH DO YOU PUT INTO MY 401K?”

• MORE SECURITY/STABILITY - “I’M LOOKING FOR A JOB WHERE I DON’T HAVE TO WORRY ABOUT LOSING MY JOB.”

• REDUCED COMMUTE - “I WANT TO WORK FOR YOU BECAUSE I ONLY LIVE 5 MINUTES AWAY.”
TOP 10 REASONS FOR LEAVING A JOB

10. “CASH FLOWING WRONG DIRECTION.”
8. “DEATH”
7. “MATURITY LEAVE”
TOP 10 REASONS FOR LEAVING A JOB

6. “NO LONGER INTERESTED IN WORKING.”

5. “LOW PAY, NO PROMOTION, LACK OF RESPECT FROM SUPERVISORS AND CO-WORKERS, TOO MANY SUPERVISORS AND BOSSES TRYING TO CONTROL ME, BAD MANAGEMENT.”
TOP 10 REASONS FOR LEAVING A JOB

4. “DIVORCE CAUSED ME TO QUIT TO LOOK FOR A NEW WIFE.”

3. “GET THE HELL OUT OF UTAH!”

2. “I WAS EXPECTED TO COVER MY BOSS’ AFFAIR.”
# 1 REASON FOR LEAVING A JOB

1. “GOD REVEALED TO ME IN A DREAM THAT I DON’T BELONG AT ...!” (THE U OF U MAYBE?)
PROVIDE EXAMPLES OF INTRINSIC MOTIVATION-RESPONSES

• WHY ARE YOU WANTING TO LEAVE YOUR CURRENT JOB/EMPLOYER?

• WHY DO YOU WANT TO WORK FOR US?

• HOW DO YOU THINK YOU CAN CONTRIBUTE WITH YOUR SKILLS AND EXPERIENCE TO OUR CURRENT ENGINEERING PROJECTS?
BEST PRACTICE

• KEEP ALL INQUIRIES JOB-RELATED

• RIGHT HIRES DRIVEN BY YOUR MISSION AND VALUES, NOT $ OR PERKS