

# Choosing the Best: *Developing an Effective Selection Process*

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# Basic Assumptions

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- ◉ You have an accurate sense of your organizations goals, values and culture
- ◉ You can openly articulate what your organization's culture, goals and values
- ◉ Organizational self-awareness leads to organizational 'fit'

# Today's Session

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1. Introduce the idea recruitment of a recruitment lifecycle
2. Examine communication with candidates, both intentional and unintentional
3. Analyze the interview itself as a form of communication
4. Open discussion of related recruitment and selection issues

# Recruitment Lifecycle

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# Identification of Need

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## 1. Conduct a job analysis

- Review current position documentation
  - Written position descriptions
  - Previous job announcements
  - Performance review materials
  - Institutional requirements
- Talk to representative incumbents and supervisors
  - Front line perspective may be different from supervisory perspective
  - Focus on incumbent actions vs. positional goals
  - Get input from both high and low performers

# Identification of Need

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- Develop Knowledge, Skills and Abilities list (KSA)
- Have incumbents and supervisors review list
  - How important is each task to successful job performance?
  - How often is each task performed?
  - What are critical qualifications?
- Can be adapted into the official job description/job announcement
- Builds consensus about what makes a good candidate before interviewing begins

# Identification of Need

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## 2. Organizational Analysis

- Review documentation
  - Mission and vision statements
  - Institutional descriptions
  - Other central and governing documents
  - Include departmental and institutional levels
- Obtain input from stakeholders
  - A change process requires buy-in from senior leaders
  - Stakeholders includes supervisors, colleagues and supervisees

# Identification of Need

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- Clarify reward structure
  - Identify task priorities for the position
  - Note which accomplishments yield which results
- Clarify communication structure
  - Determine how candidate will learn about job, unit and institution
  - Identify when and of whom it is appropriate to ask questions
  - Establish how candidate will become acculturated to the organization



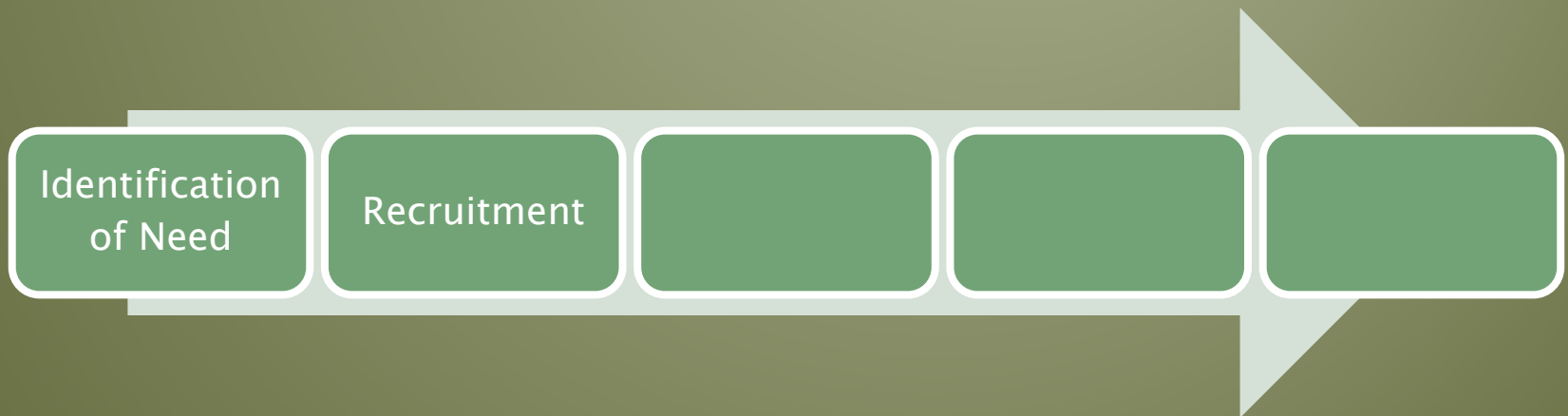
# Identification of Need

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- Be clear and open about cultural norms
  - Consider who gives feedback and to whom feedback can be given
  - Hierarchical vs. flat management
  - Customer service vs. accountability
- Insure that new or changed positions have clear lines of support in the face of the status quo

# Recruitment Lifecycle

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# Job Vacancies

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- ◉ Cost of a Vacancy
  - Screening process
    - Current staff time
    - Conference participation
    - Job postings
  - Reduced productivity
  - Interviewing
    - Transportation
    - Hotel
    - Meals

# Job Vacancies

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- Actual vs. Anticipated Vacancies
  - Strong supervisory relationships allow staff to discuss intent to stay
  - Develop formal policies around notice of resignation
  - Advance planning is beneficial for all involved

# Job Vacancy Advertising

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- ◉ Methods of Advertising
  - Formal
    - Paper and electronic postings
    - Employment agencies
    - Placement exchanges
  - Informal
    - Employee referrals
    - Open applications
    - Heavy reliance on social networking

# Job Vacancy Advertising

## FORMAL

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- Advantages
  - Attract high numbers of candidates
  - Effective in connecting with applicants currently employed elsewhere
- Disadvantages
  - Expense of advertising
  - Additional time in reviewing applicants

## INFORMAL

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- Advantages
  - Allows reliable exchange of information
  - Creates realistic job expectations
  - Tends to attract qualified candidates
- Disadvantages
  - Low number of candidates
  - Less exposure in the job marketplace

# Increased Applicant Pool

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## ○ Advantages

- Greater diversity
- Larger geographic draw
- Greater likelihood of finding good candidates

## ○ Disadvantages

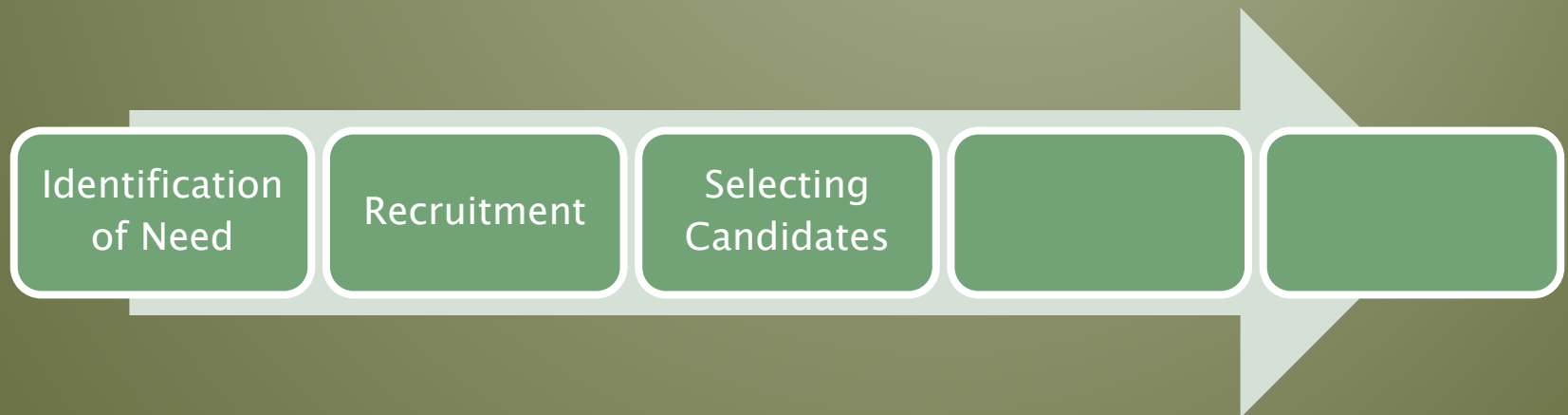
- More staff time in reviewing applicants
- Lack of responsiveness frustrates candidates

## ○ Balance

- Respectful attention to all candidates vs. personal attention to the best candidates

# Recruitment Lifecycle

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# Selecting Candidates

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- Selecting your candidates is the process of connecting the needs of the position and your organization to the applicant pool you have recruited

# Reviewing Resumes

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- Using resumes as a predictor of future performance
  - Personality – act like this
  - KSAs – know this
  - Experience – have done this
- All search committee members must have a common language to talk about their common values as previously established

# Reviewing Resumes

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- ◉ Excludes unqualified candidates
- ◉ Evaluators connect resume information to job relevant attributes
- ◉ Verifiable information is less prone to 'faking'
- ◉ Applicants tend to view as fair evaluations of their self-reported information
- ◉ Recruiters can form opinions before biases of personal meetings form

# Selecting Applicants

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1. Eliminate applicants who do not meet minimum qualifications established during job analysis
2. Identify applicants who will likely do the best job
3. Identify applicants who will be a good fit for the position
  - Job responsibilities
  - Organizational fit

# Minimum Qualifications

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- ◉ Reiterate previously established minimum qualifications
  - Varying from your written processes and policies creates liability
  - Reaffirm your job and organizational analyses
  - Remind yourself of the work you've already done
- ◉ Simplify and speed up the overall process so as not to lose top applicants

# Identify Top Applicants

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- Match previously established KSAs to resume submissions
  - Identify direct translation of KSAs
  - Interpret similar, but not identical KSAs
  - Review incumbent responses to job analysis phase for matching KSAs that lead to success

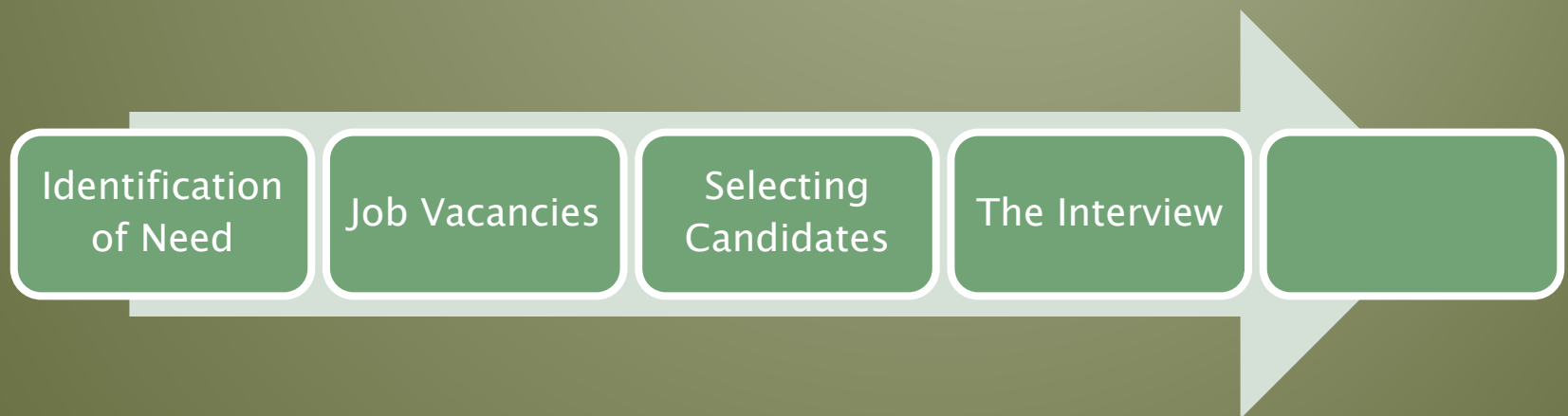
# Identify Top Applicants

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- Complexity of the process is determined by number of minimally qualified applicants
- General discussion is appropriate for small numbers
- Resume grading is a good technique for large numbers
  - Be aware of potential 'halo' effects
  - Build consensus around rating definitions before process begins, leading to stronger inter-rater reliability
  - Grade system must be held to throughout process – NO EXCEPTIONS

# Recruitment Lifecycle

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# Basic Principles

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- Employers should be preparing for the interview every bit as much as candidates
- Elements of the interview should be included or excluded with intention
- The purpose of the interview is to confirm the candidate can do the job, then determine if the candidate is a good fit for the position

# Basic Principles

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- The interview is a two-way process of communication
  - Interviewers must be mindful of how they are affect and are affected by candidate responses
  - Be honest about the institution, the department, the position and the people
  - Be aware of body language and non-verbal behavior
- Take notes, and explain the taking of notes to the candidate

# Common Interview Mistakes

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- ◉ Asking inconsistent questions
- ◉ Asking questions unrelated to job performance
- ◉ Stereotyping candidates
- ◉ Succumbing to the halo effect
- ◉ Favoring candidates similar to the interviewer
- ◉ Setting evaluation of the candidate in the first few minutes

# Structured vs. Unstructured

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## ◉ Unstructured Interviews

- Interview questions are not predetermined
- Each interview is a unique experience
- The interviewer evaluates how well a candidate answered each question

## ◉ Structured Interviews

- Interview questions are predetermined
- All interviewers use a common scoring rubric
- Each interview follows the same outline

# Why The Structured Interview?

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## ◉ Validity

- Unstructured interview is about 15–30% valid in predicting job performance
- Structured interviews are up to 87% valid in predicting job performance

◉ Structured interviews can better assess social skills, such as teamwork

◉ Structured interviews allow for the consistency to reduce biases and other common interview errors

# Developing Interview Questions

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## ◉ Situational Interview Questions

- Based on a thorough job analysis and the use of critical incidents
- Effective behaviors are identified through critical incident analysis
- Questions use a forward looking format to determine if candidate will perform behaviors previously identified as effective
- Each question has a rating scale for the embodiment of effective behavior

# Developing Interview Questions

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- The Behavior Description Interview
  - Based on a thorough job analysis and the use of critical incidents
  - Effective behaviors are identified through critical incident analysis
  - Questions are previous experience oriented
    - Different questions can be developed to address the same behavioral dimension based on the candidate's level of experience in the field
  - Each question has a rating scale for the embodiment of effective behavior

# Good Practices

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- ◉ Select questions to ask in advance
- ◉ Identify meaningful stakeholders to take part in the interview process
- ◉ Determine what information to share about selection process and timeline
- ◉ Do not ask for more information than needed to make an evaluation
- ◉ Know and be able to articulate why you are asking each question
- ◉ Use only job-related questions



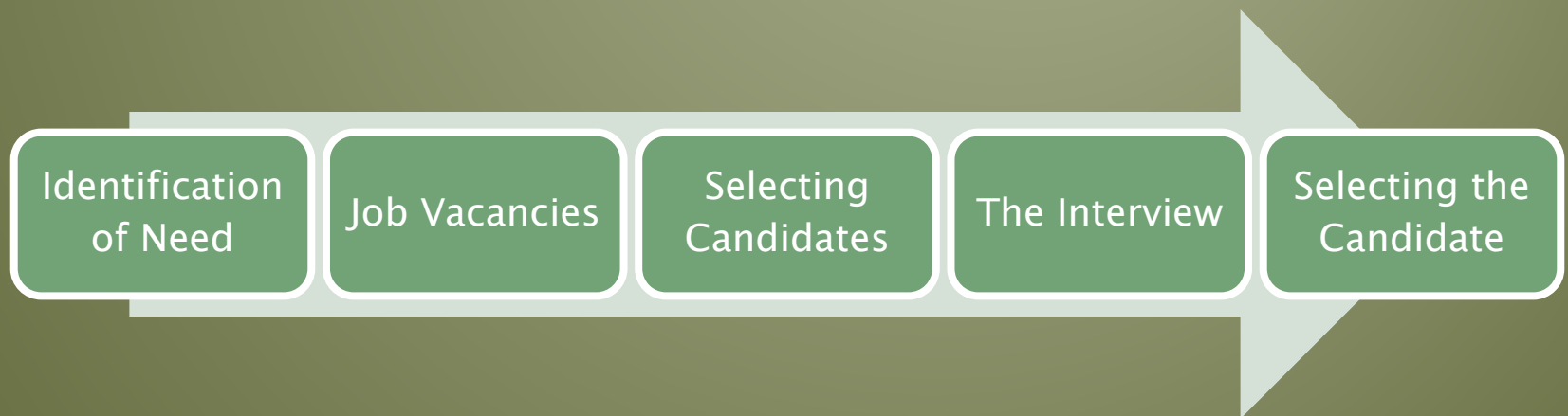
# Good Practices

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- Develop answers for your interview questions so you can rank the candidates according to their responses
- Develop samples of both effective and ineffective answers
- Use information gathered during the job analysis phase of the process
- Prepare answers that are as behaviorally specific as possible and focus on actions

# Recruitment Lifecycle

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# The Selection Meeting

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- Two-fold Purpose
  - Confirm validity of the process
  - Build consensus around a candidate
- Insure the meeting is a “safe space” for committee members
  - Identify institutional politics that may be involved in the process
  - Determine if some ratings result from protest of the process
- Job performance and organizational fit should be two different conversations

# Review Interview Results

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- Look for inter-rater reliability
  - Large variance in ratings of the same candidate for the same measure should be examined more closely
- Look for lack of variance
  - Measures or raters may not be able to distinguish responses of differing quality
- Resume screening and interview results should determine whether a candidate can do the job
- Consider organizational fit

# 'Fit' Defined

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- ◉ An individual's compatibility with work and non-work settings
- ◉ Organizations tend toward homogeneity, but fit does not mean sameness
- ◉ Socializing, placement and training influence fit
- ◉ Non-work fit refers to location, resources, amenities of the area, etc.
- ◉ Both work and non-work factors come together to result in increased retention

# Identifying 'Fit'

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## Personality: The Big Five

1. **Extraversion** – talkative, assertive, energetic
2. **Agreeableness** – good-natured, cooperative, trustful
3. **Conscientious** – orderly, responsible, dependable
4. **Openness to Experience** – active imagination, seeks variety, intellectual curiosity
5. **Neuroticism** – tendency for anxiety, negative response to stress

# Identifying 'Fit'

Resume Information	Associated Trait
High GPA	High Conscientiousness High General Mental Ability
Has Supervised Others	Low Agreeableness Low Conscientiousness
Professional Society Membership	High Conscientiousness
Student Organization or Greek Membership	High Conscientiousness High Extraversion Low Neuroticism
Community Service Involvement	High Extraversion
Academic Awards	High General Mental Ability

# Considerations on Selection

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- Good results from a previous poor selection process are not a validation of that process
- Honesty with candidates and stakeholders throughout the process leads to better results
- Insure that you can articulate the hiring decision to your institutional counsel



# Focus on Interviewing

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# Interview Communication

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- The interview is the key opportunity to communicate about the position, the department and the larger institutional context
- How the candidate feels about the interview experience will impact the impression of your organization
- Intentional interview structure and content can send candidates the ‘right’ message

# Effective Questions

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- ◉ Effective questions allow you to gather information about the candidate's ability to meet your performance expectations
- ◉ Effective questions do not rely on the candidate's level of experience or specific knowledge of the institution
- ◉ Properly crafted questions can foil the 'professional interviewee'

# Effective Questions

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- Effective questions include some or all of the following elements
  - Time to perform the task
  - Activities involved
  - Work conditions
  - Frequency of execution
  - Importance to job performance
  - Performance standards

# Effective Questions

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## Use This

- Please share some examples of how your work experiences qualify you for this position.

## Not This

- Please tell me a little about yourself.

# Effective Questions

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## Use This

- Please share an example of how you collaborated with your supervisor when you disagreed on an important departmental function.

## Not This

- Describe a situation in which you disagreed with your supervisor and how you handled it.

# Effective Questions

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## Use This

- What have you done in a previous position to educate students?
- How did you measure the student learning from that effort?

## Not This

- What do you believe student have the opportunity to learn or gain from their college experience?

# Probing for More Information

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- Candidates may give limited answers which means interviewers need to probe for further information
  - Ask how a candidate's behavior changed as a result of the experience
  - Ask candidates about results
  - Vary your style of probing to reduce a feeling of interrogation
  - Probe “red flags” but do not assume they are necessarily a bad sign
  - Avoid the tendency to rush to judgment—take descriptive rather than evaluative notes and suspend judgment during the interview process



# Overall Communication

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- Lengthy searches, particularly for entry level positions, are common place
- The conference-based search pattern reinforces the lengthy process
- There are tools and strategies to make the experience positive for all involved
- Many areas within student affairs focus on long-term relationship cultivation
- Employee recruitment and selection should be seen as the development and maintenance of relationships

# Maintaining Communication

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- ◉ Proactively manage information
  - Plan in advance what information you will share with candidates and when
  - Tell candidates what communications to expect and when
  - Update the communication plan as needed
- ◉ Successful management of information will ease candidate anxiety and reduce requests for details

# Maintaining Communication

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- Sending an email newsletter allows mass communication with candidates while creating a space to sell your position

# Maintaining Communication



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## Resident Director Candidate Newsletter

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### Updates on Our Search Process

Thank you interviewing with us at the conference. Through this newsletter we hope to keep candidates informed about where we are in our search process and some of the exciting things happening on campus. Currently, we are extending invitations for campus interviews and plan to contact invited candidates by April 18, 2008. After conducting a first set of campus interviews we will determine if we further campus invitations. If you have questions about the Resident Director search please check out our [candidate web page](#). Further inquiries can be directed to Clive Pursehouse, [clivep@u.washington.edu](mailto:clivep@u.washington.edu).

### Housing is in the spotlight of The Seattle Times

The Seattle Times highlighted the HFS plan to construct new campus housing consisting of residence hall space and apartments. The first of the new facilities is set to open in 2011 with construction,

### Out and About on Campus



*Stunning Rainier Vista on the UW Seattle campus.*

### Changes are ahead for Rainer Vista

Seeing Mount Rainier on a sunny summer day is a favorite treat for those at the UW Seat-

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