

Interviewing & Hiring the Best

Presented to

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of Southern California
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Presented by
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Public Sector Excellence

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Interviewing and Hiring the Best

Workshop Outline

I. Don't forget "interview basics." What are some of those basics?

- The purpose
- The setting
- The tone
- The questions
- The ratings
- The job analysis
- The ethics

II. What are you looking for in an employee? The "Must Have" skills, qualities, characteristics and values?

- Compliance
- Competence
- Potential
- Engaged & Energetic
- Commitment

III. The "Job Analysis." Taking the interview beyond knowledge, skills and abilities and exploring the other half of the job.

- The culture
- The boss
- The job
- The person

The secret in finding a good employee is in discovering their inner character, what drives them, what makes them tick. Once you know a little bit about who they are, you can move on to determine if they have the work experience and skills necessary to perform the job.

Some Questions for Starters

1. What is the best interview you have seen or experienced – either as an H.R. consultant or as an applicant? What made it that way?
2. What is the worst interview you have experienced – either as an H.R. consultant or as an applicant? What made it that way?
3. What makes an interview effective? What are some of the critical ingredients?
4. What is the Human Resources Department's role in the interview process?

*I'm sorry this interview is taking too long, is vague and rambling.
I didn't take the time to prepare a short and relevant one.*

The Interview

Don't Forget the Basics

- The purpose

Interview or conversation

- The setting

Comfortable or cluttered

- The tone

Informal or inquisition

- The questions

Relevant and open-ended

- The ratings

Clear interpretations and an even numbered scale

- The job analysis

Current and relevant

- The ethics

Honest or wired

When you go in for a job interview, I think a good thing to ask is if they ever press charges.

- Jack Handy

The Interview

The “Must Haves”

Question: In addition to knowledge, skills and abilities, what are you looking for in an employee – any employee? What are some of the “must haves?”

In your job analysis, consider the following:

- Compliance
 - Work habits
- Competence
 - Knowledge, skills and abilities
- Potential
 - Aptitude, long range contributions
- Engaged & Energetic
 - The job/person fit
- Commitment
 - Just work here or make a difference here

*It's easy to make a buck. It's a lot tougher to make a difference.
- Tom Brokaw*

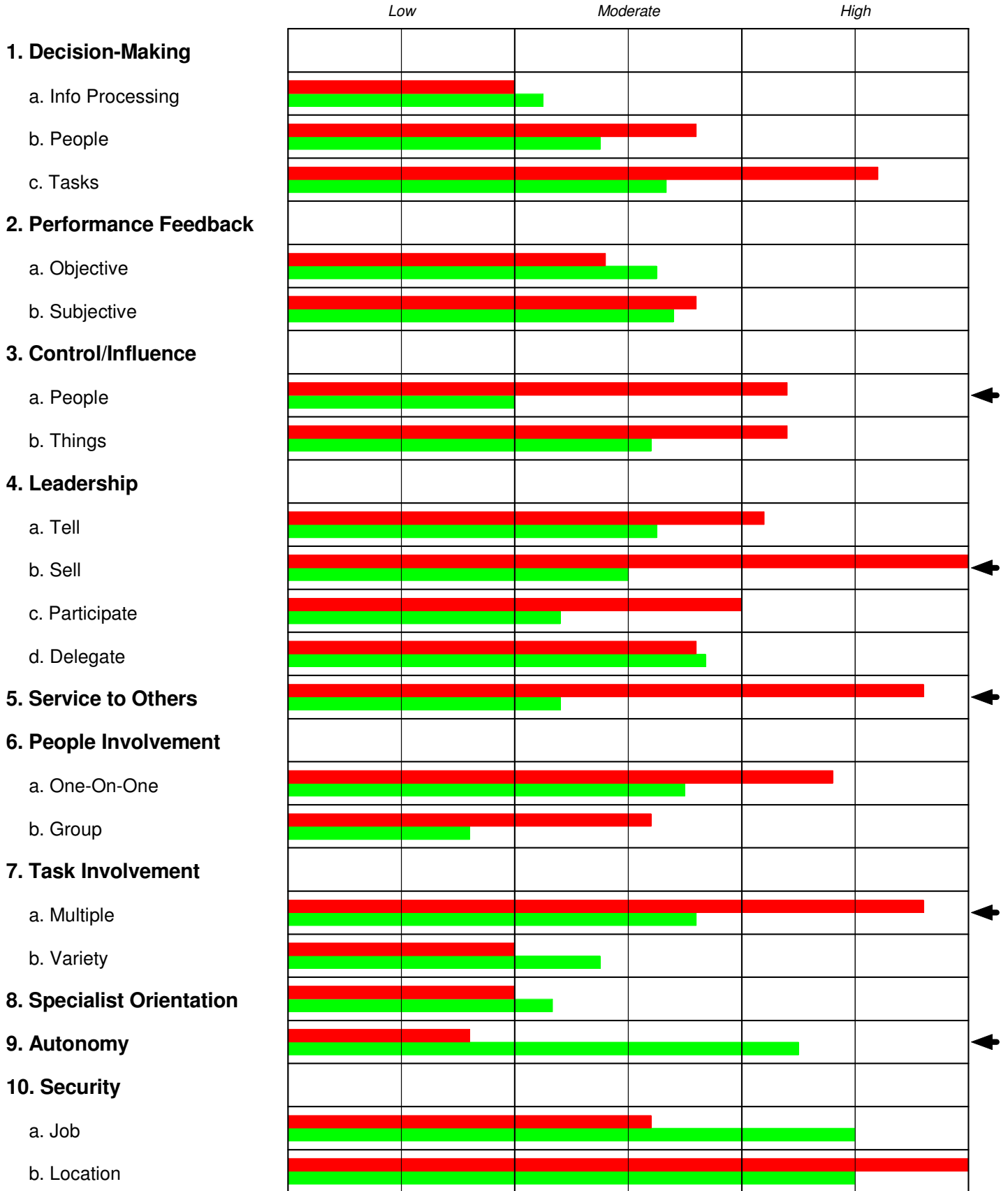
The Interview

Going Beyond Knowledge, Skills Abilities

“The Other Half of the Job”

- The culture
 - Norms, values, practices
- The boss
 - One that says “go” or “let’s go”
- The job
 - “What” you do and “how” you are required to do it
- The person
 - Energy gained or energy drained

	WHAT	HOW
JOB	<ul style="list-style-type: none"> • Knowledge • Skills • Abilities • Tasks • Objectives • Policies & procedures 	<ul style="list-style-type: none"> • The boss • The co-workers • The culture • Norms • Values
<i>THE GAP</i>		
PERSON	<ul style="list-style-type: none"> • Knowledge • Skills • Abilities • Aptitude • Experience 	<ul style="list-style-type: none"> • Preferences



■ Christine Gordon's job perception

■ Christine Gordon's personal preferences

The Job-Person Match Results for Christine Gordon

Title: *First Line Supervisor* - Although there is no threshold for stress or boredom in a Job-Person Match, it is clear that a large number of significant differences between required/expected and preferred behaviors will likely result in the candidate experiencing some discomfort with his/her "role." However, he/she may not be conscious of significant differences in areas that are determined to be not important to him/her or others.

CONTROL/INFLUENCE - People Interpretation: The job requires or allows you to control or exercise strong influence over significantly more people than you prefer. If you perceive it as a requirement (versus an opportunity), being responsible and accountable for monitoring the performance or behavior of this many people may be uncomfortable for you, or stressful, and at times seem like a "burden."

Question(s) In this job, monitoring others' behavior or performance will be a large part of this job, which means that, in many cases, you will have to be sure that people come through by monitoring closely their performance. What has been your experience with such a "hands-on" approach to getting work done? How would you rate your success with this approach?

LEADERSHIP - Sell Interpretation: The job requires that you convince others to accept ideas, products, objectives, etc., significantly more often than you prefer. The assessment results indicate that you may feel uncomfortable being persuasive with as many people and under as many circumstances as you will be required or expected to. You may see this behavior as overly manipulative or "pushy."

Question(s) To be successful in this job, you will often need to use very persuasive methods to influence other's performance or behavior. What has been your experience in using these methods with others in trying to get work done? What strategies did you use to "sell" them, and how did it turn out for both you and the others involved?

SERVICE TO OTHERS Interpretation: The job requires or allows you to be of help, support, or provide benefit to significantly more people than you prefer. At those times when it is an opportunity to serve more people than you prefer, it will not likely be an issue for you. However, when this is a requirement or expectation, you will not be able to focus your service efforts on as narrow a population as you prefer. Instead, you will need to show concern and caring for people in excess of your preference, in which case you may feel unable to reject or ignore others' requests for help or support as often as you might otherwise be inclined to.

Question(s) To be successful in this job, you will not be able to focus your service efforts in many instances nor be selective about to whom you provide service or under which circumstances you provide it. What has been your experience in saying, "Yes" to almost every request and not being able to ignore others' requests for help or support? What methods did you use to manage this heavy demand, how did those whose requests you had to reject respond, and how did you feel afterward?

TASK INVOLVEMENT/Multiple Interpretation: The job requires that you be involved in or cognizant of significantly more tasks at any given time than you prefer. This means that you may experience discomfort when the number of tasks that you are required or expected to be involved in at any given time exceeds the number that you prefer, thereby making you feel somewhat overwhelmed on occasion.

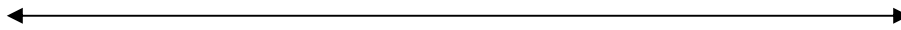
Question(s) This job will require that you switch between projects and tasks frequently, meaning that interruptions will be a way of life for you. The assessment results indicate that you prefer to have longer periods of uninterrupted time to focus on tasks than this job will allow. This may lead to some frustration on your part. Cite a time in your recent past where interruptions of this type have been frequent and you had more "on your plate" than you believed you could handle to your own level of quality. How did you handle any feelings of being overwhelmed by the sheer volume of activity? What procedures did you use to "get your arms around" your work load so you could feel more in control of the quality of your efforts?

AUTONOMY Interpretation: The assessment results indicate that you prefer to have significantly more freedom from rules, policies, and boundaries than the job allows. This may mean that you will be required or expected to operate within a particular structure or certain constraints. You may see this as a restriction on your personal and/or creative freedom. As a result, you may be inclined to challenge the boundaries and/or create your own, less constrained, environment.

Question(s) This job functions within a fairly tightly constrained environment. That is, there are policies and procedures that represent the structure within which you will be expected to operate. Although you will have some flexibility, to perform successfully, you will need to stay within established boundaries. What has been your experience in operating within boundaries that were a bit tighter than you prefer? What strategies did you use to keep from feeling "hemmed in" by the rules and regulations while respecting established boundaries? How well did that work for you?

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