

Oral Interview Panels vs. Quality Control Panels

Presented by:
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Newport-Mesa USD

Brief Resume

CSULA	BA, MA	Industrial Psychology
LAUSD	1 Year	600,000 ADA
Glendale USD K-14	4 Years	20,000 ADA
Stockton USD Coord. of Employment	4 Years	35,000 ADA
Jefferson SD K-8 Director, Classified	12 Years	8,000 ADA
San Ramon Valley USD Director, Classified	5 Years	22,000 ADA
Newport-Mesa USD Executive Director, HR	7+ Years	21,000 ADA
	24 Merit/ 9 Non-Merit	
City of Martinez	2002-2005	Personnel Commissioner
Hearing Officer	*****	Various Districts

The Crisis of Perception in Civil Service

- **Big Picture:** Why does the public equate Civil Service with mediocrity?
- Do you just have basic oral interview panels or have you evolved to Quality Control Panels?
- Are our standards really high enough—look at the bottom of the eligibility list?
- Do you fail the candidates that should not be on the list?

This workshop will focus on practical strategies you can use to upgrade oral interview panels to Quality Control Panels.

Rate Your List Quality

- How would your supervisors/managers rate the quality of your eligibility lists?
Poor/Marginal/Acceptable/Good/Excellent
- How would your supervisors rate the quality of the bottom three candidates on your eligibility lists?
- **Focus:** We could focus on the quality of interview questions, rating process, panel member selection. The focus of this workshop is on panel briefings and debriefings.
- **Assumptions:** You assign an overall score to candidates based on job related factors...not our focus

To Fail or Not to Fail?

Do these candidate profiles end up on your lists?

- Downward spiral—on their way down
- Just say 70—really marginal, be nice
- High verbal---talk the talk not the walk
- Five years of experience but one year repeated five times—flat learning curve vs. limited experience, but great potential to be excellent
- Fatal flaw—over weighting experience, ignoring certain comments and job related personal characteristics
- Internal candidate gets more credit than deserved for longevity

Briefing Context

- In the context of making decisions based on job related standards applicable to the level of position
- We are trying to maintain high quality eligibility lists
- Please put yourself in the position of a supervisor that will be selecting from the list
- Marginal candidates do not receive overall passing scores, you must be convinced that a candidate is qualified to give an overall passing score
- The benefit of the doubt goes to the students of Anywhere USD not to the applicant

The Briefing is Critical!

- The two most critical overall categories are Marginal (score of 65) and Qualified (score of 70-79)
- We are okay with defending your judgment that a candidate is Marginal and therefore unsuccessful in the interview process, we are not okay with explaining to supervisors how a marginal candidate made the list
- You are the gatekeepers for maintaining quality
- Panels have tendencies to be lenient, maintain an appropriate high standard
- It is the candidate's responsibility to convince you to assign a passing overall score (70 or above)

Interview Standards Sample

QUALIFIED:
The candidate possesses the core knowledge, skill and ability to perform the job. Although the candidate needs development and training in some areas, the rater has minimal doubt that this will occur within a reasonable amount of time. The rater can personally state that this candidate is recommended for placement on an eligibility list that could result in selection for any position in the classification. All areas of evaluation are acceptable or above.

An average score of 70 or above from the raters on all test parts will place a candidate on the eligibility list.

NOT RECOMMENDED FOR HIRE

MARGINAL:
The candidate's knowledge/ability or communication skills are limited to the extent that doubt exists as to whether the candidate can perform the duties of the classification. The rater is unable to recommend the candidate for this position with certainty. The rater has assigned one or more marginal ratings and cannot personally recommend the candidate for a position. An average score from all raters below 70 will eliminate the candidate from further consideration from this position.

The Briefing is Critical!

- Look for the non-standard answer that reveals positive or marginal characteristics that would apply to the job (great questions help!)
- Don't jump to conclusions (positive or otherwise), look for patterns of responses that reinforce your conclusions.
- Ask yourself as the supervisor, "Would I understand why the oral panel would rate this candidate high enough to be on the eligibility list for this job?"
- Use your critical and intuitive skill to read between the lines, it is not what you say but how you say it.
- Were you convinced?
- Define a true 70.

Debriefing is Easier

- Define a True 70: A qualified candidate (score between 70-79 overall) should be excellent raw material with no doubts about possible fatal flaws. You are convinced that this candidate will continuously improve and be an asset to the organization
- Question the low 70's
- Question the 65's (Marginals)

Raising the Bar!

- Focus on the briefing and debriefing to set high standards
- Define Marginal and Qualified (Your most important standards!)
- Empower panels to identify Marginal candidates
- Look for the non-standard answer
- Train panel members to listen to their inner voice-it is necessary to act on limited information-it is all you have

Thank you!

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