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Stronger people. Stronger results.

Effective Interviewing





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Today's Presenter
Nick Daukas

MBA, SPHR, SHRM-SCP

Managing Partner

nick@kardaslarson.com



Who is KardasLarson?



Introduction

- Founded in 2004
- Develops & delivers both strategic and tactical HR solutions
- On-site, on-call, retained and project-based HR services

Practice Areas

- General HR & Compliance
- Training & Development
- Organizational Effectiveness
- Talent Acquisition & Retention
- Compensation
- Coaching

Today's Discussion

- Learn how effective interviewing is such a valuable tool for supervisors.
- Introducing a Structured Interview approach.
- What is Behavioral Interviewing?



The state of attracting potential employees today

- National unemployment rate – 3.5%
- Connecticut unemployment rate – 4.1%
- U.S. Open jobs – over 11 million
- Connecticut open jobs – approximately 100,000
- The great resignation



Best Assessment of Future Employees: Structured Interviewing



Why is Structured Interviewing preferred?

- It helps predict how candidates will perform once they join the team
- Prevents non-job-related questions to be asked
- Prevents potentially discriminatory questions to be asked
- Assesses competencies as well as job related skills

Interviewing Models – Unstructured or Traditional



Traditional Model

- Straight forward questions with no link to specific job requirements
- Questions that pose “what if” situations that a quick-thinking interviewee shouldn’t have trouble answering
- Can lead to questions and answers which have no connection to past experience
- Examples: Describe your strengths and weaknesses? Describe a typical work week?
- Only 10% predictive of future on-the-job behavior

Best Structured - Behavioral Interviewing Model



Past behavior of an applicant is a strong predictor of how an applicant will most likely act or perform in a given situation

- Questions focus on job specific skills and competencies
- Questions which require the applicant to share how they responded to, or handled a specific situation in the past
- Helps evaluate content specific work skills
- Helps to evaluate functional or transferrable skills such as managing, developing, and communicating
- Helps to evaluate self-management skills and personal characteristics such as being a team player

STAR Method of Behavioral Interviewing



Common method of the Behavioral Interviewing Model is the STAR method

- **S**ituation or **T**ask
- **A**ction(s) taken
- **R**esult(s)
- Building STARS

Example: Tell me of a time when you had to solve a difficult work problem (specific), what action (s) did you take, what were the results? Additionally, what did you learn from this situation and/or what did you wish you had done differently? The goal is to build STARS.

STAR Method of Behavioral Interviewing (continued)



How does Behavioral Interviewing help in Evaluating candidates?

- It does not focus on education, experience, and knowledge...you already have this from the resume, application, and other candidate information
- It does focus on the “how” and “why” behind education, experience, and knowledge: the behaviors required to be successful
- It is 55% predictive of future on-the-job behavior

What are the Main Steps with Interviewing



Preparation

- Have an updated and accurate Job Description to enable you to:
 - Identify the critical skills, competencies and other components for success in the job.
 - What makes a successful candidate? Behavioral elements.
 - Why did previous employees leave this position? (if applicable)
 - What is the most difficult part of the job for a new employee to assimilate to?
- Review candidate resume, employment application and any other data provided to you from job boards and other applicable information.
- Develop questions which will yield you the critical information such as skills, competencies and behaviors that are required for the position, and also will answer if the candidate can fit culturally in your organization.

Interview Format – Give – Get – Give



Give: give the candidate information about the responsibilities of the job, typical day, organizational strategies and information, and other important intangible aspects

Get: interviewer asks questions of the candidate to solicit pertinent information helping to assess the viability of the candidate – this should be the largest component of the interview.

Give: answer the candidate's questions by "giving" information about the company, routine, and other information, including next steps in the process

Interview Format – Give – Get – Give (continued)



Remember to:

- Put the candidate at ease
- Be sure to cover the same content with each candidate that you interview
- Ask additional questions about a situation/response to ensure you understand what happened; ask follow-up questions to clarify either strengths or weaknesses exhibited by the interviewee
- Avoid asking follow-up questions that could lead the candidate to the desired response. (e.g., you are willing to work long hours when needed, right?)
- Provide details about next steps and timing on the hiring decision
- Avoid illegal questions
- End on a positive note, letting the candidate know timing for next steps and the final decision process

Interview Format – Give – Get – Give (continued)



Critical key points:

- **Set the stage** – explain the behavioral interviewing technique in detail and answer questions
- **Stop talking** – interviewers should do less talking and more listening
- **Periods of silence** – it's acceptable to allow silence as the candidate is responding to a behavioral question. Behavioral questions require candidates to remember previous situations and respond with specific examples
- **Keep probing** – ask probing follow-up questions as needed to seek clarification

Evaluation

Evaluate each interviewee's candidacy while it is still fresh based on the key skills, competencies and behaviors you focused on during the interview.

When evaluating each candidate, be aware of common rating biases and avoid them:



Common Rater Biases



Bias	What It Is?	How Do I Avoid It?
Halo Effect	Over rating someone based on your background or experience (e.g., candidate graduated from the same college as you).	By looking beyond familiarity as a critical selection criteria.
Recency	Under or over valuing short-term performance to the detriment of the employee's full work history.	By looking for evidence of key skills for this position throughout the candidate's experiences.
Leniency	Not evaluating a candidate accurately because you give them too much credit for being nervous or anxious in an interview setting.	By factoring this nervousness and anxiety into the candidates' ability to do the job well.
Personal	Allowing your personal feelings toward a candidate to influence your assessment. (e.g., candidate seems like a very kind person).	By finding evidence to support the candidate being a good fit for the position.
Premature Decision	Making a decision on partial information.	By making no decision until after the interview is complete.
First Impressions	Over focusing on presence or personality traits.	By reviewing all key skills required for job success.

Sample Behavioral Interviewing Questions



Communication

- Give me an example of a time when you were able to successfully communicate with another person even when you and that individual may not have worked well together previously. How did you handle the situation? What obstacles or difficulties did you face? How did you deal with them?
- In order to assess how you deal with conflict at work, give me an example of a time in the past when you had to deal with a conflict at work. What was the situation, what action did you take and what were the results or what did you learn from it?

Sample Behavioral Interviewing Questions (continued)



Planning & Organization

- Describe a time when you had many projects or assignments due at the same time. What steps did you take to get them all done? What were the results?

Leadership

- Tell me about a team project when you had to take the lead or take charge of the project? What did you do? How did you do it? What was the result?

Interpersonal Skills

- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way. What steps did you take and what were the results?

Preparation: Employment Law/EEO Interview Guidelines



Category	Can Ask	Cannot or Not Advisable to Ask	Comments
Sex	Nothing	Anything	
Marital Status	Nothing until hired. Then, can ask for insurance purposes.	Anything	
Children	Nothing until hired. Then, can only ask for insurance purposes.	Anything	
Physical Health	Explain job requirements and show how the work is performed. Can ask a follow-up question: Are you capable of performing the physical requirements of this position with or without accommodations?	Do you have any disabilities?	Must investigate <i>reasonable accommodations</i> for physical limitations.
Age	Are you 18 years or older.	How old are you?	It is unlawful to discriminate because of age.
Citizenship or National Origin	Are you eligible to work in the US?	What is your country of origin? Is English your second language?	Employers generally cannot discriminate on the basis of citizenship.
Religion	Can you work the hours required for this position?	What church do you belong to? What religious holidays will you be taking off?	Make reasonable accommodations for a prospective employee's religious observances or practices.

Preparation: Employment Law/EEO Interview Guidelines (continued)



Category	Can Ask	Cannot or Not Advisable to Ask	Comments
Military Status	If an employee discloses military status, tell me about any job-related skills you learned from your military service.	Do you have any ongoing military obligations?	Military service should be evaluated for supervisory and job-related experiences.
Convictions	Ask about specific convictions which relate directly to the job. May not require applicant to disclose any arrest, criminal charge of conviction that have been erased.	Have you ever been arrested? Have you ever spent time in jail?	A conviction record itself should not disqualify an applicant. It should be taken into consideration when it would be inconsistent with the safe operation of the business.
Organizations	Ask about any professional organizational memberships that specifically relate to the job.	Which organizations are you active in?	The identification of organizations, the name and character of which indicates the race, color, creed, sex, marital status, religion of nation origin or ancestry.

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Nick Daukas
MBA, SPHR, SHRM-SCP
nick@kardaslarson.com