

# Selecting Winning Talent

Effective Teacher Series  
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# Objective

- To help you develop the skills you will need to successfully choose the right person for the right position.



# Interviewing and Selection

# 3 Step Interviewing Process

- Prepare for the interview
- Conduct the interview
- Close the interview

# Prepare for the Interview

- Know the critical success factors of the job
  - Job description
  - First hand knowledge
- Write specific questions that will reveal whether or not someone possesses the critical success factors
- Use questions which relate to the key competencies required

# Conduct the Interview

- Initial 3 minutes is spent building rapport.
- 45 minutes is spent conducting the interview itself by asking the questions you have written.
- Final 3-5 minutes is spent on clarifying next steps and thanking the candidate.
  - Be short, sweet, and to the point

# Building Rapport

- **Welcome, nice to meet you. My name and title are. . .**
- **How are you doing today?**
- **Did you find your way here OK?**
- **Let's get started, shall we?**

# Questioning Techniques

- Closed-Ended
- Open-Ended
- Behavioral



# Closed Ended Questions

- **Ask for specific answers (Yes, No, a Time or Place or specific Thing)**
  - When did you leave your last job?
  - How many people reported to you?
  - What was your best subject in school?
  - What was your most difficult subject in school?

# Open Ended Questions

- **Ask for more information about or the reasons for something**
  - **Why did you leave your last job?**
  - **Why was math your most difficult subject in school?**
  - **Please describe your management style.**

# Probes

- Please tell me more (about why you left your last job)
- Go on (with your explanation)
- Why? (did you say that)
- Please describe. . .
- How did that make you feel?

# Reflection

- So, let me say back to you what I thought I heard you say
- So, that made you think/ feel. . . ?
- So you mean that. . . ?

# Behavioral Interviewing

- **Past performance is a predictor of future behavior.**
- **Candidate is asked specific questions asking for specific answers**
- **Answers are used to develop a profile of behavioral trends that the candidate will likely display on the job.**

# The STAR Technique

- **Situation** – What was the background for the event
- **Task** – What needed to be done
- **Action** – What was actually done
- **Result** – What was the outcome

# Sample Behavioral Questions

- **Describe a time you had to resolve a conflict:**
  - **What was the background (Situation)**
  - **What needed to be done (Task)**
  - **What specifically did you do to resolve the situation (Action)**
  - **What was the outcome/ did the conflict get resolved? (Result)**

# More Behavioral Questions

- **Give me an example of a time you had to set a specific goal to accomplish something.**
  - **What was the Situation?**
  - **What was the specific Goal?**
  - **How did you go about setting the Goal?**
  - **Did you accomplish the Goal? (Why or why not?)**

# Closing the Interview

- Thank you for your time today.
- The next steps are . . .
- Nice to have met you.

# Legal Hot Water



# What Not to Ask in an Interview

- It is simple. Do not ask a question that is not directly related to the job you are interviewing for.
- You may not ask questions that could be construed as discriminating based on age, race, sex or disability.

# Which of the questions do you believe are safe to ask during an interview?

- Is Smith your maiden name?
- How many children do you have?
- What does your husband do for a living?
- What year did you graduate from high school?
- Have you ever been arrested?
- What religious holidays do you observe?
- What church do you go to?
- Is English your second language?
- Where were you born?
- Are you a Vietnam veteran?
- Is there any health-related reason that would keep you from performing this kind of work?
- Are you taking any prescribed medications or drugs?
- Have you ever filed for workers compensation?

# What can you ask?

- Do you have any responsibilities that conflict with the travel required by this job? (**Not** “Are you married” or “Do you have children”)
- Are you available for weekend work? (**Not** “Are Jewish” or “Do you keep the Sabbath”)
- If hired, can you verify that you are at least 18 years of age? (**Not** “How old are you”)
- Have you ever been convicted of a crime? (**Not** “Have you ever been arrested”)
- Are you able to perform the essential duties of this job? (**Not** “Are you disabled”)

# Interviewing Pitfalls

- Talking more than the candidate
- Overselling the job
- Too many closed-ended questions
- Too much small talk