Recruiting a Talented Workforce
10 Observations for Better Hiring

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1. Hiring is about more than getting a person into the job ...

Good hiring:

• Improves Performance & Retention
• Is Cost Effective
• Is Defensible and Fair
• Identifies a Person who “Fits”
2. Hiring is a Process Not an Event...

- Screening the Basics
- Measuring the KSA's
- Finding “Fit”
- Applicants
- Candidates
- Finalists
- Offer Receiver
- New Hire
- Informing the Basics
- Educating the Reality
- Selling the Opportunity
3. Good Hiring Uses the Right Selection Tool for the Right Job ...

- Application Form
- Resume
- Work sample
- Knowledge, Skill, & Ability tests
- Personality tests
- Reference checks
- Interviews
4. Good Interviews are Well-Planned ... 

Interview **Script** Outline 
1. Icebreaker 
2. Orientation 
3. Body 
4. Closing
5. Good Interviews are Semi-Structured...

Interview Structure Formats

• Unstructured
• Semi-structured
• Fully-structured
6. The Best Predictor of Future Behavior is Past Behavior ...

Question Formats

- Job Content
- Behavioral
- Situational
- Interests, Intentions & Self-Assessment
- Nonsense
7. Good Questions are Job-Related, Neutral, and Open-Ended ...

Question Types
• Neutral, Leading & Loaded
• Open vs. Closed Ended
• Probing / Follow-up
8. There is a Better Way to Ask That Question ...

Characteristics of Risky Questions

• Not clearly job related.

• Inquiry about a protected-class status or a characteristic commonly associated with a protected class.

• Inconsistent interview questions or formats across candidates.
9. You are Biased …

Common Biases and Errors in Using Interviews to Evaluate Candidates:

- Primacy and recency effects
- Contrast effect
- Similar-to-me bias
- Halo and horns effects
- Negativity effect
- Attribution errors
10. An Interview is Only as Good as the Assessment You Can Draw From It …

Tips on Improving the Evaluation of Candidates:

• Choose the characteristics you are measuring carefully, and use multiple questions for each characteristic.

• Apply a scoring system that allows for the evaluation of each characteristic separately.

• Use multiple interviewers when possible.

• Train all interviewers.