Employment Interviewing for Success in Public Child Welfare

Workshop Overview

- Elements of effective interviews
- Employment interview styles
- Behavioral based interviewing techniques
- Review outcomes and examples of realistic job preview tools
- Bias in employment interviewing
- Best practices shared by peers

Components of a Successful Selection Process

1) Develop Job Description and Task Analysis
2) Prepare Interviewers
3) Recruit Applicants
4) Prepare Applicants
5) Screen Applications
6) Conduct Employment Interview
7) Document, Evaluate, Select
8) Make the Offer
9) Close with Other Candidates
10) Ensure Effective Use of Probationary Period

Purpose of an Interview

1) To accurately assess candidate’s K-V-S and “fit” with position.
2) To make the best strength/risk assessment possible.
3) To promote a strong and positive public image as an “employer of choice.”

Four Interview Styles

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<th>Make or Break</th>
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### Conducting a Job Interview

1. Open interview and establish rapport
2. Use multiple methods to assess K-V-S
   - Behavioral-based questions, Work samples, Response to assigned tasks, Applicant walkthrough in work environment
3. Exchange information per candidate’s questions
4. Close the Interview
5. Document, Assess, Evaluate, Select

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### Green Light

- Think back on the best hire you have ever made. What qualities and characteristics does (did) this person have that made them an excellent selection?

### Types of Interview Questions

- Rapport Building
- Behavioral Based
- Critical Reflection
Behavioral-based Job Interviewing

• Designed to discover how the interviewee acted in specific employment-related situations in the past.
• Rationale: description of previous behavior will best predict future behavior
• Allows opportunity to assess applicant’s critical reflection skills on actual events with follow-up probing questions: “What did you appreciate about that experience? What do you wish had been different?”

Example

Quality: Knows how to set boundaries
Skills: assertion and role clarity

Behaviorally Based Interview Questions:
“Tell me about a time when you were effectively assertive.”
“Give me an example of when you were able to stay clear about the limits of your professional role in a helping relationship.”

Example, continued

• Critical Reflection questions:
“Tell me about other experiences that have contributed to your ability to be appropriately assertive with others.”
“What skills do you think helped you in staying clear about the limits of your helping role?”

Exercise One: Asking the Questions

In groups of two or three:
• Identify top three qualities and skills required
• Develop at least two Behavioral Based questions
• Discuss possible interviewee responses to these questions
• Develop at least two Critical Reflection questions

Pitfalls

• Inconsistent interview administration
• Contrasting applicants
• Stereotyping
• Closure
• Halo and Pitchfork Effect
• Responsibility Error
• Leniency Error
• Central Tendency Error

Name that Bias!

• “That’s an interesting name. Where are you from?”
• “We are looking to bring more diversity to our staff, so we were so glad to receive your application.”
• “With your qualifications, I’m surprised you applied. Are you sure you want this job?”
• “This work isn’t for the meek. A few years ago we hired someone who didn’t stay on the job longer than a week. What can you say to convince me that you will last longer than that?”
Realistic Job Previews

- **Description:** Tools to provide applicants with a day-in-the-life depiction of a job in income maintenance
- **Outcomes:**
  - Increases understanding of job descriptions
  - Increases self-assessment of job fit
  - Increases public understanding of income maintenance work
  - Decreases employee turnover through facilitating self-assessment of “fit”

Realistic Job Preview

- “Is This the Job for Me?”
  (36 min)
- Michigan Department of Human Services

Review and Remember

- Examples of past behaviors best indicators for ____________
- Even if you decide the applicant won’t work out, you should leave them __________
- Once the interview is completed, the selection process isn’t over yet. Many, in fact, see the ____________ as an extended on-the-job interview.

Here’s to Successful Hiring!