

# Mount Allison University Recruitment & Selection Workshop

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# Workshop Agenda

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- Recruitment & Selection– Goals/Definitions
- The Recruitment & Selection process
- A focus on the Selection Interview
  - Human Rights and Selection
  - Conducting a Legally Compliant Interview
  - Effective Note Taking
  - Selection Committees: Rewards & Challenges
  - Evaluation Model
  - Selection Pitfalls to Avoid
- Summary

# An Important Decision

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*As the venerable Peter Drucker points out, **"Of all the decisions a manager makes, none are as important as the decisions about people, because they determine the performance capacity of the organization."***



"Father of modern management, social commentator, preeminent business philosopher, Peter F. Drucker has been writing about management for sixty years."

Harvard Business Review

# Recruitment & Selection

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- o **Recruitment** – is the initial *attraction* of a pool of key talent, to the organization. We recruit *applicants*
- o **Selection** – is the process by which the applicants with the “best” skill sets and competencies are chosen to be *evaluated*; through this process a candidate is appointed. We evaluate *candidates*
- o When does an *applicant* become a *candidate*?

# Recruitment & Selection

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## Exercise...

*What are the key goals and desired outcomes of recruitment and selection?*

# The Recruitment & Selection Process

1. Position Review & Job Analysis = Position Description & Hiring Criteria; Create Interview Guide

4. Complete Interviews; Short-list Candidates; Conduct References; Hiring decision made; RAF updated; HR Makes Offer; \*\*

Steps to be completed in order.  
If an appointment is not made,  
process begins again.

2. Complete Recruitment Authorization Form, determine salary and benefits & get Approvals, including budgetary approval

3. Work with HR to Advertise; Determine Selection Committee; Screen Applicants; Choose Interview Candidates; Schedule Interviews

**\*\*if offer accepted, proceed to orientation; if not, process may be re-started.**

# The Recruitment & Selection Process

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1. Position Review &  
Job Analysis =  
Position Description &  
Hiring Criteria;  
Create Interview guide

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2. Complete Recruitment  
Authorization Form;  
Determine salary &  
benefits; get Approvals

- ✓ Completed by hiring manager, with input from HR
  - ✓ Always take the opportunity to revisit PD & hiring criteria when there is a vacancy.
  - ✓ Substantial changes in MASA positions go to job evaluation
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- ✓ Completed by hiring manager, signed by respective Dir & VP
  - ✓ Also requires Budget Manager's signature pre-HR
  - ✓ Complete top half of form entirely before submitting to HR; Consultations available!

# The Recruitment & Selection Process

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3. Advise HR to Advertise;  
Determine Selection  
Committee; Screen  
Applicants; Choose  
Interview Candidates;  
Schedule Interviews

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4. Complete Interviews;  
Short-List Candidates;  
References; Hiring  
Decision; RAF; Offer

- ✓ Hiring manager drives these tasks, with input from HR
- ✓ HR can assist with pre-screening, and scheduling of interviews, and places ads
- ✓ HR is typically available to be part of selection committee if requested

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- ✓ HR can conduct references or provide templates
  - ✓ HR will make offer when RAF is received, completed with appointment information
- NB – Only HR may make offers of employment.

# Selection Interview

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*Group Discussion:*



*What do you want to learn when conducting an interview?*

# Selection Interviews

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Three 'levels of discovery' in interviewing:

- 1. Is the candidate **qualified**? What can this person do? **How can we determine this?***
- 2. Would the candidate **fit** in our organization? **How can we determine this?***
- 3. Does the candidate like to do what the job requires and is the candidate **motivated** to get it done in our environment? **How can we determine this?***

# Selection Interview

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Effective hiring and selection processes require managers to be well-versed in two critical skills:

- a) **Interview Design** - Interview design is the process by which selection questions are created to evaluate candidates against selection criteria - **The WHAT**
- b) **Interview Techniques** –Interview techniques are tools used by interviewers to further explore a candidate’s skills and abilities, via different selection techniques (i.e. question types or methods) – **The HOW**

# Interview Design - WHAT

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**Step 1:** Review the position description- what are the key skills/requirements that the candidate **must** possess? What are the skills/requirements that would be **assets**? These two lists become the basis for your selection interview questions (...and also your job ad)

**Step 2:** Consider other job elements that may not be readily apparent, i.e. behavioural attributes that might complement your existing team. These elements also go on your list. **Can you think of an example?**

# Interview Design - WHAT

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## **Ask interview questions based on:**

- Primary responsibilities and tasks
- Required background, education and experience
- Personal characteristics/competencies required to be successful (i.e. analytical skills, creative abilities, decision-making style, interpersonal skills, work-style)
- Key features of the organization's culture
- Your management style and its implications for an effective working relationship

# Interview Techniques - HOW

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## **Selection Interview Outline:**

1. General “ice-breaker” type questions – still job related, usually focused on employment history
2. Questions that deal one by one with your list of key skills/requirements
3. Questions to assess cultural fit and work style
4. Questions related to the candidate’s interest in the position and knowledge about MtA

# Question Types

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- There are several question types or styles that can be used in combination to create a comprehensive interview.
- These types vary in approach, difficulty and complexity.
- The higher the level of specialization, complexity and accountability of the role, the more complex and challenging the interview questions should be.

# Question Types

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- Direct, Closed-ended Questions
- Direct, Open-ended Questions
- Biographical Questions
- Forward-looking – “Situational”
- Backward-looking – “Behavioural”
- Creative – Work Product Testing

# Question Types

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## **Direct, Closed-ended Questions:**

- Used to confirm specific information that you already have – with a yes or no answer typically
- i.e. Based on your cover letter, I see that you are able to use DreamWeaver. Is that correct?
- Use sparingly, in a selection interview. Why?

# Question Types

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## **Direct, Open-ended Questions**

- Used to allow a candidate to provide an answer based on how they interpret the question, and provide significant detail.
- i.e. Based on your cover letter, I see that you are able to use DreamWeaver. Can you tell us what you have used this software for?
- Use liberally, in a selection interview.  
Why?

# Question Types

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## Biographical Questions

- Used to probe into the candidate's work history and experience, using the résumé as a guide.
- i.e. Based on your resume, I see that you are in a customer service role. Please tell us how many customers you serve on average in a day, and what those interactions involve.
- A question type that is often under used. Why?

# Question Types

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## **Forward-looking – “Situational”**

- Used to evaluate the candidate’s ability to handle future work situations, that are likely to be experienced if hired.
- i.e. If a client approached you with a complaint that you didn’t know how to handle, what would you do?
- There are pros and cons to this type of question. What are the pros and cons?

# Question Types

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## **Backward-looking – “Behavioural”**

- Used to evaluate the candidate’s ability to handle past work situations, that are related or relevant to situations likely to be experienced if hired.
- i.e. Tell us about a time when a client approached you with a complaint that you didn’t know how to handle, what did you do? Take us through the situation.
- This type of question often provides better insight than a “Situational”. Why is this the case?

# Follow-up questions - Probe

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- For both Behavioural & Situational questions it is important that if the candidate's answer is not "complete", to ask follow-up or probing questions to get the info needed to assess.
- Examples of common follow-up questions are:
  - (B) What lead up to the situation? (S) N/A
  - (B) Who was involved? (S) Who would you involve?
  - (B) What did you do? (S) What would you do?
  - (B) What did you say? (S) What would you say?
  - (B) What were you thinking? (S) N/A
  - (B) How were you feeling? (S) N/A
- Only when you have all of this info you can accurately assess the presence or absence of the skill/requirement

# Question Types

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## **Creative – “Work Product Testing”**

- Used to evaluate the candidate’s ability to actually **do** an element of the job.
- i.e. As discussed previously, as part of the evaluation process all candidates will be assessed by using DreamWeaver to create a basic Webpage. Let’s go over to the PC.
- Allows the interviewer to evaluate the actual “work product” of each candidate.  
What is the applicability of this approach?

# The Interview Process

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## **The interview agenda:**

- Welcome
- Introduction of selection committee and explanation of the process
- Ask selection interview questions
- Allow time for candidate's questions
- Explain next steps
- Thank the candidate for their interest in the position and the University

# Break!

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# Human Rights

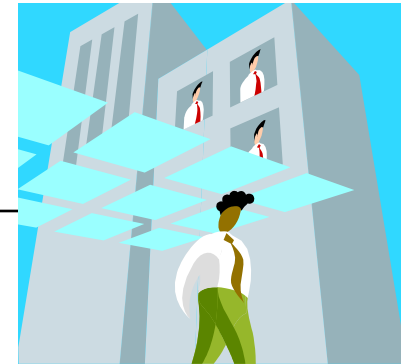
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The New Brunswick Human Rights Act prohibits discrimination in all aspects of employment.

This includes the area of **Recruitment and Selection.**

# Human Rights

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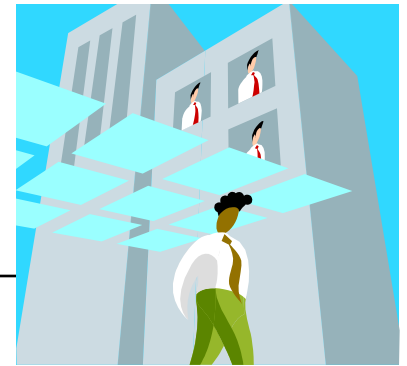


## Types of Discrimination:

- **Direct Discrimination** is the obvious type which often involves an **intentional** difference in treatment, usually motivated by bigotry, prejudice or stereotypes, resulting in adverse effects on groups and individuals.
- **Indirect Discrimination** is the less obvious type, and while it is often **unintentional**, it can lead to equally damaging adverse effects against groups or individuals as direct discrimination.

# Human Rights

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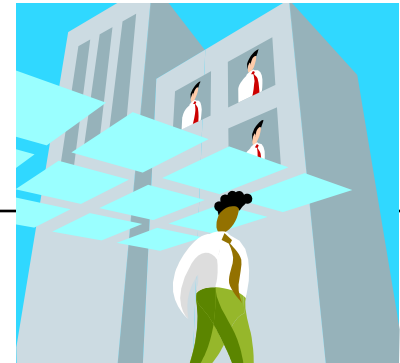


## **Effects of Discrimination on a workplace:**

- Healthy diversity in the workforce is prevented from occurring
- Valuable/Skilled human resources are passed over for promotion or barred from joining
- The best qualified person is not always hired or promoted for non-job-related reasons, leading to a less-capable organization
- Risk – Workplace is open to legal challenges of discrimination in staffing practices

# Human Rights

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Exercise...

*List the "Prohibited Grounds"  
under the NB Human Rights  
Act.*

# Human Rights Prohibited Grounds

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- **Race**
- **Colour**
- **National/Ethnic Origin**
- **Religion**
- **Age**
- **Mental/Physical Disability**
- **Pardoned Conviction**
- **Marital Status**
- **Family Status**
- **Sex/Sexual Orientation**
- **Social Condition (2005)**
- **Political Belief/Activity (2005)**

# Appropriate vs. Inappropriate Questions in Selection Interviews

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## Exercise...

*Which questions are appropriate to ask candidates during the selection interview and which are not?*

Lunch!



# Effective Note Taking in Selection Interviews

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- Although good notes are critical, often “more” is...too much.
- Copious note taking can:
  - Distract you from paying attention to what the candidate is saying (and missing a chance for a key follow-up)
  - Result in the recording of information that could be viewed as discriminatory
  - Because of lack of eye contact, candidates can go on and on....



# Effective Note Taking in Selection Interviews

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## So what should you write down?

- Important **key words** or **phrases** that directly relate to the question asked
- Any words or phrases that are said by the candidate that are of **concern** to you, even if they are not part of the core answer
- Brief notes of any **follow-up** that you want to do once the candidate finishes
- **Examples?**



# Effective Note Taking in Selection Interviews

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## Exercise...

*As you listen to this selection interview excerpt, can you effectively take note of the relevant information?*



# Selection Committees – Rewards & Challenges

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The use of Selection Committees in hiring processes offer both rewards and challenges, in your experiences:

- o What have the rewards been?
- o What have the challenges been?



# Selection Committees

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## **Successful Selection Committees:**

- Keep the number manageable and appropriate for the job to be filled.
- Only involve people with a clear stake in the hiring decision, or with a specific skill or expertise required.
- Agree in advance how the admin workload will be shared, and how the decision-making will be done.
- Set a clear deadline to complete the process.



# Evaluation Model



## Good, Great, or Golden?

- **Good** – meets the requirement at a basic level; no concerns noted; will require some OJT to learn this element of the position, but is adequately prepared to do so upon hire.
- **Great** – meets the requirement fully; clearly and comprehensively demonstrates the element; will require little or no OJT.
- **Golden** – exceeds the requirement; will require no OJT; capable of teaching others.

# Evaluation Model

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## Steps:

- 1) Load the skills/abilities into the evaluation sheet at the time that questions are developed;  
Required/most important at the top,  
assets/nice to have at the bottom

# Evaluation Model

Rank	Qualification, Skill, or Ability	Q#s	Rating: Good, Great, Golden (or X)	Notes	✓
1.	<b>Req:</b> Project Management Skills	#4			
2.	<b>Req:</b> Solid Fundraising Experience - >100k	#8			
3.	<b>Req:</b> Strong Supervisory Skills: Team Motivation	#9			
4.	<b>Asset:</b> Strong Supervisory Skills: Multi-tasking	#10			
5.	<b>Asset:</b> Experience managing budgets	#5			

# Evaluation Model

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## Steps:

- 2) Complete an evaluation form for each candidate directly after the interview – remember the intent is not to compare candidates to each other, but rather to the job requirements

# Evaluation Model

Rank	Qualification, Skill, or Ability	Quest #	Rating: Good, Great, Golden (or X)	Notes	✓
1.	<b>Req:</b> Project Management Skills	#4	<b>Good</b>	Small projects and teams	✓
2.	<b>Req:</b> Solid Fundraising Experience - >100k	#8	<b>Golden</b>	At U of T; 500k annual fund	✓
3.	<b>Req:</b> Strong Supervisory Skills: Team Motivation	#9	<b>Golden</b>	Excellent example; incl. change mmt	✓
4.	<b>Asset:</b> Strong Supervisory Skills: Multi-tasking	#10	<b>Great</b>	Solid; had 2 bosses and 3 clients - sat	✓
5.	<b>Asset:</b> Experience managing budgets	#5	<b>Great</b>	Current dept budget is \$40k - balanced	✓

# Evaluation Model

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## Steps (con't):

- 3) Once all candidates have been interviewed, the committee should regroup and compare their GGG lists
- 4) The candidate(s) with the best ratings in the top half of the sheet proceed to next step, i.e. references
- 5) If necessary after references are completed, and there is still no clearly more qualified candidate, the committee can go back and review each rating in more detail comparatively

# Evaluation Model

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## Exercise...



*Review the following GGG evaluation sheets and determine who is the best qualified for the job.*

# Break!

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# Selection Pitfalls

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- Halo Effect
- Leading Questions
- Stereotypes and Biases
- Interviewer Domination
- Need for Speed: hasty searches, rushing the process, making decisions too quickly
- Unclear Job Requirements/Description

# Selection Pitfalls

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- Love at First Sight
- Skipping References
- “Casual” Interviewing
- Overemphasis on the “Can Do” vs. “Will Do”
- Overselling the Position
- Hiring the Best of a Bad Lot
- Abbreviation of an Interview

# Summary

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- Follow the Recruitment and Selection process outlined here
- Design a selection interview using interview techniques that you feel appropriate to the role; take smart notes
- Be cognizant of involuntary, indirect discrimination, and selection pitfalls
- Make the selection committee process work for you
- Call your HR Consultant if you need assistance– I'm here to help!



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Thank  
You!