

The Hiring Process: How To Legally Interview

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DOES IT MATTER?

Hire in haste.....

Regret in leisure!

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JOB DESCRIPTIONS

- | Define the job before you fill it
- | Use to screen/evaluate applicants and later to analyze performance



APPLICATIONS/RESUMES

- | Applications must be kept on file for a minimum of two years
- | Creating your own application-CA laws and protective clauses
- | Resumes are NOT legal documents



APPLICATIONS/RESUMES

(cont.)

- | Sort by position they are applying for
- | Use job description priorities to match strengths of candidates and sort accordingly
- | Look for *transferable* skills



TYPES OF INTERVIEWS

- | Prescreening (Phone) Interview
- | In Depth Interviews:
 - | Structured (Repetitive)
 - | Patterned (Target)
 - | Stress
 - | Directive
 - | Non-directive



TYPES OF INTERVIEWS

- | Panel/Group
- | Multiple





ARE YOU PREPARED?

- | Interview checklist
 - | Are you familiar with the duties and requirements of the job?
 - | Do you have questions prepared for all phases of interviewing?
 - | **Do you know the answers you are looking for?**
 - | Are you prepared to answer questions?



INTERVIEW CAUTIONS

- | **Job related** questions
 - | Hard skills
 - | Soft skills
- | Closed/Open ended questions

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TYPES OF QUESTIONS

- | Informational
- | Situational
- | Behavioral





Sample Questions

- | Describe the work environment or culture in which you are most productive and happy
- | How would you define "success" for your career?
- | Describe a work situation in which you motivated another person. How did you do this? What were the results?



Sample Questions

- | Tell me of a situation where you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?
- | What steps do you take to study a problem before making a decision?
- | Tell me about a time when you spotted a small problem and fixed it before it became a major issue



Sample Questions

- | Describe a time where others disagreed with your ideas for a project. What did you do?
- | Tell me about a time when you worked with a fellow student who was not completing their share of the work. Did you tell anyone about it? Was corrective action taken?



FAIR EMPLOYMENT LAWS

I FEHA, Civil Rights Act, Title VII (and subsequent amendments and acts):

Against the law to discriminate in employment based on race, religion, color, national origin, sex, age, medical conditions, physical or mental disabilities, pregnancy, childbirth, military status, GINA, marital status, sexual orientation and sexual identity



ADA REGULATIONS

- | It's all in the perception
- | Don't ask about disability
- | Don't require a medical exam before making a job offer
- | Interviewing a disabled person



OTHER AREAS TO AVOID

- | Personal finances
- | Clubs, organizations, affiliations
- | Church
- | Personal hobbies/weekend activities
- | Weight, height, health
- | Family
- | Political attitudes
- | Criminal history (arrests)



YOU MAY ASK

- | Criminal record (convictions)
- | Military service
- | Language



YOU MAY INFORM APPLICANTS

- | **Citizenship**
- | **Family**
- | **Reasonable accommodations for religious obligations**



WHAT DO YOU THINK?

Did you have any supervisory experience at your last job?

It is a yes/no question

Describe some of the supervisory challenges you faced in your last position



WHAT DO YOU THINK?

Do you like to work under tight deadlines?

“Sends” the right answer and is yes/no

Describe your ideal work environment



WHAT DO YOU THINK?

What do you think of the Lakers' chances this year?

Is not work related

Ask anything that helps you evaluate the candidate's skills for the job



WHAT DO YOU THINK?

Would your religion prevent you from working over the weekend?

The question is illegal

The work hours for this position are 8 am to 4 pm Wednesday through Sunday. Can you work those days?



The Reason You Probe



www.careerbuilder.com/msn



THE INTERVIEW

- | Establish a rapport/set guidelines/beware of casual topics
- | 80/20 rule
- | Observe nonverbal behavior



MIXED SIGNALS

- | When telling the truth, your body language, face and words are all congruent.
- | What are your body language signals saying?



THE INTERVIEW

- | Take notes-separate tablet
- | Offer the candidate an opportunity to ask questions/provide realistic information
- | Advise the candidate of what happens next



INTERVIEW EVALUATIONS

- | Determine your evaluation criteria
- | Complete an evaluation form immediately after the interview. Stick strictly to the form and do not make any notes on it unless they are specific to the job topic



EVALUATIONS (CONT.)

- | **Avoid the biases:**
 - | **Stereotyping**
 - | **Negative emphasis**
 - | **Horn/halo effect**
 - | **Similar to me/different than me**
 - | **Contrast effect**



REMEMBER....

- | How much can we change a person after we hire him/her?
- | Where are we likely to see the most improvement?



10 MISTAKES

- | Unclear on position
- | Use "gut feeling" only
- | "Go with the flow"
- | Break the 80/20 rule
- | Do not probe "blanket" response



10 MISTAKES (CONT.)

- | Give in to work/market pressures
- | Sell the job
- | Oblivious to legal “dos and don’ts”
- | Ask meaningless questions
- | Listen to words only



CSF

- | **Critical Success Factors**
 - | **What does the job *require* to succeed?**
 - | **Knowledge**
 - | **Skills**
 - | **Abilities**



HELPFUL WEBSITES

- | www.salary.com
- | www.monster.com
- | www.flipdog.com
- | www.careerbuilders.com
- | <http://humanresources.about.com>



SUMMARY

- | Define your needs
- | Evaluate solely on job-related criteria
- | Focus on hiring the most qualified person
- | Know the laws
- | Think for the future



July Seminar

General HR Policies

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