## **Southwestern University**

## **Human Resources Department**

**Staff Search Interviewing Tips** 

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#### Focus on Recruitment and Selection Outline

- I. Introduction
- II. Labor & Employment Law
  - A. Major Federal Discrimination Laws (table)
  - B. Major Discrimination Theories
- III. Update Job Description
  - A. Essential and Secondary Functions of Position
  - B. Requirements and Preferred Requirements of Position
- IV. Interviewing Basics
  - A. Pre-interview Preparation
  - B. Conducting the Interview
    - 1. Legal/Illegal Questions
  - C. Post-interview Tasks
    - 1. Notes from Interview
    - 2. Complete Candidate Evaluation Form
- V. Search Process
  - A. Determine Selection Criteria (refer to job description primary and secondary requirements)
  - B. Develop Interview Format and Candidate Evaluation Form (see examples)
  - C. Review Applications Individually Rank Order
  - D. Review Applications as a Committee Rank Order
  - E. Select Candidates to be Interviewed (telephone, on-campus)
  - F. Conduct On-Campus Interviews
  - G. Meet to Review Interview Evaluations, Select Final Candidate
  - H. Conduct Reference Checks
  - I. Make Offer
- VI. Develop On-Campus Interview Formats for Positions Discussion/Work Session
- VII. Conclusion and Question/Answer Session

### **Update Job Description**

1<sup>st</sup>: Prepare the Job Analysis (see example)

2<sup>nd</sup>: Prepare the Job Description (see example)

- Define purpose of position (1-2 sentences)
- Identify Duties and Responsibilities:
- Primary or Essential Duties
- Secondary Duties
- Identify Job Qualifications:
  - Required Qualifications (Bona Fide Occupational Qualification "BFOQ")
  - Preferred Qualifications

The Hiring Manager/Search Chair should complete a Request To Fill form and send it to the HR office, which will route the request for approval and then prepare the job posting. The salary range is determined at this time (if the position is grant-related, the Business Office accounting staff will review and approve the targeted salary; otherwise, the AVP for HR will determine the salary range for regular staff positions).

# **Interviewing Basics**

## **Pre-Interview Preparation:**

Schedule a time and location
Choose a quiet area (no interruptions)
Set a time-frame
Let others know that you are interviewing (no interruptions)
Clear the table/desk
Present a relaxed setting
Study the materials
Make notes
Review the job description
Develop a list of interview questions (for consistency, use same questions for each interview)

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## **Interviewing Basics**

### **Conducting the Interview:**

Develop a rapport and set the tone

#### Tell the person about:

- the position (review primary duties of the job from job description)
- the interview process
- when a decision is likely to be made
- process after an offer has been made (appointment letter, background check, etc.)
- organizational structure of the university

Gather information: Use a variety of questions

- legal and discriminatory questions
- informational questions
- situational questions
- behavioral-based questions
- open-ended questions

Close the Interview – ask candidate if they have any questions, review next-steps

## **Legal and Discriminatory Employment Interview Questions**

<b>Discriminatory Questions</b>	Legal Questions
1.) Do you have children or have to care for other family members which may require you to be absent from or tardy to work on a regular basis?	1.) Do you have responsibilities outside of work which may conflict with this position, maintaining regular attendance, or interfere with travel which may be required?
2.) Do you attend church? If so, which one and how long have you been attending?	2.) Same as question #1 above.
3.) What is your birthdate?	3.) If you are hired, can you offer legitimate documents to prove that you are at least 18 years old?
4.) Have you ever been arrested? If so, please tell me what you were arrested for and when.	4.) Have you ever been convicted of a crime? If so, will this conviction have any affect on your ability to perform the essential functions of the job? Please note that this information will be considered in your recruitment process only as it relates to your fitness to perform the job being considered.
5.) Are you a U.S. citizen?	5.) If you are hired, can you show proof of your eligibility to work in the United States?
6.) What is the medical prognosis of your disability?	6.) If hired, would you be able to perform the essential functions of the position with or without accommodation?

## Other Do's and Don'ts Regarding the Interview

DO	DON'T
Ask all candidates a consistent set of "base" job-related questions.	Ask questions about any "protected" category as described in Title VII (sex, race, color, religion, age, disability, national or ethnic origin, veteran status), or prohibited by Southwestern's internal policies (i.e. sexual orientation).
Ask questions regarding the candidate's specific education and work experience and how it may be directly related to the position.	Ask questions about marital status or family planning topics.
Inform each candidate about the recruitment and selection process.	Ask questions regarding health status or disability status.
Answer questions the candidate has in a candid and forthright manner.	Ask questions about birthplace, family history, native language.
Provide each candidate who is selected for on-campus interviews a packet of materials containing items such as the catalog, faculty handbook, benefits information, University publications, etc.	Ask questions about criminal arrests, financial status, prior civil or criminal suits, etc.
Ask a variety of questions: situational, behavioral, yes/no, open-ended.	Ask questions about prior discrimination law suits against prior employers, workers compensation claims, other work-related legal actions.
Ask questions about areas the candidate feels he/she needs improvement.	Ask specifically about a candidate's U.S. Citizenship or VISA status.

## **Interviewing Basics**

#### **Post-Interview Tasks:**

Review your notes from the interview and fill-in any gaps
Complete an Interview Evaluation Form
Compile/Compare Evaluations (Committee)
Discuss/Determine Final Candidate (Committee)
Conduct Reference Checks (Normally conducted by Search Chair)

Make Offer

The Search Chair will collect all Search materials and return them to the HR office; prepare Personnel Action Form (PAR) and send to HR; once approved, HR will send appointment letter and if offer is accepted, will conduct the background check.

#### Major Federal Employment Laws

Name of Law	Threshold	What the Law Says	Enforcement	Potential Awards
Civil Rights Act of 1964 (Title VII) and Civil Rights Act of 1991	15 or more employees	Prohibits employment discrimination in all employment actions based on race, sex, color, religion or national origin.	EEOC	Reinstatement, promotion, tenure, lost benefits, and back pay. If victorious, employee may receive attorneys fees and expenses. If intentional, compensatory damages for future monetary losses, emotional pain, suffering, inconvenience, mental anguish, loss of enjoyment of life, etc. If with malice or reckless indifferences, puntitive damages.
Equal Pay Act of 1963 (Part of Fair Labor Standards Act, FLSA, Ledbetter 2009))	Any employer engaged in interstate commerce	Prohibits employer from using gender as basis for paying employees. "Equal pay for equal work."	EEOC	Up to double the amount of unpaid wages, attorneys fees, other relief.
Americans with Disabilities Act of 1990	Any employer in an industry affecting commerce	Affords disabled equal opportunities.	EEOC	Same as Title VII above.
Age Discrimination in Employment Act of 1967.	Any employer with 20 or more employees	Forbids employers from considering age as a factor in employment decisions of individuals who are at least 40 years old.	EEOC	Back-pay, benefits, reinstatement, retroactive seniority, attorneys fees. If willful, compensatory damages up to double the lost compensation.
Other laws: Rehabilitation Act of 1973 Vietnam Era Veterans Readjustn Drug-Free Workplace Act	nent Act	Family and Medical Leave Act ERISA Occupational Safety and Health A	Act	Fair Labor Standards Act Immigration Reform and Control Act Texas Payday Law

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#### **Major Discrimination Theories**

1.) Disparate Treatment: Most common type.

Candidate treated differently due

to protected class (i.e. race, sex, etc.)

2.) Disparate Impact: Employer makes decision based on

something that seems "natural" but actually has a proportional negative

effect to a protected class.

3.) Mixed Motives: Decisions based on both discriminatory

and legitimate factors.

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