

THE HR CONNECTION

Church, Engle & Associates

Recruitment Specialists & Human Resource Services

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Richmond, Vermont*

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you find the best match
for a job

Exit Interviews: A
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Helpful Link:

Workplace Violence 911:
Useful information for
preventing violence in the
workplace.
[http://www.workplace
violence911.com](http://www.workplaceviolence911.com)

Quote of the Day:

“If you want things to
stay as they are, things
will have to change.”

Giuseppe Tomasi di
Lampedusa quotes
(Italian Writer, 1896-
1957)

Behavioral-Based Interviewing: Improving your chances of finding the best job match.

Almost all hiring decisions are made through an interview. However, all too often decisions are based on a manager's "gut feeling" or on questions that aren't based on job-related skills and abilities. Behavioral interviewing is a structured way to interview applicants and obtain information based on relevant past behavior and performance.

In a traditional interview, candidates are asked a series of straightforward questions such as, "tell me about yourself", "what are your strengths and weaknesses", and "why do you want this job". A behavioral interview expands upon this by seeking examples from a candidate of how he/she handled specific employment situations in the past. The premise behind behavioral interviewing is that past performance and behavior best predicts future performance.

Behavioral interviewing does require more initial preparation. Managers have to be trained on how to conduct a behavioral-based interview and will need to spend time reviewing and identifying the position competencies that are key for success. However, research has shown that behavioral interviews can more accurately predict a candidate's potential for success. Additionally, by using structured, consistent questions, interviewers are able to reduce legal risk from candidates who are assessed against the same job-based criteria.

It's important to note that there is nothing wrong with incorporating traditional and behavioral interviewing in an interview. In fact, many interviewers prefer the mix.

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Exit Interviews:- A valuable resource or a waste of time and money?

The need for conducting exit interviews and the value of the information they bring to a company is being debated as money and time become tighter in the workplace. However, if properly set-up, conducted, analyzed, and acted on, the exit interview can provide a wealth of information that current employees may not be willing to provide because of fear of how the information will be received. To truly make the exit interview process valuable the following elements should be included.

1. Survey Questions: Determine what areas the organization needs to focus on and develop a set of survey questions that address those topics. Make sure that each question is clear, only asks about one topic, and the language used will be understood. Develop a set of core questions that will remain consistent over time. These same questions can also be used for employee attitude surveys, allowing patterns to be detected between the two groups.

2. Decide who will be interviewed and when. Will all employees leaving the company have the opportunity or just employees leaving on a voluntary basis? Should exit interviews be offered during the employees last days of work or post-exit?

3. Trained Interviewers: Make sure those conducting the exit interviews are trained. They should understand employment law so that they can identify serious concerns employees may bring to light and know how to seek clarification when those concerns arise. More and more companies are opting to use trained, independent third parties to conduct their exit interviews as time constraints and lack of trained staff makes it impractical for them to properly conduct the exit interviews.

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Church, Engle & Associates, We provide executive, professional, and key position recruitment as well as a wide variety of human resource services, including training on behavioral-based interviewing and exit interview services ranging from designing exit surveys to providing a complete exit interview function for your company. With our extensive experience there is no reason to go out of state for the highest quality professional recruitment and human resource services. For more information on our services please visit our web site at www.churchengle.com.



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1790 timber crib dam,
Green River, Vermont

The SHRM 2006 Job Satisfaction Survey Report

In this year's survey, employees cited compensation (70 percent), benefits (66 percent), job security (64 percent), work/life balance (58 percent) and feeling safe in the workplace (57 percent) as very important aspects of job satisfaction. These findings are nearly the same as the results for 2005, except that the order of compensation and benefits is reversed. HR professionals also cited the same top five aspects, even noting benefits and compensation. However, in rating these aspects third and fifth, respectively, HR professionals clearly underestimated just how important these two factors are to keeping employees happy. Source: SHRM

Retaliation claims. A June 22, 2006, Supreme Court ruling that an employer was liable for damages for retaliation is "about as employee-friendly as it could be," according to Joel Rice, a management attorney with Fisher & Phillips in Chicago. "It certainly will encourage a greater number of disgruntled employees to consider retaliation claims." Source: SHRM

Behavioral - Based Interviewing, continued from page 1

Developing Behavioral- Based Questions

Analyze the job and break down each position into the competencies and behaviors needed to be successful. For example, an entry-level management job may require leadership, communication, team building, and customer-service skills. Ensure that the questions that are developed are based on these competencies and demonstrate how someone actually behaved in a specific situation rather than how he/she would behave. An example of a behavior-based question that demonstrates communication competencies could include:

"Give me an example of a time when you had difficulty communicating with someone, describe the situation and tell me the circumstances, what actions you took and what were the results."

or for team building, "Can you think of a time when you had to convince a team to work on a project they weren't thrilled about, describe the situation, what action did you take and what were the results?"

The key is that questions are developed that allow the interviewer to obtain examples from the applicant that demonstrate how he/she acted in specific situations.

The Interview

With traditional and behavior-based questions in hand, make sure the same questions are asked of each candidate, in the same sequence. Be prepared to probe each candidate's answers if the answers aren't thorough. Look for the use of "we". The interviewer needs to get the candidate to discuss his/her specific role in a situation not what his/her team accomplished.

Evaluation Tool

Utilize an evaluation tool: Rank each candidate's responses to the questions as soon as the interview is over. This allows comparison of each candidate's responses to your company's needs and allows you to more easily recall the candidate's responses.

Behavioral-based interviewing offers interviewers a way to find the ideal candidate who has demonstrated the skills and competencies needed. By combining it with traditional interviewing questions, interviewers can improve their chances of finding the candidate that is the best match for the job.

Barbara S. Church, has over 25 years of experience in recruitment, including directing one of the largest recruitment functions in Vermont.

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4. Reporting out information. Information gathered during the exit interview process needs to be analyzed and reported to HR and the leadership team. Regular reports need to be created that will provide current and past data for comparative purposes to allow for the identification of problem areas and to measure improvement. Ideally this information should go back 12 months to help identify trends. Exit interview data increases in value if it can be combined with other data that the company collects, such as information from employee attitude surveys, to assure a more inclusive view of the company's issues and trends.

5. Management Action. Management needs to be willing to take action on areas that are consistently a concern or are not meeting expectations. The exit data must be reviewed at the highest level of management and management must hold their direct reports responsible for shortcomings as well as recognizing positive trends or data. Action plans may need to be created and training developed to achieve the desired improvement.

Properly designed and implemented exit interviews can provide companies with important data to improve the workplace environment, address legal concerns, and reduce costly turnover.

Keith J. Engle & Barbara S. Church have designed, implemented, and conducted exit interviews for over 20 years.



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