



DELIVERING SELECTION INTERVIEWING

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DELIVERING SELECTION INTERVIEWING

This presentation explores the development of an interviewing system, including:

- **requirements specification**
 - **interviewer training**
 - **supplemental materials**
 - **procedures**
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DELIVERING SELECTION INTERVIEWING

ISSUES:

- Overview of interviewing and rating of training and experience (T&E) as selection methods
 - Behavioral Consistency theory
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THE SYSTEM

USPS's written application and interviewing system:

- **Establishment and actualization of effective, efficient, and fair selection**
 - **Specification of knowledge, skill and ability (KSA) requirements for a large number of titles**
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THE SYSTEM (continued)

- **Administrative procedures, tracking systems, forms development, vacancy announcement, and KSA retrieval tools**

 - **Decentralized administration system**
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SYSTEM OBJECTIVES

- **To identify, recommend, and hire the individual best meeting the requirements of the vacant position**
 - **Be efficient, making the best use of reviewer's time and leading to timely selection decisions**
 - **Be fair to all applicants, consistent, and in compliance with legal requirements and postal policies**
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THE SELECTION PROCESS

The Process:

- Preliminary evaluation of written applications (to limit number of interviewees)
 - Evaluation of applicant qualifications through a structured interview
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INTERVIEW ELEMENTS OF STRUCTURE

CONTENT

- Job analysis
- Same questions
- Limit prompting
- Better questions
- Longer interview
- Control ancillary information
- No questions from candidate

EVALUATION

- Rate each answer or use multiple scales
- Anchored rating scales
- Detailed notes
- Multiple interviewers
- Same interviewer(s)
- No discussion between interviews
- Training
- Statistical prediction



CORE OF THE SYSTEM

Interviewer Training





THE INTERVIEWER TRAINING

The original delivery for the training

- instructor-led
 - classroom-based
 - facilitator's guide
 - video
 - participant's textbook
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ORGANIZATIONAL NEEDS' ASSESSMENT

1999 Considerations:

- **Materials needed updating**
 - **Geographically distributed workforce (scheduling & cost issues - travel, time away from job, etc.)**
 - **Availability of qualified trainers**
 - **Newer technology/newer modalities**
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THE BUSINESS SOLUTION

REDEVELOPMENT OF TRAINING AS:

- WEB-BASED TRAINING
- SELF-PACED
- INTER-ACTIVE





TRAINING CONTENT

Training modules:

1. Importance of Selection
 2. Past Behavior Predicts Future Behavior
 3. Behavioral Examples
 4. The Review Committee Process
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TRAINING CONTENT (continued)

5. Application Review

6. Consensus-Building

7. Interview Preparation

8. Interviewing

Summary

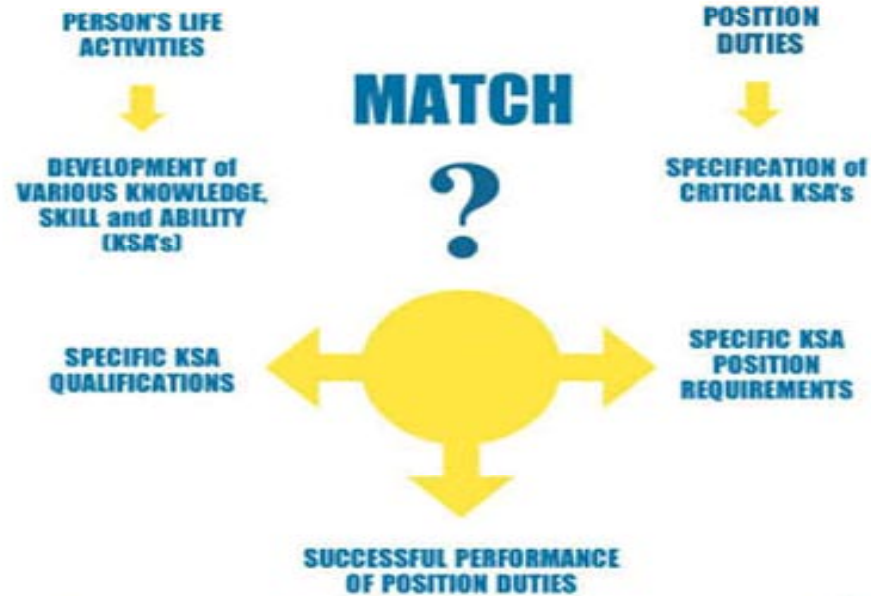
End-of-training test & certification



SELECTION PRINCIPLES

Behavioral Examples

**FIGURE 1
SELECTION PRINCIPLES**





THE STAR TECHNIQUE

- **The Situation or Tasks leading to the applicant's Action**
- **The specific Actions taken or not taken by the applicant**
- **The Results or changes caused by these Actions**





THE LEARNING OBJECTIVES

Upon completion of the course, the learner will be able to:

- **Identify and recommend “Best Meets Criterion” applicants for positions**
 - **Differentiate between applicant statements that are behavioral and non-behavioral**
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THE LEARNING OBJECTIVES (continued)

- **Recognize and categorize applicant behaviors through the use of the STAR technique**
 - **Develop Planned Behavioral Questions (PBQs)**
 - **Use PBQs when interviewing applicants**
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THE PERSONNEL SELECTION TOOL-KIT

Tools for the selecting managers and review committee members:

- **Handbook for reviewing and developing selection requirements**
 - **Personnel Selection Methods WBT**
 - **Personnel Selection Methods Textbook**
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TOOL-KIT (continued)

Various Forms:

- Requirements X Applicant Matrix Form
 - Selecting Manager's Checklist
 - Review Committee's Checklist
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TOOL-KIT (continued)

Tools for the job applicants:

- **Link to current job announcements**
 - **Application Form**
 - **Guide for Responding to Personnel Selection Requirements (in the STAR format)**
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WHERE WE ARE - WHERE WE ARE GOING

Users' feedback

Evaluation of the training

- **FAQs**
 - **Improvements to the training**
 - **Additional tools**
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