

INTERVIEWING TIPS FOR MANAGERS

Your ability to effectively recruit, interview and select the most qualified candidate is an important role for a hiring manager. The right choice can offer long term rewards to you, the candidate and UPMC. On the other hand, ineffective or inconsistent selection practices, failure to follow UPMC procedures or failure to understand the law as it relates to employee selection procedures can pose significant legal and financial consequences to UPMC including increased turnover or potentially litigation costs. The tips below will guide you through the basic steps in preparing for and conducting an interview.

Talent Acquisition encourages you to utilize the customizable interview guide tool available on MyHub. The recommended interview guide is largely based on the five UPMC Values. This approach falls in line with our performance evaluation criteria for current employees. Contact your Talent Acquisition representative if you have any questions.

PRIOR TO INTERVIEW

- Review resumes and transfer requests. Look for relevant experience, appropriate education or degree, etc.
- Select the most qualified applicants to interview. Conducting a phone screen can help you narrow down your top candidates. Phone screening is especially helpful for positions with odd hours or days, high turnover, or high volume of candidates. Talent Acquisition has created a standard phone screen guide available in MyHub.
- If Talent Acquisition is not involved in coordinating the interview, be sure to provide the candidates being interviewed with details about the interview location and logistics.
- Make sure to schedule enough time to do a thorough interview.
- Prepare standard interview questions that you will ask all candidates. You can access the customizable interview guide on MyHub.
- The interview guide should consist of questions based on the following four areas:
 1. **Opening Questions** – to learn basic information about the candidate
 2. **Behaviors** – open-ended questions based on UPMC values
 3. **Motivational Fit** – is this a good match between the position/UPMC and the candidate?
 4. **Technical Knowledge/Skills/Abilities** – determine the degree to which the candidate has the appropriate education, training, experience, computer or other technical skills, etc.

THE INTERVIEW

- Briefly introduce yourself and try to put the candidate at ease. Offer him/her a beverage, brief small talk, etc.
- Provide brief details about the department and its role within UPMC.
- Describe the environment in which the job is performed. Accurately describe the duties, responsibilities and functions of the job, the physical demands of the job and the productivity standards for the job.
 - If a candidate indicates that he/she is not able to perform the physical demands of the job because of a disability, inquire as to what accommodations may be needed. Seek guidance from Talent Acquisition.
- Follow the interview guide that you created and ask all candidates the same questions for the same job.
- Don't be afraid of silence; give the candidate time to think about the question before answering.
- Give the candidate an opportunity to ask questions.
- Take notes recording comments and remarks based on job qualifications and requirements.
- Provide the candidate a realistic description of next steps and what they should expect.

AFTER THE INTERVIEW

Document and keep records of the summary of and reasoning for your selection decision. It's best to do this right after the interview while it's fresh in your mind.

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BEFORE an offer can be made:

- all candidates routed to you must be in a final disposition status (i.e. rejected, second choice, etc.)
- all candidates interviewed must have an interview date entered
- all interview notes must be sent to Talent Acquisition

THE IMPORTANCE OF TAKING GOOD INTERVIEW NOTES

If questioned in a lawsuit or government compliance review, in addition to Talent Acquisition, hiring managers may be asked to produce records and explain hiring decisions that may have occurred up to two years ago. Without good documentation in our HR files, it may be impossible to recall events from years ago. If properly taken, good notes can prove to be invaluable to UPMC.

Ask yourself the following questions:

- Are my notes objective, factual and backed up with examples?
- Can I back-up a subjective opinion I have about the candidate with facts?
- Can I defend my hiring decisions? Will my notes back up my decisions?
- Did I write anything down that I wouldn't want a jury to read?

KEYS TO MAKING A SMART DECISION

- Interview multiple candidates and/or conduct multiple interviews with the same candidate if the level of the position merits it.
- Make sure candidates are given equal evaluation time and ask consistent interview questions.
- Don't make a quick decision. Make sure you consider all factors before making your selection decision.

INTERVIEWING DON'T'S

Don't ask a candidate questions about, or base the hiring decision on the following:

- Race, color or national origin
- Religion
- Age
- Gender or sexual preference
- Marital and family status – including child-care problems
- Contraceptive practices/pregnancy/plans to have children/children in household
- Height or weight
- Physical disabilities/Medical or mental conditions
- Veteran status
- Arrest records
- Where applicant lives
- The applicant's credit rating or other financial data

Refocus the candidate if he/she should digress into a discussion in any of the above areas.

IN CONCLUSION: 4 THINGS TO REMEMBER

1. Keep the interview job related, be consistent, and stay away from unacceptable questions.
2. Document the results of the interview and back up subjective decisions with facts.
3. Keep all interview notes and send to Talent Acquisition.
4. Partner with Talent Acquisition to assist through this process.

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INTERVIEW QUESTIONS– WHAT TOPICS ARE ACCEPTABLE AND UNACCEPTABLE?

| Subject | Acceptable | Unacceptable |
|----------------------------|---|---|
| Name | Have you ever worked for UPMC under another name? Have you held any former jobs or attended school under another name? | Have you had any other names? |
| Birthplace | No acceptable questions. | Where were you born? Where were your parents born? Requiring a birth certificate. |
| Age | Are you over 18 years of age? | How old are you? Any questions attempting to determine the age of the applicant are unacceptable. Expressing preference for applicants of one gender or for younger workers (e.g., “recent graduates”) in advertisements or job postings. |
| Religion | No acceptable questions. | Any questions about a person’s religion or about what days he or she may need off for religious observances. |
| Work Schedule | Can you meet the attendance requirements of the position being applied for? | Any questions about health conditions that would lead to absences from work. |
| Race or Ethnicity | No acceptable questions. | Any questions seeking to elicit what race the applicant is, or other questions indicating race or ethnicity or an applicant’s opinion about working with staff of a different race, color, ethnicity, etc. |
| Photographs | No acceptable questions. | No photographs should be required or taken at the interview stage. |
| Citizenship | Are you eligible to work in the U.S.? Topic should be addressed consistently for all or no candidates, not selectively used. | Any questions asking or seeking to elicit what nationality the applicant is. |
| National Origin | Are you eligible to work in the U.S.? Questions pertaining to languages the applicant can read, write, or speak and the fluency of their ability, if the ability to do so is a bona fide job requirement. | Any questions about the applicant’s national lineage or their date of entry into the U.S. Any questions concerning the national origin of the applicants’ spouse or family. How the applicant acquired the ability to speak, read, or write a foreign language. |
| Education | Questions related to information provided on application without asking for graduation date. | When did you graduate from high school? When did you receive your college degree? |
| Military Experience | Do you have experience with the U.S. Armed Forces? What specific skills or training did you acquire in the military related to the job? | What type of discharge did you receive from the military? |
| Criminal Background | No acceptable questions. Formal background checks are conducted by Talent Acquisition. Let TA handle. | Have you ever been indicted for a crime? Have you ever been arrested? |
| Relatives | Name of any relatives who are employed by UPMC. | Are you married? What relatives live with you? With whom do you reside? |
| Physical Condition | Can you perform the essential functions of the position for which you are interviewing? Are there any accommodations that you need for performing the essential functions of the job? | Are you disabled? Are you healthy? Any questions concerning workers’ compensation claims. |
| Marital and Family | No acceptable questions. | What is your marital status, marital plans, or childcare responsibilities? Do you intend to have children? |
| Transportation | Do you have reliable transportation to work? | Do you take public transportation? Do you have a car? |

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UPMC APPLICANT REJECTION REASONS

| Rejection Reason | Definition |
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| Candidate Not Interested | Candidate expresses disinterest in the job during the selection process. Only to be used <u>pre-offer</u> . Document all communication regarding disinterest. |
| Accepted Other Job – Not UPMC | Candidate is not interested due to accepting a job outside of UPMC. |
| Job Location/Commute | Candidate does not like the location of the job and/or the commute. This reason may only be used if the disinterest is stated verbally or in writing from the candidate. May not infer disinterest based upon the candidate's location. |
| Job Responsibilities | Candidate is not interested in the job responsibilities. |
| Hours/Schedule | Candidate is not interested in the schedule or hours required. This information may be obtained directly from the candidate or from the availability listed on the application. |
| Salary | Candidate is not interested in the targeted pay rate that would be offered. This reason may only be used if stated directly by the candidate. If the Minimum Pay Accepted listed on the application is too high, use "Reject – Salary Request too High." |
| No Reason Given | Candidate does not provide a reason for disinterest. If the candidate exhibits his disinterest by failing to return phone calls or messages, use "Reject – Unable to Contact." |
| Lacks Required Credentials | Candidate does not possess the licensure or other credentials required for the position. Credentials are professional recognitions, such as licenses or certifications, which establish completion of professional standards. |
| Lacks Required Education | Candidate does not have the minimum education required for the position. |
| Less Preferred Applicant | Candidate meets the posted requirements of the job, but is not the ideal candidate due to lacking preferred skills, experience, or fit for the job. |
| Meets Requirements – Not Preferences | Candidate meets all of the posted requirements of the job but does not meet all of the posted preferences. |
| Meets Preferences – Limited Experience | Candidate meets all of the posted requirements and preferences but has limited job-related experience. |
| Meets Preferences – No Experience | Candidate meets all of the posted requirements and preferences but does not have job-related experience. |
| Meets Preferences – No Recent Experience | Candidate meets all of the posted requirements and preferences but does not have recent job-related experience. |
| No Show for Interview | Candidate did not show for the scheduled interview. Since an interview was not conducted, no interview date should be entered into MyHub. |
| Not Qualified | Candidate does not meet the posted requirements for the job. This SHOULD NOT be used for candidates who don't meet preferences. |
| Only Intradepartment Considered | Use for any candidate outside of the hiring department when only considering internal candidates from within the department. Do not use for intradepartmental candidates. Cannot be used when at least one candidate from outside of the department is considered. |
| Poor In-Person Interview | Candidate interviewed poorly in person. Interview notes must contain specific documentation supporting this reason. |
| Could Not Articulate Answers | Unable to provide complete answers to questions. For example "Yes" or "No" without being able to provide more in-depth responses when more information would be expected. Or talking around the question without providing an answer. |
| Defensive Demeanor | Exhibited defensive mannerisms. |
| Inappropriate Answers | Provided full answers to questions, but the responses were not in line with behavior that would be necessary for job success. <i>Example: Candidate was asked to describe how he dealt with difficult customers in his prior job, and he answered that he usually lost his temper and yelled at them.</i> |

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| No Answer to Questions | Did not have responses to questions. <i>Example: Answered "I don't know" or "I'm not sure."</i> |
| Poor Prior Interview | Candidate was previously interviewed for another job opening and was rejected for a poor interview. Must have firsthand knowledge of the interview to use this reason. |
| Unprofessional Behavior | Candidate's behavior was unprofessional. For example, being late, answering cell phone, using foul language, or eating during the interview. |
| Poor Phone Interview/Screen | Candidate interviewed or screened poorly over the phone. Interview notes or written documentation of the phone screen must contain specific details supporting this reason. |
| Could Not Articulate Answers | Unable to provide complete answers to questions. For example "Yes" or "No" without being able to provide more in-depth responses when more information would be expected. Or talking around the question without providing an answer. |
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| No Answer to Questions | Did not have responses to questions. <i>Example: answered "I don't know" or "I'm not sure."</i> |
| Unprofessional Behavior | Candidate's behavior was unprofessional. For example, being late, answering cell phone, using foul language, or eating during the interview. |
| Poor Work History | Candidate has a history of frequent job changes; unsatisfactory performance at prior jobs; or involuntary terminations from prior jobs. Information may be found on the application or in conversation with the candidate. |
| Job Hopping | Frequent job changes. |
| Involuntary Termination | Involuntary termination from prior employment. |
| Attendance/Tardiness | History of attendance or tardiness issues. |
| Salary Request too High | Candidate's Minimum Pay Accepted per the application is far higher than what would reasonably be offered for the position. Use "Reject – Candidate Not Interested" if this information is gathered in conversation with the candidate. |
| Second Choice | Candidate is qualified and would be hired except that another person is a better choice. This reason should only be used for one or two candidates per job opening. Second choice should only be used if the candidate was interviewed. |
| Selected For Other Position | Candidate is hired for another UPMC position during the selection process. Acceptable to use if the candidate has informed HR that he has <u>accepted</u> another UPMC position. PeopleSoft will also default to this reason when the candidate is "hired" for another job opening. Not acceptable for any other situations. |
| Unable to Contact | Candidate could not be contacted due to wrong phone number or did not return messages. Must attempt to contact the candidate at least two times before using this reason. |
| Wrong Number | The phone number provided by the candidate is incorrect and he has not provided any other method of contact. |
| Did Not Return Messages | Candidate does not return either phone or e-mail messages. Must attempt to contact at least two times. |
| Phone Disconnected | Candidate's phone has been disconnected and he has not provided any other method of contact. |
| Unable to Leave Messages | Candidate does not answer the phone and there is no method available to leave a message. Must attempt to contact at least two times. |