



Prior: Preparation for Hiring Laying the Foundation

- *Defining the Need*
- *Defining the Role*
- *Building a Profile*
- *Defining Job skills and requirements- non negotiables*

- *Preparing a Job Description*
- *Preparing a Contract*
- *Developing Recruitment Strategies and Recruitment*

Preparing for the Interviews

- *Choose and Prepare Interview Team*
- *Review the need*
- *Review the profile and requirements*

Preparing for the Interviews

- *Develop an interview template*
- *Paring down potential candidates*
 - *Cover letters*
 - *Resumes*
 - *Pre-Screen Interviews*

Role of the Lead Interviewer

This role demands that you:

- clarify the interview process and expectations
- give a brief overview of the job
- show warmth towards the person- put them at ease
- show that you recognize and appreciate how vulnerable the person being interviewed feels.

Role of the Lead Interviewer

- set a conversational tone- ensure - that there be some reciprocity in the conversation.
- draw the other person forth by taking a real interest in their story, their biography
- use compassionate listening and invite candidates to be spontaneous and authentic in their responses

Role of the Lead Interviewer

- keep the conversation going at a comfortable pace
- intentionally ask questions that will draw out information in relation to the candidate profile

Role of Interview Team

- act as a "witness" to the interview
- focus not just on what is being said but how it is being said
- carefully observe the body language and tone of the candidate
- take detailed notes of responses-

Role of Interview Team

- listen specifically for examples that demonstrate aspects of the candidate profile- note it down
- pick up on threads of the conversation that are being missed or areas of concern that need to be addressed and ask these questions.
- point out and bring to awareness the interviewers "blind spots"

Focus of the First Interview

- Who is the candidate and where has their life brought them so far?
- The first interview provides a little window into their life.

Focus of the Second Interview

- Is there a good match between the candidate and the job?

Focus of the Second Interview

- Will this person fit the requirements of the position?
- Does the job seem suited to them?
Does it seem to fit their life at this time and in the longer term?

Focus of the Second Interview

- Does the job seem to be on their path?
Is it something they are passionate about, that they care about?
- Do they have an imagination for the role they would play and what they could contribute in terms of their own gifts.

Focus of the Second Interview

- Are they open and flexible and can they learn the role?
- What does the person want/need out of the job?
- What motivates the person -why do they want the job?
- What skills or competencies do they already have and which are missing?

Focus of the Third Interview

- Is the candidate compatible with the individual and the family?
- Providing a "Hands on" experience
- Clarifying expectations
- Uncovering unresolved issues

Evaluating an Interview

Purpose: Reflecting and Formulating a decision

Review the Interview- centre yourself and then carefully review

Quick Vote:

- A thumb up for: **YES**
 - I think that we should ask her back for the next interview
- A thumb to the side for: **NOT SURE**
 - I have outstanding concerns
- A thumb down for: **NO**
 - I feel that it is not wise to proceed to the next interview at this time

After the Quick Vote

- Speak to your position
- Track Concerns
- Redo the Vote
- Reach Consensus on next steps and what needs follow up

Things to be Mindful of:

- Need for an Observation Stance
- Putting Candidates at Ease and Relieving the Pressure
- Essential to Probe for Candidates Honesty
- Becoming Immersed in the Story

Things to be Mindful of:

- Haloing
- Groupthink
- Focussing on Pet Attributes
- Forming the Right Questions
- Taking Care of the Interview Team

General Areas that Will Likely Need Probing

- Initiative Taking-do they take credit
- Uncertainty: Can they live with ambiguity and uncertainty- be flexible about their role
- Their Passions: What are they passionate about? What do they live for?

General Areas that Will Likely Need Probing

- Reliability- Is the person reliable- Can they be counted on?
- Integrity- Does the person have integrity-Do they honour their word?
- Advocacy- Will the person take a stand on behalf of my son/daughter?

General Areas that Will Likely Need Probing

- Compassion- Are they compassionate?
- Power and Control- What is their relationship to power?
- Dealing with Conflict- How so they deal with conflict?
- Building Community- do they build community in their own life- have they supported others to build community in their own life.

General Areas that Will Likely Need Probing

- Beliefs about Vulnerability: Beliefs about people who are devalued-What are his/her beliefs about people who are devalued?
- Beliefs about Discipline: What are their beliefs about discipline?
- Beliefs about Life- What lessons have they drawn from life?

General Areas that Will Likely Need Probing

- Justice: Do they have a strong sense of justice? Do they take action on injustice?
- Empathy- Are they empathetic?
- Adversity- How have they dealt with adversity in their lives?
