Selecting and Hiring Staff
(Adapted from Petroleum Human Resources Council of Canada "Increasing the Talent" with permission.)

Making the Match – Components of an Effective Selection Process

Mission critical to hiring the right employee is developing and following a selection process that will help make the best match between your company, the position and the new hire. An effective employee selection process involves a series of activities in which you gather information about applicants that will allow you to make a decision as to which individual is the best candidate for the specific role.

Selecting and Hiring Staff: Getting it Right the First Time Around

The first job of the supervisor/manager is to hire right the first time. Positions filled by a poor performer cannot be filled by a great one! It is critical that you are clear about the skills and competencies you want and then hire for those skills or hire those with real potential.

While the specifics will differ depending upon the job, here are some general tips about the types of people organizations typically are looking for.

Who to hire:

- People with the required skills (technical and interpersonal skills) to do the job and who have the right attitude.
- People with potential, a positive attitude, and who are trainable on the technical side.

Who not to hire:

- People with the required skills to do the job, but with the wrong attitude, poor interpersonal skills or a questionable employment record.
- People with a positive attitude, but who would not benefit from technical training.

Listed below are the key components of an effective employee selection process. Which statements are true of your current employee selection process?

- We collect resumes and/or application forms from all applicants for vacant jobs.
- We evaluate applicants’ resumes and/or application forms against the job description to gain an understanding of an applicant’s strengths and challenges.
- We short-list potential employees for interviews.
We use a mix of behavioural descriptive interviewing (BDI) techniques and situational interviewing techniques to interview applicants for jobs.

- **Behaviour Descriptive Interviewing**: This interview technique is based on the belief that past behaviour is a predictor of future behaviour. It is a useful method for assessing soft skills. Examples:
  
  - Describe a time when you disagreed with the way a co-worker did something and how you handled it;
  - Explain a situation when you went above and beyond the call of duty at work;
  - Have you ever felt a task you were given was unsafe? If so, how did you handle the situation?
  - When you have been faced with a work-related problem, how have you solved it?

- **Situational Interviewing**: This interview technique asks applicants to describe how they would handle situations relevant to the job. These questions are more hypothetical; however, they can provide some insight into the applicant’s critical thinking abilities. Examples:
  
  - What would you do if you came across an unsafe situation on the job?
  - What would you do if you felt your supervisor was asking you to do something that contravened company policy?
  - What would you do if you were asked to do a task that you were not exactly sure how to complete?

Some standard interview questions you can also ask include:

- What is it about this job and our company that interests you?
- Tell us about your previous work experience and how it relates to this job?
- What are the strengths you bring to the job?
- What do you feel will be your challenges in this job?
- How do you deal with stress?
- What kind of supervisor/boss do you prefer?
- What are your current salary and your salary expectations?

Ensure that all questions, discussion and note-taking during the interview comply with Human Rights Legislation.

See “Resources” section for province-specific Human Rights Legislation.
2. Review the applicant's resume/application form before each interview.

Identify aspects of the applicant's resume/application where you would like to probe further or gather additional information. Are there gaps in the applicant's work experience? Do they change companies often? Does their resume/application include a job, skills and/or qualification that you would like more information on? Add those applicant-specific questions to the interview questions you have developed for the position.

3. Welcome the candidate to the interview.

- Introduce the interview panel.
- Explain what's going to happen during the interview.

4. Ask interview questions and rate the applicant’s responses.

Develop a scoring sheet that allows you to numerically rate the applicant’s responses to the interview questions. This will allow you and the rest of the interview panel to keep track and compare applicants. This is particularly helpful if applicant interviews are spread out over a number of days.

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<th>Interview Question:</th>
<th>Rating Responses: 1 = doesn’t meet expectations; 3 = meets expectations; 5 = exceeds expectations</th>
<th>Additional Notes: Anything you are particularly impressed with or causes concern.</th>
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