

Executive Summary: *Interviews That Work*

Problem: Hiring is one of the most important things the State of Missouri does. **Without the right team members, we will not meet citizen expectations that Missouri state government can be as good as any organization.**

On average, **1,200 new hires leave** the position they were hired for **within the first six months** of being hired at an annual **cost of \$13 million**. Industry research considers these to be “failed hires”. **We can do better!** Better interviews are part of the solution.

Solution: Research proves that free-wheeling, largely improvised, “gut instinct” job interviews are poor predictors of a candidate’s future success. However, **structured interviews work.**

A structured job interview is a standardized method to compare job candidates. The employer creates interview questions in advance that are focused on the skills and abilities needed to fill the position.

Structured interview’s four basic steps produce results:

- **Perform job analysis:**
 - Identify the knowledge, skills, and abilities required for success
 - Consult subject matter experts – people who do the job
 - Represent the job expectations accurately
- **Develop interview questions:**
 - Develop questions exploring previous experience with probable scenarios or realistic situations
 - Use realistic situations, clear wording, and no jargon
- **Select and train a diverse interview panel:**
 - Train the interview panel in advance
 - Prepare before the interview by selecting questions that reflect the competencies required for the position and decide what a good answer looks like
 - Ask the same questions, in the same order, to each candidate to ensure fairness
- **Evaluate candidates and apply consistent scoring:**
 - Using a standardized measurement tool immediately following the interview with consistent and objective scoring
 - Score individually and immediately following the interview but reach group consensus

Applying these steps in your interview process and ensuring the candidate has a positive experience will result in higher retention rates.

Next Steps: **Immediate no cost, no regrets actions** we can implement include training interview teams using MO Learning, collecting interview feedback, and measuring the success of our new hires.

We are **launching a pilot project** to implement the structured interview process within DNR and MO HealthNet. Additionally, we are providing a **playbook for implementation**, sample forms, surveys, and questions to agencies. A cross-departmental governance team will evaluate the pilot results, develop, and recommend a **statewide implementation** plan.