Interviews That Work

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But we are struggling to bring on the right teammates

Failed Hires

On average

1,200

new hires leave the position they were hired for within 6 months of hire

Costing more than

$13 Million

Annually

Thankfully, we know what works in the hiring process.

Step 1: Perform a job analysis to discover the required knowledge, skills, and abilities

Job Analysis	Questions	Interviews	Scoring

Consult those who do the job-like high performing employees, and supervisors ("subject matter experts").

Identify what skills and knowledge are needed (e.g. problem solving, written communication).

Step 2: Write predictive questions focused on the necessary skills

Job Analysis → **Questions** → Interviews → Scoring

Focus on predictive behavioral questions that explore previous experience with probable scenarios or realistic situations.

Develop standards for a good answer to those questions.

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Job Analysis → **Questions** → Interviews → Scoring

Don't ask open ended questions: Are you good with people?

Ask specific, predictive questions:
- If you were faced with an angry parent demanding to see their child at a DSS facility, what specific actions would you take?

Step 3: Conduct a great interview-more fair, less bias

Job Analysis → Questions → **Interviews** → Scoring

Before the interview-
- Ensure panel diversity extends beyond age and gender
- Train panel members in advance

During the interview-
- Ask each candidate the same questions in the same order so everyone gets the same opportunity to respond
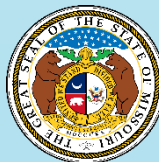
Step 4: Apply standard scoring to be consistent and fair

Job Analysis	Questions	Interviews	Scoring

Prior to the interview, panel members should collectively decide what a good answer looks like and how to score it.

Review answers and apply scores immediately following the interview to come to a panel consensus.

Document the results to help compare applicants.

So structured interviews are best, but how's Missouri doing?

Job Analysis > Questions > Interviews > Scoring

We surveyed all the departments.

Missouri is doing some things right. There are pockets of best practices.

However…

50%

of State Agencies

- **Have <u>NO TRAINING</u> for hiring team members**

- **Have not established consistent hiring practices...even between their own divisions**

Less than

20%

of State Agencies

- **Require interviewers to identify good responses to interview questions prior to the interview**

Let's make things better now with no cost, no regret actions

- Require online MO Learning training for all interview panels.

- Use our new interview playbook with tested, innovative interview strategies, tools, and techniques.

- Implement a structured interview pilot at DNR and MO HealthNet.

- Develop recommendations for statewide rollout based on pilot results.

In closing, remember the costs of inaction

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Thank you for allowing us the opportunity to have a positive impact on Missouri!

Roxy Antonio, Department of Revenue

Erin Lepper, Department of Natural Resources

Tisha McGowan, Department of Social Services

Tony Roberts, Office of Administration

Scott Weber, Department of Corrections