



Effective Staffing and Management: *Hiring Resources*

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Overview

This document outlines the hiring protocol followed by CHOICE management in hiring new staff. This protocol aligns with the overarching Washington University School of Medicine in St. Louis Human Resources procedures.

- I. Use a standardized interview¹
 - a. Develop a list of traits desired in a position candidate by doing a **Job Skills Analysis**:
 - i. “Can Do” (Technical Skills)
 - ii. “Will Do” (Performance Skills)
 - iii. “How Fit” (Environmental Characteristics)
 - b. Create a list of Performance Competencies required for the position
 - c. Research and select interview questions that can help interviewer understand candidate’s professional experience and behavior using each competency
- II. Use a standardized grading system to summarize the interviewer’s evaluation of each competency. For a sample first and second interview using grading systems, refer to **Clinical Research Assistant Interview_1** and **Clinical Research Assistant Interview_2**.
- III. Have candidate interview with multiple members of the management team
- IV. Ask candidate to demonstrate some skill they would need to perform on the job
 - a. Example: In CHOICE, gave candidate an abbreviated research survey to administer to interviewer.
- V. Ask candidate to demonstrate a level of preparedness for the interview
 - a. Example: In CHOICE, emailed the candidate an abbreviated research survey and asked them to print survey and bring it to the interview.

¹ This was developed using the process described in *Zero Default Hiring* by Walter Anthony Dinteman