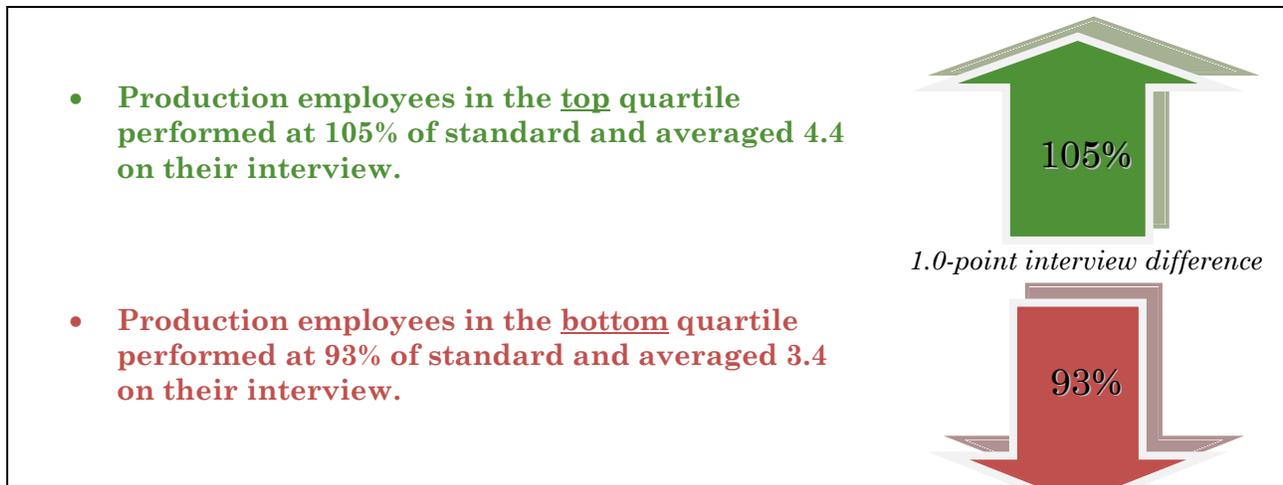**FOCUS POINT**

How a Highly Accurate Hiring Interview Contributes to Supply Chain Value Creation

- *Is there a performance difference between Production employees who score 3.4 versus 4.4 (out of 5.0) on a hiring interview?*
- *Is it worthwhile to invest in a hiring interview that is fined-tuned enough to accurately detect a true 1.0-point difference that is not random rating noise?*

During a recent client engagement, there was an opportunity to investigate these questions and the results were surprising:

- **Production employees in the <u>top</u> quartile performed at 105% of standard and averaged 4.4 on their interview.**

  105%

  1.0-point interview difference

- **Production employees in the <u>bottom</u> quartile performed at 93% of standard and averaged 3.4 on their interview.**

  93%

These results demonstrate that a seemingly small 1.0-point difference in interview scores can translate into substantial performance differences; an impressive 12% increase in this case.

Some of the key steps Klawsky Consulting took to develop and administer the interview include:

1. From the beginning, all parts of the interview were designed to accurately and reliably identify at least 1.0-point differences among candidates.

2. Interview questions were customized to the client company's **specific culture and job requirements**. Generic interview questions found on the Internet like 'What are your strengths?' would not do the trick, they needed to be specific to the company.

3. A **complete interview process** was implemented wherein each component of the process contributed to making accurate decisions:
   - ✓ Interview questions were written to focus on permanent candidate **talents** (for example, initiative) identified from a valid job analysis.
   - ✓ Each interview lasted **45-60 minutes** to get the most essential information.
   - ✓ Predetermined and specific rating **benchmarks** were used to evaluate what candidates said.
   - ✓ Interviewers were **trained** how to overcome their individual rating biases. Despite what Supervisors and Managers may say, they don't make good hiring decisions when using 'gut feelings'.
   - ✓ At least **two** interviewers were used in EVERY interview so they could compare notes.
   - ✓ Frequent **quality checks** of interviewer ratings were conducted; interviewers typically become more lenient over time if they are not quality checked.