Training Session: Recruiting and Hiring
Guthrie Theatre

PREPARING FOR THE INTERVIEW

Review the job description, job specifications, and physical requirements. Determine how many people to interview.

Prepare a patterned interview. Ensure that the questions cover all the necessary bases. Review questions for appropriateness.

- Determine who will conduct the interview.
- When will interviews take place?
- Where will interviews be held?
- How long will the interview be?
- How many applicants should be interviewed?
- Will there be one, two or more interviews per applicant?

Be cautious about sharing information about the job in the early stages of the interview process.

Strive to ensure that applicants talk 80% of the time during the interview, and the interviewer(s) talk only 20% of the time.

Take the time necessary to determine if an applicant is a good fit for the job. Resist the temptation to hire someone just to get the position filled.

If none of the applicants seem right for the job, consider withdrawing the posting and starting over.
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CONDUCT THE INTERVIEW
USING A STRUCTURED INTERVIEW FORMAT

1. Welcome the applicant and Establish Rapport
   A. Greet the applicant and give your name.
   B. Engage in appropriate small talk (keep it limited – nothing personal)
   C. Describe the interview process

2. Ask about Educational Background and Related Training
   A. Formal Education: Discuss how formal education prepared the applicant for the position (if education is required).
   B. Continuing Education: Discuss any further training or education obtained beyond formal education (if applicable).

3. Ask About Work Experience
   A. Discuss work experience beginning with current or most recent job. Describe job and responsibilities. Ask about special accomplishments, situations, behaviors and outcomes.
   B. Have the applicant talk about all other jobs, describing major responsibilities, likes and dislikes about the jobs, reason for leaving, etc.
   C. Determine the most relevant jobs and ask about situations, behaviors, and outcomes related to functions/responsibilities similar to the position available.

4. Review Qualifications
   A. Discuss with the applicant what s/he sees as his/her major qualifications for the job.
   B. Consider asking how the applicant’s supervisor would describe her or him. Discuss qualities the applicant has aside from technical skills.

5. Ask about interest in this position
   A. Elements to consider discussing include why the applicant is interested in this particular job and short and long range professional goals.

6. Review Application Form
A. Check the form for missing or incomplete data that may be necessary for administrative purposes; (e.g. references, signature)

B. Inquire about any missing information.

7. **Close the Interview**

A. Ask for questions the applicant may have regarding the position

B. Inform the applicant about the next steps and timeline.
EMPLOYMENT REFERENCES and BACKGROUND CHECKS:

A hiring decision should not be made without first checking a candidate’s references. This usually means talking with, or obtaining written information from, former employers of the candidate. It is also an opportunity to verify educational and other credentials.

As a general rule, contact three references for each candidate.

Criminal Background Checks:

The Guthrie Theater conducts Criminal Background checks on all final candidates for jobs dealing with children or money. (GLC, Guthrie Store, Box Office, Telefund, Telemarketing, Development, Child Supervisors)

The background check is done during pre-employment, once the candidate is selected. Candidates will complete a release form, and Human Resources will submit and receive the results. Job offers can be made pending results of the criminal background check. It is possible for the person to start work while we conduct the check, and if anything is found on the check HR will make a determination based on job relevancy.

- **Avoid changing the rules** or the job requirements once recruitment has begun. If you need to change things, consider withdrawing the job from the market, re-working the requirements, and then re-posting the job.

- **Hire the person.** There are some things you can teach and train, but qualities like taking responsibility, demonstrating initiative and exercising good judgment are inherent qualities that come with the person.

- Expect that what you see and experience during the selection process will be indicative of actual performance when the applicant is on the job.

- **Avoid deluding yourself** that a mediocre applicant will blossom once on the job.

- It is impossible to be 100% perfect in hiring. It’s an art form, not a science.

- Once the employee is hired, it is important to **provide a good first experience and orientation.**