

Research: Hiring Decisions, Interviews, and Multi-Data Point Selection System

When creating or enhancing a district’s hiring system, it’s important to establish who has decision-making authority. The following approaches each have benefits and opportunities. The choice ultimately depends on the leadership and strategy of the district.

Centralized Process	<i>Decision-making authority lies with a group or individual at the district level.</i>
Decentralized Process	<i>Decision-making authority lies with the unit leads or principals, empowering building teams to make hiring decisions.</i>
Hybrid	<i>Blends both processes: decision-making authority may vary at different points in the process, and tasks are completed by building and district teams.</i>

When determining the specifics of your system, this document cites various research studies from [AASA Journal of Scholarship & Practice, Vol 15. No 4](#), Evidence-Based Practice: *Improving the Teacher Hiring Process Through the Combination of Teacher Quality and Employee Selection Research* (Kimbrel, 2019).

The Traditional Interview

The traditional interview is among the most unreliable elements of the selection process in any industry (Moore, 2017; Buckley, Norris & Wiese, 2000; Deli & Vera, 2003; Hamdani, Valcea, & Buckley, 2014; Macan, 2009). In education, it’s the primary source of candidate information used by principals (Cannata et al., 2017)

Because no one tool is perfect, a selection system with multiple steps should be developed and utilized. The interview itself should also be structured to increase reliability.

Considerations: Multi-Data Point Selection System

Moore (2017) identified three essential elements for an effective selection process:

1. Identification of key qualifications and prior experience necessary for success,
2. A structured interview process aligned to identified skills and abilities essential for success on the job and the creation of interview questions and acceptable answers to assess whether the candidates possess the identified attributes, and
3. Addition of other predictive elements so that decisions are not based solely on paper screening and interviews.

Structured Interview Process & Suggested Steps

Adding structure to the traditional interview significantly increases the correlation of interview performance to job performance from .38 to .52 (Schmidt & Hunter).

The US Department of Personnel Management ([Structured Interviews Guide, 2008](#)) recommends the use of structured interviews to improve the hiring process and suggests the following steps be followed:

1. Determine the competencies to be assessed;
2. Create interview questions;
3. Create a common rating scale to be utilized for all questions;
4. Pilot test the questions; and
5. Train and create an interview guide.

In 2014, an analysis of recent literature identified six essential elements with rational or empirical links to increased reliability or validity of interviews (Lavashina et al., 2014):

1. Job analysis used to create questions;
2. Identical questions asked of each candidate;
3. Variety of question formats, including situational questions based on past behavior;
4. Individual answers rated with a predetermined scale and
5. Presence of anchor answers; and
6. Trained interviewers.