

APPENDIX H

USING MAPPING DURING THE INTERVIEW PROCESS

The use of “mapping” during the interview process helps decision-makers focus on the desired traits of a candidate being interviewed for a job. The goal is to determine how well the candidate demonstrates the ideal qualities for the position sought by the hiring organization.

Mapping can be conducted as follows: Say your district is interviewing for a supervisor of maintenance. First identify the general categories of knowledge, skills, and abilities required for the position. Then list specific expertise or experience that the ideal candidate will demonstrate as evidence of these characteristics (see Figure 1). Share this with the selection committee to see if they have traits or characteristics to add or delete. As the discussion evolves, each member of the selection committee will develop a better idea of the profile that best matches the “ideal” candidate.

Next, prepare an interview worksheet that lists only the general categories of the knowledge, skills, and abilities required for the position (i.e., only the headings in the ovals) (see Figure 2). During the interview, each member of the interview team can then take notes about whether and how the applicant exhibits the related characteristics. The team members can later compare their notes to the detailed list of expertise and experience that characterizes the ideal candidate. The results of this type of exercise might very well help to inform your decision-making during the selection process.

Note that mapping is a technique that combines left and right brain perspectives on an issue. In this case, the concept is applied during the process of interviewing candidates for potential employment. However, this management approach can also be applied for other tasks as well. While it may not appeal to everyone, it is a proven method for integrating information and informing decision-making.

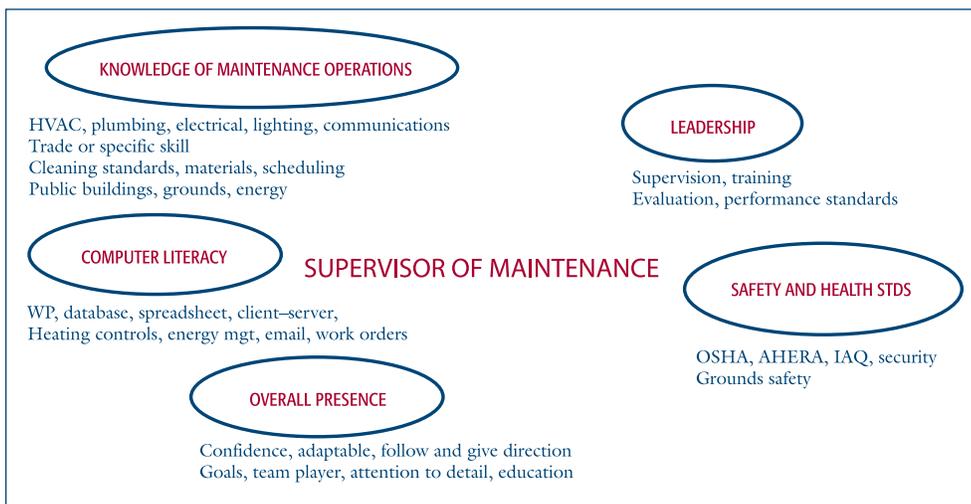


Figure 1. An example of the use of mapping while interviewing candidates for the position of Supervisor of Maintenance. The selection committee identified five basic categories of knowledge, skills, and abilities (represented by the ovals) that the ideal candidate would possess. They then listed specific traits or know-how that candidates might be expected to demonstrate.

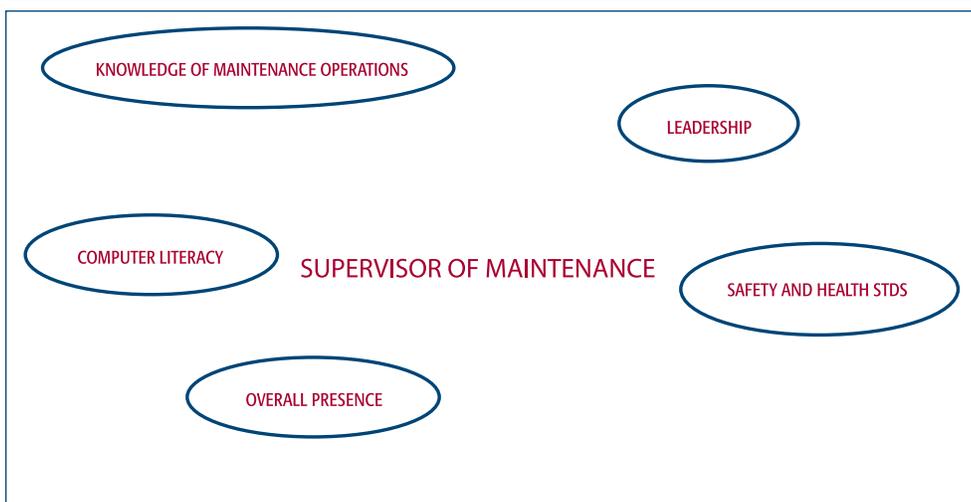


Figure 2. The “blank” mapping form on which interviewers take notes about whether and how an applicant exhibits the knowledge, skills, and abilities of the “ideal” candidate during the job interview. The members of the selection team then compare their notes to the detailed list of expertise and experience, as seen in Figure 1.