

NALP 2009-2010 Evaluating Leadership Working Group
Alternative Hiring Evaluation Models Resource Bibliography

Articles

Adler, Lou. Using John Wooden's Pyramid of Success for Hiring. (2006) February 7, 2006. The Adler Group.
(http://www.adlerconcepts.com/resources/column/newsletter/using_john_woodens_pyramid_of.php)

The author discusses ten factors to consider when evaluating candidates for hire.

Chamberlain, William A. (2009) "Grades Matter, But Service Matters More." *National Law Journal*. Special to NLJ.com / December 02, 2009
(<http://www.law.com/jsp/nlj/PubArticleNLJ.jsp?id=1202435980553>)

This article discusses the importance of grades to large law firms as only one way to evaluate students. Large firms are turning to behavioral interview techniques to get at the core competencies that make a successful lawyer.

Delaney, Kevin J. (2006, October 23). Google Adjusts Hiring Process As Need Grows. *Wall Street Journal Online* from
http://www.jobbankusa.com/News/Hiring/google_adjusts_hiring_process.html

Article on changes in Google's hiring practices as company shifts in size and scope. Talks about technical and managerial positions and different interviewing and evaluating techniques including "homework" assignments.

Henderson, William D. "The Bursting of the Pedigree Bubble," *NALP Bulletin*, Vol. 21, No. 7 at 1 (July 2009).
<http://www.law.indiana.edu/lawlibrary/services/bibliography/doc/NALPHenderson.pdf>

The author discusses traditional measures of evaluating candidates for law firm positions, problems with the system in light of the economic pressures firms face today, and a study that shows that grades and law school pedigree may not be the best predictors of success.

Orem, Stephanie and Doppelfeld, Barb. "Do you know who you are hiring? Don't forget the reference checks!" *E-Newsletter for Purdue University Supervisors*.
(http://www.purdue.edu/HR/LeadingEdition/LEdi_1003_ref_check.html).

This article states reasons for reference checks and tips on effectively checking references.

Rowe, Pat. (2007) "The Successful Executive Interview: 4 Key Steps." The Rowe Partnership. February, 13, 2007. (<http://www.advance.org/en/art/775/>)

The article discusses key steps and guidelines for executive level interviewing that may be different from more junior level interviews.

Turner, Deb. "Conducting Reference Checks." *E-Newsletter for Purdue University Supervisors* (http://www.purdue.edu/hr/LeadingEdition/LEdi_0806_reference_checks.html)

This article, written by a member of Purdue University's assistant director of compensation, states the reasons, requirements and information on conducting reference checks.

The Importance of Obtaining Reference/Background Checks. (September 2006.) *HR Connect*. Volume 1. Issue 45. <http://www.sfarchdiocese.org/media/files/hr-docs/HRConnect45.pdf>

Article from the Archdiocese of San Francisco on the importance of obtaining reference checks/background checks for employees.

Books and Periodicals

Brinkmann, Svend. (2007). "Could Interviews Be Epistemic?: An Alternative to Qualitative Opinion Polling". *Qualitative Inquiry*. Vol. 13, No. 8, 1116-1138. <http://qix.sagepub.com/cgi/content/abstract/13/8/1116>

By probing respondents' experiences and opinions, interview researchers are often engaged in what seems like a time-consuming kind of opinion polling for which quantitative instruments such as questionnaires often appear to be much more efficient. What is more effective is taking advantage of the knowledge-producing potentials inherent in human conversations. The author asks whether epistemic interviews are suitable only for "elite interviews" and whether they are particularly ethically problematic.

Davies, S. Margaret; Rutledge, Carolyn M.; Davies, Terence C. "The impact of student learning styles on interviewing skills and academic performance". (1997). *Teaching and Learning in Medicine: An International Journal*, 1532-8015, Volume 9, Issue 2, Pages 131 – 135. <http://www.informaworld.com/smpp/content~db=all~content=a916494304>

This study examined the impact of learning styles on 200 1st-year medical students' academic performance and interviewing skills by comparing academic performance and interviewing skills across 4 learning styles in Kolb's Learning Style Inventory. They found that students possess different learning styles that influence their success in medical school. Educators can vary their teaching methods to ensure that students, regardless of learning style, perform optimally in every aspect of patient care.

Hoevemeyer, Victoria A. (2006) *High-Impact Interview Questions, 701 Behavior-Based Questions to Find the Right Person for Every Job*. New York: AMACOM.

This book describes how to use competency-based behavioral interviewing methods that will discover relevant information on a candidate. Also, this book gives examples of interview questions to use to focus on a particular skill/characteristic of a candidate you want to measure.

Michaels, Ed, Handfield-Jones, Helen, Axelrod, Beth. (2001). *The War for Talent*. Harvard Business School Press: Boston.

McKinsey & Company's 1997 study of corporate talent management from a survey of over 13,000 executives at 120 companies. The study includes information on recruiting and hiring practices.

Presentations

How and Why Legal Employers Should Use Behavioral Interviewing

Presented by Ann Skalaski & Dayle Savage, Ed.D (www.quintcareers.com)

Wednesday, April 2, 2009

NALP 2009 Education Conference (Washington, DC)

http://www.nalp.org/uploads/09Handouts/BehavioralInterviewing_CoreCompetencyHandout.pdf

This presentation outline explains 6 core competencies legal employers should look for and sample interview questions to ask.

Studies and Reports

Henderson, William D. (2008). *Are We Selling Results or Resumes?: The Unexplored Linkage Between Human Resource Strategies And Firm-Specific Capital*. Indiana University School Of Law-Bloomington Legal Studies Research Paper Series. Research Paper 105. April 2008.

<http://www.law.georgetown.edu/LegalProfession/documents/HendersonWebsiteArticle.pdf>

The author, an associate law professor at the Indiana University School of Law-Bloomington, and director of the Law Firms Working Group, conducted a study of engineers in order to see if there were various common traits of star performers that could be identified.

Murphy, Joseph P. (2006). *The Use of Objective Candidate Evaluation Methods: SHRM White Paper*. Society for Human Resource Management (2007).

<http://www.shakercg.com/hr/Objective%20Evaluation%20Methods.pdf>

This report from SHRM discusses behavioral interviewing, scorable job applications, questionnaires, aptitude and skills testing, and simulations and job tryouts.

Websites

<http://www.bentley.edu/career-services/undergraduate/documents/interviewing-styles.cfm>

Bentley University's guide to five (5) different interviewing styles including sample questions and scenarios.

http://www.jobskills.info/resume_edge/types_of_interview.htm

Website that looks at several different types of interviews and discussed the pros and cons of each type.

McKinsey & Company Careers Website

Many consulting firms use case study interviewing techniques in their hiring processes. McKinsey's website outlines the process and offers sample case studies, a coaching guide and also has a practice "Problem Solving Test."

http://www.mckinsey.com/careers/how_do_i_apply/~media/Files/mckinsey_problem_solving_test_coaching_guide.ashx

http://www.mckinsey.com/careers/how_do_i_apply/how_to_do_well_in_the_interview/case_interview.aspx

http://www.mckinsey.com/careers/how_do_i_apply/how_to_do_well_in_the_interview/Problem%20Solving%20Test.aspx