



# RESEARCH RESULTS

## RESULTS OVERVIEW

- **TRAINING PREPARED PARTICIPANTS TO CONDUCT INTERVIEWS AND OBJECTIVELY MEASURE CANDIDATE SKILLS.**
- **AFTER TRAINING, THREE TIMES AS MANY INTERVIEWERS WERE HIGHLY SKILLED IN ADMINISTERING INTERVIEWS AND MAKING HIRING DECISIONS.**
- **MOST INTERVIEWERS FOUND THE PROCESS TO BE EFFICIENT AND A GOOD SOURCE OF INFORMATION FOR MAKING HIRING DECISIONS.**
- **INTERVIEWERS EXPERIENCED FEW BARRIERS WHEN ATTEMPTING TO USE THEIR NEW SKILLS.**

## TARGETED SELECTION

### INDUSTRY

Consumer Health Care Products

### ORGANIZATION

Wyeth Consumer Healthcare (WCH)

### DDI PRODUCTS USED

- Targeted Selection® (TS)
- Identifying Criteria for Success® (ICS)
- Web Interview Guide Generator (WIGG)

### BUSINESS NEED

Wyeth Consumer Healthcare (WCH) is a leader in the research, development, manufacturing, and marketing of a broad range of consumer health care products, operating in more than 65 countries. With sales of approximately \$2.4 billion in 2003, WCH is the third-largest over-the-counter health care products company in the world.<sup>1</sup>

Long-term organizational success depends on bringing the right people into the organization and helping them to become fully engaged in their work. WCH recognized that the acquisition and retention of high-caliber employees is the first step in effectively managing its human capital. To improve its ability to select the right employees, WCH needed to clearly define job competencies and integrate them into a comprehensive selection

system. As an added benefit, these competencies would make it easier to link the selection system to other HR systems, such as performance management and training and development.

WCH identified an additional opportunity to improve its selection system by helping interviewers become better prepared for conducting valid candidate interviews. It was clear that interviewers would benefit from learning a more standardized and consistent method.

### SOLUTION

WCH worked with DDI to establish competencies for several job families in the organization, using Identifying Criteria for Success. These competencies served as the underlying framework for the selection process and will help to link selection to other HR systems. The first phase of Targeted Selection interviewer training was administered to nearly 180 employees in three locations who regularly conducted candidate interviews. Although the program is still underway, WCH decided to assess its impact after the initial group of trainees had a chance to apply their skills.

### METHOD AND PARTICIPANTS

Several months after they were trained, 93 participants from three WCH locations who had conducted interviews were asked to complete an online survey about their interviewing experiences. Approximately 78 percent of these individuals responded

<sup>1</sup> Quoted from [www.wyeth.com](http://www.wyeth.com)



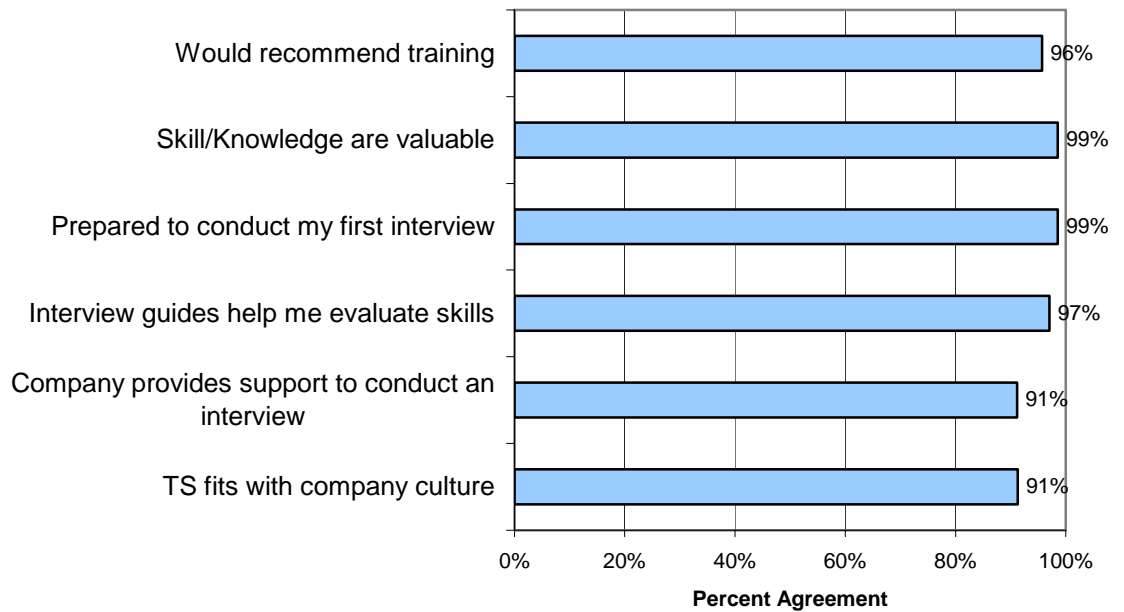
(N = 73). The survey measured reactions to the training program and asked for ratings of their skills before and after the training. In addition, interviewers rated overall qualities of the new interviewing process. No names were collected and all respondents were assured of their anonymity. Most of the interviewers had completed three or more interviews (71 percent), worked in the Scientific Affairs functional area (61 percent), and had been working for WCH for more than three years (84 percent).

## RESULTS

*Training prepared participants to conduct interviews and objectively measure candidate skills.*

Interviewer training will have an impact only if the participants see value in the approach and are able to apply it in real-life interviewing situations. Almost all the participants felt motivated to use the skills and would recommend the program to others (see Figure 1). Additionally, TS complements the company’s culture and helps interviewers measure the right skills.

**Figure 1: Reactions to Training**

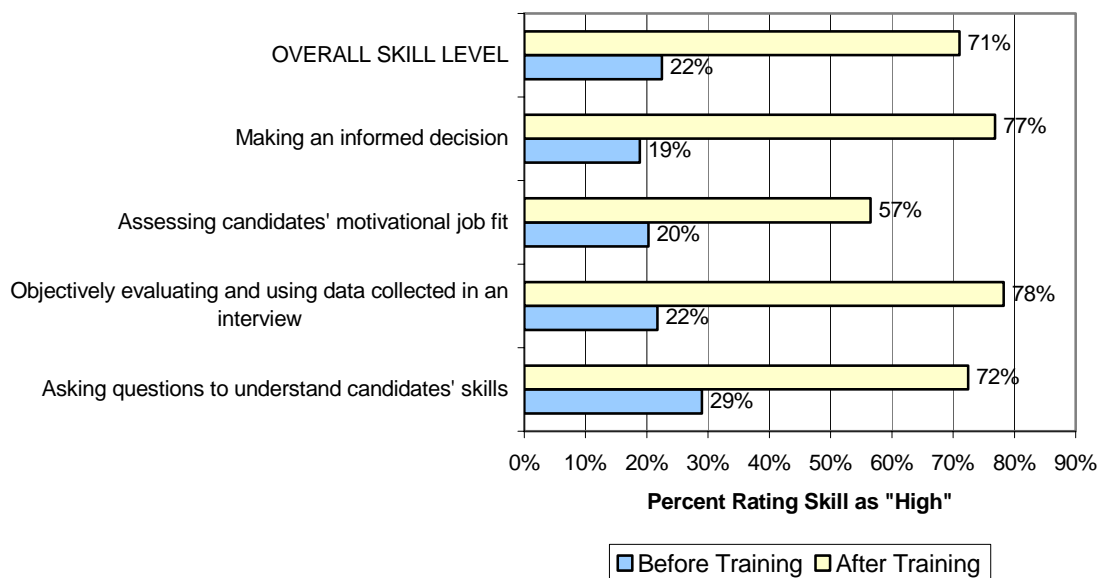


***After training, three times as many interviewers were highly skilled in administering interviews and making hiring decisions.***

Before the training 22 percent of interviewers (see Figure 2) rated their interviewing skills as “high.” After the training the percentage who rated their skills “high” increased to an average of 71 percent (an improvement of 49

percentage points). The strongest improvements were in the areas of “making an informed decision” and “objectively evaluating and using data collected in an interview.” These dramatic improvements in interviewer skills demonstrate the advantage of using a structured approach to selection based on competencies. Interviewers at WCH now know how to ask good questions, assess skills and job fit, and make appropriate decisions based on the data.

**Figure 2: Improvement in Interviewing Skills**



**Interviewer Comments**

- “Fantastic tool for avoiding hiring on a subjective basis. Helps me to understand the real experience a person has and how [he or she] can fit in our organization.”
- “I have seen improved quality of candidates from sales managers since they have incorporated TS into their interviewing.”
- “It is a great improvement over the previous process. Allows for objective assessment of the candidate’s fit with the company and the job at hand. Forces more critical thinking about strengths and weaknesses of the incumbent. The debrief meetings to compare notes on the interviewee are invaluable.”
- “The training helps one recognize when [he or she gets] incomplete or uninformative answers to questions and provides tools to transform those into useful answers, which is very helpful. The training also helps us assess behavioral aspects of the candidates, which may not have been thoroughly evaluated in the past. Finally, the structure the process adds to the interview is valuable to ensure specific dimensions are evaluated and to keep the interview focused.”

## CONTACT INFORMATION

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### ***Most interviewers found the process to be efficient and a good source of information for making hiring decisions.***

When organizations use valid, systematic selection practices, they are more likely to identify high performers who are more likely to stay with the organization. Sometimes, spending more time to thoroughly assess candidates can pay off in the long run.

Organizations must balance perceived effort with impact when identifying procedures for assessing candidates' skills, knowledge, ability, and fit.

Almost all TS users (99 percent) indicated that the process was at least moderately efficient in terms of time and effort spent to conduct an interview. The majority (59 percent) found it to be highly efficient. Additionally, almost all (97 percent) were satisfied with the process and felt they could make an informed decision based on the data (87 percent).

### ***Interviewers experienced few barriers when attempting to use their new skills.***

Newly trained interviewers were asked to indicate if any of nine potential barriers had an impact on their ability to apply their skills. The most common barrier was simply a lack of opportunity to conduct interviews (22 percent). The second most common barrier (13 percent) was a perceived lack of fit between personal interaction style and the structured nature of the interview.

Almost none of the interviewers indicated any problems with organization support, manager support, personal motivation, accountability, or fit with organizational culture. In other words, the goals of the Targeted Selection training were effectively realized and encountered few barriers during implementation.

## CONCLUSIONS

WCH's progress in creating competency profiles and in training interviewers shows a real dedication to improving the quality of its selection system. Interviewers participating in the TS interviewer training significantly improved their skills and are now able to make better hiring decisions. As the organization selects more and more new hires, it likely will see other benefits, such as increased productivity and lower turnover. In fact, WCH plans to use additional measures to track the long-term impact of the program.

Selection methods play a critical role in an organization's ability to manage talent and fully leverage the skills and abilities of its workforce. Wyeth Consumer Healthcare plans to continue training more interviewers and making stronger links between its job competencies and other HR systems. The combined impact of these efforts will help WCH to develop a powerful, integrated approach to managing talent.