

INTERVIEWING AND SELECTING EMPLOYEES

Mr. H. W. Abts,
Director of Personnel for Cummins Diesel
Columbus, Indiana

A. Interviewing Techniques — It's a skill — can be learned.

1. Have a purpose but avoid inflexibility
 - a. Know some **predetermined** areas you want to pursue.
 - b. Take advantage of unexpected developments which might shed new light.
2. Provide appropriate setting for the interview
 - a. Should be private.
 - b. Free of interruptions.
 - c. Have enough time to prevent hurrying.
3. Use **questions which encourage interviewee to talk**
 - a. Use leading questions.
Avoid questions that can be answered "yes" or "no."
 - b. Don't **press** for specific information — avoid the sound of **cross-examination**.
4. Improve your own listening ability.
5. **Talk only** when you must to stimulate conversation
 - a. Don't feel you have to fill every pause — give the interviewee a chance to resume.
 - b. Echo or reflect his feeling so that he will feel free to continue.
 - c. Confirm your understanding — seek to summarize or recap salient points.
 - d. Your attitude — sympathetic — sincere.
 - e. Don't argue, preach, contradict.
 - f. Observe: face, body.

B. Selection and Evaluation

1. Can he do Job?
 - a. Basic abilities — aptitude — intelligence.
 - b. Education.
 - c. Training.
 - d. Experience.
2. Will he do job?
 - a. Willingness — initiative — ambition.
 - b. Capacity for hard work — self discipline.
 - c. Motivation squares basic abilities.
3. Personality
 - a. Get along — affective.
 - b. Emotional stability, tolerance, teamworker, responsible, self confident, etc.
4. Character — Sense of values
 - a. Personal standards — no substitute.

Conclusion

- The personnel end of your job requires:
- Thorough planning — managing
 - Effort to improve interviewing techniques
 - Simple but sound evaluation

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