

EFFECTIVE JOB INTERVIEWING

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The basic purposes of job interviews are:

1. To select job candidates who will a) perform the job well and b) not quit; and
2. To recruit job candidates who will a) fit the job description and b) fit into the organization.

Improving interviewing for selection includes the following skills:

1. Planning the interview carefully
 - Know the job description
 - Examine the application blank
 - Plan out your questions ahead of time based on the job description and application blank
 - Pick a location free from interruptions;
2. Getting complete and accurate information
 - Avoid all types of "interviewer errors" (see below)
 - Probe into areas needing more information
 - Use as much structure as possible;
3. Giving appropriate information
 - Answer job applicant questions
 - Provide information -both positive and negative. Use the "realistic job preview";
4. Managing your personal impact on applicants
 - Beware of your own "first impressions"
 - Remember that you (and the company) are being evaluated by the interviewee, too;
5. Responding effectively to the applicant
 - Show concern for their feelings
 - Convey a feeling of warmth, and interest in the candidate
 - Show empathy for the candidate - that is show you understand his/her feelings; and
6. Accurately processing all the information gathered
 - Keep good notes for later reference
 - Compare application characteristics to the job description.

Avoid the following errors commonly made by interviewers:

1. The "Halo Effect" - The tendency to over-generalize from one aspect of a job candidate. This results in a "general impression" - either negative or positive. The interviewer cannot and does not view the candidate as having both assets and liabilities;
2. "Similar-to-me" Effect - Interviewers give higher ratings/evaluations to those who are seen as similar. For example, background, values, personality, etc., are all areas of potential similarity;
3. "Contrast Effect" - Interviewers frequently compare candidates against each other rather than to an established job description. Therefore, a good candidate will appear to be even better when following a relatively poor candidate - and vice versa;
4. "First Impression Effect" - Interviewers frequently make up their minds very early in an interview - sometimes as early as the first five minutes of a 30 minute interview;
5. "Stereotyping" - Interviewers sometimes assume that a characteristic

which is true in general for a group is true for each and every member of that group;

6. Overemphasis on negative information - Interviewers may reject a job candidate on the basis of just one negative - even when there are many positive aspects to be considered;
7. Differences among interviewers - Interviewers frequently disagree on which characteristics of job candidates are the most important; and
8. "Leniency Effect" - Some interviewers tend to give high rating to most job candidates, while others may consistently give low ratings.

The following may be helpful in considering legal ramifications of interviews.

PRE-EMPLOYMENT INQUIRY GUIDE

<u>SUBJECT</u>	<u>LAWFUL PRE-EMPLOYMENT INQUIRIES</u>	<u>UNLAWFUL PRE-EMPLOYMENT INQUIRIES</u>
NAME:	Applicant's full name.	Original name of an applicant whose name has been changed by court order or otherwise.
	Have you ever worked for this company under a different name?	Applicant's maiden name.
	Is any additional information relative to a different name necessary to check work record? If yes, explain.	
ADDRESS OR DURATION OF RESIDENCE:	How long a resident of this state or city?	
BIRTHPLACE:		Birthplace of applicant
		Birthplace of applicant's parents, spouse or other close relatives.
		Requirement that applicant submit birth certificate, naturalization or baptismal record.
AGE:	*Are you 18 years or older?	How old are you? What is your date of birth?
RELIGION OR CREED:		Inquiry into an applicant's religious denomination, religious affiliations, church, parish, pastor, or religious holidays observed.

LAWFUL

UNLAWFUL

<u>LAWFUL</u>	<u>UNLAWFUL</u>
RACE OR COLOR:	An applicant may not be told "This is a Catholic (Protestant or Jewish) organization."
PHOTOGRAPH:	Complexion or color of skin.
HEIGHT:	Requirement that an applicant for employment affix a photograph to an employment application form.
WEIGHT:	Request an applicant, at his or her option, to submit a photograph.
MARITAL STATUS:	Requirement for photograph after interview but before hiring.
SEX:	Inquiry regarding applicant's height.
HEALTH:	Inquiry regarding applicant's weight.
	Requirement that an applicant provide any information regarding marital status or children. Are you single or married? Do you have any children? Is your spouse employed? What is your spouse's name?
	Mr., Miss or Mrs. or an inquiry regarding sex.
	Inquiry as to the ability to reproduce or advocacy of any form of birth control.
	Do you have any impairments, physical, mental, or medical which would interfere with your ability to do the job for which you have applied?
	Inquiry into contagious or communicable diseases which may endanger others. If there are any positions for which you should not be considered or job duties you cannot perform because of a physical or mental handicap, please explain.
	Requirement that women be given pelvic examinations.

	<u>LAWFUL</u>	<u>UNLAWFUL</u>
CITIZENSHIP:	<p>Are you a citizen of the United States?</p> <p>If not a citizen of the US does applicant intend to become a citizen of the US?</p> <p>If you are not a US citizen, have you the legal right to remain permanently in the US? Do you intend to remain permanently in the United States?</p>	<p>Of what country are you a citizen?</p> <p>Whether an applicant is naturalized or a native born citizen; the date when the applicant acquired citizenship.</p> <p>Requirement that an applicant produce naturalization papers or first papers.</p> <p>Whether applicant's parents or spouse are naturalized or native born citizens of the United States; the date when such parent or spouse acquired citizenship.</p>
NATIONAL ORIGIN:	<p>Inquiry into languages applicant speaks and writes fluently.</p>	<p>Inquiry into applicant's (a) lineage; (b) ancestry; (c) national origin; (d) descent; (e) parentage, or nationality.</p> <p>Nationality of applicant's parents or spouse</p> <p>What is your mother tongue?</p> <p>Inquiry into how applicant acquired ability to read, write or speak a foreign language.</p>
EDUCATION:	<p>Inquiry into the academic vocational or professional education of an applicant and the public and private schools attended.</p>	
EXPERIENCE:	<p>Inquiry into work experiences</p> <p>Inquiry into countries applicant has visited.</p>	
ARRESTS:	<p>Have you ever been convicted of a crime? If so, when, where and nature of offense?</p>	<p>Inquiry regarding arrest</p>

	<u>LAWFUL</u>	<u>UNLAWFUL</u>
	Are there any felony charges pending against you?	
RELATIVES:	Names of applicant's relatives other than a spouse, already employed by this company.	Address of relative of applicant, other than address (within the US) of applicant's father and mother, husband or wife and minor dependent children.
NOTICE IN CASE OF EMERGENCY:	Name and address of person to be notified in case of accident or emergency	Name and address of of nearest relative to be notified in case of accident or emergency,
MILITARY EXPERIENCE:	Inquiry into an applicant's military experience in the Armed Forces of the U.S. or in a State Militia. Inquiry into applicant's service in particular branch of U.S. Army, Navy, etc.	Inquiry into an applicant's general military experience.
ORGANIZATIONS:	Inquiry into the organization of which an applicant is a member excluding organization the name or character of which indicates the race, color, religion, national origin or ancestry of its members.	List all clubs, societies and lodges to which you belong.
REFERENCES:	Who suggested that you apply for a position here?	

*This question may be asked only for the purpose of determining whether applicants are of legal age for employment.

Here are some guidelines for effective interviews:

1. Put the candidate at ease with a warm greeting, some casual "small talk," and a relaxed atmosphere;
2. Get the candidate's name right. Then repeat the candidate's full name, verifying pronunciation of his/her surname, and ask what they wished to be called or "what do your friends call you?";
3. Establish a structure for the interview by stating your objectives, how the interview will proceed, and what the candidate can expect following the interview;
4. Use open-ended secondary questions -- what's, whys, how's, etc. Avoid closed-ended questions that can be answered with a "yes" or a "no." If a closed-ended question is unavoidable, always follow up with "explain";
5. Avoid leading questions or nonverbal expressions that telegraph the right answer., For example, the question "Did you hold any leadership positions in school?" telegraphs that you view leadership in a positive light;
6. Avoid rapid fire questions which usually discourage the candidate from

- elaborating or "carrying the ball" in an interview;
7. Try listening. When you ask a question, try not to speak next even to clarify your question. Also, pause several seconds after the candidate finished responding in case s(he) has an after thought or wishes to give further information;
 8. Express interest in what the candidate says by commenting;
 9. To show the candidate that you are listening and understanding what (s)he has said, restate some of his/her responses in your own words without judgement; and
 10. Close the interview on a positive note and express your appreciation for their interest.

Some further guidelines for effective interviews and some suggestions from research:

1. The better the job description, the better the interview;
2. Interviewer training can reduce the number of "errors" made;
3. Use several interviewers whenever possible;
4. Never forget that an interview is a recruitment procedure as well as a selection hurdle;
5. The more structured the interview, the better;
6. It may be easier to predict job satisfaction and turnover proneness than to predict job performance;
7. Have all interviewers trained in current legal restrictions on certain questions; and
8. Collect information on how accurate interviewer recommendations are for predicting both job performance and quitting.