



human

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tenth edition

resource management

Chapter 7

Part 2 Recruitment and Placement

Interviewing Candidates

*After studying this chapter,
you should be able to:*



- 1. List the main types of selection interviews.*
- 2. Explain and illustrate at least six factors that affect the usefulness of interviews.*
- 3. Explain and illustrate each guideline for being a more effective interviewer.*
- 4. Effectively interview a job candidate.*

Basic Features of Interviews

➤ *An interview*

- A procedure designed to obtain information from a person through oral responses to oral inquiries

➤ *Types of interviews*

- Selection interview
- Appraisal interview
- Exit interview

➤ *Interviews formats*

- Structured
- Unstructured

Types of Interviews

➤ *Selection interview*

- A selection procedure designed to predict future job performance on the basis of applicants' oral responses to oral inquiries.

➤ *Appraisal interview*

- A discussion, following a performance appraisal, in which supervisor and employee discuss the employee's rating and possible remedial actions.

➤ *Exit interview*

- An interview to elicit information about the job or related matters to the employer some insight into what's right or wrong about the firm.

Formats of Interviews

- *Unstructured or nondirective interview*
 - An unstructured conversational-style interview in which the interviewer pursues points of interest as they come up in response to questions.
- *Structured or directive interview*
 - An interview following a set sequence of questions.

Interview Content: Types of Questions

➤ *Situational interview*

- A series of job-related questions that focus on how the candidate would behave in a given situation.

➤ *Behavioral interview*

- A series of job-related questions that focus on how they reacted to actual situations in the past.

➤ *Job-related interview*

- A series of job-related questions that focus on relevant past job-related behaviors.

APPLICANT INTERVIEW GUIDE

To the interviewer: This Applicant Interview Guide is intended to assist in employee selection and placement. If it is used for all applicants for a position, it will help you to compare them, and it will provide more objective information than you will obtain from unstructured interviews.

Because this is a general guide, all of the items may not apply in every instance. Skip those that are not applicable and add questions appropriate to the specific position. Space for additional questions will be found at the end of the form.

Federal law prohibits discrimination in employment on the basis of sex, race, color, national origin, religion, disability, and in most instances, age. The law of most states also ban some or all of the above types of discrimination in employment as well as discrimination based on marital status or ancestry. Interviewers should take care to avoid any questions that suggest that an employment decision will be made on the basis of any such factors.

Job Interest

Name _____ Position applied for _____

What do you think the job (position) involves? _____

Why do you want the job (position)? _____

Why are you qualified for it? _____

What would your salary requirements be? _____

What do you know about our company? _____

Why do you want to work for us? _____

Current Work Status

Are you now employed? _____ Yes _____ No. If not, how long have you been unemployed? _____

Why are you unemployed? _____

If you are working, why are you applying for this position? _____

When would you be available to start work with us? _____

Work Experience

(Start with the applicant's current or last position and work back. All periods of time should be accounted for. Go back at least 12 years, depending upon the applicant's age. Military service should be treated as a job.)

Current or last employer _____ Address _____

Dates of employment: from _____ to _____

Current or last job title _____

What are (were) your duties? _____

Have you held the same job throughout your employment with that company? _____ Yes _____ No. If not, describe the various jobs you have had with that employer, how long you held each of them, and the main duties of each. _____

What was your starting salary? _____ What are you earning now? _____ Comments _____

Name of your last or current supervisor _____

What did you like most about that job? _____

What did you like least about it? _____

Why are you thinking of leaving? _____

Why are you leaving right now? _____

Interviewer's comments or observations _____

(continued)

Structured Interview Guide

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Figure 7-1a

Structured Interview Guide (cont'd)

What did you do before you took your last job? _____
 Where were you employed? _____
 Location _____ Job title _____
 Duties _____
 Did you hold the same job throughout your employment with that company? ____ Yes ____ No. If not, describe the jobs you held, when you held them and the duties of each. _____

 What was your starting salary? _____ What was your final salary? _____
 Name of your last supervisor _____
 May we contact that company? ____ Yes ____ No
 What did you like most about that job? _____
 What did you like least about that job? _____
 Why did you leave that job? _____
 Would you consider working there again? _____
 Interviewer: If there is any gap between the various periods of employment, the applicant should be asked about them. _____
 Interviewer's comments or observations _____

 What did you do prior to the job with that company? _____
 What other jobs or experience have you had? Describe them briefly and explain the general duties of each. _____

 Have you been unemployed at any time in the last five years? ____ Yes ____ No. What efforts did you make to find work? _____
 What other experience or training do you have that would help qualify you for the job applied for? Explain how and where you obtained this experience or training. _____

Educational Background
 What education or training do you have that would help you in the job for which you have applied? _____

 Describe any formal education you have had. (Interviewer may substitute technical training, if relevant.) _____

Off-Job Activities
 What do you do in your off-hours? ____ Parttime job ____ Athletics ____ Spectator sports ____ Clubs ____ Other
 Please explain. _____
Interviewer's Specific Questions
 Interviewer: Add any questions to the particular job for which you are interviewing, leaving space for brief answers.
 (Be careful to avoid questions which may be viewed as discriminatory.)

Personal
 Would you be willing to relocate? ____ Yes ____ No
 Are you willing to travel? ____ Yes ____ No
 (continued)

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Figure 7-1b

Structured Interview Guide (cont'd)

What is the maximum amount of time you would consider traveling? _____

Are you able to work overtime? _____

What about working on weekends? _____

Self-Assessment

What do you feel are your strong points? _____

What do you feel are your weak points? _____

Interviewer: Compare the applicant's responses with the information furnished on the application for employment. Clear up any discrepancies. _____

Before the applicant leaves, the interviewer should provide basic information about the organization and the job opening, if this has not already been done. The applicant should be given information on the work location, work hours, the wage or salary, type of remuneration (salary or salary plus bonus, etc.), and other factors that may affect the applicant's interest in the job.

Interviewer's Impressions

Rate each characteristic from 1 to 4, with 1 being the highest rating and 4 being the lowest.

	1	2	3	4	Comments
Personal Characteristics					
Personal appearance					
Poise, manner					
Speech					
Cooperation with interviewer					
Job-related Characteristics					
Experience for this job					
Knowledge of job					
Interpersonal relationships					
Effectiveness					

Overall rating for job

1	2	3	4	5
___ Superior	___ Above Average	___ Average	___ Marginal	___ Unsatisfactory
	(well qualified)	(qualified)	(barely qualified)	

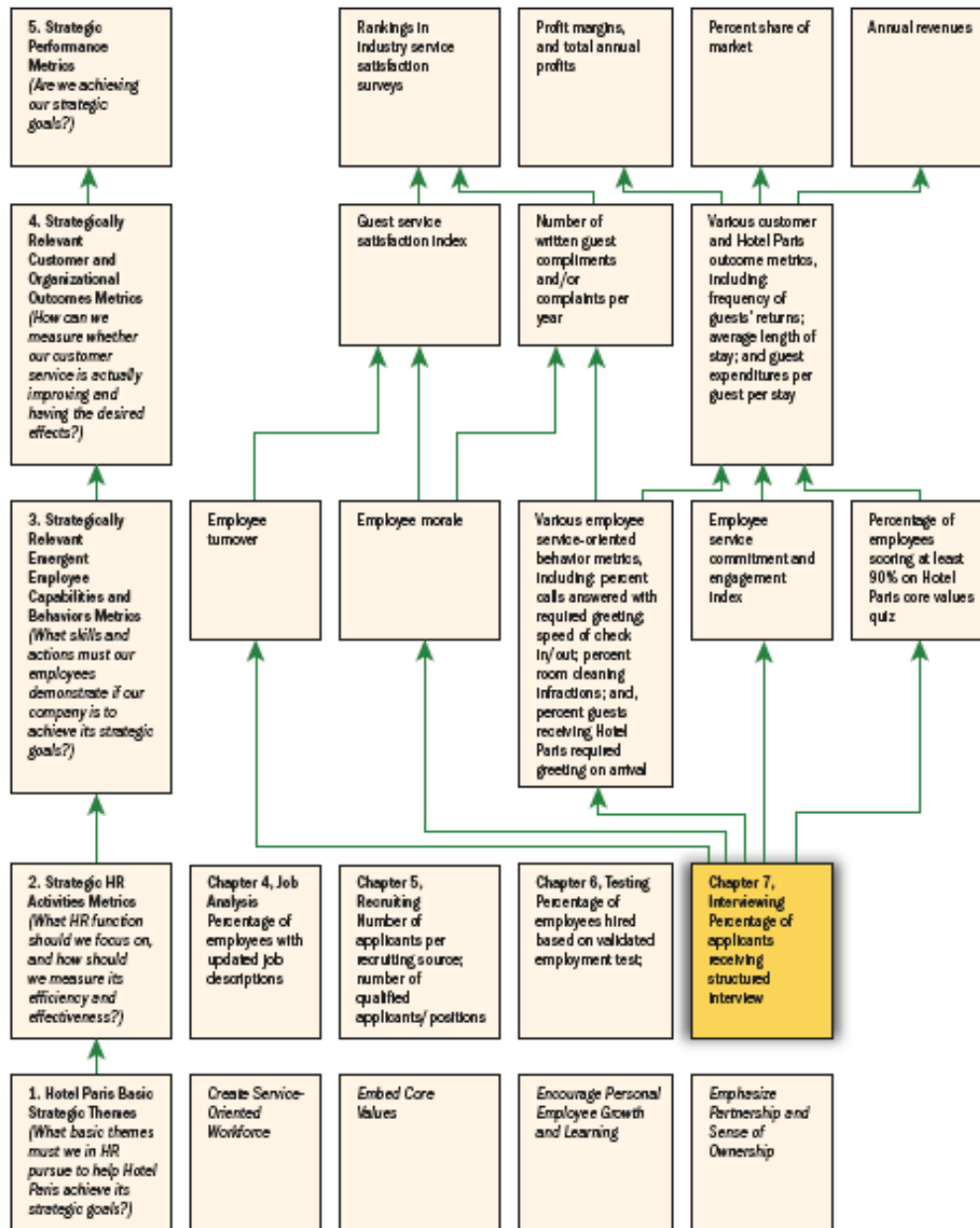
Comments or remarks _____

Interviewer _____ Date _____

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Figure 7-1c

HR Scorecard for Hotel Paris International Corporation*



*Note: *(An abbreviated example showing selected HR practices and outcomes aimed at implementing the competitive strategy, "To use superior guest services to differentiate the Hotel Paris properties and thus increase the length of stays and the return rate of guests and thus boost revenues and profitability")*

Figure 7–2

Interview Content: Types of Questions

➤ *Stress interview*

- An interview in which the interviewer seeks to make the applicant uncomfortable with occasionally rude questions that supposedly to spot sensitive applicants and those with low or high stress tolerance.

➤ *Puzzle questions*

- Recruiters for technical, finance, and other types of jobs use questions to pose problems requiring unique (“out-of-the-box”) solutions to see how candidates think under pressure.

Personal or Individual Interviews

➤ *Unstructured sequential interview*

- An interview in which each interviewer forms an independent opinion after asking different questions.

➤ *Structured sequential interview*

- An interview in which the applicant is interviewed sequentially by several persons; each rates the applicant on a standard form.

➤ *Panel interview*

- An interview in which a group of interviewers questions the applicant.

Personal or Individual Interviews

➤ *Panel (broad) interview*

- An interview in which a group of interviewers questions the applicant.

➤ *Mass interview*

- A panel interviews several candidates simultaneously.

Computerized Interviews

➤ *Computerized selection interview*

- An interview in which a job candidate's oral and/or computerized replies are obtained in response to computerized oral, visual, or written questions and/or situations.

➤ *Characteristics*

- Reduces amount of time managers devote to interviewing unacceptable candidates.
- Applicants are more honest with computers
- Avoids problems of interpersonal interviews
- Mechanical nature of computer-aided interview can leave an applicant dissatisfied.

Factors Affecting Interviews

➤ *First impressions*

- The tendency for interviewers to jump to conclusions—make snap judgments—about candidates during the first few minutes of the interview.
- Negative bias: unfavorable information about an applicant influences interviewers more than does positive information.

Factors Affecting Interviews (cont'd)

➤ *Misunderstanding the job*

- Not knowing precisely what the job entails and what sort of candidate is best suited causes interviewers to make decisions based on incorrect stereotypes of what a good applicant is.

➤ *Candidate-order error*

- An error of judgment on the part of the interviewer due to interviewing one or more very good or very bad candidates just before the interview in question.

Factors Affecting Interviews (cont'd)

- *Nonverbal behavior and impression management*
 - Interviewers' inferences of the interviewee's personality from the way he or she acts in the interview have a large impact on the interviewer's rating of the interviewee.
 - Clever interviewees attempt to manage the impression they present to persuade interviewers to view them more favorably.

Factors Affecting Interviews (cont'd)

- *Effect of personal characteristics: attractiveness, gender, race*
 - Interviewers tend to have a less favorable view of candidates who are:
 - Physically unattractive
 - Female
 - Of a different racial background
 - Disabled

Factors Affecting Interviews (cont'd)

- *Interviewer behaviors affecting interview outcomes*
 - Inadvertently telegraphing expected answers.
 - Talking so much that applicants have no time to answer questions.
 - Letting the applicant dominate the interview.
 - Acting more positively toward a favored (or similar to the interviewer) applicant.

Designing and Conducting the Interview

➤ *The structured situational interview*

- Use either situational questions (preferred) or behavioral questions that yield high criteria-related validities.
- Step 1: Job Analysis
- Step 2: Rate the Job's Main Duties
- Step 3: Create Interview Questions
- Step 4: Create Benchmark Answers
- Step 5: Appoint the Interview Panel and Conduct Interviews

How to Conduct an Effective Interview

➤ *Structure your interview:*

1. Base questions on actual job duties.
2. Use job knowledge, situational, or behaviorally oriented questions and objective criteria to evaluate the interviewee's responses.
3. Train interviewers.
4. Use the same questions with all candidates.
5. Use descriptive rating scales (excellent, fair, poor) to rate answers.
6. Use multiple interviewers or panel interviews.
7. If possible, use a standardized interview form.
8. Control the interview.
9. Take brief, unobtrusive notes during the interview.

Examples of Questions That Provide Structure

Situational Questions:

1. Suppose a co-worker was not following standard work procedures. The co-worker was more experienced than you and claimed the new procedure was better. Would you use the new procedure?
2. Suppose you were giving a sales presentation and a difficult technical question arose that you could not answer. What would you do?

Past Behavior Questions:

3. Based on your past work experience, what is the most significant action you have ever taken to help out a co-worker?
4. Can you provide an example of a specific instance where you developed a sales presentation that was highly effective?

Background Questions:

5. What work experiences, training, or other qualifications do you have for working in a teamwork environment?
6. What experience have you had with direct point-of-purchase sales?

Job Knowledge Questions:

7. What steps would you follow to conduct a brainstorming session with a group of employees on safety?
8. What factors should you consider when developing a television advertising campaign?

Note: *So that direct comparisons can be made, an example is presented to assess both teamwork (1,3,5,7) and sales attributes (2,4,6,8) for each type of question.*

How to Conduct an Effective Interview (cont'd)

➤ *Prepare for the interview*

- Secure a private room to minimize interruptions.
- Review the candidate's application and résumé.
- Review the job specifications

➤ *Establish rapport*

- Put the person at ease.

➤ *Ask questions*

- Follow your list of questions.
- Don't ask questions that can be answered yes or no.

Key Terms

**Unstructured or nondirective
Interview**

Structured or directive interview

Situational interview

Behavioral interviews

Job-related interview

Stress interview

Unstructured sequential interview

Structured sequential interview

Panel interview

Mass interview

Candidate-order error