

GUIDELINES FOR EFFECTIVE INTERVIEWING

1. Establish the objectives and scope of each interview.
 - examine the purpose of the interview
 - determine the areas and specific questions to be covered
 - review job requirements, application-form data, test scores, and other available information
2. Establish and maintain rapport.
 - Greet applicant pleasantly
 - Display sincere interest
 - Listen carefully
 - Be relaxed, but business-like
 - Avoid becoming personally involved—avoid telling the applicant about yourself—you are interested in knowing about the applicant
3. Be an active listener.
 - Strive to understand, comprehend, and gain insight into what is only suggested or implied.
 - Listen carefully—people tend to create false impressions or hide the facts if they think it will help them get the job. Be alert for contradictions or inconsistencies. However, if you create a relaxed, open atmosphere for the interview, the majority of people will be open with you.
 - Listen patiently—even if you think you know what the other person is going to say.
 - Listen intently—be alert for leads and follow up. Watch pauses and expressions for hidden meanings.
4. Pay attention to body language.
 - An applicant's facial expressions, gestures, body position, and movements often provide clues to that person's attitudes and feelings. Interviewers should be aware of what they are communicating nonverbally.
5. Provide information as freely and honestly as possible.
 - Answer fully and frankly the applicant's questions.
 - Don't interject your own personal values or feelings into the interviews. Don't be overly supportive.
 - Respond in neutral terms to applicant's statements.
For example, "I see"... "Why is that?"... "Is that right?"
6. Use questions effectively.
 - Questions should be phrased as objectively as possible and with no indication of a desired response.
 - Ask job-related questions pertaining to:
 - Experience
 - Education and training
 - Skills and abilities
 - Potential obstacles to work performance
 - Employment likes and dislikes
 - Other activities and interests
 - Reasons for leaving prior jobs
 - Why this job is of interest
 - Don't probe sensitive areas too quickly; take time to establish rapport first.
 - Ask nonleading questions.

For example: "What did you enjoy most about your job at XYZ Company?" instead of "You probably enjoyed being able to set your own pace at XYZ Company, didn't you?"

7. Separate facts from inferences.
 - During the interview, record factual information. Later, record your inferences or interpretations of the facts. Compare your inferences with those of other interviewers.
8. Recognize biases and stereotypes.
 - One typical bias is for interviewers to consider strangers who have interest, experiences, and backgrounds similar to their own to be more acceptable. Stereotyping involves forming generalized opinions of how people of a given gender, race, etc., appear, think, feel, and act. The influence of sex-role stereotyping is central to sex discrimination in employment.
9. Avoid the influence of "beautyism." (Appearance prejudice)
 - Discrimination against unattractive persons is a persistent and pervasive form of employment discrimination.
10. Avoid the halo error.
 - Judging an individual favorably or unfavorably on the basis of one strong point (or weak point) on which you place high value is the halo error.
11. Control the course of the interview.
 - Provide the applicant with ample opportunity to talk, but maintain control of the situation in order that the interview objectives may be reached.
 - While interviewing, keep your job vacancy constantly in mind, and relate what is said to that job. What part of the applicant's previous experience relates to your job?
 - Use of a three-part background information interview is generally recommended. An outline of this interview style is as follows:

Opening

1. Put interviewee at ease.
2. Try easy subjects to get interviewee talking, e.g., small talk, hobbies, known common interests, etc.
3. Make no evaluations.

Body

1. Obtain information by keeping interviewee talking.
 - a. Use general questions, e.g., "Tell me about your job at YXZ Company."
 - b. Use the slight pause.
 - c. Repeat key phrases.
 - d. Learn to ask why, where, what, and how.
 - e. Ask one question at a time.
 - f. Avoid leading questions.
 - g. Use language appropriate to interviewee.
 - h. Be patient.
 - i. Keep control.
2. Watch for a number of "silent" clues.
 - a. Pauses, digressions, and attempts to skim over answer.
 - b. What the interviewee emphasizes.
 - c. Changes in voice tone, rate of speech, and bodily composure.
 - d. Personal mannerisms.
 - e. Sense of humor.
 - f. Quick wittedness.
 - g. Reaction under stress.
 - h. Ability to organize thoughts.
 - i. Ability to express thoughts.

Closing

1. Let candidate ask questions about the job opening and the organization.
2. Provide any information you feel candidate needs to have about the job and working conditions.
3. Let candidate know when you expect to make a hiring decision and how you plan to let him/her know.

4. End the interview briefly and courteously. When you have covered the ground you meant to cover, it is your place to take the lead to close the interview.
 5. As soon as possible after the interview is over, spend a few minutes thinking over everything that was said while it is still fresh on your mind. Make notes of major points.
-
12. Standardize the types of questions asked.
 - Avoid discrimination by asking the same questions of applicants for a particular job.
 13. Keep careful notes.
 - Record facts, impressions, and any relevant information including what was told to the applicant.

TOPIC	LEGAL QUESTIONS	DISCRIMINATORY QUESTIONS
Family Status	<p>Do you have any responsibilities that conflict with the job attendance or travel requirements?</p> <p><i>If this question is asked to one applicant, it must be asked of all applicants.</i></p>	<p>Are you married? What is your spouse's name? What is your maiden name? Do you have any children? Are you pregnant? What are your childcare arrangements?</p>
Race	None	What is your race?
Religion	<p>None</p> <p><i>You may inquire about availability for weekend work.</i></p>	<p>What is your religion? Which church do you attend? What are your religious holidays?</p>
Residence	What is your address?	<p>Do you own or rent your home? Who resides with you?</p>
Sex	None	Are you male or female?
Age	If hired, can you offer proof that you are at least 18 years of age?	<p>How old are you? What is your date of birth?</p>
Arrests or Convictions	<p>Have you ever been convicted of a crime?</p> <p><i>You must state that a conviction will be considered only as it relates to fitness to perform the job being sought.</i></p>	Have you ever been arrested?
Citizenship or Nationality	<p>Can you show proof of your eligibility to work in the U. S.? Are you fluent in any languages other than English?</p> <p><i>You may ask the second question only as it relates to the job being sought.</i></p>	<p>Are you a U.S. citizen? Where were you born?</p>
Disability	<p>Are you able to perform the essential functions of this job with or without reasonable accommodation?</p> <p><i>Show the applicant the position description so he/she can give an informed answer.</i></p>	<p>Are you disabled? What is the nature or severity of your disability?</p>