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

1. *List the main types of selection interviews*
2. *Explain factors that affect the usefulness of interviews*
3. *Discuss the guidelines for an effective interviewer*
4. *Effectively interview a job candidate*

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 **Basic Features of Interviews**

- **An interview (definition)**
 - A procedure designed to obtain information from an applicant by asking him/her questions
- **Types of interviews**
 - Selection interview (focus for this chapter)
 - Appraisal interview
 - Exit interview
- **Interview format**
 - Structured
 - Unstructured

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Types of Interviews

- **Selection interview**
 - A selection procedure based on the applicants' answers to questions
- **Appraisal interview**
 - A discussion, following a performance appraisal, in which supervisor and employee discuss the employee's rating and possible remedial actions.
- **Exit interview**
 - Interview a departing employee to get information about job related matters to give the company some insight into what is right or wrong about the company



Format of Interviews

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



Format of Interviews

- **Structured or directive interview**
 - Advantages:
 - More reliable and valid
 - Help those less comfortable doing interviews
 - Increase consistency across candidates
 - Enhance job relatedness
 - Reduce bias
 - Disadvantages:
 - Do not always provide opportunity to follow up on points of interest as they develop



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

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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.

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Interview Content: Types of Questions

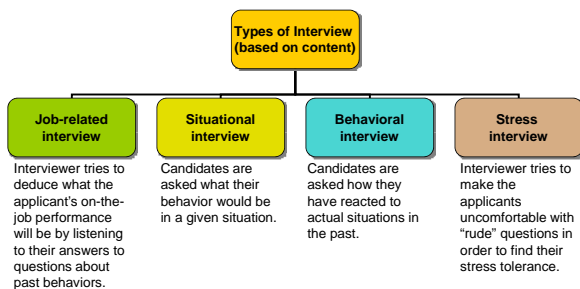


Figure 7.2
Types of Interview (based on content)

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Administering the Interview

- *Individual interview: one-on-one*
- *Sequential interview*
 - Unstructured
 - Structured
- *Panel interview / mass interview*
- *Telephone interview*
- *Computerized interview*

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Administering the Interview

- *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

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Administering the Interview

- *Panel (board) interview*
 - An interview in which a group of interviewers questions the applicant
- *Mass interview*
 - A panel interviews several candidates simultaneously
- *Telephone interview*
 - More accurate/substantive answers

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Administering the Interview

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

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Factors Affecting An Interview

- *First impression*
- *Poor knowledge of the job*
- *Candidate-order error*
- *Pressure to hire*
- *Impression of non-verbal behavior*
- *Effect of personal characteristics*
- *Interviewer behavior*

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Factors Affecting An Interview

- *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.
- *Pressure to hire*
 - Lower expectations to fill targeted numbers quickly

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Factors Affecting An Interview

➤ *Poor knowledge of 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 An Interview

➤ *Non-verbal 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 An Interview

➤ *Effect of personal characteristics*

- Interviewers tend to have a less favorable view of candidates who are:
 - Physically unattractive
 - Female
 - Of a different racial background
 - Disabled



Factors Affecting An Interview

➤ Interviewer behavior

- Inadvertently telegraph expected answers
- Talk so much that applicants have no time to answer questions
- Let the applicant dominate the interview
- Act 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



Designing and Conducting the Interview

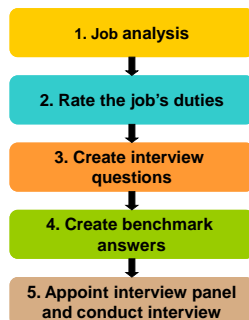


Figure 7.3
The Structured Situational Interview



How to Conduct an Effective Interview

➤ Steps:

1. Structure the interview
2. Prepare for the interview
3. Establish rapport
4. Ask questions
5. Close the interview
6. Review the interview

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How to Conduct an Effective Interview

1. Structure the interview

- a) Base questions on actual job duties.
- b) Use job knowledge, situational, or behaviorally oriented questions and objective criteria to evaluate the interviewee's responses.
- c) Train interviewers.
- d) Use the same questions with all candidates.
- e) Use descriptive rating scales (excellent, fair, poor) to rate answers.
- f) Use multiple interviewers or panel interviews.
- g) If possible, use a standardized interview form.
- h) Control the interview.
- i) Take brief, unobtrusive notes during the interview.

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How to Conduct an Effective Interview

Examples of questions that provide structure

1. Situational questions
2. Past behavior questions
3. Background questions
4. Job knowledge questions

Source: Michael Campion, David Palmer, and James Campion, "A Review of Structure in the Selection Interview," *Personnel Psychology* (1997), p. 668.

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How to Conduct an Effective Interview

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?

Source: Michael Campion, David Palmer, and James Campion, "A Review of Structure in the Selection Interview," *Personnel Psychology* (1997), p. 668.
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How to Conduct an Effective Interview

Past behavior questions

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

Source: Michael Campion, David Palmer, and James Campion, "A Review of Structure in the Selection Interview," *Personnel Psychology* (1997), p. 668.
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How to Conduct an Effective Interview

Background questions

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

Source: Michael Campion, David Palmer, and James Campion, "A Review of Structure in the Selection Interview," *Personnel Psychology* (1997), p. 668.
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How to Conduct an Effective Interview

Job knowledge questions

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

Source: Michael Campion, David Palmer, and James Campion, "A Review of Structure in the Selection Interview," *Personnel Psychology* (1997), p. 668.
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How to Conduct an Effective Interview

➤ *Prepare for the interview*

- Find 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

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How to Conduct an Effective Interview

Some supplementary questions for interviewing candidates:

1. How did you choose this line of work?
2. What did you enjoy most about your last job?
3. What did you like least about your last job?
4. What has been your greatest frustration or disappointment on your present job? Why?
5. Why should we be hiring you?
6. What do you expect from this employer?
7. What are three things you will not do in your next job?
8. Which do you prefer, working alone or working in groups?

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How to Conduct an Effective Interview

➤ *Close the interview*

- Leave time to answer questions candidate may have.
- Tell applicant what's the next step.
- Make rejections diplomatically.
- If the applicant is still being considered but decision cannot be reached now, say so.
- If company's policy is to inform candidates of status in writing, do so a few days after interview.

➤ *Review the interview*

- Review notes and fill in structured guide.
- Minimize snap judgments and negative emphasis.

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Prepare for the Interview

➤ *Ask questions based on:*

- Knowledge and experience
- Motivation
- Intellectual capacity
- Personality factors

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Specific Factors to look for in an Interview

➤ *Use a combination of situational and open-ended questions to probe candidate's suitability:*

- Intellectual factor
- Motivation factor
- Personality factor
- Knowledge and experience factor

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Conducting the Interview with a Plan

Use a plan as a guide:

- School, college or university experience
- Work experience
- Goals and ambitions
- Reactions to the job
- Self-assessment
- Military experiences
- Present outside activities

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Matching Candidate to Job

You should be able to

- Summarize the candidate's strengths and weaknesses.
- Draw a conclusion on specific factors.
- Compare your conclusion to the job description and behavioral specifications.
- Use an interview evaluation form to compile impressions.

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