





EFFECTIVE INTERVIEWING:

Behavioral, Competency, and Motivation-Based Interviewing Techniques That Work!



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TODAY'S PRESENTER

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INTERVIEWING & SELECTION: THE BASICS



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 **POMS COST OF A BAD HIRE**



80%
of employee turnover is the
result of "bad hiring decisions."
-Harvard Business Review

Keep in mind that more new hires fail due to personality-motivation-culture mismatch than from technical skills and knowledge mismatch.

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 **POMS COST OF A BAD HIRE**

- **Recruitment & Hiring Costs:** advertising, marketing costs, screening/sourcing, interviewing, and hiring
- **Onboarding:** training and management time
- **Lost Productivity:** learning curve to reach the productivity of an existing employee
- **Lost Knowledge:** knowledge that is acquired through years of experience is lost
- **Lost Engagement:** other employees who see high turnover tend to disengage and in turn be less productive
- **Time Investment:** managing performance, conduct, and behavior problems
- **Pay:** Up to 30% of the employee's first-year earnings
- **Other expenses:** Onboarding, training, performance, customer service, and relocation and training fees for replacement hires
- **Legal fees and litigation:** A possible increased risk of legal fee

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POMS COST OF A BAD HIRE

- **Employee morale can take a hit.** There are many reasons a new employee can turn out to be a bad hire; one of the most common is they bring a negative attitude into the workplace. If this is the case, the morale of an entire team to be negatively impacted.
- **Bigger workload for other employees.** Whether it's incompetence, laziness or a mix of the two that makes an employee a bad hire, you can bet that their particular defects will result in more work and longer hours for their more capable colleagues.
- **More stress on managers.** Managers are already under a considerable amount of pressure to manage teams when those groups are comprised of competent, efficient employees. Add a bad hire to any team and it's guaranteed to create a critical amount of stress for any manager.
- **Less credibility in the eyes of clients.** Every interaction a bad hire has with a client runs the risk of irrevocably damaging that relationship, which your teams have spent time and money building.
- **Poor representation to clients.** If your employees are responsible for directly communicating with customers, a bad hire increases the risk of a poor interaction which could impact your sales.

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POMS WHY DO WE CONDUCT INTERVIEWS?

- Once candidates for a job opening have been identified, the next step in the hiring process is the job interview.
- An interview is a two-way exchange, a conversation, in which both parties have some goals, and are interviewing one another.
- A good job interview is one in which the hiring supervisor gathers sufficient information from a job applicant to find out if the candidate has the needed knowledge, skills, and abilities (KSA), as well as the characteristics and competencies for a good "fit" for both the job and the organization.
- A good job interview not only identifies these qualifications but does so within the parameters of the law.
- You've learned about technical qualifications from the resume and application. The interview allows you to get a sense of the intangibles, such as passion, initiative, goals, cultural fit, attitudes, and communication skills.

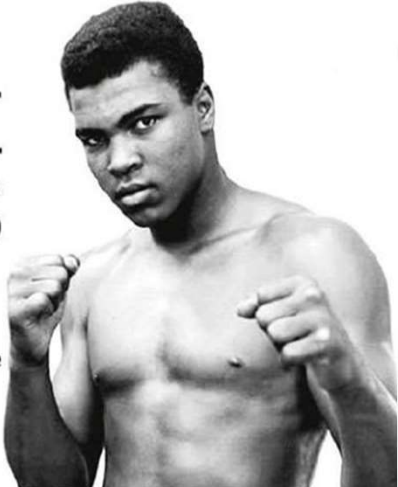
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POMS WHAT ARE WE LOOKING FOR IN INTERVIEWS?

- A study done by Leadership IQ found that out of 20,000 new hires, 46% of them failed within 18 months. Out of the failing only 11% failed for lack of skill but 89% failed for attitudinal reasons!
- Hire for attitude ... train for skill.

mindset matters

“Champions aren’t made in gyms. Champions are made from something they have deep inside them – a desire, a dream, a vision. They have to have the skill and the will, but the will must be stronger than the skill”
Muhammad Ali



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POMS WHAT ARE WE LOOKING FOR IN INTERVIEWS?



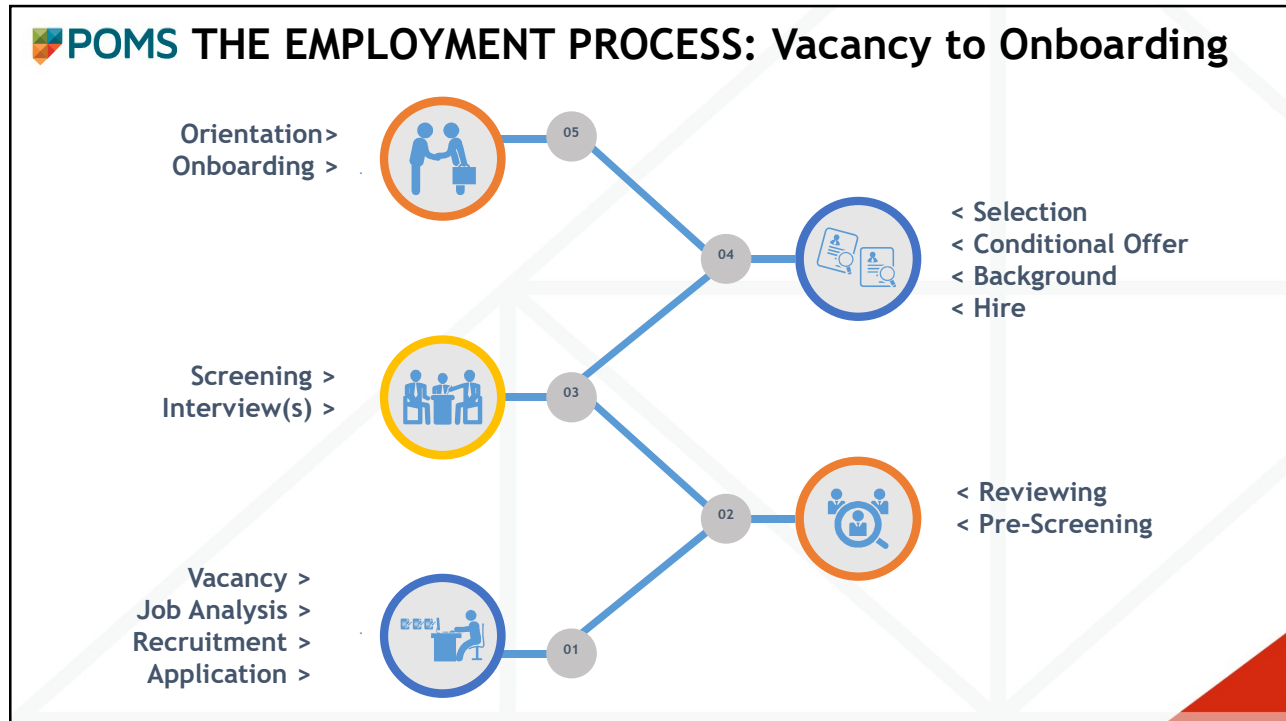
Necessary but not sufficient

Can be taught

#1 predictor of future performance success

Difficult to change

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POMS WHY INTERVIEW?

Widely used types of interviewing are:

- The telephone prescreen interview.
- The direct one-on-one interview, which can take a behavioral, competency-based, motivational, or situational approach.
- The panel interview.
- Virtual interview.

- 01** Meet the Candidate
- 02** Interact
- 03** Determine KSAs, Attitude
- 04** Culture Fit

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POMS BEST PRACTICES IN PRE-SCREENING & INTERVIEWING

- HR and hiring manager conduct a Job Analysis.
- HR and the hiring manager review and update the job description, with special attention to essential functions, qualifications (minimum and preferred), and key knowledge, skills, abilities/competencies for the job.
- HR and the hiring manager prepare preliminary list of key evaluation factors for candidates, the interview process to be used (phone, virtual, group/panel, testing, etc.), and possible interview questions.
- All applications should be submitted directly to Human Resources for initial screening, and rating based on applicant qualifications compared to the minimum and preferred qualifications in the job description.
- HR reviews and screens applications based on an objective assessment of applicant qualifications based on application materials.
- HR sorts applicants and identifies the top X candidates to be interviewed.
- HR makes copies of application materials and masks inappropriate identifying information before sending to hiring manager for their review.

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POMS BEST PRACTICES IN PRE-SCREENING & INTERVIEWING

- HR prepares “Job Packet” for hiring manager, to include:
 - Interviewing reference/reminder guide
 - Provide basic training for interviewers if needed
 - Current approved job description
 - Interview agenda and final questions
 - Candidate notes, evaluation, and rating forms
 - Recommendation form: Rank order acceptable candidates, list unacceptable candidates, wage requirements if known
- Hiring manager conducts interviews, completes Recommendation form and returns entire “Job Packet” to HR with all interview notes, rating sheets, pre-employment testing, references, etc.
- HR checks references on top candidate(s) - can confirm information and answers given in interviews, with former employer(s)
 - **Note** - some employers do reference checks post-offer, pre-employment.

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POMS BEST PRACTICES IN PRE-SCREENING & INTERVIEWING

- HR determines rate of pay to be offered based on classification & compensation plan, and candidate qualifications.
- HR makes conditional offer of employment by phone
 - If rejected, HR goes to second “acceptable” candidate and so on.
 - If accepted, HR prepares Conditional Offer of Employment letter to candidate.
 - Once accepted and signed, HR conducts background checks, drug screens, MVR checks, etc. - “post-offer, pre-employment” phase.
- Once all conditions are met, candidate is officially in regular employment status.
- HR contacts unsuccessful applicants and candidates.
- HR sets up new employee file, including hiring records.
- HR files and retains “Job Packet” and all applicant materials for one year after hire.

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POMS BEST PRACTICES IN PRE-SCREENING & INTERVIEWING

Hiring Records Retention Requirements

- Major federal laws addressing the retention of hiring records, include Title VII, the Americans with Disabilities Act (ADA) and the Age Discrimination in Employment Act (ADEA).
- Employers covered under any or all of these laws must retain hiring records for each position for at least one year from the date of the hiring decision (i.e., the date the position was filled).
 - Hiring records include, but are not limited to, all applications and resumes considered for the position, interview notes, rating sheets, selection testing (employment tests, drug tests) and investigations (reference checks, background or credit checks).
- Additionally, records related to current or potential lawsuits or EEO charges must be retained until the conclusion of the case.
- Federal contractors and subcontractors with fewer than 150 employees or a government contract less than \$150,000 must also retain hiring records for one year, under the authority of Executive Order 11246 and the regulations under 41 CFR Part 60. Contractors exceeding these limitations must retain hiring records for two years.

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PREPARE BEFOREHAND
SET A CALM ENVIRONMENT
ASK THE RIGHT QUESTIONS
TAKE NOTES

**GETTING READY FOR THE INTERVIEW
PROCESS**

POMS

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**WHAT ARE YOU
LOOKING
FOR?**

THE FIRST STEP
Often, the most overlooked ...

What road do I take?
Well where are you going?
I don't know
Then it doesn't matter. If you don't know where you are going, any road will get you there.

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Job Descriptions tell the incumbent and the HR professional the job specifications and clarify the minimum requirements to qualify for the job and essential responsibilities – important keys to HR functions in the selection process.

Desired Profile

- ✓ Determine the success factors for this position.
- ✓ Measure the success factors.
- ✓ Ethical behavior and decision-making skills
- ✓ Courage

Expectations of the Job

- ✓ It is important to set clear performance expectations.
- ✓ Be specific and clear about expectations are and how you will measure them.
- ✓ The overall purpose of having performance expectations is to move toward a specific company goal and create workplace accountability from one employee to another.
- ✓ Compliance and ethical expectations
- ✓ Authority to do the job
- ✓ Training and resources


Qualifications

- ✓ According to the job specifications—the most important qualities, experiences, education and characteristics that a successful candidate would possess.

Skills Required

- ✓ Skills at drawing insights from data
- ✓ Excellent time management & organizational skills
- ✓ Distinctive problem solving, analytical & strategic capabilities
- ✓ Soft and hard skill sets
- ✓ Influencer, champion

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YOU HAVE TO KNOW WHAT YOU'RE LOOKING FOR!

START WITH A JOB ANALYSIS

- Job analysis is the purposeful, systematic process of studying jobs to gather, analyze, synthesize and report information about job responsibilities and requirements and the conditions under which work is performed.
 - The procedure through which you determine the **duties of positions** in the organization, the **characteristics of the people** to hire for those jobs, and to determine in detail the particular job duties and requirements and the relative importance of these duties for a given job.
 - It involves studying jobs to determine what tasks and responsibilities they include, their relationships to other jobs, and the conditions under which work is performed, tools and equipment used, and the personal capabilities required for satisfactory performance.

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WHAT IS JOB ANALYSIS FOR?

Job analysis produces information for writing job descriptions (a list of what the job entails) and job specification (what kind of people to hire for that job)

- **Job description** - the principal product of a job analysis. It represents a written summary of the job as an identifiable organizational unit.
- **Job specification** - a written explanation of the knowledge, skills, abilities, competencies, traits and other characteristics (KSACOs) necessary for effective performance on a given job.

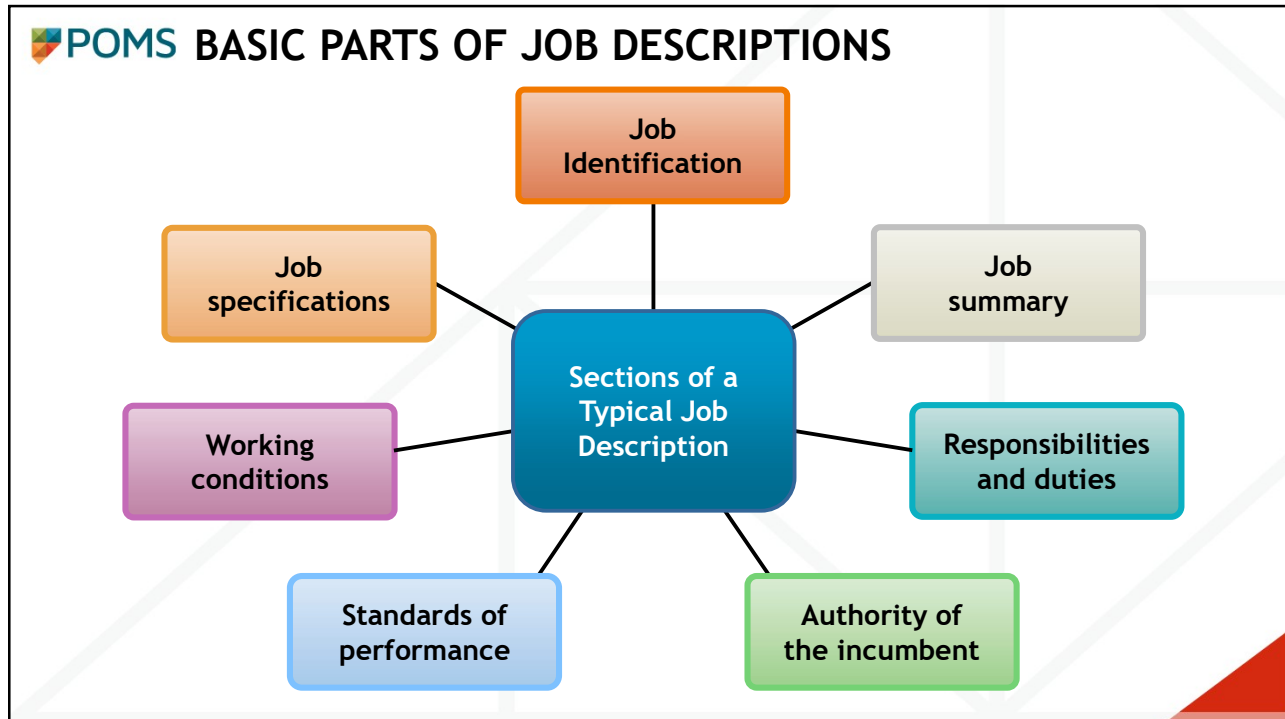


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WHAT IS A JOB DESCRIPTION?

- A job description is a summary of the major duties and responsibilities of a position. It also includes the education and experience required to do the work.
- A job description is a statement that outlines the specifics of a particular job, position or role with an organization. It provides details about the responsibilities, conditions of the job and the qualifications needed to perform the position.
- A job description is created after HR performs a job analysis that looks at each position in depth and creates a comprehensive description of what the job entails.
- A Job Description describes Jobs NOT people; includes Facts NOT judgements, and describes the job as it is now, not as it will be.

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POMS USING JOB DESCRIPTIONS IN MANAGEMENT

USING JOB DESCRIPTIONS TO RECRUIT AND HIRE EMPLOYEES

- With the specific information contained in the job description (such as functions and duties, qualifications, education, experience and personality suitability), the recruitment process can be done more easily and more effectively since all the information required for the position to be filled is already available and, already “thought-through”.
- The information found in a job description can help you draft a detailed job posting that can include:
 - the title of the job (what you plan to call the position);
 - a summary of the job description;
 - the employment requirements (e.g. education, training, qualifications and skills) you are looking for the candidate to possess at entry level and, possibly, those that will need to be acquired; and
 - the conditions of employment (e.g. full time or part time, shift work, working with hazardous material).

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 **ESTABLISH THE PERFORMANCE ELEMENTS, PERFORMANCE STANDARDS, CORE COMPETENCIES, AND ESSENTIAL FUNCTIONS**

Performance Standards - A performance standard is a management-approved expression of the performance threshold(s), requirement(s), or expectation(s) that must be met to be appraised at a particular level of performance.

- Performance standards should be objective, measurable, realistic, and stated clearly in writing (or otherwise recorded).
- The standards should be written in terms of specific measures that will be used to appraise performance.
- In order to develop specific measurers, you first must determine the general measure(s) that are important for each element.
- General measurers used to measure employee performance include the following - note that not all measures will necessarily apply to every element or essential job function.


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 **ESTABLISH THE PERFORMANCE ELEMENTS, PERFORMANCE STANDARDS, CORE COMPETENCIES, AND ESSENTIAL FUNCTIONS**

SUCCESS CRITERIA-

- Success criteria tell an employee the level of performance a supervisor expects.
- They are needed for each job function and should be: 1) measurable, 2) objective, 3) attainable, 4) time-bound, and 4) reflect the level of skill required to be successful in the position.
- Measurable criteria include, but are not necessarily limited to:
 - **Time** (e.g., completing a function by a certain date),
 - **Quality** (absence of error or variation),
 - **Frequency of occurrence** (performing a task daily, weekly, etc.),
 - **Productivity counts** (processing a certain number of items per week, for example), and/or
 - **Cost** (e.g. organizing an event within a specified budget).

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 **ESTABLISH THE PERFORMANCE ELEMENTS, PERFORMANCE STANDARDS, CORE COMPETENCIES, AND ESSENTIAL FUNCTIONS**

DEFINING THE ESSENTIAL FUNCTIONS:

- Ensure that the elements of the job function are truly necessary or a requirement to perform the job.
- Determine the frequency at which the function is performed or how much time is spent doing it.
- Determine the consequences of not performing the function and whether this would be detrimental to the employer's operation or result in severe consequences.
- Determine if the functions can be redesigned or performed in another manner.
- Determine if the functions can be reassigned to another employee.

IT IS AN ESSENTIAL DUTY IF:

1. This job exists specifically to perform this duty: for example, Programmer jobs exist to code programs in computer language.
2. The incumbents were specifically hired to perform the highly-specialized function. For example: a person hired to translate a foreign language would have the essential function of "translating."
3. No other employee in the location is available to perform the duty or responsibility

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The infographic is set against a dark teal background. It features four quadrants, each with a title and an illustration: 'PREPARE BEFOREHAND' (top-left) shows a document and a pencil; 'SET A CALM ENVIRONMENT' (top-right) shows two hands shaking; 'ASK THE RIGHT QUESTIONS' (bottom-left) shows a speech bubble; 'TAKE NOTES' (bottom-right) shows a notepad with a pencil and a list of traits: 'hard worker', 'responsible', 'experienced', and 'creative'. Below the quadrants, the text 'LEGAL ISSUES IN INTERVIEWING AND SELECTION' is written in large white letters. At the bottom left, the POMS logo is displayed on an orange background.

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POMS WHAT IS A LEGAL INTERVIEW?

- A number of federal, state, and local laws have been enacted to protect against discrimination in employment. The interviewer needs to know who is protected by these laws and how to respect these laws during an interview situation.
- Federal laws include Title VII of the Civil Rights Act, the Age Discrimination in Employment Act (ADEA), the Americans With Disabilities Amendments Act (ADAAA), the Pregnancy Discrimination Act (PDA), and the Genetic Information Nondiscrimination Act (GINA).
- Most states and many municipalities have enacted similar laws, which may be more encompassing than those enforced on the federal level.
- All employment interviews must be conducted within the parameters of the law. That is, the interviewer must not ask questions nor screen out candidates on the basis of characteristics protected by the law.

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POMS UNLAWFUL/INAPPROPRIATE INTERVIEW QUESTIONS

Interviewers need to be aware of the following topics because of the potential legal implications. Even though interviewers are acting in good faith and their questions during an interview appear harmless, lawsuits involving allegations of discrimination and unequal treatment have resulted when inquiries have focused on certain topics.

Inquiries into some topics should never be made while inquires into other topics should only be made when a direct relationship between the topic and corresponding duties of the job position exists

- **Address:** Specific inquiry into foreign addresses, which would indicate national origin.
- **Age:** Age, date of birth or any other inquiries which would require candidates to disclose their age.
- **Ancestry:** Candidate's nationality, lineage, ancestry, national origin, descent or parentage; length of residency in the United States; ancestry of immediate family or spouse's family; and questions regarding how the candidate acquired the ability to read, write or speak a foreign language.
- **Birthplace:** Birthplace of candidate, candidate's parents, spouse, or other relatives, or any other inquiry into national origin.

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POMS UNLAWFUL/INAPPROPRIATE INTERVIEW QUESTIONS

- **Children or Dependents:** Any inquiries regarding the number, age, or childcare arrangement for the candidate's children or other dependents. Such questions could be regarded as discriminatory against single parents.
- **Citizenship:** Inquiries regarding country or citizenship other than the United States; inquiries to naturalized citizens regarding citizenship status of parents or spouse; or date of acquisition of U.S. citizenship.
- **Convictions, Arrests and Court Records:** Any inquiries regarding arrests; questions regarding conviction and court records which are not substantially related to the function and responsibilities of the position.
- **Disabilities:** Inquiries regarding an applicant's disability. If a candidate volunteers this information during the interview, it can be considered in relation to the candidate's ability to perform the essential functions of the position. If a candidate has an obvious disability that causes the supervisor concern about whether that person could perform the essential functions of the job, the supervisor should point out the essential functions listed on the position description and ask, "Are you able to perform the essential functions of the job either with, or without, a reasonable accommodation? This should be done with and asked of all candidates.

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POMS UNLAWFUL/INAPPROPRIATE INTERVIEW QUESTIONS

- **Education:** Any inquiry specifically asking the nationality, racial or religious affiliation of a school.
- **Financial Status, Credit Record, or Car Ownership:** These questions are unrelated to the applicant's ability to perform the requirements of the position and tend to discriminate against certain groups. Financial status inquiries regarding past ownership, bankruptcy or garnishment of wages.
- **Graduation Dates:** Any inquiries concerning the dates that an applicant graduated from high school or college, which might indicate an applicant's age.
- **Health Issues:** Any inquiries related to a candidate's health, especially regarding whether a candidate has AIDS or is HIV positive.
- **Marital Status:** Any inquiry regarding whether the applicant is married, single, widowed, separated or engaged to be married may imply discrimination against women because of common societal assumptions that women often leave jobs when they get married or have children. In addition, societal assumptions regarding married and single, divorced, widowed or separated people may contribute to an atmosphere of perceived discrimination.

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POMS UNLAWFUL/INAPPROPRIATE INTERVIEW QUESTIONS

- **Military Discharge:** Any inquiry regarding the nature of a person's discharge.
- **Military Service:** Inquiries into the dates that a candidate either joined or left military service, which could be used to determine an applicant's age. Questions should not be asked about the nature of the person's military discharge or whether they ever served in another country's armed services.
- **Name:** Inquiries about an applicant's name which would indicate the candidate's lineage, ancestry, national origin, descent or marital status.
- **Opposite Sex:** Any inquiries regarding how an applicant would feel about working or traveling with members of the opposite sex may be considered discriminatory because answers are not always considered equally from men and women.
- **Organization:** Inquiries regarding organizations which would indicate by their character or name the race, religion, color or ancestry of the applicant.
- **Photographs:** No photographs may be requested or required prior to selection.

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POMS UNLAWFUL/INAPPROPRIATE INTERVIEW QUESTIONS

- **Political Issues:** Any questions regarding political party affiliation or opinions on political issues.
- **Pregnancy:** Any inquiries regarding pregnancy or potential pregnancy of an applicant.
- **Race or Color:** Any inquiries regarding the candidate's race, the racial group with which the applicant may identify, or regarding other physical features which may be directly or indirectly indicative of race or color.
- **Relatives:** To the extent that an inquiry into a spouse's name indicates marital status, an inquiry of this type may be considered illegal. Inquiries regarding a spouse's marital status may indicate to some applicants a reluctance to hire a woman if her husband already has a substantial income or if there is concern that her employment would disrupt her husband's career. Names or addresses of any relatives certainly should not be requested.
- **Workers Compensation:** Inquiries into an applicant's worker compensation history are inappropriate. An employer may not discriminate against an applicant because that applicant has utilized the workers' compensation system, nor may an employer base a hiring decision on the likelihood that an applicant may cause increased workers' compensation costs in the future.

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POMS UNLAWFUL/INAPPROPRIATE INTERVIEW QUESTIONS

- **Religion:** A candidate's religious denomination or affiliation, church, parish, pastor, or religious holidays observed should not be discussed during an interview. The relationship of a person's religious beliefs to their professional employment is an improper area of inquiry until after the selection is completed. At that time, any potential need for accommodation to a person's religious beliefs or practices may be discussed.

Though candidates may not be told that employees are required to work on religious holidays, they may be asked if they are available to work on specific days (for example, Saturdays or Sundays), but it must be asked of every candidate and should not be phrased in the context of religious observances. However, a candidate's religious beliefs must be accommodated unless such accommodation creates undue hardship to the employer.

- **Union Membership:** Any questions regarding current or past union membership or activities should be avoided.

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POMS CHECK STATE AND LOCAL LAW/ORDINANCES

- Most states, and many local jurisdictions have additional requirements regarding interviewing and selection of job candidates in such areas as:
 - Non-Discrimination in the application and screening process
 - Expanded protections for applicants with disabilities
 - Arrest and conviction records
 - Expunged criminal records
 - Ban the box laws
 - Salary history inquiries
 - Reference checks - check applicant's history to avoid negligent hire claims
 - Interviewing applicants
 - Avoid overpromising the employment opportunity - false representation claims
 - Interviewers should be consistent in the questions asked - must be job-related
 - Cannot ask inappropriate questions that may elicit information about an applicant's protected characteristics
 - Social Media inquiry restrictions
 - Gender identity inquiries on applications or during interviews

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POMS INTERVIEWING AND SELECTING JOB CANDIDATES: CA

- California antidiscrimination laws prohibit discrimination based on protected characteristics or even the perception that someone is a member of a protected class.
- California law is more protective than federal law on the issue of disability discrimination. For example, California prohibits discriminating against a person based on a medical condition, which includes any health impairment that is related to or associated with a cancer diagnosis, a record or history of cancer, or one's genetic characteristics.
- Private employers generally may ask about convictions (except for marijuana convictions over two years old), but not arrests (except for where the applicant is out on bail). See Arrest and Conviction Records.
- Questions about criminal records that have been sealed or expunged are to be avoided during the hiring process.
- State law prohibits most private employers from asking criminal history questions until after making a conditional employment offer.
- Cannot ask about an applicant's off-duty marijuana use.

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POMS INTERVIEWING AND SELECTING JOB CANDIDATES: CA

- During interviews, employers should avoid overselling the job, should ask consistent questions and should avoid questions that relate to protected characteristics. The California Department of Fair Housing and Employment provides a Fact Sheet with helpful guidance.
- California bans employers from relying on an applicant's salary history in determining what salary to offer or whether to offer employment.
- Employers must carefully check a candidate's employment history, criminal history, and references to avoid potential negligent hiring lawsuits, while still respecting the candidate's constitutionally-protected right to privacy.
- Employers may not request social media usernames and passwords of job applicants to access their personal social media websites.
- California bans discrimination against prospective employees based on their failure to designate male or female on a job application form.
- Localities including Los Angeles, Richmond and San Francisco have requirements pertaining to interviewing and selecting job candidates.

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POMS INTERVIEWING AND SELECTING JOB CANDIDATES: NM

- The New Mexico Human Rights Act (NMHRA) prohibits discrimination in hiring as well as other aspects of employment and is broader than federal employment laws because it applies to employers with as few as four employees and extends protection to more classes of individuals.
- Appropriate interview questions are affected by the broader provisions of the New Mexico Human Rights Act as well as by relevancy and privacy concerns.
- New Mexico has a ban the box law.
- New Mexico employers should carefully conduct reference checks and background checks.
- New Mexico law prohibits an employer from asking prospective employees for access to their private social networking accounts or profiles.
- An employer is prohibited from refusing to hire an individual because they are a smoker or nonsmoker.
- Albuquerque's Human Rights Ordinance generally tracks the NMHRA in terms of the kind of practices by employers that are considered unlawful discrimination but defines "employer" to mean any person employing one or more employees, and thus covers a broader range of employers than the NMHRA.

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STEPS IN INTERVIEWING



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POMS STEP 1: JOB SKILLS ANALYSIS

- A skills analysis will determine what skills are important for doing the job well. Through the skills analysis, the interviewer knows what to look for in the job candidate.
- To match a person to a job, it is essential to define the skills required in the job. A skills analysis provides an objective basis for deciding who is qualified and who is not.
- Legally, you must be able to document and defend your selection choices, and a thorough understanding of the job is necessary for this documentation.
- A skills analysis consists of these steps:
 1. Study, revise, and update the job description, clearly stating the essential functions.
 2. Review and outline the types of knowledge, behaviors, and skills which are necessary to perform the essential functions. Involve position supervisor, incumbents, peers, “customers” as appropriate.
 3. Understand the inner workings of the job.
 4. Analyze the knowledge, behaviors, and skills to prioritize their importance to the job.

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POMS STEP 2: SELECT APPROPRIATE BEHAVIORAL SKILL DIMENSIONS FOR THE JOB

- A behavioral skill dimension describes a set of behaviors and “attitudes” in clear, objective terms which may be required in a job, such as work habits and interpersonal competencies that are used both in and out of the workplace.
- A broad listing of skill dimensions is useful to the interviewer in skills analysis and selection of interview questions.
- Some sample skills dimensions would include:

- Emotional Intelligence
- Listening
- Coping
- Initiative
- Tolerance of Ambiguity
- Decisiveness
- Assertiveness
- Risk-taking
- Oral Communication
- Commitment to Task
- Planning and Organizing



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POMS STEP 3: DETERMINE INTERVIEW METHODS & PROCESS

Preparing for the interview can take a great deal of effort and planning before an interview can ever take place.

- Schedule a planning meeting with the appropriate attendees, such as co-workers, an indirect but interested manager or internal customers of the position.
- Decide on the applicant screening questions for the telephone screens.
- Decide the type of interview venue that will be used.
- Create/select specific questions to determine whether an applicant possesses the critical success factors.
- Determine who will interview the candidate - one-on-one, panel, virtual, etc.
- Plan the interview and the follow-up process.
- Review beforehand the job description and the resume of each candidate to be interviewed.

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POMS STEP 3: DETERMINE INTERVIEW METHODS & PROCESS

Traditional Interviewing: candidate is asked cognitive and personality type questions

- What are your greatest strengths and weaknesses?

Situational Interviewing: candidate is asked hypothetical type questions

- What would you do if you were unable to meet a deadline?

Behavior Based Interviewing (BBI): candidate is asked to describe past performance and behavior in order to determine knowledge skills, and abilities

- Tell me about a time when you took initiative in improving a process without being asked to do so?

Competency Based Interviewing uses questions to find out how you have used specific skills in your previous experience and how you approach problems, tasks and challenges.

- How have you contributed to the improvement of a team's overall performance in the past?

Motivation Based Interviewing (MBI): candidate is asked questions that will determine not only their skill (BBI) but also their attitude and passion

- Give me an example of a time where you needed to get people who had very different work styles to work cooperatively on a project? Walk me through how you felt internally about the people that gave you push back?

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POMS STEP 4: DEVELOP INTERVIEW QUESTIONS & AGENDA

- Determine what, and how job-related information should be obtained from applicants regarding:
 - **Track Record** - history of job success and stability
 - **Education & Other Credentials** - necessary education to perform the job and how they relate to job requirements
 - **Work Experience** - type and years of experience to perform the job
 - **Interests and Activities** - as they relate to the job and skill dimensions
 - **Applicant’s Assessment** - of their own strengths and weaknesses
- Write down all the questions you intend to ask each applicant and refer to it during the interview. Prepared questions tend to yield better information, are job-related and consistent for each applicant.
- These questions should be used in conjunction with a rating form, so that at the end of the interview process all candidates can be assessed objectively. Questions should be phrased to require candidates to talk about their actual experiences (not to answer hypothetically).

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POMS STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES

AN INTERVIEW IS ...	AN INTERVIEW IS NOT ...
<ul style="list-style-type: none"> • A conversation with a purpose • Directed and organized • A chance to observe how an individual acts, interacts, and reacts • Beneficial to both the interviewer and the applicant • An essential step in deciding whether or not an applicant is hired 	<ul style="list-style-type: none"> • An ordinary conversation • A time to make friends • An opportunity to judge the values and character of the applicant

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 **STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES**

- What about applicant testing? Applicant tests (skills, personality profiles, etc.) must be validated as being non-discriminatory. Be careful here - check with Human Resources or legal counsel to ensure that your applicant testing conforms with legal and regulatory guidelines.
- Organize your time so that you are prepared for the interview, and take the following planning steps:
 - Schedule a time and location for the interview
 - Remove any desk or physical barrier between you and the candidate
 - Create the proper environment - no interruptions or distractions!
 - Make sure you have read all paperwork on the applicant
 - Review the current position description and have a copy available at the interview
- In conducting the interview, the following tips can make it more successful.

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 **STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES**

- **OPENING:** Greet the applicant, establish warmth, be prepared, friendly, relaxed, objective, genuine and empathetic. Use direct eye contact and allow small talk to develop on the way to the interview room but bring it to a close once you and the applicant are in the interviewing room.
 - Be mindful to have a comfortable environment - seating, beverage, comfort, etc.
 - Interview in a distraction-free environment. Turn off any mobile devices and forward the phone in the room to voicemail. Leave instructions not to be interrupted. Interruptions can make the candidate feel less important.
 - Explain the interview format, which is that you will be reading questions and taking notes.
 - DO NOT “stack” interviews - leave time for debriefing, and to prepare for next interview.
 - Welcoming Remarks - Introductions, Overview of <Name of Organization>, Position, Overview of Interview and Hiring Decision/Timeframe.
 - “Before we get started, do you have any opening questions for me/us?”
 - My favorite opening question - gives me a glimpse into the candidate’s personality:
 - “What’s Your Personal Passion Project?”
 - Note whether the applicant provided additional materials, and copies of their resume, references, work product, etc.

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 **POMS STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES**

- **USE STRUCTURED FORM FOR NOTES AND RATINGS:** Several samples have been provided in the handout materials.
- **CLIMATE SETTING:** Set the tone by showing interest, acceptance and understanding. Make the applicant feel comfortable. Explain what the interview intends to accomplish and areas to be covered. Encourage openness and understanding and make it clear that the applicant may feel free to offer any information relevant to the position they are applying for.
- **USE ACTIVE LISTENING SKILLS** and concentrate on what the applicant is saying rather than interpreting the message or formulating the next interview question in your mind. Do not have the applicant wait long periods of time between the steps in the interviewing process. Do not prematurely terminate the interview because “time has run out.”

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 **POMS ASSESS THE CANDIDATE’S DESIRE & MOTIVATION**

- **ASSESS THE CANDIDATE’S DESIRE, ATTITUDE, AND MOTIVATION:** Did the candidate research your company, its achievements, competitors, and challenges prior to an interview?
- Some candidates will go out of their way research the job and your organization, and to articulate their understanding of who you are and why they’re so excited about joining your firm.
- Try questions like these to isolate those who are hungriest for the opportunity that you offer:
 - Why would you want to work here, and what do you know about our organization?
 - What makes us stand out in your mind from our competitors?
 - How would this role with our company provide a link to your future career progression?

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 **STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES**

• **INFORMATION SEEKING AND GATHERING:**

- Verify information on the application and resume as needed. Ask for more details if they are necessary.
- Ask interview questions - remember that the core questions asked of all interviewees should be the same questions, but that you can use probing or follow-up questions as needed.
 - My preference in a panel interview is to have one lead person ask the core questions, and others ask probing, follow-up, or clarifying questions as necessary; and to make notes on non-verbal communications.
- Be non-judgmental at all times.
- Show no surprise or frown that could discourage communication.
- Make supportive remarks which indicate you recognize the applicant's talents and achievements.
- Use silence to encourage the applicant to elaborate on important job-related details.
- Use the "80-20 rule" as a "talk ratio between the applicant and the interviewer.

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 **STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES**

- **INFORMATION GIVING:** Give an honest assessment of what the job is. Do not oversell the job, department, benefits, or organization; but build a positive image of the organization.
- Make sure the candidate knows what the job duties and essential functions of the job are - ask the candidate to review the position description and ask the following question (refers to ADA) of all candidates:
 - **"Are you able to perform the essential functions of this position either with or without the aid of a reasonable accommodation?"**
 - This is deliberately a closed "yes-no" question - make careful written notes if applicant brings up and discusses a disability or need for any accommodation.
 - Give the candidate ample time to review the job description carefully - you may offer water to the candidate and leave the room for a few minutes if you want to.
- Ask if the candidate has any questions about the job description.

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 **STEP 5: PLAN & CONDUCT INTERVIEW WITH QUALIFIED CANDIDATES**

- **CLOSING:** Finish off the interview by asking if the applicant has additional questions or information they would like to provide. Ask the candidate:
 - *What questions do you have for me about the position or the organization? Follow-up on continued interest in the position.*
 - *Is there anything else we haven't discussed that you would like to tell me about yourself and your qualifications for the position?*
- Confirm that the candidate still wants to be considered for the position. Human Resources should provide a basic information sheet about benefits in the "Job Packet."
- **THANK YOU** - let the applicant know what the rest of the selection process is, and who to contact with questions and how to follow up the interview process.
 - Review hiring process - who to contact with questions or follow-up (give applicant a card).
 - Check applicant availability
 - Have applicant complete release authorization form for reference checks (unless already done in Human Resources).

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 **STEP 6: EVALUATE AND RATE INTERVIEWEES & BEHAVIORS**

- **USE CANDIDATE RATING SHEETS:** Give an honest and objective assessment of the candidate's qualifications - knowledge, skills, abilities, competencies, and behaviors.
 - **ABLE:** Can the candidate do the job or learn to do the job?
 - **WILLING:** Will the candidate do the job and continue to do it well without constant supervision? How much drive or ambition has the candidate shown, especially in relation to this job?
 - **QUALIFIED:** How do the candidate's qualifications match the job description? How well does the candidate's education and experience prepare him or her to perform the task? What is the likely impact of this candidate on the work group?
 - **BACKGROUND FACTORS:** What are the patterns in the applicant's previous employment history, educational background and career goals that are favorable or unfavorable to success on the job?
 - **SYNTHESIS:** How will the candidate's success in the past lead to success in the future? Will the candidate have the opportunity to be successful in this work setting?
- **COMPLETE THE RECOMMENDATION FORM** - Rank order acceptable candidates, return "Job Packet" to HR.

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POMS STEP 7: MAKE SELECTION AND CONDITIONAL OFFER

Work with Human Resources to make a conditional offer of employment in writing, subject to any “post-offer” medical examinations, background checks, drug-testing, etc.

OTHER ISSUES TO CONSIDER

- Reference Checks done by Human Resources or jointly with Human Resources - giving and getting references, releases
- Taking notes during the interview, and their disposition
- “Job Packets” and retention schedules (for HR)
- Affirmative Action Concerns (if applicable) - notifying hiring supervisor of AAP goals, masking applications, diversity of applicant pool, etc.
- Applicable laws - including Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964 (1992), Age Discrimination in Employment Act of 1967, Vietnam Era Veterans Act of 1974, Americans with Disabilities Act of 1990, Americans with Disabilities Act as Amended of 2008.

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TYPES OF INTERVIEW QUESTIONS

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POMS THE 6 TYPES OF INTERVIEW QUESTIONS

Each of these 6 categories aims to bring forth new information that interviewers can learn about a potential new hire. Try to use at least one question from each category.

1. **Opening Questions.** Opening questions are designed to lighten the mood and get to know a little about the interviewee's personal life before diving into the serious questions.
2. **Motivation-Based Questions.** Motivation-based questions aim to understand why a job candidate is applying and what they hope to gain from joining the company.
3. **Situational Questions.** Situational questions place (often imaginary) scenarios for a job candidate to navigate through in order to see their problem-solving and analytical skills.
4. **Skills-Based Questions.** Skills-based questions seek to uncover if a potential candidate has the necessary skills to take on the job position. These questions usually involve demonstrating technical or professional skills.
5. **Behavioral or Competency Questions.** Behavioral questions aim to see how different candidates respond under different situations.
6. **Closing Questions.** Closing questions are questions best left for the end of an interview.

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POMS OPENING QUESTIONS

Here are a few of my favorite openers:

- *“What’s Your Personal Passion Project?”* - this question gives a glimpse into a candidate’s personality:
 - Are they travel lovers and open to new experiences?
 - Are they daredevils who love to parachute and skydive?
 - Are they more of the introverted type who loves reading or watching Netflix?
- *“Have You Ever Read a Book That Changed Your Life?”* - almost everyone has read a life-changing book that has motivated them, changed their way of thinking, or even made them successful. And if they don’t read? That’s a bad sign that they’re not a lifelong learner.
- *“If offered, and you accept this job, how would you spend your first two months?”* - can give a glimpse into how much thought the person has given to the job, and what they prioritize - relationships? Technical knowledge? Getting to know the business?

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POMS MOTIVATION-BASED QUESTIONS

Motivation-based questions play a large part in predicting job satisfaction. These questions dig deep into why a candidate wants to be a part of the company. Is it because of the great opportunities? The work culture? The valuable experience? Or just for the money?

- “*Why Should We Hire You?*” - this can be used to see how a potential new hire might react when under pressure. When interviewers ask this question, they really want to know:
 - Why would a candidate be a good fit for this position?
 - What makes them unique?
 - Why are they the best person for this job?
 - Why should the company hire them over everyone else?
- “*Why Did You Apply For This Position?*” - you want to know if their interviewee is a great match. Do their current and future goals align with this job position? And has the candidate done their research on this job position?

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POMS SITUATIONAL QUESTIONS

Situational questions are often questions that can't be Googled beforehand, giving you an insight into a job candidate's quick analytical skills. Since they have to think of an answer on the spot, situational questions show how a candidate might deal with potential problems they might face in the future.

The situational approach is an interview technique that gives the candidate a hypothetical scenario or event and focuses on his or her past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of how the candidate would respond given the situation described.

- “*Imagine You're the Manager and Your New Subordinate Keeps Disrespecting You. What Would You Do?*” - Is your job candidate applying for a management position? Even if they're not, this question reveals their conflict-handling skills. It gives you a deeper insight into how they would deal with threats in the workplace.

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POMS SITUATIONAL QUESTIONS

- *“If You Suddenly Had 3 Deadlines to Finish in One Day, But Could Only Finish 2 of Them, What Would You Do?”* - This is designed to dig up how a candidate would prioritize their tasks. Do they know how to prioritize? Can they section off their workday to accomplish these deadlines? Can they create mini goals to reach them?
- *“You have been hired as the HR director in a 300-employee company and are struggling to perform the necessary HR administrative work by yourself. Your manager, the CFO, tells you that you need to be more strategic. How would you handle this situation?”* - This can give you insight into the candidate’s strategic thinking, planning, and change management skills or experience, as well as how they take criticism.
- *“You learn that a former co-worker at your last company is applying for an accounting position with your company. You have heard that this person was terminated after admitting to embezzling funds from the company but that no criminal charge was made. You are not in HR. What, if anything, would you do?”* - This can give you insight into the person’s ethics, loyalty, tact, and problem-analysis abilities.

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POMS SITUATIONAL QUESTIONS

“What Are the Traits of Your Ideal Manager or Boss?”

- This is a great question to ask any up-and-coming employee because it shows how good of a fit they would be in the company. If you’re the hiring manager or someone who’s going to be their future supervisor, their answer can spell out your future boss-employee relationship.
- I deliberately have used the term, “boss,” to tease out what the candidate understands about leadership, and the difference between a leader and a “boss,” particularly if they are applying for a supervisory position.
- This question also shows how much guidance a potential employee might want. If their ideal manager is someone who gives detailed instructions and keeps constant watch over the team, they might need a lot of guidance. If their ideal manager is someone who is laid back and hands off, they might not be a good fit if your company culture is more high stress and deadline oriented.

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POMS SKILL-BASED QUESTIONS

Skill-based questions are questions that uncover whether a candidate has the skills to take on the tasks at hand. For example, if Company X is hiring for a software-related field, they might ask a question about using a specific software tool. Or if you are hiring an accountant to work on federal funding grants and contracts, you might ask a question pertaining to fund accounting, or indirect cost allocations to funding sources. Keep in mind that if a candidate does not meet the skill requirements, some companies prefer to hire based on fit rather than skill. They might believe it's better to find someone who is motivated and eager to learn and train them up, rather than someone who is qualified but a bad fit for the company.

- *“I Would Love To Hear About Your Proudest Professional Moment.”* - Think of this question as a glimpse into what the job candidate can accomplish at your company. Since you're giving the candidate the green light to tell their most amazing story, expect an answer that might surprise you or make you like them even more.
- If they tell their proudest moment, and you end up internally saying, “That's it?” you might be telling yourself the same thing if you do end up hiring them.

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POMS SKILL-BASED QUESTIONS

- *“Why Are You Qualified For This Position?”* - This straightforward question can uncover many things from a potential new-hire, such as:
 - their current/previous work experience
 - past accomplishments and how they relate to this job position
 - relevant skills that might be transferable to this position
- *“Describe a situation in which you led a team.”* - Is the candidate a team player or a leader? In this case, we're asking the candidate to show leadership. Some candidates may come off as overcontrolling or lacking in leadership qualities—look for the ones that showcase effective management and leadership skills. Ideally, you'll want to hear about a success story and not a big flop, and one from the workplace rather than in high school.
- *“What Are Your Biggest Strengths?”* - This question can be broken down into 2 parts:
 1. Is the job candidate self-aware? Do they know their own strengths and what they excel in (if anything)?
 2. Can they align their own strengths with the company's needs? Can their strengths shine in this job position?

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POMS BEHAVIOR/COMPETENCY-BASED QUESTIONS

- The premise behind behavioral interviewing is that the most accurate predictor of future performance is past performance in similar situations.
- Instead of asking how the applicant would handle a hypothetical situation, the interviewer asks the applicant how he or she did, in fact, handle a particular situation in the past.
 - **Pro-Tip:** *You can verify the candidates' answers when doing reference checks*
- Open-ended Questions vs Closed-ended Questions
 - *Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.*
 - *Describe a time when you were faced with a stressful situation that demonstrated your coping skills.*
 - *Give me a specific example of a time when you used good judgment and logic in solving a problem.*
 - *Give me an example of a time when you set a goal and were able to achieve it.*

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POMS BEHAVIOR/COMPETENCY-BASED QUESTIONS

- Behavioral and competency-based interview questions tend to be pointed, probing and specific.
 - *Tell me about a time when you had to use your presentation skills to influence someone's opinion.*
 - *Give me a specific example of a time when you had to conform to a policy with which you did not agree.*
- If answers seem to be thin on detail, the interviewer can ask follow-up questions:
 - *What exactly did you do?*
 - *What was your specific role in this?*
 - *What challenges did you come across?*
 - *Why precisely did you do that?*
 - *Why exactly did you make that decision?*

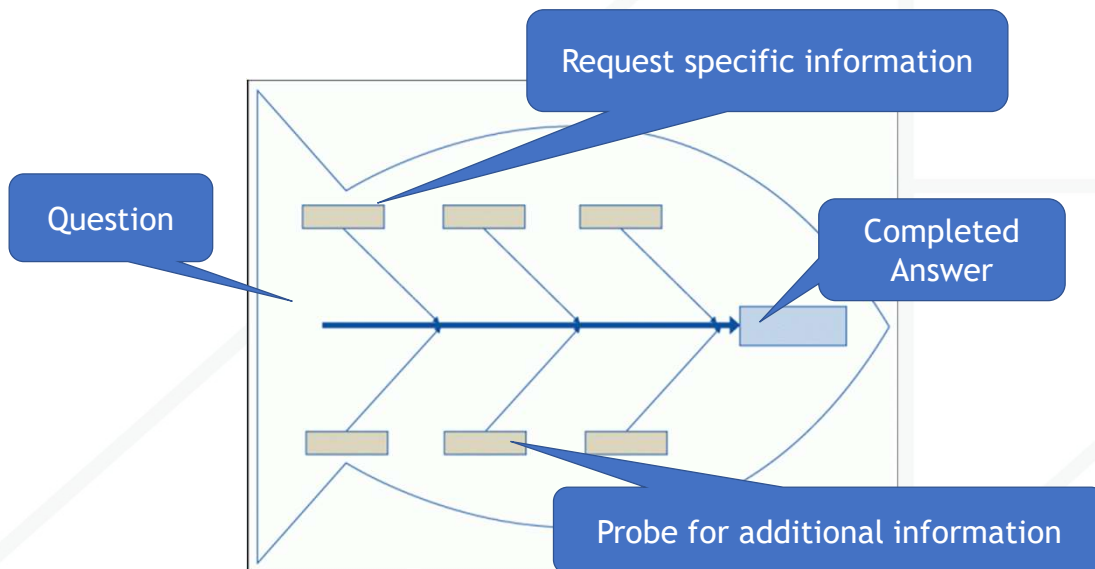
66

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 - *Why exactly did you make that decision?*

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POMS BEHAVIOR/COMPETENCY-BASED QUESTIONS



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POMS BEHAVIOR/COMPETENCY-BASED QUESTIONS

Ask the applicant how they handled different work situations in the past. Their answers can provide a glimpse into their personality, abilities and skills.

- *Tell me about a time when you had to encourage others to contribute ideas or opinions. How did you get everyone to contribute? What was the end result?*
- *Tell me about a situation in which your spoken communication skills made a difference in the outcome. How did you feel? What did you learn?*
- *Tell me about a situation when you had to persuade others to accept your point of view when they thought you were wrong. How did you prepare? What was your approach? How did they react? What was the outcome?*
- *Tell me about a situation where you recognized there was a better way to accomplish something, and you took the initiative to improve the process.*


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POMS BEHAVIOR/COMPETENCY-BASED QUESTIONS


Using the STAR Method for Evaluating Behavioral/Competency Responses

- Look for the candidate to provide information in their response:
 - **Situation** (20%), explain the situation so that you understand the context of their example, you do not need to know every detail!
 - **Task** (10%), talk about the task that they took responsibility for completing or the goal of their efforts.
 - **Action** (60%), describe the actions that they personally took to complete the task or reach the end goal. Highlight skills or character traits addressed in the question.
 - **Result** (10%), explain the positive outcomes or results generated by their actions or efforts. Here, it is important that they highlight quantifiable results. They should also emphasize what they learned from the experience or their key takeaways. Ask follow-up or probe questions if needed
- Note that you can verify the response through your reference checking.


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 **BEHAVIOR/COMPETENCY-BASED QUESTIONS**

Interviewees may be using the STAR Method to Form Their Responses

 S	T	A	R
Situation	Task	Action	Result
Describe the situation when it took place and what was involved. This is your opportunity to set the scene.	As a result of this situation, what needed to happen? Explain the tasks that needed to be completed to resolve the challenge	Here you'll want to provide details about the actions taken to reach the achieved goal. What was planned and for when?	What was the outcome? Describe a clear resolution - an ending to the challenge you outlined in your situation.

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 **EXAMPLE OF A STAR METHOD RESPONSE**

Q. Describe a time when you solved a difficult problem at work.

- **SITUATION** - While at work, I noticed two work colleagues had not been getting on for some time. So, although the situation hadn't yet impacted the company's performance, I was concerned things could escalate unless someone stepped in to resolve the problem.
- **TASK** - I felt someone needed to get hold of the situation with a view to resolving it amicably and as quickly as possible. It was my task to get the two people together, find out what the issue was with a view to sorting the situation out so we could all move forward as a team.
- **ACTION** - I initially sat down in private with each person individually to ask them what was going on. So, I managed to gather some useful information, which led me to believe the problem was all down to a simple miscommunication. It transpired that one of them felt the other person had not been doing their job properly, which resulted in the other person having an increased workload. Therefore, I got them both together in a private room and asked them to talk sensibly about it whilst I facilitated the discussion. Although it was uncomfortable at times, they both were relieved to get the situation resolved.
- **RESULT** - The end result was that both work colleagues cleared the air, shook hands and agreed to talk about things openly in the future, if a similar situation arose again.

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POMS EXAMPLE OF A STAR METHOD ASSESSMENT

Sample Questions	Situation	Task	Action	Result
<i>EXAMPLE: Tell me about a time that you were given a major project by your supervisor and how you handled it.</i>	<i>Q1 launch of Cloudsoft product at Stackswell Co in 2016.</i>	<i>Assigned by supervisor to manage the product's launch and get media coverage.</i>	<i>Setup customer calls, got major press coverage on Envato Tuts+, developed webinars, created branding guide.</i>	<i>Q2 sales were beyond forecast and grew with each subsequent quarter.</i>
<i>What was a time when you had to have a difficult conversation with a direct report or fellow employee?</i>				
<i>How do you handle feedback from your supervisor, and how do you implement it?</i>				
<i>What do you do when you're asked to perform a task at work that you think might be unethical?</i>				
<i>When you're dealing with a difficult customer (internal or external to the company), how do you handle their complaints?</i>				
<i>Tell me about a time that you saw a situation that would become a problem before others did, and what you did to solve it.</i>				
<i>How do you prioritize your work during a particularly hectic time period?</i>				

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POMS CLOSING QUESTIONS

- Closing questions, similar to opening questions, are there to lighten the atmosphere a bit and provide a chance for informal talk. The key to closing questions is to keep them interesting and/or fun—remember, the first and last questions in an interview will be the ones that stand out.
- “*What Did You Take Away From Our Meeting Today?*” - This can be a hard question to answer, and most candidates might not expect this. Pay attention to what they focus on the most from the meeting—was it the knowledge they learned about the company? Was it the chance to meet the CEO or managers? Was there a highlight of the meeting they had in mind?
- “*Do You Have Any Other Questions For Us?*” - This is almost an essential question because it signals to the candidate that the interview is almost complete. Look for a candidate who has a thoughtful question or two prepared. And if their question was already answered during the interview, are they able to come up with any other questions on the spot?
 - If a candidate doesn't have any questions to ask, this generally isn't a good sign, as it could be because of a lack of preparation or interest.

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EFFECTIVE INTERVIEW QUESTIONING TECHNIQUES



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POMS EFFECTIVE INTERVIEW QUESTIONING TECHNIQUES

- Effective interviewing is all about asking the right questions in the right way and gathering relevant and reliable information about them. This is essentially a two-part strategy. The first part is:
 1. Finding out if the candidate has the skills for the role, whether they are motivated to succeed and if they are a good fit for the company.
- Unfortunately, interview questions cannot be as simple as that; everyone will answer yes, and you'll end up with the same number of ideal candidates as you did applicants. The second part of the strategy is:
 2. Using the right questioning techniques and communication skills can help you to draw out the suitable candidates.
- **Plan your interview questioning techniques in line with your recruitment strategy**, to ensure you get the right information, in the right way, which enables you to choose the best candidate for the job opening.
- Now let's look at various questioning techniques which you can easily incorporate into your recruitment strategy during your interviews.

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POMS THE FUNNEL APPROACH TO QUESTIONING

- The funnel approach to questioning and eliciting information is a research method that involves asking broad questions before moving to more specific questions.
- The first step is to ask lots of open-ended questions to get the applicant talking. They generally allow the applicant to express their opinions or feelings and allow you to gain valuable insights into their behaviors and personality.
 - When asking Open Questions, try using the T.E.D Technique - “Tell me about...” / “Explain to me...” / “Describe for me...” / “Help me understand more about ...” For example;
 - “Tell me how you produced that report...” or “Explain your involvement in the system implementation project...” or “Describe how you handled that problem and what the outcome was.”
- The danger with open question’s is that it is very easy for the applicant to go off topic and focus on areas that are perhaps less relevant. This is then down to the skill of the Interviewer to bring them back on track and a great way to do this is through asking Probing Questions - which are discussed later.

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POMS THE FUNNEL APPROACH TO QUESTIONING

All questions should start with **“Tell me...”** to ensure they are open-ended questions (preventing a “yes”/ “no” answer)

THE INTERVIEW FUNNEL

START WITH AN OPEN ENDED QUESTION

LISTEN

NARROW DOWN TO SPECIFIC AREA

LISTEN

HOW DID THE PERSON GO ABOUT IT

LISTEN

FIND OUT MOTIVATIONS

LISTEN

ACHIEVEMENTS

LISTEN

SUMMARISE
AND SEEK
AGREEMENT

START WITH NEW AREA

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POMS 1. Using Open-Ended Questions

- Stay away from “yes-no” questions (a very few exceptions - ADA)
- “Tell me about yourself.” Notice how it’s impossible to answer this with a simple yes or no? Hence, the candidates have no choice but to expand on their answers and get chatting to you.
- It’s a great way for you to hear their views and understand them more as individuals. Some examples of this questioning technique include:
 - Describe a situation at work where you managed stress.
 - What does your ideal job look like?
 - What makes you want to work here?
- These questions make the candidate discuss and elaborate on the subject in question.
- Through these longer answers, you’ll be able to indirectly get to know key facts about the candidate, like what motivates them, where their skills lie, what they value and how they have functioned in the past.

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POMS 2. Probing Questions

- U.S. Dept. of Labor’s EEOC guidance tells us that all candidates for a position must be asked the same core questions, in the same manner, with two (2) general exceptions:
 1. Questions to clarify information in the candidate’s application package (resume, cover letter, application).
 2. Probing, or Follow-up questions to a candidate’s response to your questions in the interview.
- You’ve asked a question and heard the candidate’s answer, but you want to know more. Probing questions get the candidate to think deeper about what they’ve answered and provide you with more clarification and details.
- These questions make candidates express what they may not have prepared to say in the interview, for example, after a candidate has provided an answer, you might ask:
 - When have you done something like this before?
 - Why do you think that is?
 - Tell me more about what you mean by that?

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POMS 2. Probing Questions

Probing is asking follow-up questions when we do not fully understand a response, when answers are vague or ambiguous or when we want to obtain more specific or in-depth information.

- For example: “What did you like best about the program?”

Probing questions often begin with “what” or “how” because they invite more detail.

- Questions that begin with “Do you...” or “Are you...” invite personal reflection.
- “Why” questions can be problematic. They may put the respondent on the defensive or result in little useful information and require additional probing. Example: “Why did you do that?” “...because I wanted to”.
- If possible, try to replace “why” with “what”. With any question, watch for leading questions or bias in your probes.

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POMS 2. Probing Questions

- Could you please tell me more about ...
- I’m not quite sure I understood ... Could you tell me more?
- I’m not certain what you mean by ... Could you give me some examples?
- Could you tell me more about your thinking on that?
- You mentioned ... Could you tell me more about that? What stands out in your mind about that?
- This is what I thought I heard ... Did I understand you correctly?
- So what I hear you saying is ...”
- Can you give me an example of ...
- What makes you feel that way?
- What are some of your reasons for liking it?
- You just told me about ... I’d also like to know about ...

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POMS 3. Leading Questions

- Leading questions suggest the correct answer within the question. By asking these questions, you're automatically leading the candidate into your way of thinking, not allowing them their own space to think.
- Because you're pushing the candidate to answer the question in a particular way, it's not the most reliable questioning technique, because you are telegraphing how the candidate should answer the question for you. E.g.,:
 - Many of the employees here enjoy working overtime. What do you think about this?
 - You said that you're skilled in Microsoft Word, didn't you?
 - We value teamwork here. Do you like working in teams?
- In these questions, you've shown them the best answer, which helps the candidate answer the question.
- With that in mind, you need to give all candidates an equal opportunity, so this questioning technique shouldn't only be used on your favorite candidate.
- Leading questions must be used with care, not bias.

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POMS 4. Loaded Questions

- A loaded question is, in fact, a trick question. It's a complex question including one controversial assumption which the candidate is likely to disagree with.
- When using these questions, you're going to make the candidate want to defend themselves, for example, what if someone asked you:
 - Are you saying that you enjoy teamwork to impress me, or do you really?
 - If I told you that you had to fill in on Saturdays, would you be too unwilling to help out?
 - Tell me about your weaknesses, how have they prevented you from completing your job duties?
- These questions are a candidate's worst interview nightmare. They're scary and can be offensive if not phrased carefully. The candidate has to divert your assumption, and on top of that, answer the original question. If you're the kind of interviewer who wants to test the candidate's positive attitude, interpersonal skills and confidence, these questions will reveal those quickly.

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POMS 5. Recall and Process Questions

- The candidate is required to remember facts by recalling information from memory and then analyzing the information. Easier said than done.
- You're asking the candidate to apply what they already know, for example:
 - What are the key skills you have which you'll apply to this position?
 - I see you've worked in sales; how will that help you in this role?
 - What are the advantages of employing someone with your degree for this position?
- These more complex questions allow the candidate to show off their mental processing skills and explain how their experience suits the current job requirements. These are tricky questions, and if a candidate is struggling with interview anxiety, they may be inhibited when answering. Scientific studies have proven that memory recall can be temporarily disrupted during a stressful situation, like an interview.
- These type of questions try to get candidates to demonstrate how their previous experiences have prepared them for the opportunity in front of them.

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POMS 6. Rhetorical Questions

- This questioning technique does not ask for an answer. Indeed, rhetorical questions tend to be hypothetical and are only asked to get the candidate to think more; the answer is not required or is too obvious to say. Usually, it's not a question at all but a statement.
- This technique is used to engage with the candidate instead of attempting to get information out of them. They're also more powerful when used together, for example:
 - Have you seen the economic statistics today, there's no hope is there?
 - How many times am I going to tell myself not to look at the statistics?
- These questions are effective if you want to get candidates to draw candidates into the conversation. It is more of a thought-provoking technique than a conversation starter.
- Recruitment interviews are tricky and require excellent communication skills.
- Each of these questioning strategies serves a unique purpose; I recommend that you choose techniques that allow the candidate to reveal and display their character and skills.

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9 TIPS TO CONDUCTING A GOOD INTERVIEW



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POMS 1. Know Exactly What You Want in a Candidate

Get clear on your wants and expectations before posting the job opportunity. When you write the job description, ask yourself and others on the team these questions.

- What traits are you looking for?
- Are we asking too much from a candidate?
- Are we expecting too little? (This is rare! Most job descriptions are too ambitious.)
- Is this one person's job, or should it be split into two roles?
- Is this job description comparable to others in the industry?
- What are we hoping to accomplish when we fill this role?
- You can even draft your ideal candidate profile to narrow your ideal fit.
 - Look at characteristics of successful employees in the position/organization

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POMS 2. Understand Non-Verbal Communication

- What is the candidate not saying? Understanding nonverbals is a big part of your role as a leader.
- Remember that interviews are high-stress, so you'll likely see some self-soothing behavior.
- Hiring managers report they are less likely to hire someone due to lack of eye contact, fidgeting, or crossing their arms. This is an alarming trend in the workplace, as all of these behaviors can be attributed to nervousness, shyness, and neurodivergence, among other things.
- Instead of penalizing a candidate for nervousness, look for more important red flags in their nonverbal behavior. This could include extreme behaviors such as:
 - **A lip press.** When someone presses their lips together into a thin line, it can mean they are holding something back. This cue is a gesture of withholding and suppression.
 - **The Contempt micro expression** (*a small lifting of one side of the mouth*). This can signal disdain or dislike.
 - **A sudden change in their nonverbals when you ask a difficult question.** These can be signs of withholding or changing information, and you should dig deeper into the information they're giving.

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POMS 3. Be Focused and Prepared

- As soon as the candidate walks through the door, your attention should be focused on them.
 - Silence notifications during the interview, so you aren't distracted by all the dings and pings from your busy life.
 - Print out their CV or resume and have your list of questions ready to optimize the time. Keep reading for 35 interview questions to make this easy.
 - Choose a welcoming seating area; if that's not your office, look for a quiet room with comfortable chairs.
- **Pro Tip:** When selecting your questions, consider what values and qualities are most important for the role.
 - For example, if you're hiring for a position that requires a lot of time interfacing with clients and customers, ask questions that explore emotional intelligence and personality.

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POMS 4. Keep the Interview Moving

- You may find yourself with someone who wants to share about every project they've ever worked on or a candidate who answers all your questions in under 30 seconds.
- It's your job to monitor the pacing!
- **Pro Tips:** Help reserved candidates elaborate on their answers by nodding three times and waiting. This shows you're listening and ready to hear more. Also, try smiling and leaning forward to make it clear you care what they have to say. This is an interest cue and encourages engagement.
- Take back the interview from overly communicative candidates by indicating you want to speak. You can do this by leaning forward, opening your mouth, or holding your hand up briefly. Also, watch for a pause and gently segway the conversation to the next question.

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POMS 5. Be Friendly and Warm

- Your goal isn't to intimidate or assert your dominance. Instead, be relaxed and welcoming. Welcome the candidate with a smile and a handshake.
- Remember - the candidate is already nervous in the process. When you help the candidate to be more relaxed and comfortable, they will give more realistic responses to your questions, and you are likely to more accurately assess their appropriateness for the job.
- Make sure the setting is comfortable and professional, as appropriate.
- Have water or coffee available and offer it to the candidate.
- Make eye contact and listen to their responses with interest.
- Use your nonverbals (e.g., nod and lean forward) to show you're engaged in the conversation.
- How you act during the interview will leave a lasting impression about your company even if the person isn't hired.

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POMS 6. Be Interested and Engaged

- Show interest in the person you're interviewing, and let them know you see them as a person with something valuable to share.
- Showing interest comes from how you communicate and flows from your inner state of mind. If you feel like interviews are a waste of your time, the candidate will feel that and may, unknowingly, live up to your low expectations.
- Remind yourself that every candidate is a potential employee—and you want to connect with them to establish rapport from day one.
- You must be alert to be focused and interested.
- **Pro-Tip** - Do not “stack” interviews. Allow at least 30 minutes between interviews to debrief, and then to prepare for the next candidate.
- **Pro-Tip** - Look for one positive thing you noticed, and mention it at the end of the interview. This could sound like, “I really appreciate the thought and care you put into your resume. It's clear you're taking this seriously.” or, “You have a good sense of humor; that's a valuable asset in the workplace.”

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POMS 7. Take Good Notes - Objective and Job-Related

A competent interviewer takes notes during the interview, and uses a structured form, organized by questions and the competencies you are looking for from the candidate. This will help you to formulate meaningful followup and probe questions. Include on the form and in your notes:

- **First impressions.** Did they seem nervous but gradually opened up? Did they feel arrogant or cold? First impressions are clues that you can place alongside your observations throughout the interview. Look for inconsistencies and any behavior you wouldn't want in the workplace.
- **Things that stood out or surprised you about the candidate.** This could help you make a decision if you had several strong candidates.
- **Highlights that weren't included in the resume or application.** Instead of relying on your memory, make notes of the most important information.

This becomes even more important if you're interviewing a large number of candidates—good notes will help you remember what you liked and didn't like about a potential new hire.

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POMS 8. Let the Conversation Flow Naturally

An interview shouldn't feel stilted or scripted. Ironically, when it is, people who are pretending to be something they aren't will have an easier job convincing you how great they are.

- Let the conversation flow naturally as you ask the questions.
 - My preference with group/panel interviews is to have one person responsible for asking the main questions, and let others ask follow-up/probe questions as needed.
- Pay careful attention to what is being said and what they avoid saying. In a relaxed environment, candidates may self-reveal their weaknesses or what makes them special.
- **Pro Tip:** If a candidate mentions something that surprises you, dig a little deeper. You may discover something about them that wasn't on the resume.
 - This could include a special skill, volunteer experience they didn't think to include, or a passion project. Each of these things can provide insight into their personality and where they might fit in your company.
- And do review their resume before your meeting. That will prepare you to ask questions to elaborate on their resume rather than repeating the information you already have.

REMEMBER - DON'T STACK INTERVIEWS!

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POMS 9. Remain Professional Throughout the Interview

Unfortunately, this must be said. Too many hiring managers ghost their candidates before, during, and after the interview. It's not professional.

- It's even worse if you ghost a candidate (at any stage in the hiring process) and then suddenly reappear with a job offer. They've likely moved on, which means selecting a secondary candidate or even starting over with interviewing a new batch of candidates.
- Having a system in place ensures all candidates are treated professionally and courteously, making your job easier.
- **Pro Tip:** Create form letters for the various stages of the interview process. This will make responding to candidates simple and streamlined.
 - If you have an assistant, ask them to send the emails at the appropriate interview stages or set a reminder on your calendar to ensure you send the email after the interview.
- No matter how charismatic you are, you can always level up! Try this to take your communication to the next stage.

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SUMMARY AND TAKEAWAYS



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POMS TIPS FOR INTERVIEWING

To avoid the pitfalls of the employment interview, employers (through Human Resources) should take the following steps:

- Train and/or provide coaching for supervisors in the areas mentioned.
- Develop guidelines for employment interviews.
- Use standard questions, written out beforehand, for applicants for a particular job.
- Review all job applications to assure that they avoid prohibited inquiries.
- Decide what the job requirements are and tailor the inquiries to the job requirements.



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POMS TIPS FOR INTERVIEWING



- Tie job competencies to questions
- Prepare the interview questions beforehand (be consistent with all candidates)
- Treat candidates like customers, be welcoming, no interruptions
- Involve others- Someone who will work closely with the candidate, someone who previously performed the job and/or an unbiased third party
- Actively listen to the candidate in order to prepare follow up questions
- Spend adequate time with the candidate (recommended time- 1 hour)
- Set realistic expectations of what the job entails
- Leave time for the candidate to ask questions
- ***Never verbally offer the job to a candidate (Please inform HR of your choice and a proper salary analysis will be conducted.)***

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POMS AVOIDING INTERVIEWING ERRORS



Avoid other common interviewing errors and biases:

- **Similar-to-me/Different-from-me**: using yourself as a yardstick
- **Similarity attraction bias** - we are more inclined to hire candidates we view as being like us or having similar traits or characteristics as us, even when those things aren't correlated with on-the-job performance.
- **Varying Standards**: Using different standards for different candidates
- **Stereotypes and Biases**: allowing personal biases to affect decisions
- **Halo/Horn Effects**: Allowing one skill or characteristic about a candidate (positive or negative) overly influence your decision. Often, forgoes proper investigation of a candidate's background, choosing instead to focus too heavily on one positive or negative aspect of a candidate.

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AVOIDING INTERVIEWING ERRORS



Avoid other common interviewing errors and biases:

- **Confirmation bias** - make snap decisions based on perceived truths and then spend the rest of the time, subconsciously or not, trying to justify our bias. This is when we ask irrelevant questions, trying to elicit answers that support our initial assumption about the candidate.
- **Affect heuristics** - judging someone's suitability for a position based on superficial factors that have no sway in how they would carry out the task at hand.
- **Expectation anchor** - when we allow ourselves to anchor onto one certain piece of information about a candidate and use it to help us make decisions.
- **Overconfidence bias** - we allow our subjective perception of confidence to cloud our objectivity and tend to rely on so-called intuition.

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TIPS FOR INTERVIEWING



1. **Be prepared.** Plan out your questions and know what it is you want in a candidate.
2. **Be warm and charismatic.** This will create a relaxed atmosphere for the interview and build your leadership skills.
3. **Watch the nonverbals.** Look for nonverbals that aren't congruent with what they are saying but be forgiving of self-soothing behavior like fidgeting or low eye contact.
4. **Take notes.** You might forget something that was a red flag or that impressed you during the interview. Make notes to keep track of what you think of the candidates.
5. **Guide the conversation.** Keep the pacing at a good flow and ask follow-up questions that dig deeper into answers that could reveal important characteristics about the candidate.
6. **Be professional.** From start to finish, conduct yourself in a way that is respectful of your candidates and represents your company well.

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POMS TIPS FOR INTERVIEWING

7. Have an operational knowledge of the position, skills, environment and expectations
8. Prepare questions in advance
9. Practice, practice, practice
10. Be consistent with each candidate
11. Prepare the interviewee
12. Provide information about the interview.
13. *“I am going to ask questions about work situations or projects that you have completed in your past employment. You may say something that can provide a better understanding of your skills. I may ask you to provide more detail.”*
14. Interview process
 - Confirm the interviewee has read the job description
 - Create a comfortable environment for the interview
 - Provide information about the dealership
 - Answer questions
 - What are the follow-up expectations or timetable?



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