**Supplemental Information to Presentation**

Pg. 78: ***Behavioral Interviews:*** *This is a traditional technique for assessing a candidate’s suitability for the position by reviewing past experience, personal attributes, and skills in relation to the job specification. The interview is focused on how the interviewee acted in specific employment-related situation.*

**Sample Behavioral Question Checklist:**

* 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 meet or achieve it.
* 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.

Pg. 79: ***Competency-based Interviews:*** *This style of interview focuses specifically on the skills needed for the job, which comprise the criteria against which applicants are measured. These types of interviews are similar to behavioral interviews, but questions focus on specific competencies or skills required for the job (eg, teamwork, innovation, communication).*

**Sample Competency Based Question Checklist:**

* + 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 where your verbal communication skills made a difference to a situation or outcome.
    - How did you feel?
    - What did you learn?
  + Tell me about a situation where you had to leverage your innovation skills in order to overcome a very difficult problem.
    - How did you approach the challenge?
    - What caused you to decide upon the approach you took?

Pg. 80: ***Situational Interviews:*** *This type of interview examines how applicants would react in a specified job situation. These interviews differ from behavioral interviews in that behavioral interviews focus on past experience and behavior, while situational interviews focus on what the applicant would do in a given situation.*

**Sample Situational Interview Question Checklist:**

* What would you do if the priorities on a project you were working on changed suddenly?
* How would you deal with a colleague at work with whom you seem to be unable to build a successful working relationship?
* How would you handle a situation where you disagreed with the way your supervisor says to handle a problem?
* You find that not everyone on the team is implementing their portion of the work project as was previously agreed. What would you do?
* You are managing an individual on the team who gets very impatient with colleagues when they fall behind on their part of the project. What approach would you take with this individual?

*Pg. 81: What is a Realistic Job Preview (RJP) and why are RJPs important? An RJP is a recruiting approach that is designed to communicate both the desirable and undesirable aspects of a job before an applicant has accepted a job offer.*

* Research has demonstrated that many applicants know little about the jobs for which they are applying, or worse yet have certain expectations and/or perceptions about the job which are totally inaccurate.
* Oftentimes, when newly hired employees’ expectations are not met, they become so unhappy with the job that they quit.
* A major reason for employees quitting a job within the first six months or year is that the employee came to the conclusion that he/she made a bad career choice.
* Evidence shows that for certain kinds of jobs, well-designed RJPs, provided to the applicant at the right time in the application process can have a significant impact on reducing early turnover.
* One extensive study on the impact of RJPs suggests that two match-ups occur when a new person is hired.
* First, the employer matches its job requirements with the individual’s qualifications
* Second, the individual matches his/her human needs with the organizational culture and the specific job’s requirements.
* The first match probably has the greatest impact on performance while the second match has the greatest effect on satisfaction and tenure.

Pg. 84: *In a Panel Interview multiple interviewers meet with the candidate simultaneously*.

**The Panel Interview:**

* Often used when interviewers’ time is hard to schedule
* Often seen by candidates as the most intimidating form of interview
* Depending on the specific job, the panel may be composed of interviewers from diverse or similar backgrounds

*In a Team Interview multiple interviewers meet with the candidate at different times, usually on the same day or across a series of sessions.*

**The Team Interview (Cont.)**

* Each individual on the team may take on a specific role (e.g., Skills assessor, Behavioral assessor, Seller)
* Each individual on the team may focus on multiple areas but ask a specific set of questions

Pg. 85: **The Checklist**

* Using the job description, rank the most important qualities, experiences, education, and characteristics that your successful candidate will possess.
* Devise a list of qualities, skills, and experience to use to screen resumes and job interview candidates.
* Decide what type of interview process you will be using
* Review the job description and candidate’s resume beforehand.
* Determine who will interview the candidates. Plan the interview and follow-up process.
* Decide on the applicant screening questions for the telephone screens.
* Identify the appropriate questions for the candidate post-interview assessment by each interviewer.
* Select specific questions to determine whether or not an applicant possesses the critical success factors and which relate to the required key competencies.
* Be prepared to communicate the nature of the position, skills and critical success factors, salary and benefits, working conditions and general information about the company

Pg. 86:

**Practical tips for optimizing the interview process:**

* Set aside a quiet place to talk during the interview.
* Set aside enough time so that you won’t be rushed.
* Begin in a manner that provides a comfortable atmosphere for the candidate.
* Steer clear of personal, private, and discriminatory questions.
* Create consistency across candidate interviews.
* Listen to how a candidate answers your questions.
* Invite the candidate to ask questions.
* Discuss compensation at the appropriate time.
* Let candidates know what to expect in terms of timeframe and next steps in the process.
* After interviews, update assessment grids for all active candidates.

Pg. 87:

**Tips for building rapport:**

* Greet the applicant with a pleasant smile and a firm handshake. Introduce yourself and anyone else who will be involved in the interview.
* Outline the interview objectives and structure.
* Try to ask questions that will facilitate discussion. Avoid questions requiring a yes or no answer.
* Keep the questions open-ended so that the applicant has the opportunity to speak freely.
* Let the applicant speak without being interrupted.
* Watch body language and facial expressions.

**Examples of Statements to Build Rapport:**

* Welcome; it’s nice to meet you. My name is and I’m the …
* How are you doing today?
* Did you find your way here okay?
* Let’s get started, shall we?

Pg. 89: *A close-ended question limits applicants to a specific, factual answer, or a yes/no response.*

**Close Ended Interview Questions:**

**Positive Aspects of Close-Ended Job Interview Questions**

* + Allows employer to receive a direct response from the candidate
  + Allows employers to uncover specific information from and about the candidate
  + Gives employer full control of the direction of the interview

**Negative Aspects of Close-Ended Job Interview Questions**

* + Candidate can’t elaborate on feelings or preferences towards a particular topic
  + Candidate can’t fully demonstrate their knowledge and abilities
  + Employer gets a limited perspective on the candidate

**Examples of Closed-Ended Questions**

* + How many people reported to you?
  + What was your best subject in school?
  + What was your most difficult subject in school?

Pg. 90: *An open-ended question gives the candidate the opportunity to add details and context to their answer.*

**Open Ended Questions:**

**Positive Aspects of Open-Ended Job Interview Question:**

* Allows employer to receive a direct response from the candidate
* Allows employers to uncover specific information from and about the candidate
* Gives employer full control of the direction of the interview
* Gives applicants the ability to elaborate on their knowledge, strengths, experience
* Allows employers to assess an applicant's communication and / or problem solving skills
* Allows employers to get a feel for an applicant’s potential
* Allows employers to determine if the applicant is a cultural fit

**Negative Aspects of Open-Ended Job Interview Question:**

* Candidate can’t elaborate on feelings or preferences towards a particular topic
* Candidate can’t fully demonstrate their knowledge and abilities
* Employer gets a limited perspective on the candidate
* If not managed well, may allow the candidate to ramble
* If questions not focused enough, may not draw out the needed information

**Examples of Open-Ended Questions:**

* Why did you leave your last job?
* Tell me about your relationship with your previous manager…. How was it productive?.... How could it have been improved?
* Why was math your most difficult subject in school?
* Please describe your management style.
* Why do you want to work for our company?

Pg. 91: *Probing is a way to follow-up when we do not fully understand a response or when we want to obtain more specific or in-depth information from the applicant.*

**Examples of Probing:**

* + Could you please tell me more about....
  + I’m not quite sure I understood….Could you tell me some 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….

Pg. 96: *Federal law regulates the types of questions that can be asked of an applicant during an employment interview. Questions relating directly or indirectly to age, sex, race, color, national origin, religion, genetics or disabilities should be avoided entirely.*

**Examples of Questions you should NOT ask during an interview:**

* + Are you a U.S. citizen?
  + Are you married?
  + What is that accent you have?
  + How old are you?
  + Do you have any children? What are your child care arrangements?
  + What clubs or organizations do you belong to?
  + What disabilities do you have?
  + When did you graduate from high school?
  + Do you have children?
  + Where are you from?
  + Were you born here?
  + What is your ethnic heritage?
  + What church do you go to?
  + When were you born?
  + Do you have AIDS or are you HIV-positive? (There is no acceptable way to inquire about this, or any other medical condition.)
  + Questions about arrests that did not result in a conviction

Pg. 97:

**Questions You CAN Ask during pre-screen interviews:**

* What was the name of previous employer, job title and description, dates of employment?
* Why are you leaving your job?
* What are your salary expectations?
* This job requires the individual to travel XX% of the time. Will that be an issue for you?
* What are you looking for in your next job? What interests you about this job?
* What applicable attributes / experience do you have?

Pg. 98:

**Questions You CAN Ask during face-to-face interviews:**

* How would you describe yourself?
* Why did you leave your last job?
* What are your long range and short range goals and objectives?
* Have you ever had difficulty with a supervisor? How did you resolve the conflict?
* What's more important to you -- the work itself or how much you're paid?
* Why did you decide to seek a position in this company?
* What two or three things are most important to you in your job?
* How well do you work with people? Do you prefer working alone or in teams?
* How would you evaluate your ability to deal with conflict?
* In what kind of work environment are you most comfortable?
* What do you consider to be your greatest strengths and weaknesses?
* In what ways do you think you can make a contribution to our company?
* What's one of the hardest decisions you've ever had to make?
* What are the most important rewards you expect in your career?
* Why did you choose this career?
* Can you explain this gap in your employment history?

Pg. 102:

**Tips for closing an interview**

* Ask if there is anything else that the candidate would like to tell you about his or her qualifications.
* Ask if the candidate has any questions
* Provide documents describing your company and benefits
* Ask if the candidate is interested in the job based on the information you’ve provided during the interview
* Ask about the candidate’s availability.
  + Ask for a list of individuals to be contacted for references.
  + Explain the timeframe for the remainder of the interviews and the selection process.
  + Notify the candidate of when to expect further contact from you.
  + Walk the candidate to the door and thank the candidate for the interview.