



Basic Features of Interviews

- An interview
 - A procedure designed to obtain information from a person through oral responses to oral inquiries
- Types of interviews
 - Selection interview
 - Appraisal interview
 - Exit interview
- Interview formats
 - Structured
 - Unstructured



Types of Interviews

- Selection interview

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

- Appraisal interview

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

- Exit interview

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



Formats of Interviews

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



Interview Content: Types of Questions

- Situational interview
 - A series of job-related questions that focus on how the candidate would behave in a given situation.
- Behavioural interview
 - A series of job-related questions that focus on how they reacted to actual situations in the past.
- Job-related interview
 - A series of job-related questions that focus on relevant past job-related behaviours.



Interview Content: Types of Questions

■ Stress interview

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

■ Puzzle questions

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



Personal or Individual Interviews

- **Unstructured sequential interview**
 - An interview in which each interviewer forms an independent opinion after asking different questions.
- **Structured sequential interview**
 - An interview in which the applicant is interviewed sequentially by several persons; each rates the applicant on a standard form.
- **Panel interview**
 - An interview in which a group of interviewers questions the applicant.



Personal or Individual Interviews

- Panel (broad) interview
 - An interview in which a group of interviewers questions the applicant.
- Mass interview
 - A panel interviews several candidates simultaneously.



Computerized Interviews

- Computerized selection interview
 - An interview in which a job candidate's oral and/or computerized replies are obtained in response to computerized oral, visual, or written questions and/or situations.
- Characteristics
 - Reduces amount of time managers devote to interviewing unacceptable candidates.
 - Applicants are more honest with computers.
 - Avoids problems of interpersonal interviews.
 - Mechanical nature of computer-aided interview can leave an applicant dissatisfied.



Factors Affecting Interviews

■ First impressions

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



Factors Affecting Interviews (cont'd)

- **Misunderstanding the job**
 - Not knowing precisely what the job entails and what sort of candidate is best suited causes interviewers to make decisions based on incorrect stereotypes of what a good applicant is.
- **Candidate-order error**
 - An error of judgment on the part of the interviewer due to interviewing one or more very good or very bad candidates just before the interview in question.



Factors Affecting Interviews (cont'd)

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



Factors Affecting Interviews (cont'd)

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



Factors Affecting Interviews (cont'd)

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



Designing and Conducting the Interview

■ The structured situational interview

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



How to Conduct an Effective Interview

■ Structure your interview:

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



How to Conduct an Effective Interview (cont'd)

- Prepare for the interview
 - Secure a private room to minimize interruptions.
 - Review the candidate's application and résumé.
 - Review the job specifications
- Establish rapport
 - Put the person at ease.
- Ask questions
 - Follow your list of questions.
 - Don't ask questions that can be answered yes or no.