

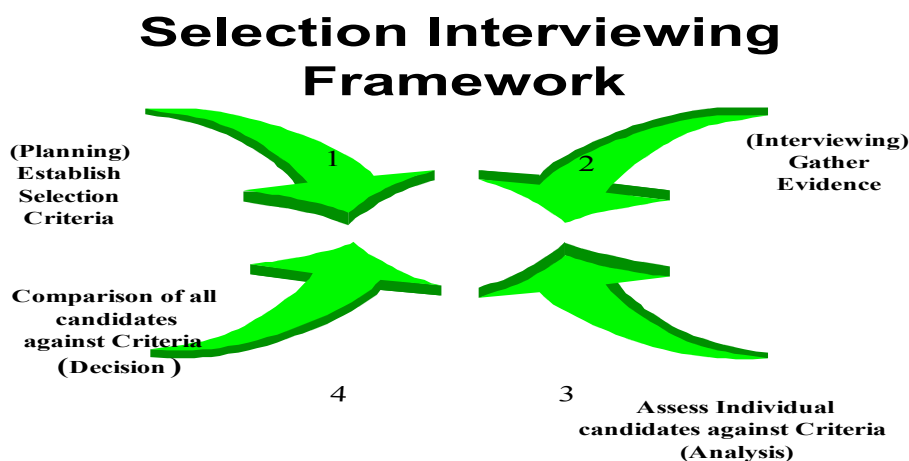
The Employment Interview — Part 1

Most seasoned recruiters understand that there is more to an interview than a series of standardized questions. Interviews need to be well planned with questions developed to get an understanding if the candidate has the right skill-set for the job and if they are a correct fit for the company. Additionally, the interviewer will need to be able to analyze the candidates answers without bias and come up with an ultimate decision and/or recommendation to proceed with an offer to hire....or, not. When interviewing is conducted correctly the employment interview is a powerful tool in hiring the right person.

Global Human Resources Outsourcing (GHRO) interviews hundreds of candidates per year and helps our customers hire 300+ employees annually. GHRO specializes in behavioral interviewing. Why behavioral interviewing? (I'll answer this question below.)

Interviewing is such a vast subject that we'll cover all aspects in a four-part series. In the series we will explore the model shown below:

- Part I: Planning the Interview will explore the planning aspect of the interview process.
- Part II: Planning the Interview Questions will help in developing appropriate interview questions to find out more about a candidate.
- Part III: Gathering Evidence will discuss the interview itself.
- Part IV: Assessment will put it all together.



Part I: Planning

When planning for an interview it's important to consider the following pre-interview points:

- Review and/or write job description – if you do not have a job description how will you know what areas to cover in the interview?

- What are some of the projects you expect the candidate to complete in the next 6 months? Knowing this allows you to ask questions to see if the candidate has completed such tasks in the past.
- Identify criteria on which final selection will be made, based upon Job Description.
- What personal attributes do you need?
- Does the applicant have the right “fit”?
- “Gotta Have” vs. “Nice to Haves” A “Gotta Have” is something that the applicant must have or they will fail. I would identify 3-5 such items and concentrate on these in the interview. A “Nice to have” is something that you would love to see the applicant possess but is not critical to their success.
- Remember, in the area of “Gotta Haves” they must possess **ALL** of these skill and traits. Unlike baseball 1 out of 3 does not put you in the hall of fame.

Any manager or recruiter can identify if candidates have the skills needed to perform the essential functions of the job by reviewing the candidates’ application and/or resume and comparing it to the job description. In my 29 years of experience, I’ve come to the understanding that many hiring managers don’t have the time and/or the training needed to conduct a thorough behavioral based interview to really asses whether the candidate is really qualified for the job. Behavioral interviews are key to the interview process because they are designed to allow the applicant take you through a situation they’ve experienced, describe it and then analyze it.

In addition to the above, allow time to explore:

- **Blast from the Past:** Spend your time learning what the candidate has done in the past. I know that seems a bit backward, however, research has shown that the past is the best predictor of the future. Is this always true? Of course not, however, it is a much better predictor than hypothetical questions concerning what the applicant MIGHT do in the future.
- **Clear and Present Danger:** Discuss what the applicant is currently working on and their current challenges and barriers....
- **Back to the Future:** It’s important for you to spend time understanding what the candidate’s short term and long term goals may be. Discussing their future goals and objectives and seeing how they align with the job they are interviewing for can be an indicator if they will be fulfilled and challenged.

Before we move any further let’s look at some Do’s and Don’ts of Interviewing:

Do's

1. Give yourself a sufficient amount of time; you should not rush the process
2. Plan the interview; (more on this in a moment)
3. Create the right atmosphere: Remember do unto others as you would like them to do unto you! I once had an interview with a company that shall remain nameless and the interviewee was eating a sandwich throughout the interview. That might have been okay but he didn't offer any to me 😊
4. Establish an easy and informal relationship, people open up more if they feel at ease.
5. Cover the ground planned and don't allow the interviewee to take control.
6. Analyze strengths, weaknesses & areas of interest.
7. Ask open ended questions – simple yes and no questions really don't tell you much.
8. Make judgements on the basis of fact and try to eliminate the “gut feel”.
9. Keep control over content and time.

Don'ts

1. Attempt too many interviews in a row – this can be a tiring experience.
2. Start the interview unprepared – more on this later
3. Decide too quickly – do you make the hiring decision in the first five minutes? Research shows that many people do.
4. Ask multiple/leading questions – One at a time is less confusing for everyone.
5. Pay too much attention on isolated areas – more on this later.
6. Allow candidates to gloss over important facts – drill down if you need to and don't accept standard stock answers.
7. Talk too much or allow candidate to ramble on. Use the 80/20 rule; the candidate talks 80% of the time.
8. Allow prejudices/biases to influence the process.

In the Part II: Planning the Interview, we will discuss the development of interview questions. In the meantime take a few minutes and list all of the “gotta haves” and “nice to haves” of your next hire.

Don't have the time to interview the way you know it needs to be done right? Allow **GHRO** to help. **GHRO** has the experience and expertise in this area, give us a call (949) 797-2035 or e-mail me, Jeff Stinson at jstinson@ghrogroup.com

Written BY; Jeff Stinson

Jeff Stinson is the President of Global Human Resources Outsourcing (GHRO) a full service Human Resources outsourcing company in Irvine, California. GHRO specializes in helping companies grow by better utilization of their people.

Jeff has been involved in the management and development of human capital for the past 29 years. Before founding Global Human Resources Outsourcing (GHRO) he ran a successful Human Resources consulting practice (JDS Consulting). Prior to JDS Consulting, Jeff functioned as a senior human resources executive for several companies where he led human resource teams on three continents in the manufacturing, telecommunication, software and entertainment industries.

Jeff earned a Bachelor of Arts and Master of Arts degree in Public Administration from California State University, Fullerton. In addition to his university education Jeff also holds designations as a Senior Professional in Human Resources (SPHR); Global Professional in Human Resources (GPHR); Certified Compensation Professional (CCP); Global Remuneration Professional (GRP); and Certified Benefits Professional (CBP). He has also been an instructor at the Universities of Redlands, Phoenix and Chapman for the past 25 years.

You can find out more about **GHRO** by visiting our website at www.ghrogroup.com.