

Chapter 6 Interviewing candidates

Interviews

-A process that solicits oral response to oral queries

Types of interviews

-Classified in four ways

-Structure of the interview

-Unstructured interview

-Here the interviewer asks questions as they come in mind

-More of conversational style

-Due to perceptual errors same candidate may be judged differently

-Structured interview

-Interview following a set sequence of questions

-Responses are rated for the appropriateness

-Advantages/Disadvantages

-Its is more valid as applicants are asked the same questions

-It is more bias free

-Purpose of the interview

-Interviews can be classified according to their purpose

-Selection interview

-Technique designed to predict future job performance on the basis of applicant's response to verbal questions answered orally

- Stress interview
 - Idea is find to what extend someone can handle stress and sensitive
 - Once the candidate gives up and bursts into anger, then he may be rejected if the job demands high level of stress tolerance

- Appraisal interview
 - Employees should keep their records of prior appraisals that they received on the job
 - Also known as employee review

- Exit interview
 - Conducted by the HR to the outgoing employees

- Content of the interview
 - Interviews can be classified as per their content
 - Situational interviews
 - A series of job related questions that focus on how the candidates would have in a given situation.

 - Job related interviews
 - Here questions may directly related to job which are not situational or hypothetical

 - Behavioral interview
 - Almost like unstructured situational interviews except one difference

 - Psychological interview
 - This may follow any technique like situational, behavioral, or structured or unstructured etc.

-Administering the interview

-Interviews can be classified as per the way they are administered

-One-on-one

-Sequential interview

-Serialized interview

-Panel interview

-Here group of interviewers ask questions to the applicant

-Members are from different area.

-Mass interview

-Computerized interview

-Unmanned interview

-Applicants are asked questions on multiple-choice format

-This technique helps to short list candidates

-Usefulness of the interviews

-Results are mixed

-Implication of law in the interviews

-Interviewer should not ask questions about the marital status or number of children etc. to the applicants

-Case history

-Common mistakes in interviews

-Snap judgment

-Quick decisions about the candidates

- Often based upon resume'
- Negative emphasis
 - In general interviewers are bias
 - They are put more weight on the negative information than the positive ones
- Poor knowledge of the job
 - When the interviewers are not familiar with the positions or the job description.
 - More job knowledge translated into better interviews
 - Pressure to hire
 - Very common in Bangladesh
- Influence of non-verbal behavior
 - What applicants do with their hands, feet, eye, body, gesture and posture etc.
 - We must keep in mind that people can act too
 - Applicants gender and attractiveness also play role
- Telegraphing
 - Too much/too little talking
 - Sometime interviewers do not extend enough time to the applicants to respond or they give them too much to handle
- Designing and conducting the effective interviews
 - The structured interview
 - Step 1. Job analysis
 - Step 2. Evaluate the job duty information
 - Step 3. Develop interview questions
 - Step 4. Develop benchmark questions

Step 5. Appoint interview and panel

-Guidelines for conduction the interviews