

Hiring & Selection

The Art of Interviewing
FASPA FALL CONFERENCE

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The Interview is used to...

- Establish rapport
- Describe the job and organization
- Explain the interview process and purpose
- Use the same interview guide for all candidates
- Gather behavioral information
- **SELECT A “STAR” FOR YOUR DISTRICT!**

Some questions are off limits

- any question that would indicate race or color;
- any question that would indicate gender, unless job-related;
- applicant's religion or religious customs and holidays;
recommendations from church officials;
- if applicant, spouse, or parents are native-born or naturalized;
- date citizenship; or for other proof of citizenship before hiring;
(Proof of citizenship required on I-9 Form)
- marital status before hiring, the number and age of children, who
cares for them, and if applicant plans to have more;
- to see military service records; about military service with any country
other than U.S.;
- inquiries about arrests, (as contrasted with convictions), except
pending charges

What is OK to ask?

- for applicant's current and previous address; phone number;
- whether applicant is eighteen (18) years of age or older;
- whether the applicant is lawfully authorized to work in the United States;
- if applicant has served in the U.S. armed forces including branch of service and rank attained; job-related experience acquired in the military;
- academic, professional, or vocational school attended; language skills such as reading and writing, foreign languages, grades, degrees, majors, etc.;
- criminal convictions; any pending felony charges; any misdemeanor charge related to sexual conduct or assault or abuse of a child;
- personal and instructional and other work references not relating to race, color, religion, gender, national origin, or ancestry;
- willingness to perform job functions;
- willingness to work required work schedule and under prescribed working conditions

Barriers to an effective interview

- **Failing to establish rapport with the applicant.**
- **Not knowing what information is needed.**
- **Concentrating exclusively on the applicant as a person**
- **Listening ineffectively.**
- **Conducting an interview that is too short to obtain sufficient data.**
- **Misinterpreting of information**
- **Stereotyping, biases, “halo effect”**

More barriers

- *Allowing impact to be the most influencing factor in decision making.*
- *Making decisions based primarily on intuition or impressions.*
- *Conducting an unstructured interview.*
- *Failing to control or direct the interview.*
- *Asking questions that can be answered by a simple “yes or no”.*
- *Making judgmental or leading statements.*

The interview guide

- Creates a record of the significant points
- Provides documentation in the event of a challenge
- Provides documentation of non-discriminatory behavior—same questions, selection criteria, rating scale
- Could become part of the public record