

## The Interview Process

The next step is to bring in your applicants for interviews, but before you do follow these preparation guidelines:

- Pre-screen applications by reading through them carefully and select the most promising candidates.
- For candidates you plan to interview, check both work, and school references. In either case you should try to determine the applicant's performance, attitude, and work habits. Identify the benefits of selecting the right person for the job.
- Identify the best matches and schedule the interviews.

Now that you identified the best candidates, follow these steps to a successful interview process:

|                               |                                                                                                                                                                                                                                                                                                                               |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Schedule Interviews:</b>   | Set up an interview schedule. Select days and times when you can conduct the interviews without a lot of interruptions.                                                                                                                                                                                                       |
| <b>Interview Preparation:</b> | Prior to the interview gather information on organization to show the candidate. Review the job description and any other skill requirements necessary for the position. List skills to evaluate in the interview. Review the application or resume. Write a list of questions addressing the candidate's resume/application. |
| <b>Conduct Interviews:</b>    | The interview is probably the most challenging aspect of the hiring process. In general, you should attempt to make the candidate feel comfortable and free to talk openly.                                                                                                                                                   |
| <b>Make the Offer:</b>        | Identify the best applicants for the position and make the job offer(s).                                                                                                                                                                                                                                                      |

### ***11 Key Points to Interviewing***

- Conduct in comfortable setting.
- Keep interview to less than one hour.
- Put candidate at ease.
- Sell the job.
- Use your outline of questions.
- Get specific.
- Allow for silence.
- Maintain control. Set the tone for the interview.
- Be aware of your body language and your candidate's.
- Dispel your first impression and remember the interviewing pitfalls.
- Make notes during the interview.

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### ***What are RED FLAGS?***

Red flags are items on the application or situations that are uncovered during the interview that could pose as potential hiring issues. You will want to find more information for each red flag that comes up before hiring the candidate.

Possible Red Flags:

- Time gaps in work history
- Unanswered questions
- Personality conflicts with boss
- Rapid job changes
- Poor excuses for leaving past job

## Chapter 9: Managing Employee Selection

### *Questions you may NOT ask during an interview:*

| Sex and Marital Status                 | Race                                         | National Origin                                     | Religion                                             | Age                                                  |
|----------------------------------------|----------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------------|
| How do you get along with other women? | Do you get along with people of other races? | Are you offended by Polish jokes?                   | Are you a member of any church?                      | How old are you?                                     |
| Do you have any children?              | What kind of neighborhood do you live in?    | Are your relatives from the old country?            | What is your religious preference?                   | When do you plan to retire?                          |
| Is your spouse employed?               | Do you own or rent?                          | Were you born in this country?                      | Are there any religious holidays you can't work?     | Would it bother you to have a boss younger than you? |
| Are you pregnant?                      | What kind of accent is that?                 | What nationality is your name?                      | Do you believe in god?                               | How do you get along with younger people?            |
| Do you have childcare issues?          | Have you ever been arrested?                 | Do you speak a foreign language?                    | How do you feel about people of different religions? | Can you keep up with the younger people?             |
| Are you married?                       | How do you feel about people of other races? | Which clubs, societies, or lodges do you belong to? |                                                      |                                                      |
|                                        | Do you have your own vehicle?                | What political organizations are you a member of?   |                                                      |                                                      |

Just remember to keep the interview professional and not personal. Stay away from any personal questions during the interview process.

Also at no time may you write comments on a persons application form. Keep notepaper or post-its available for quick notes regarding applicants.