

Fair Interviews

TIP

Informality Creates Comfort

Deliberately set the space—warm, landscaped setting, sitting corner to corner 4-6 ft. apart. With two or more interviewers, one interacts while the others listen and probe. The candidate builds rapport with one person and feels less outnumbered. Offer small talk and creature comforts (coffee, where to place coat).

TIP

Adapt to The Individual

Use your feelings to flexibly adapt question formats, sequence, probes, wait-time and body language to the candidate's style and comfort. The interview will remain structured yet human. For example, if you sense the candidate being polite—says yes when she means no—change the question type from yes-no to an open-ended form.

TIP

Know the Correct Answers

If the interview is like an employment test, then to correctively score responses, know the right answers or range of answers for each question before the "test" is given. Imagine taking an M.D. licensing exam and the examiner says, "I'll know the right answer when I see it."

No Adverse Impact

- No statistically significant difference between the pass rates of persons in a protected class and those persons in a non-protected class.
- Of 50 women and 50 men interviewed for 10 available positions for the same job, 5 women and 5 men were hired.

Accurate and Objective Process

- Job related, skill oriented questions.
"What experience have you had arranging charts?" Not "Why should I hire you?"
- Questions represent more crucial and frequently used job skills.
- Where possible, candidates are required to demonstrate their skills.
"Do you have any examples of charts that I can look at?"
- Avoid "problem" questions.
"What was your relationship with peers?" Not "Did you get along with your peers?"
- Use legal questions.
"How well might you be able to meet that schedule?" Not "Do you have child care?"
- Two or more interviewers or raters.
- Interviewers agree on the best person.
- The same conditions apply to all.
- Consider special circumstances.
- Note then waive first impressions. Search actively for contrary evidence.
"You've told me a lot about what you were able to do. I wonder if there was a time when you felt frustrated with your supervisor."
- Create an open climate where the candidate feels at ease.
Everyone is evenly seated around a table.
- Probe inadequate responses.
"What did you mean by ...?"
- Use multiple sources and indicators.
Several related questions are asked throughout the interview.
Resume and references are checked for consistency.
- The right answers are known in advance. Interviewers agree on them.
- Rate skills not candidates as a group. Hide the name and previous ratings.
Review/rate the evidence for one skill for all candidates. Then go to the next skill.
- Avoid average as "don't know" rating.