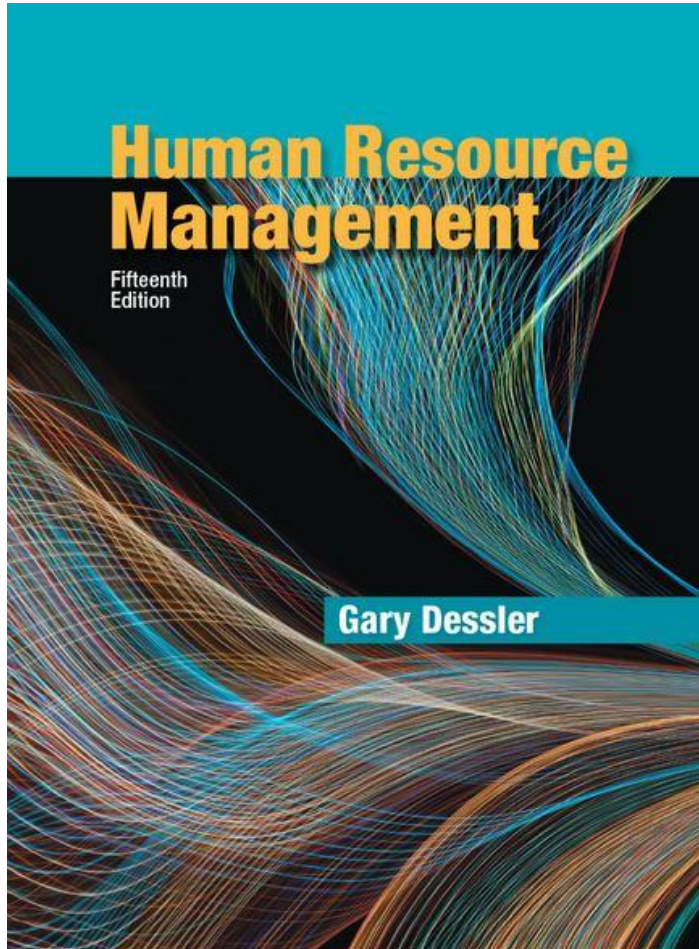


Human Resource Management

Fifteenth Edition



Chapter 7

Interviewing Candidates

Learning Objectives (1 of 2)

- 7-1. List and give examples of the main types of selection interviews.
- 7-2. List and explain the main errors that can undermine an interview's usefulness.



Learning Objectives (2 of 2)

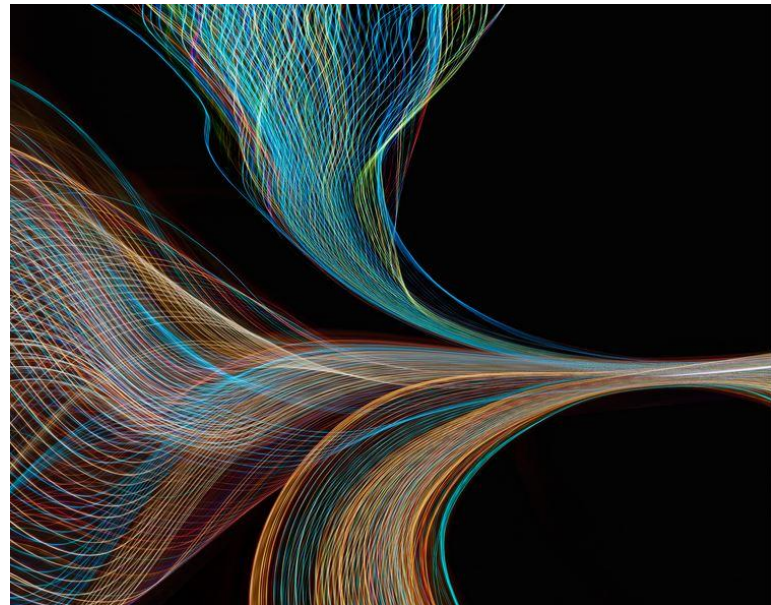
- 7-3. Define a structured situational interview and explain how to design and conduct effective selection interviews.
- 7-4. Discuss how to use employee selection methods to improve employee engagement.
- 7-5. List the main points to know about developing and extending the actual job offer.

I.
**List and give examples of the
main types of selection
interviews.**

Basic Types of Interviews (1 of 3)

Can be classified according to:

1. Structure
2. Content
3. Administration
4. Pros & Cons



Basic Types of Interviews (2 of 3)

Structured vs. Unstructured Interviews



Basic Types of Interviews (3 of 3)

- Structured vs. Unstructured Interviews
- Questions to ask
 - Situational
 - Behavioral
 - Job-related
 - Stress
 - Puzzle questions



Interview Content What Types of Questions to Ask

- Questions to ask
 - Situational
 - Behavioral – (S.T.A.R)
 - Job-related
 - Stress
 - Puzzle questions



How Should We Conduct the Interview?

(1 of 4)



How Should We Conduct the Interview? (2 of 4)

1. One-on-One
2. Sequential



How Should We Conduct the Interview? (3 of 4)

3. Panel

4. Mass



How Should We Conduct the Interview?

(4 of 4)

5. Phone

6. Computer-based

7. Web-based Video



Online Video Interview Preparation

- Look Presentable
- Clean Up The Room
- Test First
- Do A Dry Run
- Relax



Trends Shaping HR: Digital and Social Media

Mobile-based Interviews

Let's take a look...

Improving Performance: The Strategic Context

Urban Outfitters

Let's talk about it...

II.

List and explain the main errors that can undermine an interview's usefulness.

Avoiding Errors That Can Undermine an Interview's Usefulness (1 of 3)

1. Use Structure Interviews
2. Know What to Ask
3. Avoid the Common Interviewing Errors



Avoiding Errors That Can Undermine an Interview's Usefulness (2 of 3)

- First Impression (Snap Judgments)
- Not Clarifying What the Job Requires
- Candidate-Order (Contrast) Error and Pressure to Hire

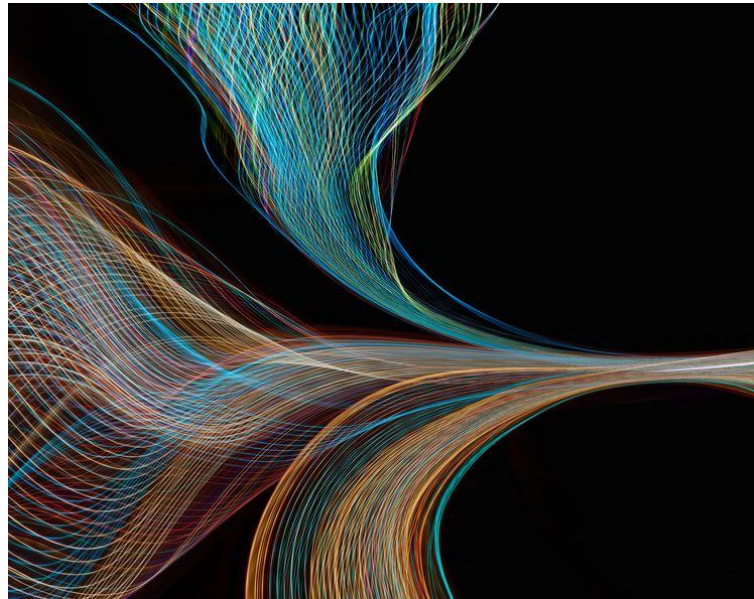


Avoiding Errors That Can Undermine an Interview's Usefulness (3 of 3)

- Nonverbal Behavior and Impression Management
- Effect of Personal Characteristics: Attractiveness, Gender, Race



Diversity Counts



Improving Performance: HR Practice Around the Globe

Selection Practices Abroad

Let's talk about it...

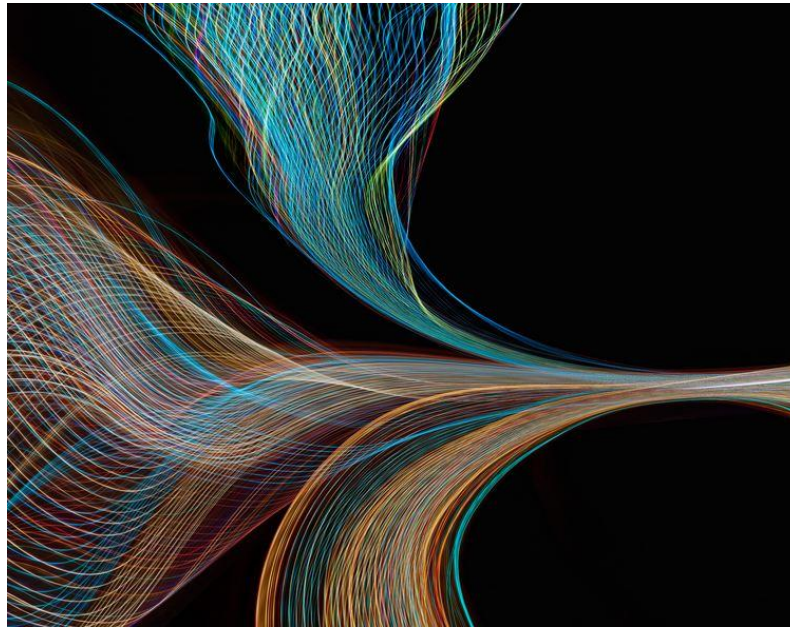
Interviewer Behavior



III.

Define a structured situational interview and give examples of situational questions, behavioral questions, and background questions that provide structure.

How to Design and Conduct an Effective Interview



Designing the Structured Situational Interview

1. Analyze the job
2. Rate the job's main duties
3. Create interview questions
4. Create benchmark answers
5. Appoint interview panel and conduct interviews

Improving Performance: HR Tools For Line Managers and Small Businesses

How to Conduct an Effective Interview

Let's talk about it...

Profiles and Employee Interviews (1 of 2)

- Use the same job profile (competencies, traits, knowledge, and experience) for creating interview questions as for recruiting

Profiles and Employee Interviews (2 of 2)

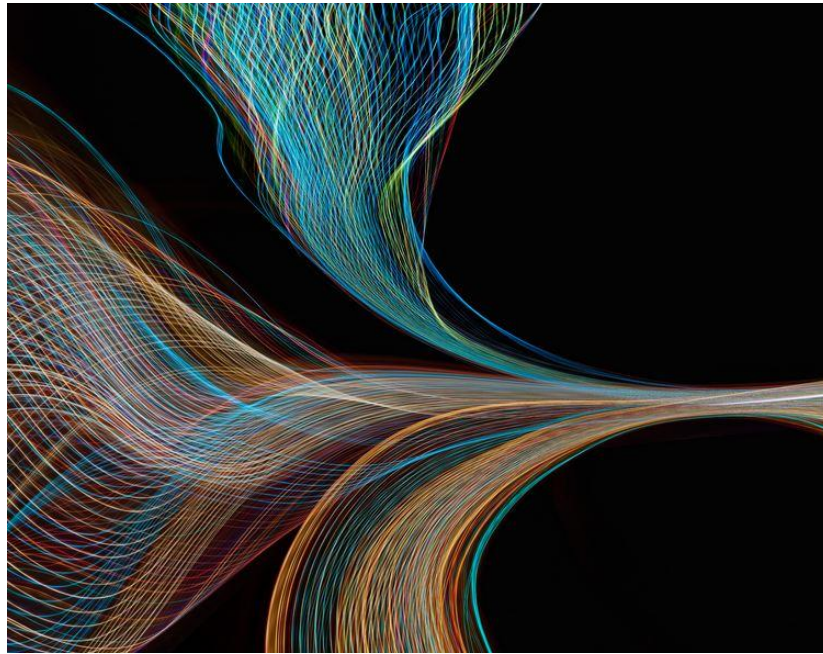
Table 7-1 Asking Profile-Oriented Interview Questions

Profile Component	Example	Sample Interview Question
Skill	Able to use computer drafting software	Tell me about a time you used CAD Pro computerized design software.
Knowledge	How extreme heat affects Hydrochloric acid (HCl)	Suppose you have an application where HCl is heated to 400 degrees Fahrenheit at 2 atmospheres of pressure; what happens to the HCl?
Trait	Willing to travel abroad at least 4 months per year visiting facilities	Suppose you had a family meeting to attend next week and we informed you that you had to leave for a job abroad immediately. How would you handle that?
Experience	Designed pollution filter for acid-cleaning facility	Tell me about a time when you designed a pollution filter for an acid-cleaning facility. How did it work? What particular problems did you encounter?

IV.

Discuss how to use employee selection methods to improve employee engagement.

Employee Engagement Guide for Managers



Building Engagement: A Total Selection Program



The Toyota Way

Step 1: an in-depth online application
(20–30 minutes)

Step 2: a 2–5-hour computer-based
assessment

Step 3: a 6–8-hour work simulation
assessment

Step 4: a face-to-face interview

Step 5: a background check, drug screen,
and medical check

Step 6: job offer



Trends Shaping HR: Science in Talent Management

Google's Evidence-based Approach to Selection

Let's take a look...

V.

What are the main points to know about developing and extending the actual job offer?

Developing and Extending the Job Offer

- Judgmental approach
- Statistical approach
- Hybrid approach



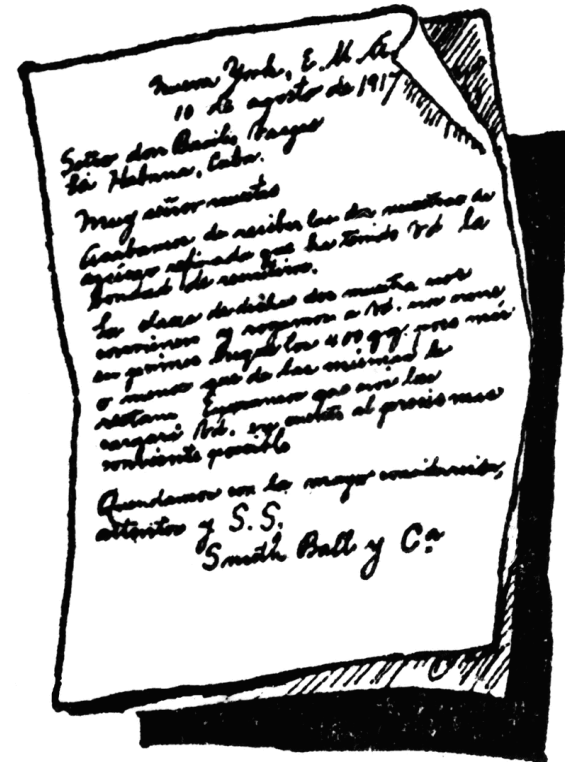
The Job offer Main Parameters

- The job offer will include:
 - Pay rates
 - Benefits
 - Actual job duties
- There may be some negotiations
- When agreement is reached, the employer will extend a written job offer to the candidate



Issues to Consider with the Written Offer

- A job offer letter has the:
 - Welcome sentence
 - Pay information
 - Benefits information
 - Paid leave information
 - Terms of employment



The Employment Contract

- An employment contract includes:
 - Duration
 - Severance provisions
 - Nondisclosure requirements
 - Covenants not to compete
 - Relocation provision



Chapter 7 Review

What you should now know....

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