Training:
Recruiting Interviews
Employment Process

Planning & Job Approval

Recruiting & Selection

Offer approval & acceptance (Hiring)

Orientation & Assimilation

Development & Retention
# Basic Structure of Recruiting Process

<table>
<thead>
<tr>
<th>Steps</th>
<th>Persons Involved</th>
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<tbody>
<tr>
<td></td>
<td>Direct Superior</td>
</tr>
<tr>
<td>1. Defining / Updating job description</td>
<td>x</td>
</tr>
<tr>
<td>2. Defining / Updating requirement criteria</td>
<td>x</td>
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<tr>
<td>3. Advertising</td>
<td></td>
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<tr>
<td>4. Evaluating written applications (1st selection)</td>
<td>x</td>
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<tr>
<td>5. Preparing interview (interview guideline, framework conditions)</td>
<td>x</td>
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<tr>
<td>6. Executing interview</td>
<td>x</td>
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<tr>
<td>7. Assessing interview</td>
<td>x</td>
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<tr>
<td>8. Evaluating all interviews (2nd selection)</td>
<td>x</td>
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<tr>
<td>9. Optional: 2nd interview</td>
<td>x</td>
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<tr>
<td>10. Contracting</td>
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</tbody>
</table>
Reliability of Different Recruiting Methods

The unstructured interview does not contribute to predict professional success.

<table>
<thead>
<tr>
<th>Selection method (Predictor)</th>
<th>Professional Success (Criterion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Application</td>
<td>$r = 0.14 - 0.20$</td>
</tr>
<tr>
<td>Unstructured Interview</td>
<td>$r = 0.00 - 0.25$</td>
</tr>
<tr>
<td>IQ-Tests</td>
<td>$r = 0.10 - 0.30$</td>
</tr>
<tr>
<td>Performance Tests</td>
<td>$r = 0.10 - 0.20$</td>
</tr>
<tr>
<td>Personality Tests</td>
<td>$r = 0.20 - 0.40$</td>
</tr>
<tr>
<td>Biographical Questionnaire</td>
<td>$r = 0.30 - 0.70$</td>
</tr>
<tr>
<td>Working Samples</td>
<td>--</td>
</tr>
<tr>
<td>Assessment Center</td>
<td>$r = 0.40 - 0.75$</td>
</tr>
</tbody>
</table>
Reliability of Structured Interviews

By using structured interviews recruiters can achieve results comparable to those of an assessment center.

- Unstructured one-to-one interview  \( r = 0.20 \)
- Unstructured group interview  \( r = 0.37 \)
- Structured one-to-one interview  \( r = 0.63 \)
- Structured group interview  \( r = 0.60 \)
Disturbances in Unstructured Interviews

The deficient prognostic validity in most recruitment interviews is due to subjective influences.

- Interviewers create a stereotype of a „good applicant“.
- Interviewers get more impressed by negative than positive information.
- Interviewers talk more than applicants.
- Interviewers already judge on an applicant after 3-4 minutes.
- The assessment of the answers will be influenced by the interviewer‘s attitude.
- The sequence of interviewees affects their perception.
- Expectations based on pre-information produce „self fulfilling prophecies“.
Success Factors of Structured Interviews

- Defining "critical incidents" and requirement profiles
- Developing interview guidelines based on requirement profiles
- Taking minutes of applicants' answers
- Separating the execution of the interview from its evaluation
- Scaling of evaluation
- Working with more than one interviewer
- Training of interviewers
Process of Structured Interviews

1st Phase: Preparation

2nd Phase: Execution

3rd Phase: Evaluation
Interview Continuum

- Open & Structure the Interview
- Gather Critical Information
- Conclude the Interview
- Evaluate & Integrate
- Establish Success Factors
- Prepare for the Interview

Recruitment Interviews
Preparation: Principle 1

If you don’t know what you are looking for, you are not likely to find it.
Preparation: Position Analysis Practice

• Conduct a position analysis: Identify

  → Task requirements or job responsibilities

  → KSAO‘s for this position
    („Must Have“-KSAO‘s / „Nice to Have“-KSAO‘s)

  → Critical success factors
Preparation: “KSAOs”

- Information
- Facts
- Data
- …that can be applied to perform a task

Knowledge

Skills

Other Characteristics

Abilities

- Observable task competence learned through…
- Education
- Training
- The job

- Cultural fit
- Willingness to work over time
- Travel
- etc…

- Personal competence to work effectively
Preparation: 4 Steps for Defining a Requirement Profile

1. Identify critical Success situations
   - What situations are decisive for professional success?

2. Deduce requirement criteria
   - What is required in terms of competences, skills, attitudes, knowledge to cope with these situations?

3. Define success critical behaviour
   - By what specific behaviour can these criteria be described?

4. Prioritize requirement criteria
   - What relative importance do the individual criteria have in the profile?
Preparation: Example of Requirement Profile for Group Leaders

**Know-How**
- Expertise, special knowledge / skills
- Experience with product/ brand / branch
- Professional range and flexibility
- Analytical skills

**Managerial Skills**
- Presentation and facilitation skills; capability to lead meetings
- Project management
- Planning and controlling of (change-) processes
- Analysis and decision-making
- Negotiation and acquisition
- Self- and time management

**Soft Skills/ Social Competence**
- Empathy
- Openness, appreciation of others / innovations
- Interpersonal skills, communication skills
- Ability to work in a team
- Ability to handle conflicts and reach a consensus
- Fairness and reliability

**Leadership Skills**
- Flexible, cooperative leadership behaviour
- Ability to motivate others, persuasiveness
- Coordination and diversity management
- Personnel Development
- Planning-, organizing-, decision-making skills
- Ability to delegate

**Strategic/ Entrepreneurial Competence**
- Vision
- Creativiteness and willingness to shape
- Sense of new developments
- Market- and competitive orientation
- Thinking in networks
- Interdisciplinary and cross-cultural orientation

**Recruitment Interviews**
Preparation: Principle 2

The best predictor of future behaviour is past behaviour in similar circumstances.

Look for recent and long-standing behaviours.
Preparation: Different Types of Questions in a Job Interview

A professional interview should consist of

The best predictor of future behaviour is past behaviour in similar circumstances.

Professional interviewers will look for recent and long-standing behaviours.

- **10%** Self-Evaluation
- **30%** Experience Questions
- **60%** Probing for Behaviour Questions
Preparation: Probing Behaviour Questions

This kind of professional interview is based on a defined requirement profile. The interviewers try to collect „behavioural samples“ (SBO-samples) in order to check the match between the applicant‘s skills and experience and the job demands.

**Situation**
What were the conditions?

**Behaviour**
What exactly did the applicant do?

**Outcome**
What precisely was the result?
Preparation: Probing Behaviour Questions / cont.

Detailed accounts of specific events from the candidate’s past describing what a candidate actually did at an identified point in time referring to the job analysis.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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<tbody>
<tr>
<td>• Allow the interviewer to more objectively assess a candidate’s qualification</td>
<td>• Take more time</td>
</tr>
<tr>
<td>• Provide the best opportunity for a candidate to tell his/her story</td>
<td>• Require more interviewer skill and effort</td>
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<tr>
<td>• Are almost like watching a movie of the candidate at work</td>
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Examples: Probing for Team Orientation

- What kind of teamwork have you experienced so far? What made this group a team?
- What exactly was your role / part /contribution in that team?
- What effect did your part have on the team?
Preparation: Probing Behaviour Questions / cont.

Examples

Probing for creativity / Problem solving
- Tell me about a time when you solved a problem where you had to do a lot of hard thinking and careful analysis.
  - What particular difficulties did you run into?
  - How did you overcome them?
  - What was the result?

Probing for time / self management
- Describe how you managed your work schedule when you had competing deadlines.
  - What measures did you take?
  - What was the result? What feedback did you get?
  - What was the outcome?

Probing for conflict resolution
- Tell me about the worst disagreement you’ve had with someone at work.
  - How did each of you show your frustration and anger?
  - How did you deal with it?
  - What was the outcome?
Preparation: Experience Questions

Information about the work experience in the past, most commonly asked question in interviews, serve to expand on credentials and achievements mentioned in the resume / CV

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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</table>
| - Put candidate at ease at the start of the interview  
- Provide an overview of what the candidate did in the past  
- Give information in order to develop behaviour description questions  | - Do not give information on how well the candidate performed the task or activity  
- Do not tell us what the person will choose to do in a given situation |

Examples

- What were your duties in your last job?
- Tell me about your responsibilities in your last position?
- What degrees do you hold?
- What kind of extra-functional qualification did you achieve?
- Describe a typical day in your current / most recent position?
**Preparation: Self-evaluation / Opinion Questions**

Information about what the candidate thinks about a given topic, about strengths / weaknesses, likes / dislikes, goals, and philosophies

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<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reveal areas where the interviewer can ask specific behavioural questions</td>
<td>• Invite the candidate to tell what the interviewer wants to hear</td>
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<tr>
<td>• Provide information about what the candidate thinks is important</td>
<td>• Make candidate who think quickly and speak fluently seem competent</td>
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<td></td>
<td>• Do not provide evidence about what the candidate has done</td>
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**Examples**
- Name your strengths and weaknesses.
- How do you rate your effectiveness in interpersonal relationships?
- What did you like best about your job?
### Preparation:
#### Interview Guideline

<table>
<thead>
<tr>
<th>Function:</th>
<th>Datum:</th>
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<tbody>
<tr>
<td>Interviewer 1:</td>
<td>Interviewer 2:</td>
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<table>
<thead>
<tr>
<th>No.</th>
<th>Requirement Criterion/ Sample Question</th>
<th>Notes (Situation/ Behaviour/ Output)</th>
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Execution: Phases of a Structured Interview

Opening
- „Breaking the ice“
- Establishing contact
- Giving an overview of the procedure
- Introducing the organisation

Orienting
- Completing information based on written application

Probing
- Collecting information referring to requirement profile

Closing
- Inviting the applicant to ask further questions
- Delivering specific information on the workplace / the organisation
- Committing on next steps
Execution:
Asking Behaviour Oriented Questions

Questions are the key to the applicant...

**Dos**
- Requirement oriented Questions
- Open Ended Questions
- Behaviour Oriented Questions

**Don’ts**
- Hypothetical Questions
- Chain Questions
- Closed Ended Questions
- Suggestive Questions
Execution: Evaluate the Information

- Guidelines:
  - Rate responses soon after the interview.
  - Relate the candidate‘s responses to the KSAOs required for the position.
  - Focus on the SBOs. Match them with the appropriate skills.
  - Consider how recently and frequently the behaviour occurred.
Execution: Conclude the interview

- Answer the candidate‘s questions.
- Provide a realistic job preview (advantages and challenges of the position)
- Provide enough information to let the candidate personally evaluate his or her fit with the job.
- Provide literature.
- Express your interests.
- Ask: „Anything else I need to know about you?“
- Provide a description of next-steps and a time frame for decision making.
- Thank the candidate.
Execution: Wrap-up Session

The goal of the integration session is to gain a comprehensive picture of the candidate’s knowledge, skills, abilities and other characteristics as they apply to the position.
Evaluation: Wrap-up Session

- The interviewers provide their individual ratings on each skill.
- Discuss any dissimilar ratings:
  - Interviewers share reasons and supporting SBOs that led to the ratings.
  - Group discusses disagreements only.
  - Group comes to a consensus on the rating.
- Repeat the same process for all skills.
- The group comes to a consensus on an overall recommendation.
Evaluation: Wrap-up Session

Dos

• Use specific SBOs to support your ratings and conclusions.

Don‘ts

• Don‘t generalize your conclusions across success factors or skills.
• Don‘t overemphasize one particular incident or a specific skill.
Legal Hiring Guidelines

If it’s not relevant for the job, don’t ask!

If you wouldn’t ask it in front of a judge, don’t ask!

A simple way to keep your interviews **fair and legal**:

→ Base them on a thorough job analysis and/or position analysis.
→ Make sure your questions are related to the position requirements.