

**Goals: This session should help the participant:**

- Conduct effective interviews to select the best job applicants.
- Obtain necessary job-related information and avoid any inference of discrimination.

**1. Conducting effective job interviews helps you hire the best employees.**

- You can assess a candidate's skills, knowledge, experience, and ability.
- Candidates have a chance to expand on their résumé or application.
- Applicants have an opportunity to learn about the job and the organization.

2. Conduct interviews in a quiet, private place, and allow enough time.

- Always be well prepared. Plan in advance after reviewing the application, résumé, and any other information.
- Begin the interview by introducing yourself and greeting applicants warmly.
- Open by talking a little about the organization—your products and services, how your department and the job fit into the big picture, corporate culture, etc.
- Give an overview of the job, job requirements, and essential qualifications for the job.
- Make sure your facial expressions and body language convey that you are comfortable and confident. Don't wiggle in your seat, roll your eyes, or yawn.
- Encourage the candidate to talk as much as possible, and listen for information about:
 - What the person is enthusiastic about
 - Topics the person avoids or shows discomfort with
 - How the person communicates (clear and organized, or vague and uncertain?)
- Focus the discussion on the candidate's ability to do the job.
 - Be specific about job duties, qualifications, and so forth.
- Don't be afraid to be quiet—silence gives the candidate time to formulate a thoughtful response and you time to consider his or her answer and choose the next question.
- Take notes. Your notes will be important for remembering each applicant and may be used to support your hiring decision in defending a discrimination claim.
 - Make note of legitimate negative characteristics that are job-related. Was the applicant late for the interview? Or inarticulate? Say so in your notes.
 - Write down only key words and ideas during the interview. You may make the applicant nervous by transcribing every word, and you should talk to the applicant.
 - Never make gratuitous notes not related to the applicant's qualifications. Any discriminatory or ambiguous comments can result in liability for you and the company.
 - Never make notes on the résumés or applications themselves because these documents usually have to be produced if hiring decisions (or subsequent employment decisions) involving the employee are challenged.
 - Take time soon after each session to write a summary of the interview.

**3. Be careful to avoid any unintentional discriminatory practices.**

- Focus the interview on objective job-related criteria and information, not personal data.
- Avoid stereotyping—interview the individual, not a member of a group. Don't ask about:
 - An applicant's age or date of birth. Avoid questions that hint at age, such as what year an applicant graduated from high school or college.
 - Citizenship or country of birth. (You should tell all applicants, however, that they will be asked to verify eligibility to work in this country before they can be hired.)
 - Disabilities or illness. (If a disability is obvious, or if an applicant brings the issue up during the interview, you can explain essential functions of the job and ask the applicant if he or she can perform those functions with or without accommodation.)
 - Marital status, children, plans for children, or childcare arrangements.
 - An applicant's religion or religious holidays. (You can, however, inform an applicant of the work schedule and ask if he or she has any problem with the schedule.)
 - Affiliations, such as clubs, social organizations, and other groups that could indicate membership in a legally protected minority group.
 - An applicant's personal life, including personal finances, sexual orientation, intention to marry, health history, views on unions, and so forth.

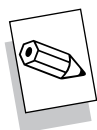
4. Conclude the interview on a positive note.

- Ask candidates if they have any additional questions about the job or the organization.
- Explain how and when they will be notified about whether they got the job.
- Give the expected start date for the job to help candidates anticipate scheduling conflicts.
- Tell candidates about possible next steps, such as reference checks, preemployment testing, and interviews with other people in the organization (for example, your boss).
- Thank candidates for their time and effort, and escort them back to the main reception area.

Applicable regulations: Age Discrimination in Employment Act, Americans with Disabilities Act, Civil Rights Act Title VII, Equal Pay Act, Immigration Reform and Control Act, Pregnancy Discrimination Act, Rehabilitation Act, and Vietnam Era Veterans Readjustment Act.

Discussion tips:

- Review your organization's interview policy and procedures, and answer questions.
- Have two volunteers role-play a brief job interview, and ask the rest of the group to critique the supervisor's interviewing technique.
- Ask participants to discuss some of the questions they ask candidates during interviews.

Knowledge review:

- Distribute copies of the handout and review the type of job-related questions participants should ask job candidates during interviews. Then have participants complete the Interviewing Tips and Techniques Quiz.