

Performance Based Interviewing

Selecting Quality Employees for a
Quality Organization

Five Steps to Better Selections

1. Develop A Structured Interview Process

2. Assess Candidates

3. Conduct Performance Based Interviews

4. Conduct Reference Checks

5. Make a Selection

Interview Setting

- Quiet
- Non-Threatening
- Private
- Accessible
- Consistent



Interviewer Tips

- Note Taking
- Your Non-Verbals
- Interpersonal Bias and Rating Errors



Common Rating Errors

- Rater Bias
- Halo Effect
- Central Tendency
- Leniency
- Strictness
- Similar to Me



How to Avoid Common Rating Errors

Thoroughly understand the competencies being assessed and compare the behaviors exhibited in the interview with the behaviors anchoring the proficiency-level ratings for each competency.

Interviewing Mistakes

- Relying on First Impressions
- Negative Emphasis
- Not Knowing the Job
- Pressure to Hire
- Contrast Effect
- Nonverbal Behavior



Hints to Reduce Bias

- ◆ Don't discuss applicants until after the final interview.
- ◆ Don't compare ratings until the end.
- ◆ Document, Document, Document



Now You're Ready

You know:

- ◆ Who you will interview.
- ◆ How the interview will be conducted.
- ◆ How the questions will be scored.
- ◆ How responses will be documented.
- ◆ How to avoid interview bias.

Step 3: Interview Candidates

- Set a relaxed atmosphere.



Step 3: Interview Candidates

- Set a relaxed atmosphere.
- Briefly describe the job.



Step 3: Interview Candidates

- Set a relaxed atmosphere.
- Briefly describe the job.
- Explain the process.



Step 3: Interview Candidates

- Set a relaxed atmosphere.
- Briefly describe the job.
- Explain the process.
- Ask prepared questions.



Review Question

April interviewed Ricky for an executive assistant position. She asked, "Can you tell me about a time when you had to display exceptional organization skills?" Ricky replied, "I've done that a number of times." How should she respond to get usable information? Choose all that apply.

- A. "Tell me about the most demanding time you did that." – good probe
- B. April should keep quiet if Ricky looks like he'll continue. – good use of silence
- C. "Did they all turn out like you expected them to?" – not good, looks for negative information
- D. "So you obviously have some skills in that area, huh?" – not good, just a guess based on nothing
- E. "Why don't you describe one of those instances in detail?" – good probe

Step 3: Interview Candidates

- Set a relaxed atmosphere.
- Briefly describe the job.
- Explain the process.
- Ask prepared questions.
- Close the interview.



Step 3: Interview Candidates

- Set a relaxed atmosphere.
- Briefly describe the job.
- Explain the process.
- Ask prepared questions.
- Close the interview.
- Rate the candidate.

