

INTERVIEWING

The hiring supervisor/search committee chair is responsible for ensuring interviews are scheduled.

Telephone Screening Interview

Telephone screening interviews can be used to briefly describe the position, location, hours, salary range (if appropriate), and ask if the candidate is still interested in being considered.

The hiring supervisor/search committee chair may consider the use of telephone interviews to:

- Clarify information provided on the application or résumé.
- Discuss a candidate's interest in the position and salary expectations. This is helpful when there is a large discrepancy between the candidate's salary expectations and the anticipated salary of the position at the College.
- Gather additional information about a candidate before travel expenses are incurred.

During a phone/video interview

1. Explain the application process
2. Put the candidate at ease
3. Listen
4. Observe
5. Take notes

On Campus Interview

The hiring supervisor/search committee chair is responsible for ensuring candidates have the following:

- Directions to campus
- Instructions on parking
- A campus map and location of the interview.
- Information on who the candidate will meet with including names and titles.
- Provide the candidate with information on benefits
- Candidates should be instructed to contact HR with any questions regarding benefits

If an applicant inquires about a Visa, please refer them to HR. HR will work with the immigration attorney used by the College to discuss options. HR will need the job description for the position, the salary, and the candidate's resume to provide to the attorney for advice on how to proceed.

Virtual Tour

<https://virtualtour.lafayette.edu/>

Preparation for the Interview

- Establish the objectives and scope of each interview. Determine the areas and specific questions to be covered.
- Recognize biases and stereotypes. Stereotyping involves forming generalized opinions of how people of a given gender, race, etc., appear, think, feel, and act.

- Standardize the types of questions asked. Avoid discrimination by asking the same questions of applicants.

Parts of the Interview

1. Opening – put interviewee at ease by starting the conversation in a relaxing way and explain that you will be taking notes during the interview.
2. Body – obtain information from the candidate.
3. Closing – let the candidate ask questions about the job opening and the College. Provide any information you feel the candidate needs to have about the job and working conditions. Let the candidate know when you expect to make a hiring decision and how you plan to let him/her know. End the interview briefly and courteously. As soon as possible after the interview is over, spend a few minutes thinking over everything that was said while it is still fresh in your mind and make notes. You may want to complete the “Candidate Evaluation Form.”

Guidelines for Effective Interviewing

- Establish and maintain rapport. Greet the applicant pleasantly, display sincere interest, listen carefully, be relaxed but business-like, and avoid telling the applicant about yourself – you are interested in knowing about the candidate.
- Be an active listener. Strive to understand, comprehend, and gain insight into what is only suggested or implied. Listen carefully. Listen patiently. Listen intently – be alert for leads and follow up.
- Pay attention to body language. An applicant’s facial expressions, gestures, body position, and movements often provide clues to that person’s attitudes and feelings. Interviewers should be aware of what they are communicating nonverbally.
- Provide information as freely and honestly as possible. Don’t interject your own personal values or feelings into the interviews.
- Use questions effectively. Questions should be phrased as objectively as possible and with no indication of a desired response. Ask job related question pertaining to: experience, education and training, skills and abilities, potential obstacles to work performance, employment likes and dislikes, reasons for leaving prior jobs, and why this job is of interest. Don’t probe sensitive areas too quickly; take time to establish rapport first. Ask non-leading questions.
- Separate facts from inferences.
- Avoid the influence of “beautyism” (appearance prejudice).
- Avoid the halo error. Judging an individual favorably or unfavorably on the basis of one strong point (or weak point) on which you place high value is the halo error.
- Control the course of the interview. Provide the applicant with ample opportunity to talk, but maintain control of the situation in order that the interview objectives may be reached.

Questions

Develop a list of questions that you will ask each candidate and who will ask the question. Questions should be related to specific job.

Ask questions to solicit information that is really necessary to judge the applicant's qualifications, level of skills, and overall competence for the job.

Be aware of laws that affect the interview process:

Title VII of the Civil Rights Act of 1964

- Race
- Sex
- Color
- National origin
- Religion

Age Discrimination in Employment Act (ADEA)

American with Disabilities Act (ADA)

Immigration Reform and Control Act (IRCA)

- Citizenship
- National origin

National Labor Relations Act (NLRB) – union membership

Uniformed Services Employment and Reemployment Rights Act (USERRA)

Bankruptcy Act

Child Support Enforcement Amendments

Keep in mind that while there are no illegal questions there are illegal uses of information. Stay away from information that could be seen as being collected for an illegal use.

Sample Questions

Past behavior is the best predictor of future actions. Ask many of your questions in a format that allows the candidate to describe how they have handled situations similar to ones you expect them to face in this position.

- Why should you be chosen for this position?
- What in your background makes you the best candidate for this position?
- Describe the biggest challenge on the job where you succeeded and the biggest challenge where you failed.
- Describe the 3 most important events of your education and career.
- Tell me about the 3 most important people in your education and career.
- Describe your most satisfying work experience.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Give me a specific example of a time when you used good judgement and logic in solving a problem.
- Give me an example of a time when you set a goal and were able to achieve it.

- Tell me about a time when you had to use your presentation skills to influence someone's opinion.
- Give me a specific example of a time when you had to conform to a policy with which you did not agree.
- What particular skills or experiences make you the best match for the position?
- Where does this position fall along your career path?
- What aspects of your previous position did you find most professionally challenging?
- What kinds of professional development would make you a more effective worker?

If answers seem to be thin on detail, the interviewer can ask follow-up questions.

- What exactly did you do?
- What was your specific role in this?
- What challenges did you come across?
- Why precisely did you do that?
- Why exactly did you make that decision?

What if a candidate volunteers information of a personal nature or not related to the position? Below are possible responses.

- "That is very interesting information but it is not what we consider in making our selection for this position. Let's talk about"
- For example, a candidate tells you they are interested in the position because of the tuition benefits. A possible response might be, "I understand that the benefits package may be important to you, but we do not take that into consideration in making our selection for the position."

Acceptable and Unacceptable Inquiries for Interviews

Topic	Acceptable	Unacceptable	If Unacceptable, What Is the Reason?
Age	If age is a legal requirement, can ask "If hired, can you furnish proof of age?" or a statement that hire is subject to age verification.	What is your date of birth?	Could be viewed as age discrimination
Attendance/reliability	What hours and days can you work?	How many children do you have?	Could be viewed as discriminatory toward females
Attendance/reliability	Are there specific times that you cannot work?	What religion are you?	Could be viewed as religious discrimination
Attendance/reliability	Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?	What are your child care arrangements?	Could be viewed as discriminatory toward females
Attendance/reliability	Do you have a reliable method of getting to work?	Do you own a car?	Could be considered racial discrimination
Citizenship/ national origin	Are you legally eligible for employment in the United States?	What is your national origin? Where are your parents from?	Could be considered national origin discrimination

Acceptable and Unacceptable Inquiries for Interviews

Topic	Acceptable	Unacceptable	If Unacceptable, What is the Reason?
Citizenship/ national origin	Have you ever worked under a different name?	What is your maiden name?	Could be considered national origin discrimination
National origin	None	What is your father's surname? What are the names of your relatives?	Not only are these irrelevant, but they could be considered national origin discrimination
Arrest and conviction	Have you ever been convicted of a felony? * Please see note below for additional guidance	Have you ever been arrested?	Could be considered racial discrimination
Disabilities	Can you perform the duties of the job you are applying for?	Do you have any disabilities?	Could be considered discrimination against people with disabilities
Disabilities	None	Have you ever filed a workers' compensation claim?	Could be considered discrimination against people with disabilities
Disabilities	None	Have you ever been injured on the job?	Could be considered discrimination against people with disabilities

Acceptable and Unacceptable Inquiries for Interviews

Topic	Acceptable	Unacceptable	If Unacceptable, What Is the Reason?
Emergency contact information	What is the name and address of the person to be notified in case of an emergency? (Request only after the individual has been employed.)	What is the name and address of a relative to be notified in case of an emergency?	Could be considered national origin discrimination and could possibly violate state antidiscrimination laws relative to sexual orientation
Credit record	None	Do you own your own home?	Irrelevant and could be considered racial discrimination
Credit record	Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996	Have your wages ever been garnished?	Irrelevant and could be considered racial discrimination
Credit record	None	Have you ever declared bankruptcy?	Irrelevant and could be considered racial discrimination

Acceptable and Unacceptable Inquiries for Interviews

Topic	Acceptable	Unacceptable	If Unacceptable, What Is the Reason?
Military record	What type of education, training and work experience relevant to the job did you receive while in the military?	What type of discharge did you receive?	Irrelevant and could be considered racial discrimination
Language	What languages do you speak and write fluently? (if the job requires additional languages)	What is your native language? How did you learn to read, write or speak a foreign language?	Could be considered national origin discrimination
Organizations	Inquiry into an applicant's membership in organizations that the applicant considers relevant to his or her ability to perform the job	List all clubs, societies and lodges to which you belong.	Could be considered racial or national origin discrimination
Race or color	None	Complexion or color of skin.	Could be considered racial or national origin discrimination
Weight, height, eye color	Only if there is a bona fide occupational qualification		Could be considered racial or national origin discrimination

Acceptable and Unacceptable Inquiries for Interviews

Topic	Acceptable	Unacceptable	If Unacceptable, What Is the Reason?
Religion	Only if there is a bona fide occupational qualification	What is your religious denomination, religious affiliations, church, parish, pastor? What religious holidays do you observe?	Could be considered religious discrimination
Gender and sexual orientation	What personal pronouns would you prefer us to use? Only if there is a bona fide occupational qualification	Do you wish to be addressed as Mr.? Mrs.? Miss? or Ms.?	Could be considered gender discrimination.
Previous and current addresses	What was your previous address? How long did you reside there? How long have you lived at your current address?	Do you own your own home?	Could be considered racial or national origin discrimination
Education	Do you have a high school diploma or equivalent? Do you have a university or college degree? (if relevant to job performance)	What year did you graduate from high school or college?	Could be considered age discrimination

