

Emerging Leaders: Effective Interview Skills

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Disclosures

I have no relevant relationships with ineligible companies to disclose within the past 24 months. (Note: Ineligible companies are defined as those whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.)

Educational Objectives

This session will cover why interviews are important to being an effective leader and how to get the best out of an interviewee. We will also discuss what you can and can't ask and how to avoid unconscious biases. The session will provide guidance on the different types of interviews you can conduct and how to be sure you are selecting the very best candidates.

At the conclusion of this session, participants should be able to:

- Discuss why we interview
- Describe what we can/can't say
- Illustrate how to move along questioning
- Discuss how to avoid unconscious bias/diversity recruiting

Why we interview

Interviews are an important part of the hiring process because they allow hiring managers to identify candidates who align with their goals and culture. They also allow you to:

- Evaluate a candidate's work experience
- Introduce the candidate to you and your company
- Assess the candidate's hard and soft skills
- Define the role and expectations

Establishing the Profile

Before you begin the interviewing process, meet with the hiring team and establish the skills, experience, and certifications that are required for the role.

If you have any questions about a resume or job movements, you can get those answered in the interview. Don't let yourself be held up by a lack of information on a resume.

Cost of a Bad Hire

- The average cost of a bad hire is around 30% of the annual salary
- Time wasted on a bad hire:
 - ~Two months of recruiting
 - Months of training
- Additional overtime, per diem, and agency costs to fill the shifts

What we can and can't ask in an interview

- Per the EEOC, as a general rule, the information obtained and requested through the pre-employment process should be limited to those essential for determining if a person is qualified for the job; whereas information regarding race, sex, national origin, age, and religion are irrelevant in such determinations.
- Employers are explicitly prohibited from making pre-offer inquiries about disability.
- Avoid questions about organizations or clubs that could indicate the candidate's race, sex, national origin, age, or religion.
- A candidate might provide some insight into their demographics without being prompted. Do not write any demographic information on a resume or notes about the interview. **Interview notes are discoverable in a lawsuit**

Ask this, not that!

Don't ask...	Instead, ask...
Are you a U.S. citizen?	Are you legally authorized to work in the United States?
Do you have any disabilities?	Are you able to perform the specific duties of this position?
Do you belong to any clubs or social organizations?	Are you a member of any professional groups that are relevant to our industry?
Have you ever been arrested?	Have you ever been convicted of "x" ?[something that is substantially related to the job]
How much longer do you plan to work before you retire?	What are your long-term career goals?
Do you have children? or Can you get a babysitter on short notice for overtime?	Are you available to work overtime on occasion?
What religion do you practice? What religious holidays do you observe?	Are you available to work within our required schedule?
Do you have a car?	Do you have reliable transportation to and from work?

How to move along questioning

It's important to keep an interviewee from running away with an interview. As the interviewer, it's important to keep the conversations on point and relevant to the job.

- Lay out an agenda at the beginning of the interview
 - After introductions, tell the interviewee what they can expect from the interview and give a time frame
- Learn to interrupt nicely
 - Show enthusiasm by interrupting with supplementary questions
- Redirect the candidate to the question
 - Ask them how they specifically assisted in an activity they are describing
- Blame the clock
 - Remind them that you only have so much time and want to get to their entire background and experience

Interview Biases to Avoid

- **Central tendency bias** – When evaluating several individuals using a consistent rating system, many individuals will rate most of them in the middle of that scale.
- **Contrast effect bias** – The contrast effect bias occurs when an interviewer compares a candidate to the individual who interviewed before them.
- **First impression bias** – Interviewers may use their first perception of a candidate to shape their impression of that individual.
- **Variable questioning bias** – Interviewers might change their questions from one interview to the next based on conscious or unconscious perceptions of each candidate. Asking different questions of different candidates may reflect or lead to bias.
- **Negative emphasis bias** – Negative information often leaves a stronger impression than positive information. A single negative detail could inform the rest of how you perceive the candidate.
- **Recency bias** – It is often easier to remember details from and evaluate interactions that occurred more recently than others.
- **Similarity bias** – Interviewers and candidates may discuss hobbies they share or display similar traits in an interview. Hiring decisions based on their similarities rather than qualifications may be the result of bias.

Improve diversity recruiting

- Audit your job descriptions
- Target diverse job boards and professional groups
- Encourage diverse employees to refer candidates
- Develop an employer brand that highlights your diversity
- Ensure company policies foster diversity
- Use blind resumes

Take Home Points

- Conducting effective interviews will allow leaders to build their optimum team.
- Always be aware of what you can and cannot ask in an interview.
- As the interviewer, be the one to drive the interview.
- Be aware of interview biases so that you can avoid them.
- A diverse and inclusive workplace will build trust and commitment from your team.

References

- EEOC - <https://www.eeoc.gov/prohibited-employment-policiespractices>
- Interview Biases - <https://www.indeed.com/career-advice/interviewing/interviewing-bias>

Questions?

If you have any questions you can reach me at andreamcox@gmail.com