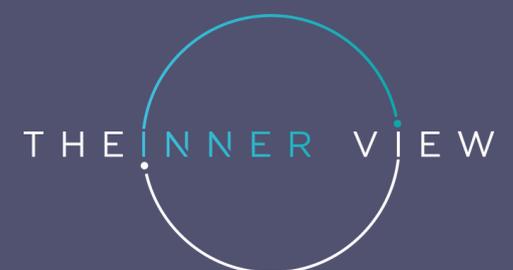


FREE FOR DOWNLOAD AND USE

AN EVIDENCE BASED GUIDE TO HIRING INTERVIEWS

BEHAVIOURAL SCIENCE AND
EVIDENCE BASED CONSULTING



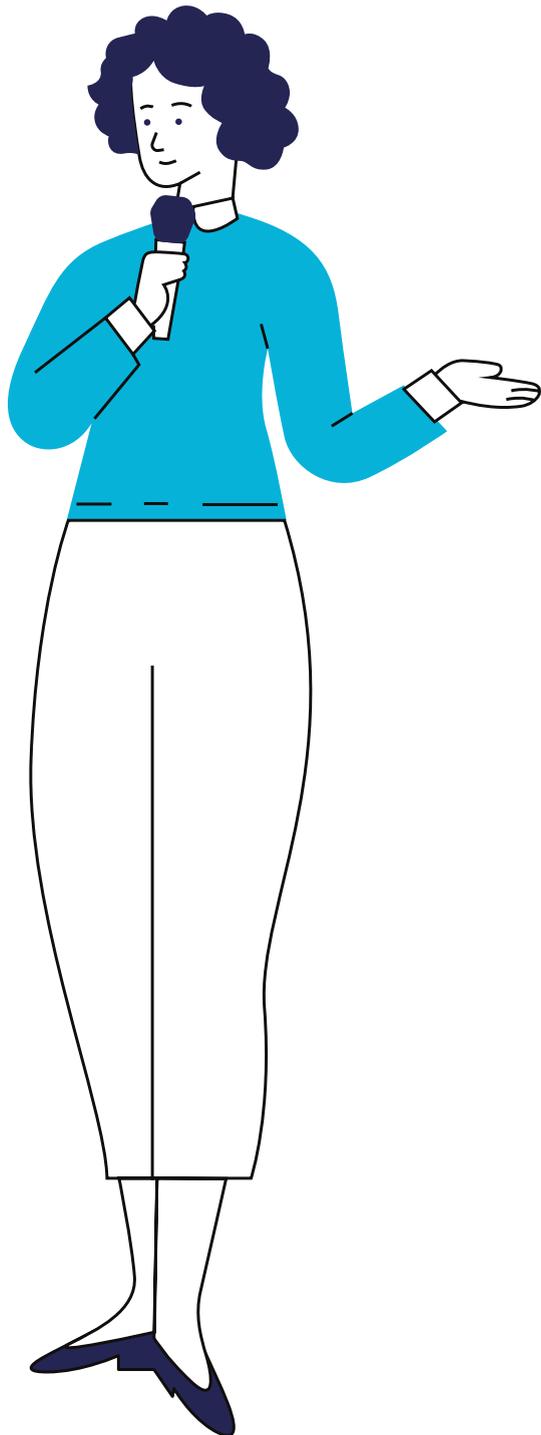
THE INNER VIEW

A FEW WORDS ABOUT US

We integrate behavioural science and evidence-based consulting practices in business operations to help companies improve their decision making, reach their performance goals, and develop synergetic teams.



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STRUCTURED INTERVIEWS ARE ESSENTIAL

UNDOUBTEDLY, INTERVIEWS ARE THE MOST WIDELY USED FORM OF EMPLOYEE SELECTION. ONE COMMON MISCONCEPTION IS THAT ASKING THE SAME SET OF QUESTIONS TO ALL APPLICANTS IS ENOUGH TO HAVE A STRUCTURED INTERVIEW.



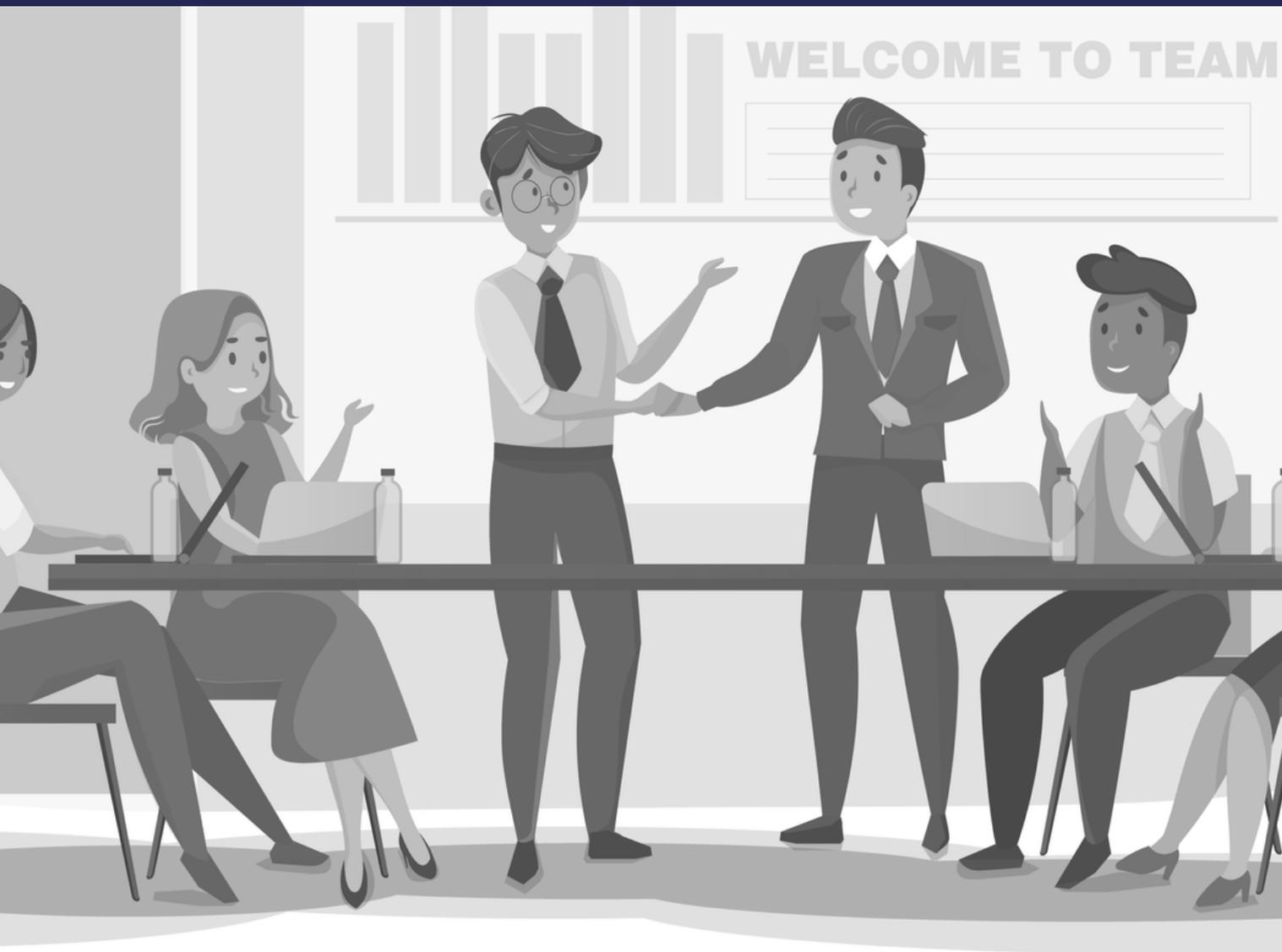
**IN REALITY, STRUCTURED
INTERVIEWS ARE MORE THAN THAT**

SLIDE TO FIND OUT

R=0.51

There is a correlation of 0.51 between interview performance and job performance. This means that the candidate's interview performance will explain 25% of the variation in their future job performance. Despite its small size, this illustrates that structured interviews are a very useful method for making accurate predictions of job performance.

© Schmidt & Hunter (1998)



Interviews are a great selection method only if they're well structured and systematically scored.

FOR MORE INFO VISIT THE-INNERVIEW.COM

WHAT'S THE DIFFERENCE?

Structured Interviews

They're based on a job analysis. This means assessment questions are job related.

Tap in to job knowledge, skills, applied mental skills, and job related interpersonal skills.

Result in substantially lower adverse impact in terms of bias and discrimination.

Add predictive power to the use of cognitive ability tests increasing the level of prediction beyond what the test has already shown.

They include a standardised scoring procedure.

- right/wrong
- typical-answer approach
- key-issues approach

Unstructured Interviews

They rely on spontaneity and follow-up questioning as a method of inquiry.

Are disruptive in nature and do not rely on standardised questions.

Harder to compare answers and evaluate candidates equally and objectively.

May be sensitive or that interviewees don't want to talk about - also issues with confidentiality or harm if sensitive topic.

Different candidates are asked different questions.



OTHER SELECTION METHODS THAT ARE GOOD JOB PERFORMANCE PREDICTORS

WORK SAMPLES (29%)

Candidates are observed while they perform a selection of the most important or frequent tasks associated to a job position.

COGNITIVE ABILITY TESTS (26%)

A test built to measure the capability of a person to perform tasks involving logical thinking, verbal and visuospatial abilities.

JOB KNOWLEDGE TEST (23%)

Created to assess to what degree a person has the theoretical and practical knowledge necessary to perform in a specific job.

Structured interviews are a lot of work. Why bother?

Interviews high in structure are more valid than unstructured interviews. In other words, they can better predict candidates' job performance.

You're more likely to make an informed decision on a candidate by using a structured versus an unstructured interview.



Why **DON'T** unstructured interviews predict job performance?

There are



different factors explaining why

Poor Intuitive Ability

Interviewers often make hiring decisions based on "gut reactions" or intuition. People, on the other hand, are not very good at using instinct to predict behaviour, whether it be potential job success or deceptive acts during the interview.

Lack of Job Relatedness

- What do you see yourself doing five years from now?
- How would you describe yourself?
- What do you consider your greatest strengths and weaknesses?

Since proper responses to these questions have yet to be determined, evaluating them and making informed hiring decisions is impossible.

Although certain answers will be preferred by managers over others, preference alone doesn't mean that they will predict future job success.

Primacy Effects

or “first impressions” in the interview refers to the higher impact that information presented prior to or early in the interview tends to have in comparison to the information presented later in the interview.

To reduce potential primacy effects, make repeated judgments throughout the interview. Try and rate responses after each question rather than waiting until the end of the interview to make a single, overall judgment of the candidate's suitability for the job.

Contrast Effects

They occur when a candidate's interview performance affects the interview score given to the next applicant. In other words, we may experience a contrast effect when we judge a candidate's performance in relation to previous applicants' performance.

It could be more preferable to be interviewed directly after someone who has performed poorly. It is important to train interviewers to be aware of possible contrast effects in order to reduce their occurrence.

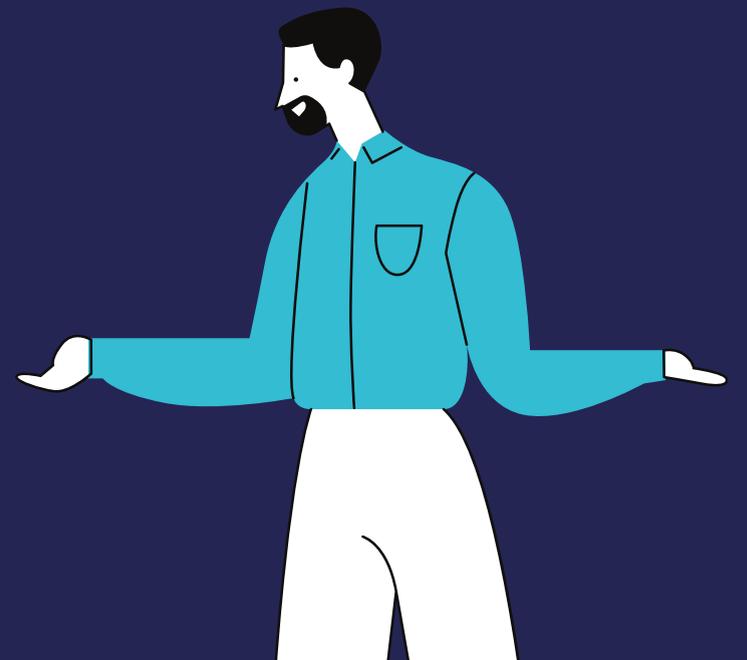
Negative Information Bias

Applicants tend to be afraid of being honest for fear that one negative response will cost them their job opportunities. This lack of honesty may be especially evident during the interview, where the face-to-face nature of the interaction increases the odds that an applicant would respond in such a way as to look better to the interviewer.

To reduce the potential effect of the negative-information bias, it's important to reduce social pressure on the candidate. One way to do this is to use written or computerised interviews.

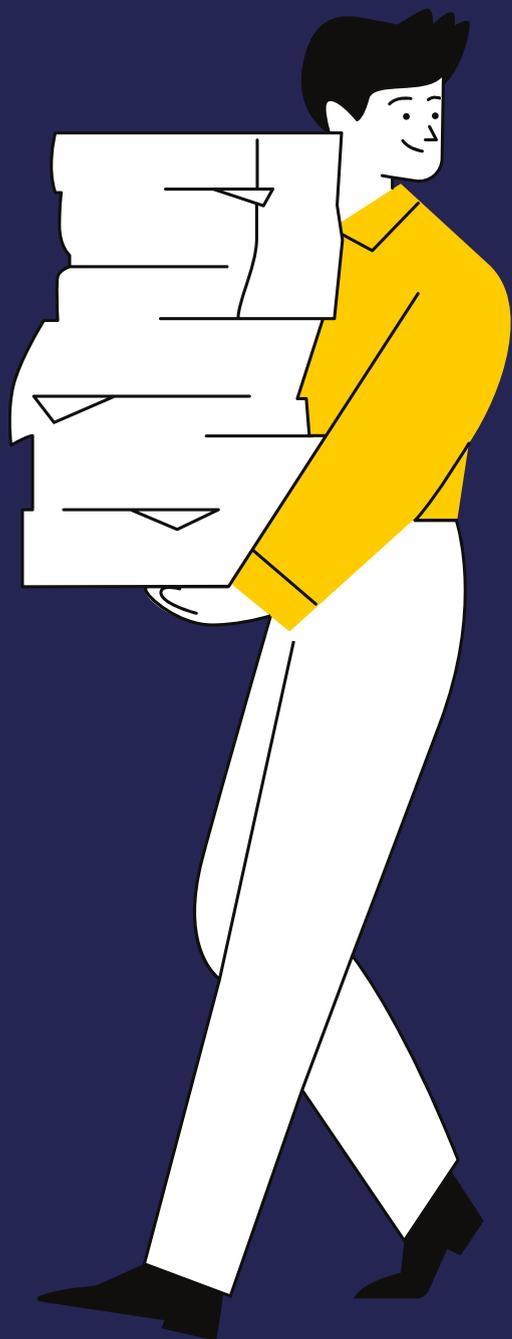
Negative Information Bias

Negative information weighs more heavily than positive information, but this effect tends to occur only when interviewers are unaware of job requirements.



Negative Information Bias

We've shown how this happens in an article published on our science blog



THE SCIENCE AND PRACTICE
BEHIND MANAGING CHANGE

Applicant Appearance

Physically attractive candidates seem to have an advantage in interviews over less attractive ones. Those who dress professionally tend to receive higher interview scores than those who wear more casual clothes. Unfortunately, this bias extends to weight as well, with studies showing that overweight applicants are more likely to earn lower scores than leaner peers.

The attractiveness bias is common for both men and women. To reduce its effects, it's important to train interviewers to be aware of its occurrence.

Nonverbal Cues

The use of appropriate nonverbal communication cues such as smiling and making appropriate eye contact is highly correlated with interview scores. Other cues that have been shown to affect interview performance are: **tone, pitch, speech rate, and pauses**. Candidates displaying such behaviours tend to be perceived as more competent.

To reduce the impact of nonverbal cues on hiring decisions, consider using structured interviews.

HOW TO DESIGN A STRUCTURED INTERVIEW?



SLIDE TO FIND OUT

STEP 1

Conduct a job analysis

Collect info about the job in terms of tasks, conditions under which they are performed, knowledge, skills, abilities, and other characteristics (KSAOs) needed to do the tasks.

Make a note of other aspects

Other features are important to the extent they impact job performance, and may include personality traits, interests, values etc.

STEP 2

Determine how to measure KSAOs

Decide on the best way to measure an applicant's ability to perform the tasks identified in the job analysis.

Select a method

While some KSAOs can be measured in an interview, others are better assessed through psychological tests, work samples, assessment centers, or job knowledge tests.

STEP 3

Create questions

Create questions that tap into the selected KSAOs to find out the extent to which applicants' attributes match them.

Learning & Development Solutions

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Visit us as we launch this much-awaited self help guide across all major social media channels.

INTERVIEW

QUESTIONS

WHAT TYPE OF QUESTIONS CAN YOU USE IN A STRUCTURED INTERVIEW?



1

Clarifiers

Allow the interviewer to clarify information in the CV, cover letter and application, fill in gaps, and obtain other necessary information.

I noticed a 1-year gap between two of your jobs. Could you tell me more about that?



2

Disqualifiers

Allow the interviewer to ask questions that must be answered in a particular way or the applicant is disqualified based on job requirements.

Do you have a valid driver's license?



3

Skill-Level Determiners

Allow the interviewer to ask questions that tap into an interviewee's level of expertise.

What is your level of proficiency in Java programming?

Behavioural Questions

Behavioural questions focus on previous behaviour rather than future intended behaviour.

Applicants are asked to provide specific examples of how they have demonstrated job-related skills in the past.

In general, scores on behavioural questions are better predictors of performance, and this is especially true in the case of higher-level positions.

Can you tell me about the most difficult change you've had to make in your previous role and how you've handled that?

Situational Questions

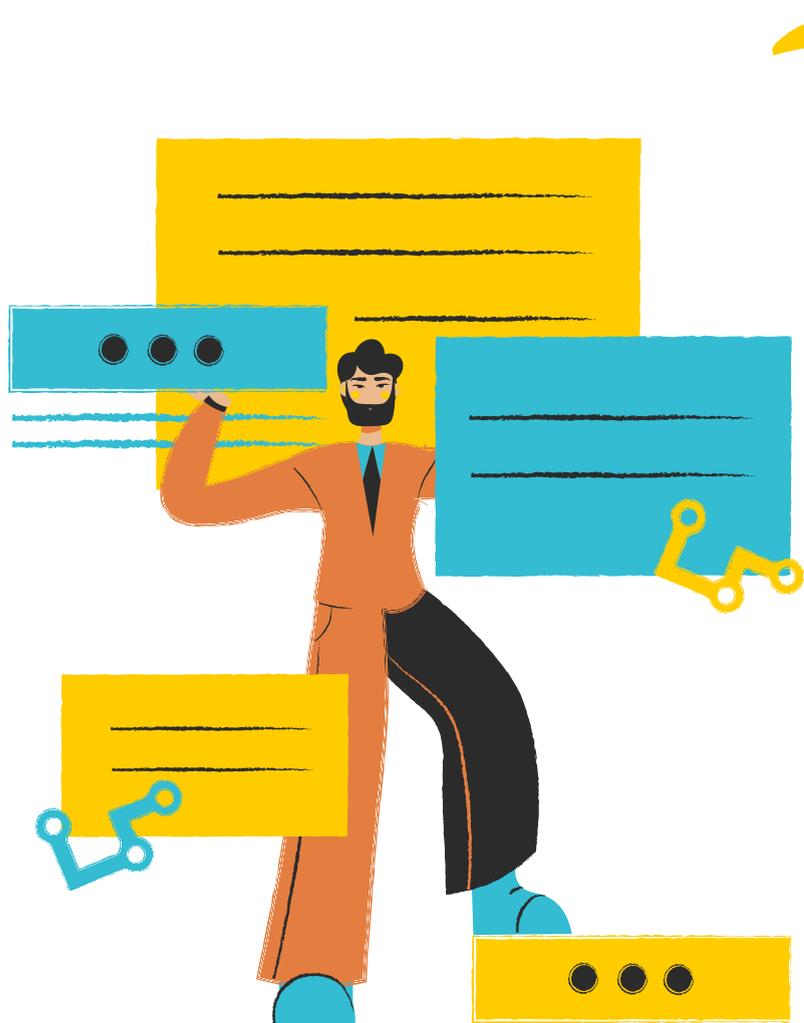
Situational questions ask an applicant what they would do in a particular situation.

You can use the critical incidents technique to come up with job-related situations or scenarios that future job incumbents may face and rewrite them into questions.

Remember to design them so that candidates can answer them with their current level of knowledge and skills.

In this role you'll sometimes have to deal with angry customers over the phone. What would you do in such a case?

ORGANISATIONAL FIT QUESTIONS



**Investigate the extent to which
an applicant will fit into the
culture of your organisation or
with the leadership style of a
particular supervisor.**



**Can you describe your experience
working with culturally diverse people?**

ASSESS

ANSWERS

**THE NEXT STEP IS TO ESTABLISH
A KEY FOR SCORING APPLICANTS'
RESPONSES.**

The majority of interview responses are scored using one of **three methods**:

- Right/Wrong
- Typical-Answer
- Key-Issues Approach



HOW DO WE ASSESS THE ANSWERS OF CANDIDATES?

Some interview questions, particularly disqualifiers and skill-level determiners, can be scored solely on whether the answer given was correct or incorrect.

THE RIGHT / WRONG APPROACH

1

THE RIGHT/WRONG APPROACH

KEY POINTS



What is your level of proficiency in Java programming?

Consider the question as a skill-level determiner for a junior software developer.

If the candidate outlines the following skills for writing code, they'll get a point for being a basic user.

- **Writing** (e.g., correctly implementing a function)
- **Refactoring** (e.g., adapting and changing code based on detailed instructions)
- **Embedding in a larger system** (e.g., using I/O channels to input and print simple text or numbers)

1

THE RIGHT/WRONG APPROACH

KEY POINTS



Do you have a valid driver's license?



Consider this question as a **disqualifier**.

Inquiring about this means that driving is a **job requirement**.

Answering 'no' is the incorrect response, and the candidate will be disqualified from further consideration.

HOW DO WE ASSESS THE ANSWERS OF CANDIDATES?

According to research, increasing the number of benchmark answers will significantly improve scoring reliability - that is, the consistency of results from one use to the next.

THE TYPICAL ANSWER APPROACH

2

THE TYPICAL ANSWER APPROACH

HOW TO USE THIS METHOD



01

Create a list of all possible answers to each question.

02

Have subject-matter experts rate the relevance of each response on a 5-point scale, with 5 being the most relevant and 1 being the least relevant.

03

Rate the candidate during the interview based on the benchmarks mentioned and total their final score at the end.

Let's consider the following behavioural question for assessing analytical thinking



In your experience with analysing large data sets, what types of errors have you experienced most frequently?

POSSIBLE SCORING KEY | TYPICAL ANSWER APPROACH

5

Identifies misunderstood data relationships (e.g., misunderstood causes, influences, and associations), misinterpreted statistics, misinterpreted observations, biassed assertions, and coincidences.

4

Identifies misunderstood data relationships (e.g., misunderstood causes, influences, and associations), misinterpreted statistics, misinterpreted observations, and biassed assertions.

3

Identifies misunderstood data relationships (e.g., misunderstood causes, influences, and associations).

2

Identifies misinterpreted observations and biassed assertions.

1

Does not identify errors.

HOW DO WE ASSESS THE ANSWERS OF CANDIDATES?

As the typical-answer approach offers many possible answers to a question, chances are applicants will provide answers that could only fit parts of your identified benchmarks. This problem can be corrected with the key-issues approach.

THE KEY ISSUES APPROACH

3

THE KEY ISSUE APPROACH

HOW TO USE THIS METHOD



01

Have subject matter experts create a list of key issues (i.e., behaviours) they think should be included in the perfect answer.

02

If needed, assign weights so the most important issues get more points than the less important issues; otherwise allocate 1 point for each issue.

03

Rate the candidate based on the issues they mention during the interview and sum up their total score at the end.

Let's consider the following situational question for assessing **active listening to clarify information**

You are in charge of a team of 15 call centre operators. Since some clients have expressed dissatisfaction with one of your direct reports, you've scheduled a meeting with them to discuss why this has occurred.

What is the best way to clarify the situation?

POSSIBLE SCORING KEY | KEY ISSUE APPROACH

5

Ask questions about their interaction with the clients, such as “what”, “how” etc.

0

Review their results since the last performance review.

0

Ask questions to confirm your expectations about their poor results.

2

Analyse the clients’ feedback in relation to their KPIs.



CONDUCTING STRUCTURED INTERVIEWS



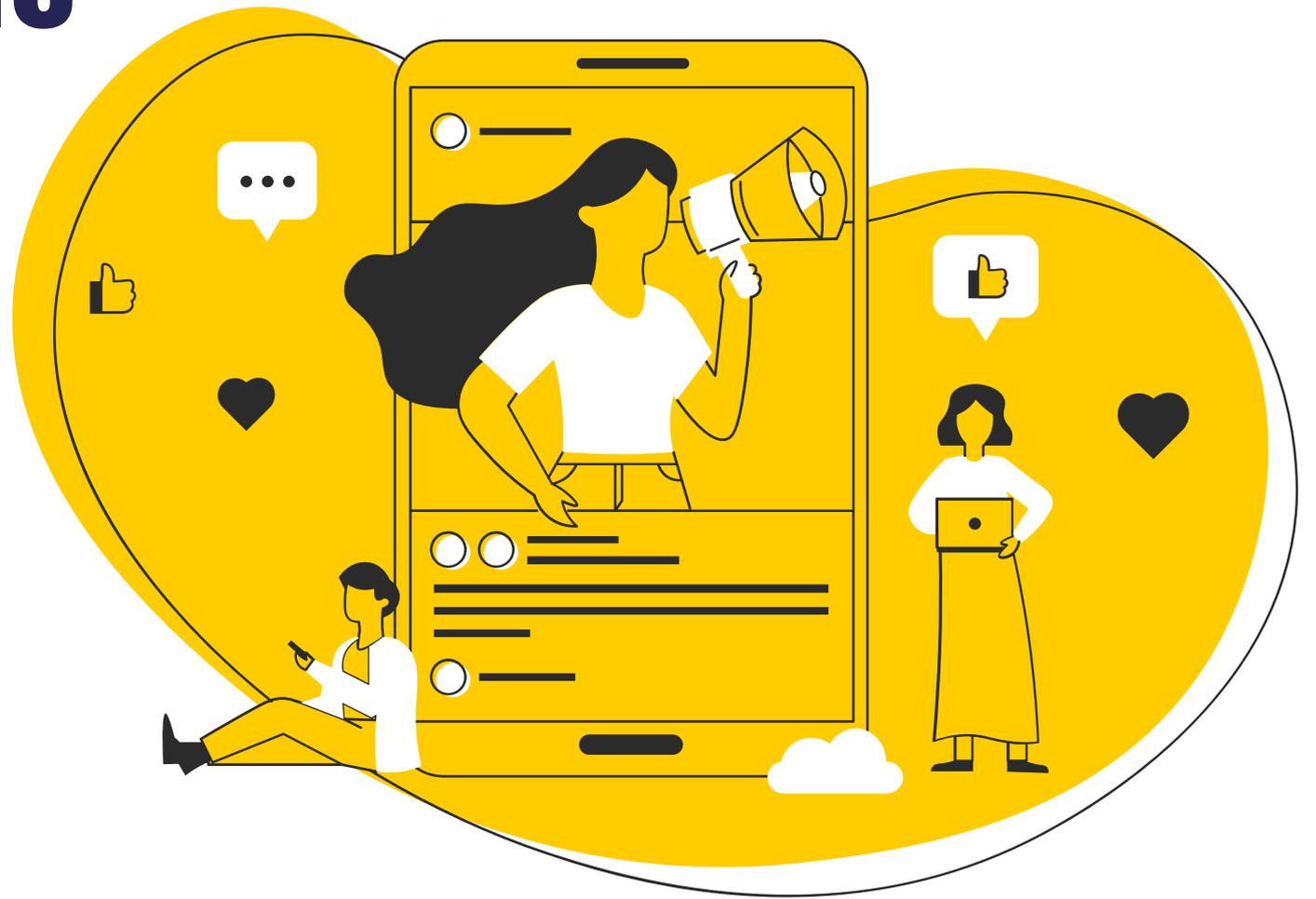
Research suggests that **structured interviews will best predict performance** when the same trained interviewers assess all applicants for a given position.

Building Rapport



Give candidates time to settle in and feel at ease. You can easily accomplish this by sharing your history and encouraging the candidate to present themselves. Building rapport makes the applicant feel more confident about the interview.

Setting the Agenda



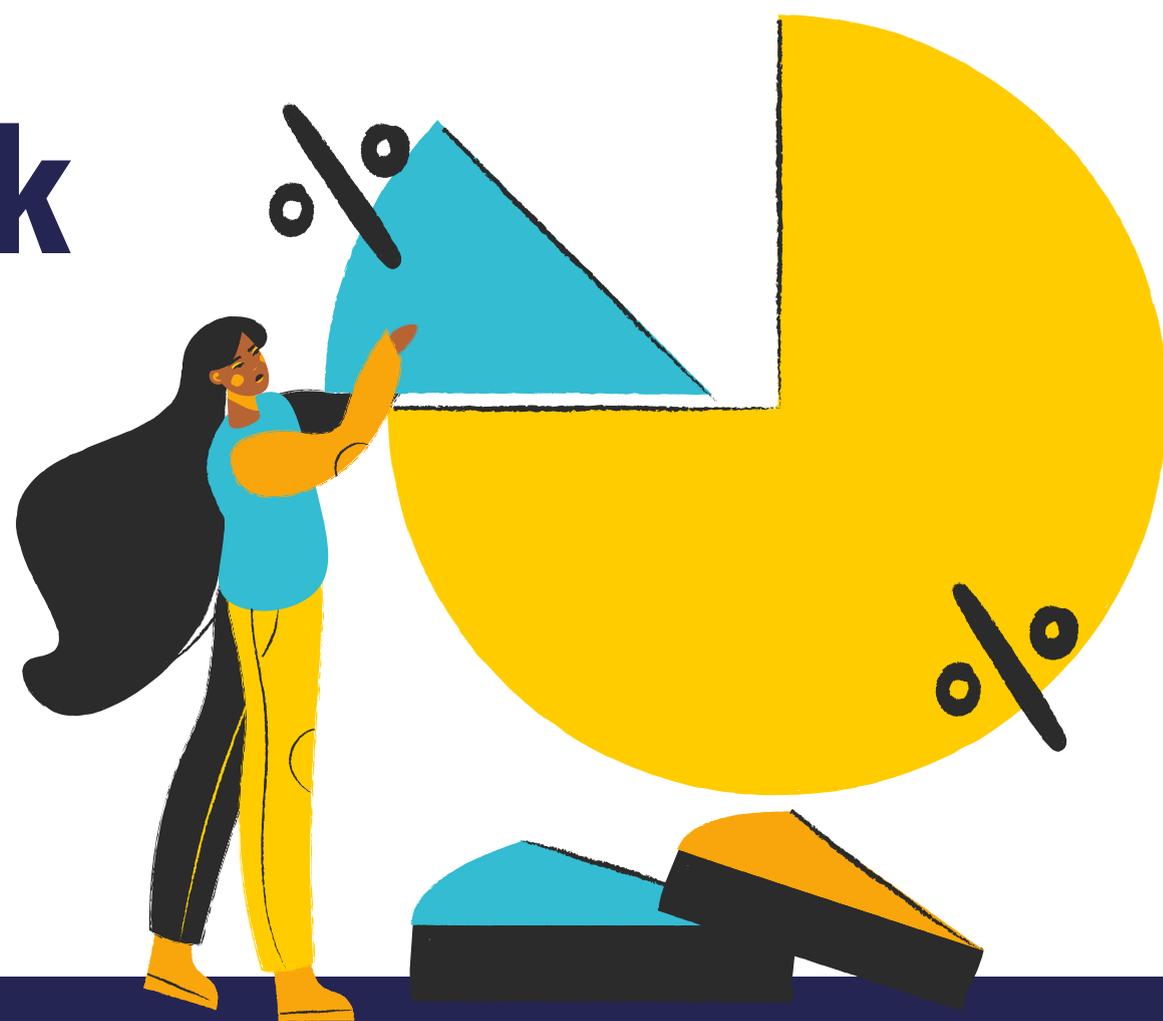
Outline the purpose of the interview as well as the process or structure. Explain the types of questions you'll ask so that the candidate understands what you're hoping to learn from the conversation.

Assessing the Candidates



Check that you have both the interview plan and the scorecard. Score each answer immediately following the candidate's response.

Provide info about the work and company



This may include job responsibilities, opportunities for development, salary and benefits, a history of the organisation, etc.

Offer applicants the chance to self-express



Use **open-ended questions** like "Is there anything I haven't covered that you'd like to tell me?" or "Is there a question you wish I'd have asked you that I haven't?"

Take Questions



Offer candidates the opportunity to clarify expectations or reduce their fears, uncertainties and doubts about the company and the position.

**End the
interview on a
polite and
positive note**



**Compliment the candidate and inform them about the
next steps of the interviewing process.**

Make a Decision



**Write down any other observations you may have and
sum up their final interview score.**



CONDUCTING VIRTUAL INTERVIEWS





Many organisations were forced to move from face-to-face to virtual interviews (VI) during the pandemic.

There's **limited scientific evidence to support the effectiveness of synchronous virtual interviews.**

IN GENERAL, APPLICANTS

1

Consider they can appropriately convey themselves through VI. However, they're still reserved about its use as an alternative to face-to-face-interviewing.

2

Perceive that financial and time savings, as well as reduced travel-related stress are the main benefits.

3

Perceive that lack of adequate exposure to the location and in-person interaction are the main disadvantages.

Type of study: review of 15 empirical studies.

Sample and setting include data on synchronous web-based interviews for undergraduate school, residency and fellowship programs from all healthcare fields.

Caveat: studies did not cover hiring interviews conducted in a work/business setting.

IN GENERAL, INTERVIEWERS

1

Believe they can better represent their organisation to applicants to help them determine whether they are a good fit for the role they have applied for.

2

Consider VI to be helpful in assisting them in ranking applicants. They think it's a good screening tool, but don't believe it should replace face-to-face interviews.

3

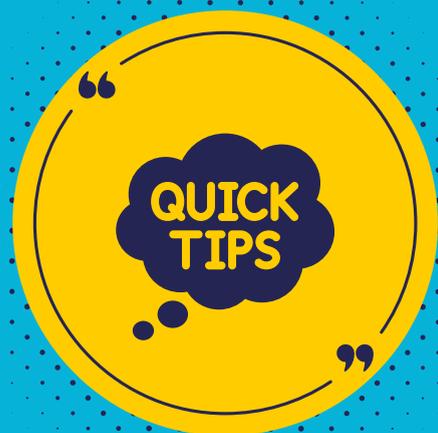
Believe that the main advantages are lower costs and more flexibility in scheduling, while the main downside is a lack of in-person contact.

Type of study: review of 15 empirical studies.

Sample and setting include data on synchronous web-based interviews for undergraduate school, residency and fellowship programs from all healthcare fields.

Caveat: studies did not cover hiring interviews conducted in a work/business setting.

TIPS FOR ORGANISATIONS TO MAKE VI WORK



01

Use a structured, uniform approach with all applicants to promote fairness.

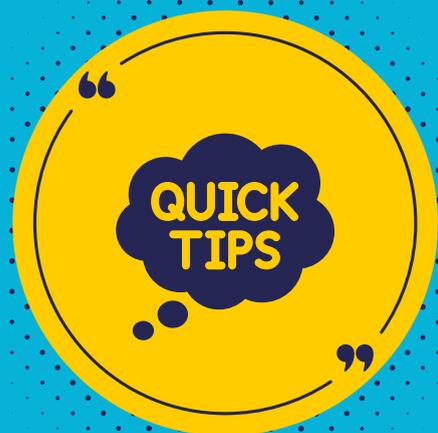
02

Use online channels to help applicants get all the information they need in advance about the company, the role and the interviewing process (e.g., include a FAQ section on the website).

03

Provide company virtual tours.

TIPS FOR ORGANISATIONS TO MAKE VI WORK



04

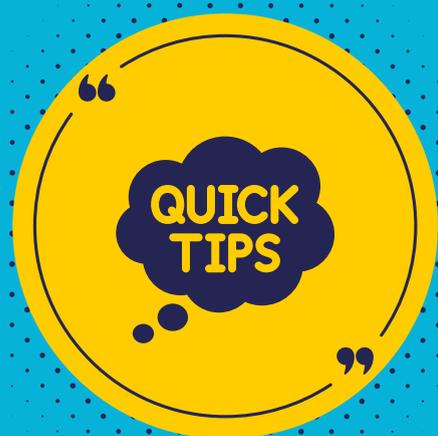
Use brief recorded video introductions of key staff members, if possible.

05

Offer applicants flexibility with scheduling interviews during downtime (evenings, weekends, holidays etc.).

Be mindful that candidates may appear more tired or stressed during VI if their interview is scheduled after work hours, which wouldn't necessarily happen with a face-to-face interview scheduled during standard hours.

TIPS FOR ORGANISATIONS TO MAKE VI WORK



06

Use virtual platforms that allow easy account setup and accessibility.

07

Train interviewers to positively manage any unanticipated technological problems or other distractors during the interview such as poor lighting or background noise, as they can potentially impact their final decision.

Share it with someone who
needs it today!

