

# Fort Knox CPAC...



## HR Tip of the Week

Hiring officials have the option of interviewing applicants, if they so choose. They may interview some, none, or all of the candidates on the referral. If they elect to interview candidates, the questions should be prepared in advance and should be job related. Interviews may be conducted over the phone or in a face-to-face meeting. All interview proceedings should be well-documented.

Interview results should not be given undue weight in determining the best qualified candidate(s). Rather, they should be combined with the results of other information, including the resume, to determine a candidate's final position relative to other competitors.

### Interviewing Do's and Don'ts for Civilian Candidates

#### DO's

1. Schedule the same amount of time for each interview. Allow yourself time between interviews to record ratings and complete notes.
2. Allow candidates time to read the job description before the interview. This saves time for you and avoids any appearance of administering a speed-reading test.
3. Welcome the candidate and explain the interview process.
4. Discuss any unusual working conditions, e.g. shift work, overtime, frequent travel, etc. with the candidate before the actual interview. State these up front as conditions of employment.
5. Ask each candidate the same set of questions. Document the results of the interview. The interview, along with other evaluation factors, helps determine the best candidate for the position.
6. Avoid questions with only yes or no answers.
7. Compare all candidates on the same basis. Review the total picture after you have completed all interviews. Keep your interview questions and selection notes.
8. Avoid the "Halo Effect." Don't weigh your decision on a single accomplishment, association with a particular group, the college attended, etc.
9. Avoid stereotyping candidates.

#### DON'Ts

1. Don't interview or promise to interview anyone who is not listed on the referral list.
2. Don't make promises to candidates or assumed potential candidates.
3. Don't use acronyms or local terms.
4. Don't ask questions that do not distinguish between candidates such as "Why do you want this job?"
5. Don't use multiple part questions.
6. Never indicate you have already made a selection before all interviews have been conducted.

7. Don't ask personal questions, e.g. is your spouse in the military, do you have children, do you make coffee, or how old are you? These are not job-related questions.
8. Don't assume an accent to be a liability.
9. Don't assume men can, women can't (lift, operate machinery, travel, etc.).
10. Don't inquire into views on politics, civil rights, religion, etc.

Look for our next HR Tip regarding the Applicant Inquiry Process