



INTERVIEW GUIDE

A RESOURCE FOR HIRING MANAGERS



TABLE OF CONTENTS

- 3 Introduction
- 4 4 Types of Interview Questions to Ask
- 5 3 Types of Interview Questions to Avoid
- 6 Ask this, not that: Avoiding Illegal Inquires
- 10 The Interview Question Bank
- 24 Preparing for the Interview: A Three-Step Checklist
- 25 8 Steps to Conducting an Interview
- 26 Understanding Unconscious Bias
- 27 Are You Ready to Make a Hiring Decision?



INTRODUCTION

One of the most critical aspects of the hiring process is the interview. The interview process is essential because it allows an opportunity to meet various candidates and determine which individual aligns with the company's needs, goals, and culture. The interview process will ultimately help your team and company grow if structured and executed correctly.

So, what is an interview guide?

Simply put, an interview guide is a resource that encourages an organization to structure the interview process. It helps an interviewer know what questions to ask and creates an equal candidate experience.

Let's face it, hiring the right employee is not always the easiest decision. However, good interview questions can change that. Interview questions should focus on obtaining information necessary to assess a candidate's skills, qualifications, and ability to perform the position's essential functions.

While it may seem challenging to establish a set of interview questions, it all starts by assessing your needs and wants, reviewing the job opening, and considering the potential employee. From there, you can develop the right questions for the job.

This resource guides hiring managers and supervisors on each step of the interview process, including how to develop and select interview questions. Knowing what questions to ask in an interview can lead to more efficient and compelling interviews, ultimately empowering managers to make effective hiring decisions.

4 TYPES OF INTERVIEW QUESTIONS TO ASK

01. Open-Ended Questions

When possible, ask the candidate open-ended questions. This promotes greater depth in a candidate's response and guides the conversation. For example:

"How would you define your greatest strength?" reveals more information than asking, *"Do you have a greatest strength?"*



02. Behavioral Questions

Behavioral questions are an excellent way to help predict future performance based on past experiences. For example:

Describe a time when you encountered an angry customer. What was the situation, and how did you handle it?



03. Situational Questions

Situational questions are generally used for candidates with little experience to gauge how they may react in certain situations. For example:

What would you do if you were asked to complete several tasks in a short amount of time and you knew you could not complete them all?



04. Competency-Based Questions

Competency-based questions are geared towards measuring a candidate's knowledge and skills. For example:

Have you ever had to resolve a customer complaint? If so, how did you resolve it?



3 TYPES OF INTERVIEW QUESTIONS TO AVOID

As mentioned previously, there are various types of questions to ask when conducting an interview. However, there are several types of questions to avoid that are not conducive to an interview. Here are three types of interview questions to avoid.



01 Closed-Ended Questions

Interviewers should avoid closed-ended questions because they are generally answered as "yes" or "no." These questions do not provide an opportunity for depth in a candidate's response. For example:

Did you like your previous job?



02 Leading Questions

Leading questions prompt or encourage candidates to provide the desired answer. Interviewers should avoid these questions because they imply a single correct answer. For example:

Would you say that you are a team player?



03 Loaded Questions

Loaded questions are more complex and generally contain controversial assumptions. Interviewers should avoid these questions at all costs. For example:

Are you voting for the better presidential candidate this year?

ASK THIS, NOT THAT:

AVOIDING ILLEGAL QUESTIONS

Recruiting, interviewing, and hiring are big deals for an organization. Asking quality interview questions is imperative to finding the right candidate; however, asking the wrong questions can land you and the company in troubled waters. Asking candidates to disclose information regarding race, color, religion, sex, and national origin violates Title VII of the Civil Rights Act of 1964. It could open you and the company up to a discrimination lawsuit.

The following pages will guide you through acceptable and unacceptable interview questions. Please note that this list is **NOT** all-inclusive and serves as a guide for interview questions.

Acceptable Are you a member of any professional or trade groups relevant to our industry?	Affiliations	Unacceptable What clubs or organizations are you a part of?
Acceptable If hired can you furnish proof of age? Or a statement that the hire is subject to age verification (You may ask this question if age is a legal requirement)	Age	Unacceptable How old are you? What is your date of birth?
Acceptable None	Credit Records	Unacceptable Have your wages ever been garnished? Do you own a home? Have you ever declared bankruptcy?

Continued on next page →

Acceptable



Have you ever been convicted of a felony?

**See additional note on p. 10*

Criminal Record



Unacceptable

Have you ever been arrested?

Acceptable



Can you perform the essential functions of the job with or without accommodation?

Disability



Unacceptable

Do you have any disabilities?

Have you ever filed for workers' compensation?

Have you ever been injured on the job?

Acceptable



Do you have a high school diploma or equivalent?

Do you have a university or college degree?

Education



Unacceptable

What year did you graduate from high school or college?

Acceptable



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)

Emergency Contact



Unacceptable

What is the name and address of the **relative** to be notified in case of an emergency?

Continued on next page →

Acceptable



What languages do you speak and write fluently?

(only if the job requires additional languages)

Language



Unacceptable

What is your native language?

How did you learn to read, write, or speak a foreign language?

Acceptable



What education, training, or work experience relevant to this job did you receive in the military?

Military Record



Unacceptable

What type of discharge did you receive?

Acceptable



Are you legally eligible for employment in the United States?

National Origin



Unacceptable

What is your national origin?

Where are your parents from?

What are the names of your relatives?

What is your father's surname?

Acceptable



None

Race & Color



Unacceptable

What is your ethnicity?

What is the complexion of your skin?

Continued on next page →

Acceptable



Are there specific times you cannot work?

(And only if there is a bona fide occupational qualification)

Religion



Unacceptable

What is your religious denomination, affiliations, church, parish, or pastor?

What religious holidays do you observe?

Acceptable



Do you have a reliable method of getting to work?

Reliability



Unacceptable

Do you own a car?

Acceptable



What are your salary expectations for this position?

***See additional note on p. 10*

Salary



Unacceptable

What is your current salary?

What was your starting and ending salary in any prior position?

Acceptable



What hours and days can you work?

Do you have any responsibilities other than work that will interfere with specific job requirements such as traveling?

Schedule




Unacceptable

How many kids do you have?


What are your childcare arrangements?

Continued on next page →


Acceptable 

None
(Unless there is a bona fide occupational qualification)

Sex & Gender


Unacceptable 

What is your gender?
What is your sexual orientation?
Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?

Acceptable 

None
(Unless there is a bona fide occupational qualification)

Weight, Height, & Eye Color

Unacceptable 

How much do you weigh?
How tall are you?
What is your eye color?

***Note on arrest records:** Using arrest or conviction records as an absolute bar to employment disproportionately excludes certain racial groups. Therefore, such records should not be used in this manner unless there is a business need for their use. Thus, an exclusion based on an arrest record is justified only if the conduct is job-related and relatively recent and if the applicant or employee engaged in the conduct for which they were arrested. According to the EEOC, whether a business needs to exclude persons with conviction records from particular jobs depends on the nature of the job, the nature and seriousness of the offense, and the length of time since the conviction or incarceration. In addition, some states bar the use of arrest records in employment decisions.

****Note on salary:** Salary history should not be a factor in setting compensation. Instead, compensation decisions should be based on the value of the position to the organization, competition in the market, and other bona fide business factors.

THE INTERVIEW QUESTION BANK

Ready to develop some interview questions? The following bank has been created to assist hiring managers, and supervisors develop helpful interview questions. This bank is divided into two sections: behavioral and job-specific. Each section has an array of example questions to select from, and you may modify or expand the questions to align with the job requirements.



Behavioral Questions

Behavioral interviews are common practice and help determine a candidate's future performance based on past experiences. Starting on **page 12**, the behavioral questions bank consists of 35 different competencies with sample questions in each.



Job-Specific Questions

Job-specific questions are designed to evaluate a candidate's knowledge and skills to perform the job successfully. Starting on **page 19**, the job-specific question bank consists of 13 departments/roles with sample questions.

Behavioral questions on next page →

THE QUESTION BANK:

BEHAVIORAL QUESTIONS

Consider selecting questions from a combination of competencies to ask a candidate. A variety of questions can help maintain the flow of the interview.

Adaptability

- What organizational changes have you found most straightforward and difficult to accept?
- Tell me about a time when you changed your priorities to meet others' expectations.
- How do you adjust to changes you have no control over?
- Tell me about a time when an unexpected obstacle came up in your work (or personal) life. What steps did you take to overcome it, and what was the outcome?

Ambition

- Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
- Tell me about a situation in your past that demonstrates your willingness to work hard.
- What projects have you started on your own? What prompted you to get started?

Analysis

- What analytical tools and approaches do you use?
- When faced with significant challenges, do you tend to move quickly then fix mistakes, or move slowly and prevent mistakes?

Assertiveness

- When there is a difference of opinion, do you tend to confront people directly or indirectly, or do you tend to let the situation resolve itself?

Attention to Detail

- Tell me about a time when you made a mistake in your work. How did you find it, and what did you do to make it up?
- How do you ensure quality when tight deadlines are tight? Have you ever had to sacrifice quality to meet a deadline?

Continued on next page →

Coaching

- Describe your coaching philosophy.
- How would you approach coaching or training when someone is underperforming, and you suspect the underlying problem is motivation, not skill driven, after diving in?
- What is your approach when you've repeatedly taught someone the same thing, and they are still struggling to catch on?

Conceptual Ability

- Describe the most complex (Insert Job) situation and how you dealt with it.
- What is the biggest mistake in judgment you have made in recent years?
- How do you go about researching a complex topic?

Communication

- Describe a situation where you could effectively "read" another person and guide your actions by understanding their individual needs or values.
- Describe a situation when you strengthened a relationship by communicating effectively. What made your communication effective?
- Describe a situation where you felt you had not communicated well. How did you correct the situation?

Creativity

- Tell me about a time when you identified a new, unusual, or different approach to addressing a problem or task.
- Describe something you have done that was new and different for your organization that improved performance and productivity. What challenges did you face, and how did you address them?

Customer Service

- Give me an example (or examples) of you going above and beyond what was typically expected to enhance the company's reputation.
- Give me an example of how you provided service to a customer beyond their expectations. How did you identify the need? How did you respond?
- Describe your method(s) for diagnosing client/customer needs.
- Tell me about a time you had to devise a creative solution for a customer.
- How do you define 5-star service?
- What would you say is the key to developing long-term customer relationships?

Continued on next page →



Education

- What formal and informal training courses have been helpful to you in your career? How have you utilized them?
- What led you to pursue a degree in_____?



Goals

- What was the most challenging goal you've had in recent years? How did you approach it, and what was the outcome?
- What immediate and long-term goals have you set for yourself?
- What is your five-year plan?



Independence

- Do you believe in asking for forgiveness rather than permission, or are you inclined to be sure your managers are in complete agreement before you act?
- How much supervision do you want or need?
- How often do you regularly check in with your manager(s) to be sure you are on the right track?



Innovation

- Can you think of a situation where an innovative approach was required at work? What did you do in this situation?
- Describe a situation when you demonstrated initiative and acted without waiting for direction. What was the outcome?
- Describe a time when you came up with a creative solution/idea to a problem in your past work.



Integrity

- Describe a situation in which the pressure to compromise your integrity was the strongest you have ever felt.
- Tell me about a time when you confronted an unethical behavior.
- Tell me about a time when you encountered unethical behavior and decided not to confront it to avoid rocking the boat.
- What would you do if a manager asked you to do something illegal?

Continued on next page →

Intelligence

- Describe a complex situation where you had to learn a lot of information quickly. How did you go about learning this information and how successful were the outcomes?

Interpersonal

- Tell me about a time when you had a conflict with another employee or customer. What caused the conflict? What steps did you take to alleviate the concern? What was the result?
- Describe a time when you had to communicate negative information to a supervisor or customer. How did you handle communicating this information, and what was the result?

Judgment/Decision Making

- What is a big decision you have had to make recently? How did you go about deciding?
- What is the most challenging decision you have ever made? What made it so difficult?
- Tell me about a decision you made that you knew would be unpopular with a group of people. How did you handle the decision-making process, and how did you manage expectations?
- Tell me about a situation where you decided too quickly and got it wrong.

Leadership

- Tell me about a time when you demonstrated leadership skills.
- How do you monitor the performance of the people you lead?
- How would you describe your leadership style?
- What can you do to motivate a team?
- What values are most important to you as a leader?

Listening

- Describe a time when you made a mistake because you did not listen well to what someone had to say.
- How often do you have to rely on information gathered from others when talking to them?
- What do you do to show people that you are listening to them?

Continued on next page →



Motivation

- Describe a situation when you had a positive influence on the actions of others.
- Give an example of a time when you went above and beyond the call of duty.
- How would you define “success” for someone in your chosen career?



Organization

- Give me an example of a project or task that best describes your organizational skills.
- How would you describe your work habits?
- Describe a situation that didn’t go as planned. What would you have done differently?
- How would you rank your organization skills on a scale of 1 – 10?
- Tell me your approach to completing an assignment or project from start to finish. What resources, tools, and organizational methods do you use?



Persuasion

- Describe a time when you had to win someone over who was reluctant or unresponsive.
- What is the difference between relationship building and selling?



Resourceful

- What obstacles have you faced in your current (or most recent) job, and how have you approached them?
- Give me an example of a circumstance where you were expected to do a sure thing and you, on your own, went beyond the call of duty.
- Give me an example of a situation others considered hopeless, yet you found a solution.
- Under what conditions do you work best and worst?
- Tell me about a time when you didn’t have enough information or context to complete a project. What steps did you take to get the information you needed?



Risk Taking

- What are the most significant personal risks you have taken in recent years that have worked out well (or not well)?
- What risks/challenges do you foresee in moving to this new position?
- What are the most significant work-related risks you have taken in recent years that have worked out well? How did you go about making this decision?



Scheduling

- Describe the most difficult scheduling problem you have faced.
- How do you assign priorities to jobs?
- How do you go about making job assignments?
- If your start time is 8:00 AM, what time do you consider yourself late?

Continued on next page →



Self Awareness

- What qualifications for this position do you lack? Please describe what you believe you need to do to compensate for it.
- Why should we hire you?



Self-Starter

- Describe when the cards were stacked against you or your group to complete a project on time, and you still met the deadline.
- Tell me about some goals you have set for yourself and how you met them.
- How have you found ways to make your job easier or more rewarding?



Strategy

- In what ways have you contributed to strategic planning in your current position?
- What differences have you had in your strategic vision vs. the strategic vision of senior management? How have you handled those differences?
- Describe your experience in strategic planning. What have been some successful and unsuccessful approaches?



Strengths

- Describe your greatest strength.
- What would your current manager say are your greatest strengths?
- Why are you a good candidate for this role?



Stress Management

- How much stress do you feel on a typical day?
- What do you do to reset yourself after a stressful day or situation?
- Describe a time when you were in a high-pressure situation.
- Describe the level of stress in your current job and what you do to manage it.

Continued on next page →



Teamwork

- How do you communicate with the rest of your team on changes, complications, and other issues?
- Tell me about a situation where you were expected to work with someone you disliked.
- Tell me about a situation in which you felt others were wrong and you were right.
- Give me an example of a time when you worked in a dysfunctional team. Why was it dysfunctional, and how did you attempt to change things?
- Tell me about when you dealt with a problematic/unpleasant coworker. How did you handle it, and what was the outcome?



Technology

- How well do you work with technology?
- How do you keep your technology skills current?
- How would you explain (a relevant technology) to someone with limited technical skills?



Track Record

- Describe a time when you were not successful. Why do you think this happened?
- Describe what you have done to improve the performance of your work unit.
- What are the most dramatic action steps you have taken to achieve your goals?



Weaknesses

- Describe your most significant opportunity for growth.
- What is your greatest weakness?
- What part of this job will be most challenging for you?

THE QUESTION BANK:

JOB-SPECIFIC QUESTIONS

This section has questions specific to a job or department. These questions can help you better evaluate a candidate's knowledge and skills to perform the job successfully.

Customer Service

- What interests you about our Customer Service Representative role here at Peterman?
- How would you define excellent customer service?
- What do you consider to be the essential skills when providing customer service? Why?
- Describe a time when you went above and beyond for someone you were helping in your most current (or most recent) role.
- How do you reset after working with an unpleasant customer?
- What was your favorite job ever? Why? What was your favorite responsibility in this position?
- What was your least favorite job ever? Why?
- Describe a change that you recently went through with your current/most recent employer that you disagreed with, but you did anyways. What was the outcome?
- What do you do if you don't know how to help a customer?
- How would you work through a situation where you know the customer is wrong?

Dispatch

- Describe your comfort level working with multiple monitors and programs simultaneously.
- Describe the most difficult scheduling problem you have faced.
- How do you assign priorities to task or jobs in front of you?
- What qualities should a dispatcher possess to be successful?
- As a dispatcher, your day can change at any second. How do you react under unexpected pressure (when have you had to make a split-second decision)?
- How do you keep track of the actions that you take on calls?

Electrical

- Do you have a journeyman certification/Indiana certification?
- Describe an area of electrical that you feel your experience level can be improved.
- What areas of electrical would you like to learn more about?
- If you needed a breaker for a six wire, what size breaker would you put in?
- If a customer had one light flickering intermittently, what would you look for to troubleshoot this issue?
- If a customer wanted to add recess lights in a room with no current ceiling lights, what would you look for to be able to quote it accurately?
- Walk me through your experience in residential electrical service.

Continued on next page →

Excavation

- What is your level of experience laying or working with PVC pipes?
- What is your level of experience working in/around trenches?
- How do you think your previous work experiences can add value to Peterman and the excavation department?

Field Employees (General)

- Describe a typical day in your current position.
- How many years of residential (insert trade) experience do you have?/What level of experience do you have with residential (insert trade) service?
- What is your level of experience with estimating jobs?
- What is your comfort level with working in crawl spaces, attics, tight and confined spaces, and heights?
- What specialty tools do you currently own? / Do you have hand tools, power tools, and equipment you intend to bring to Peterman?
- What does it mean to you to go above and beyond for a customer? Describe ways you can achieve this on every service call.
- Describe a problematic service call you have had recently and how you were able to resolve it.
- Imagine a scenario where you are headed to a callback on a previous technician's work. When you arrive at the call, the customer is agitated. How would you work to defuse this?

HVAC

- How would you rate your comfort level on diagnosing and repairing refrigeration repairs? (on a scale from 1 to 10)
- How would you rate your comfort level on diagnosing and repairing high and low-voltage repairs? (on a scale from 1 to 10)
- What brands of equipment do you have the most knowledge of?
- What is your level of technical experience with air conditioners and heat pumps? / What is your comfort level on brazing copper? / What is your comfort level dealing with refrigerants?
- At Peterman, we occasionally work on Boilers and Geothermal units; how would you rate your comfort level with these systems on a scale from 1 to 10?
- What is your familiarity with the technical aspects of some of the more unusual systems? (boilers, geothermal, oil, package units)
- What is your familiarity with ducting and troubleshooting issues regarding ductwork?
- What is your familiarity with different IAQ products? (electronic air filters, i-waves, reme halo, APCO products, UV bulbs)
- What is your level of experience completing load calculations?

Continued on next page →

HVAC Install

- While at a customer's house, you notice a mistake made during a previous install. How would you navigate this situation?
- What types/brands of HVAC equipment do you have experience with?
- What is your level of experience with repairs and maintenance?
- Do you have sheet metal and ductwork experience? If so, are you more comfortable with duct board or sheet metal?
- When installing a two-stage furnace, what kind of stat must you use?
- When installing a two-stage ODU, what kind of stat must you use?
- When installing a condensate pump, what are the two low voltage wires for on the pump?
- Why is it important to configure the WIFI on a thermostat that controls an Air Handler/ Heat Pump system?

Marketing

- Give me an example of a project you worked on that was a success.
- Give me an example of a project you worked on, and things didn't go exactly as planned.
- What is a marketing trend or campaign that you felt stood out?
- How familiar are you with our company's target market?
- Why are you interested in marketing our product/service?
- Tell me about a brand strategy that you consider to have been very successful.

Payroll

- What made you choose a career in payroll? / What do you enjoy most about working on the payroll?
- Which HRIS systems are you most familiar with?
- Which software program for payroll duties do you prefer? Why?
- What is your level of experience processing special pay items?
- Describe Fair Labor Standards.
- Walk me through how you calculate FICA.
- In your words, describe what voluntary and involuntary deductions are.
- In your opinion, what is the best timekeeping method for employees working in shifts?
- What types of benefits are taxable?
- What do local tax withholdings include?
- Walk me through your experience with forecasting.
- Tell me about your familiarity with IRS forms.
- Rank the following from most important to least important: Accuracy, Speed, and Cost: Describe the importance of each regarding payroll activities.

Continued on next page →

Plumbing/Plumbing Maintenance

- Walk me through your experience working with well systems (submersible, jet, constant pressure, well card from ISDH).
- What is your level of experience with pump systems, lift stations, grinder pumps, and sumps, including backup?
- What is your comfort level with navigating minor electrical connections?
- What is your experience in sweating copper?
- Describe your level of knowledge regarding water heaters (gas, electric, hybrid, tankless, recirculation pumps).
- What is your familiarity with different water quality items (ROs, softeners, iron filters)?
- What do you view as the most vital skill set in plumbing?
- Describe an area of plumbing where your skills could be improved.
- What areas of plumbing would you like to learn more about?
- Are you licensed or currently enrolled in Plumbing School?

Sales

- What is your definition of an open-ended question?
- Describe what a successful sales process looks like.
- How do you ask for a sale in your current (or past) sales role?
- What would you say is the most essential part of the sales process?
- Give me an example of a trail close.
- What is your level of experience with payment-based pricing?
- What are some benefits of quoting pricing in payments?
- What common objections have you heard or dealt with in your current/past sales role? How do you navigate these common objections?
- What key performance indicators are you currently measured by?
- How do your KPIs look in comparison to your set goals?

Training

- What is your process for creating a training program?
- What is your experience using e-learning software and tools?
- What aspects of training are the most challenging for you?
- What parts of training employees do you find the most rewarding?
- How have your training skills improved since you began your career?



Warehouse

- What is your level of experience working in a warehouse environment?
- What is your comfort level working in inclement weather conditions?
- Describe your level of experience operating a forklift.
- What is your comfort level driving various sizes of equipment and vehicles?
- Describe your level of experience regarding backing.
- It's almost lunchtime, and three vendor trucks arrive to be unloaded simultaneously. What do you do?

PREPARING FOR THE INTERVIEW: A THREE-STEP CHECKLIST



Get to know the candidate

A candidate is expected to come prepared for an interview with basic knowledge of the company and the role they are interviewing for. Similarly, an interviewer should get to know the candidate before the interview by reviewing their cover letter, resume, application, LinkedIn profile, etc. This will allow for time during the interview to ask specific questions about the candidate's resume or focus on areas that require further elaboration.



Be ready to answer questions

While an interview is a setting for an interviewer to ask questions to determine if a candidate is a match for the job, the candidate is also determining if the company aligns with their career goals and aspirations. Be prepared to answer questions about the company, such as benefits and professional development, the job, and the culture.



Identify relevant interview questions

While it may seem daunting to prepare a set of questions before an interview, proper planning creates more structure, constructive dialogue, and opportunities for both parties to get to know each other in more depth. Review the job description and determine which competencies are essential to be assessed during the interview. If needed, work with Human Resources to identify questions that are not present in the guide.



8 STEPS TO CONDUCTING AN INTERVIEW



01 Provide a welcoming environment

Interviewing can be stressful for a candidate because of the many unknowns. The first task is to make the candidate feel comfortable. Be on time, positive, and start with small talk.

02 Introduce yourself

Before diving into the interview, introduce yourself and discuss your current role and tenure with the company. Introducing yourself helps the candidate know who they are talking to and helps build rapport.

03 Set the stage

While jumping right into the interview questions is tempting, setting the tone and informing the candidate what to expect during the interview is imperative. Use this time to discuss the position in more detail by outlining key responsibilities and working conditions.

04 Ease in

Give context and ease into the interview by gathering a sense of the candidate's background and interest in the position. Ask questions about the candidate's resume, any identified inconsistencies, and reasons for leaving their current job.

05 Ask the Questions

Asking job-specific questions is the central part of the interview. The questions asked during an interview allow for gathering pertinent and reliable information to make an informed hiring decision.

06 Give the candidate the floor

As a part of concluding and wrapping up the interview, allow the candidate to ask questions about the workplace or position. Giving the candidate the opportunity to ask questions gives the interviewer insight into the candidate's level of interest in the position.

07 Provide a timeline

When possible, provide an estimated time frame when for when a candidate can expect to hear from a recruiter regarding the next step in the hiring process. Ensure the timeline is communicated with the recruiter.

08 Complete the Evaluation Form

Once the candidate has left, you should take time to review any notes from the interview and complete the Interview Evaluation Form.

UNDERSTANDING UNCONSCIOUS BIAS

Unconscious bias, or implicit bias, is our assumptions, attitudes, and beliefs held subconsciously. The influence of unconscious bias derives from our cultures, the media, stereotypes, and family. Ultimately, unconscious bias impacts our views, actions, and decision-making ability. While unconscious bias is common, it can negatively affect the workplace, especially during interviews and hiring. There are an estimated 180 unconscious biases. Here are three examples that commonly affect the interview process:

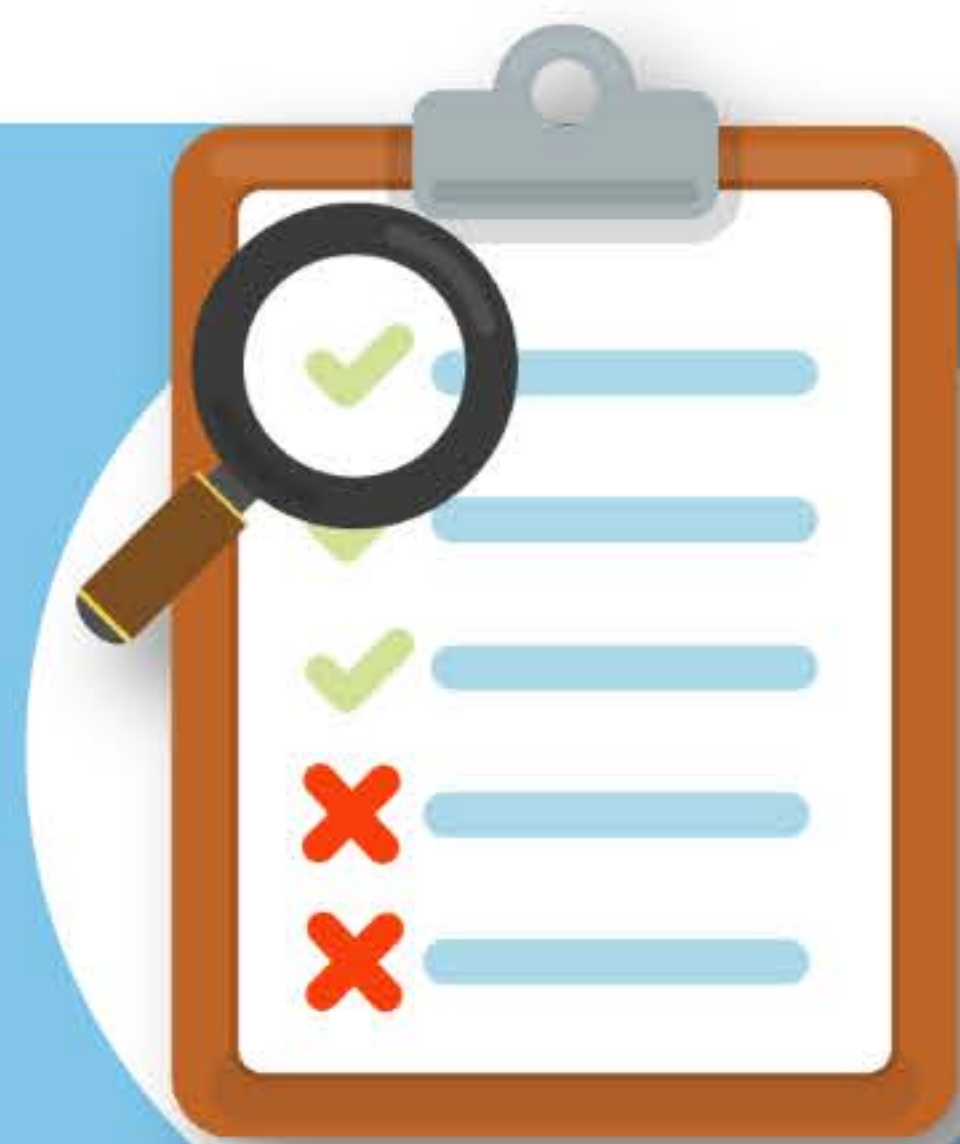


The Halo Effect

The halo effect is the tendency to think a person is good because of a good first impression. The halo effect can be blinding in the interview process. One way to avoid the halo effect is to slow your judgment and consider alternative perspectives.

Confirmation Bias

Confirmation bias is the tendency to seek evidence that confirms our initial perceptions, ignoring contrary information. One way to overcome this bias is to ask the same questions to each candidate that interviews. Using a structured set of questions provides a fair chance for all candidates.



Affinity Bias

Affinity bias is the tendency to warm up to people similar to ourselves. One way to avoid affinity bias is to be aware of the similarities you share with candidates and look at the unique traits they possess that could be an asset to your team.

ARE YOU READY TO MAKE A HIRING DECISION?

The interview process has many working parts; one of the most significant pieces occurs after the initial interview is completed. An interview should consider these three specific questions before making a hiring decision:

01

When is the hiring process complete?

The hiring process is not complete until all qualified candidates are interviewed, and the manager decides who they would like to join the team.

02

How can candidates be effectively evaluated?

After an interview, all candidates should be evaluated in the same categories by using the Interview Evaluation Form. Using the evaluation form ensures that the decision is fair and equitable.

03

How can unconscious bias be avoided?

It is critical to remember that avoiding unconscious bias starts with self-awareness and accepting its existence. This interview guide serves to ensure each interview is structured similarly for each candidate. Failure to attend to unconscious bias can impede positive organizational change and resilience.

ONE FINAL NOTE: A hiring decision should be uniform for all candidates. Preparing questions and making judgments on candidates using pre-determined criteria allows for an effective and equitable hiring process. This resource serves as an aid in empowering hiring managers through each step of the interview process and guides hiring managers to feel confident in their decisions.