

# Selection Interview

## **PROGRAM DESCRIPTION**

Supervisors, managers and others with authority and responsibility for conducting employment interviews must be qualified, well-versed on employment law, and have an understanding of the interview process. The following information can be used as a guideline to assist you in this area:

### **Steps to Take Before the Interview**

- Review the job description and the required knowledge, skills & abilities (KSA's). If you don't have a job description, contact a Department of Workforce Services (DWS) Business Consultant to assist you.
- Set a minimum standard for the position and accept resumes/applications only from those who are qualified for the job. DWS can also sort and pre-screen resumes/applications.
- Prepare a list of job-related questions that will extract the KSA's you are looking for.
- Select a quiet place to interview, free from distractions. DWS can also provide interviewing space for you at one of our Employment or Business Services Centers.

### **Areas of Caution for the Interview**

- Don't over judge the candidate (halo effect) that may result in scoring the candidate the same on every question or every part of the interview. Pay attention to the answers and body language from the candidate as he/she responds to the questions.
- Watch that you don't make evaluations on the candidate until the entire interview is completed. By making quick decisions you may be defeating the purpose of the interview, which is to draw out the information you need to make an informed decision.
- Don't accentuate the negative. Weigh both the positive information received from the interview as well as the negative; this approach will allow you to make a sound decision.
- Don't make irrelevant comparisons. Each candidate should be rated on how well he/she did individually on the interview. Remember the requirements of the job and compare the candidates against these and not one another.

### **Steps to Take During the Interview**

- Put the candidate at ease. Greeting the candidate with a smile, a handshake, and a pleasant welcome will help them to relax.
- Discuss briefly the job duties, requirements, the company and benefits. This information may help them to better formulate their answers or questions for after the interview.
- Ask both general questions and job-related questions. The general questions might include situational questions that might identify how well the candidate handles change, stressful situations, etc. The job-related questions should assist in bringing out the KSA's of the candidate, which relate directly to the job.
- Ask follow-up questions if you aren't getting the information you need and allow the candidate to ask clarifying questions as well.
- Keep the interview, the applicant, and yourself on track. Remember, the purpose of the interview is to find the best candidate for the job.
- Avoid leading questions as they can result in ready-made answers that may not get to the information you are really trying to gather.
- Let the candidate know how he/she will be contacted following the interview and any additional steps you will be taking prior to making a final decision.

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## Steps to Take After the Interview:

- Make concise notes on each candidate. Analyze your notes and remove any personal bias from your grading decisions.
- Check to see whether or not the information obtained was pertinent to the requirements of the job.
- Compare ratings and notes from all candidates and make your top selections while the information is still fresh on your mind.
- Retain the interview rating forms for each candidate. This information may prove invaluable if your selection is challenged at some later date.
- Check references! Remember the interview is only one part of the process.

## Equal Opportunity Concerns – What is the Law?

- Avoid “sexist” comments or questions during the interview. These are illegal and may result in legal action against the interviewer and the company. *Examples: Are you married/single/divorced/separated/widowed? Do you get along with other women/men? How old is your youngest child? Who will watch your children while you are at work?*
- Racist, ageist or other inappropriate questions may also result in legal action against the interviewer and the company. *Examples: Where are you from or where were you born? Have you ever drawn unemployment insurance/workers compensation? What church do you belong to? Would you be willing to work for a person younger than you? Are you on any type of medication?*

## What to do with Irrelevant Information:

- First, don't ask questions that might draw out this type of information, such as “tell me about yourself.”
- When irrelevant information (age, race, medical condition, religious in nature, etc.) is offered, stop the flow of information immediately. Tell the candidate that information is neither relevant nor appropriate and not to mention it again.
- Never share irrelevant information that does come out in an interview with others.

## CONTACT INFORMATION

You can locate the entire “**Selection Interview**” booklet from our website at the following link: <http://jobs.utah.gov/employer/resource/selectionint.pdf> or you may contact one of our Business Consultants for complete copy.

**Dept. of Workforce Services**  
**Business Services Center**  
**(801) 468-0228 – SL Valley**  
**(888) 920-WORK – Toll Free**  
<http://jobs.utah.gov>

**Utah Labor Commission**  
**Anti-Discrimination Division**  
<http://www.labor.state.ut.us/>

**US Dept of Labor**  
**Equal Opportunity Commission**  
<http://eoc.gov/>



## Department of Workforce Services

140 East 300 South Salt Lake City, Utah 84111 1-888-920-WORK [jobs.utah.gov](http://jobs.utah.gov)

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Auxiliary aids and services are available upon request to individuals with disabilities. Call (801) 526-9240. Individuals with speech and/or hearing impairments may call the state relay by dialing 711. Spanish Relay Utah: 1-888-346-3162.