Performance Based Interviewing

Selecting Quality Employees for a Quality Organization
Five Steps to Better Selections

1. Develop A Structured Interview Process
2. Assess Candidates
3. Conduct Performance Based Interviews
4. Conduct Reference Checks
5. Make a Selection
Interview Setting

- Quiet
- Non-Threatening
- Private
- Accessible
- Consistent
Interviewer Tips

- Note Taking
- Your Non-Verbals
- Interpersonal Bias and Rating Errors
Common Rating Errors

- Rater Bias
- Halo Effect
- Central Tendency
- Leniency
- Strictness
- Similar to Me
How to Avoid Common Rating Errors

Thoroughly understand the competencies being assessed and compare the behaviors exhibited in the interview with the behaviors anchoring the proficiency-level ratings for each competency.
Interviewing Mistakes

- Relying on First Impressions
- Negative Emphasis
- Not Knowing the Job
- Pressure to Hire
- Contrast Effect
- Nonverbal Behavior
Hints to Reduce Bias

- Don’t discuss applicants until after the final interview.
- Don’t compare ratings until the end.
- Document, Document, Document
You know:

- Who you will interview.
- How the interview will be conducted.
- How the questions will be scored.
- How responses will be documented.
- How to avoid interview bias.
Step 3: Interview Candidates

- Set a relaxed atmosphere.
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- Briefly describe the job.
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- Briefly describe the job.
- Explain the process.
Set a relaxed atmosphere.
Briefly describe the job.
Explain the process.
Ask prepared questions.
April interviewed Ricky for an executive assistant position. She asked, “Can you tell me about a time when you had to display exceptional organization skills?” Ricky replied, “I’ve done that a number of times.” How should she respond to get usable information? Choose all that apply.

A. “Tell me about the most demanding time you did that.” – good probe
B. April should keep quiet if Ricky looks like he’ll continue. – good use of silence
C. “Did they all turn out like you expected them to?” – not good, looks for negative information
D. “So you obviously have some skills in that area, huh?” – not good, just a guess based on nothing
E. “Why don’t you describe one of those instances in detail?” – good probe
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- Explain the process.
- Ask prepared questions.
- Close the interview.
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- Briefly describe the job.
- Explain the process.
- Ask prepared questions.
- Close the interview.
- Rate the candidate.