

**TARGET**



**TALENT**



**FRONTIER  
PEOPLE**



**EASY  
GUIDE**



**2**

**INTERVIEW TECHNIQUES**  
Manager's Guide

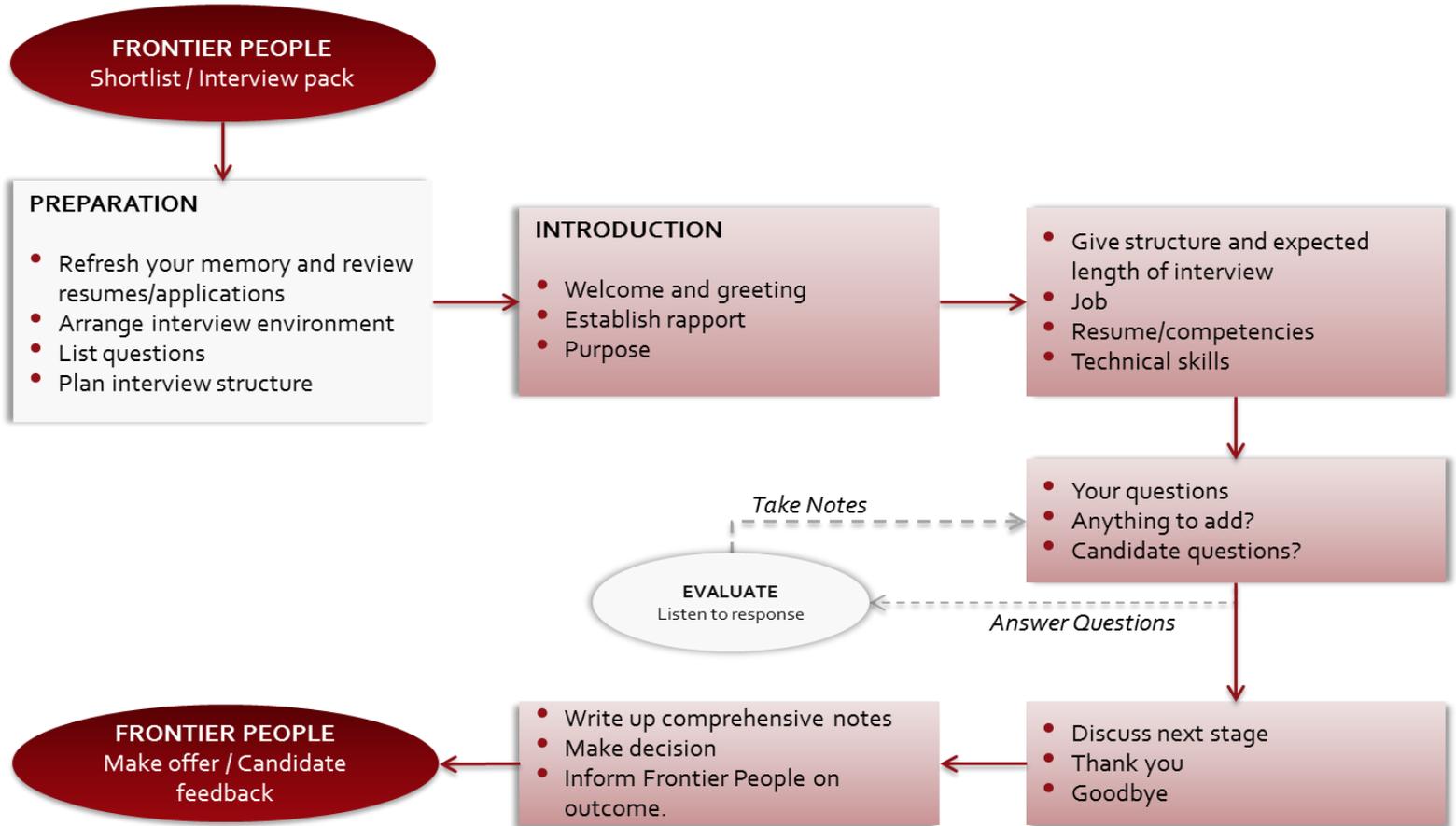


## **EASY** Interviewing Techniques

Good interviewing techniques are a valuable skill for managers in their talent acquisition effort.

The key is knowing what you want when selecting the best candidate and being confident you are prepared and can make the best decision possible.

A systematic approach helps to reduce the common risks and pitfalls.



**TALENT ACQUISITION:** A systematic approach for best possible results



## PLAN THE INTERVIEW

- Interview at the time of day when you are most alert.
- Prepare questions.
- Try not to hold more than four interviews in a day.
- Plan privacy and ensure you are not interrupted.
- Think about seating arrangements.
- Allow time before the interview to review the CV or application and time afterwards to write up your notes.
- Consider whether you need to use profile tests as guidance – eg. DISC and team roles.
- Be clear about your objectives for the position and the person who will be the best fit for the role and the team.



## ESTABLISH RAPPORT

- Establish the format and develop rapport.
- Carefully select your first question to put the candidate at ease.
- Encourage the candidate to talk rather than using a strict question and answer format.
- Practice active listening and positive non-verbal communication.
- Provide information about the workplace, culture and role.
- Plan team interviews carefully. Select team members for the interview process who are mature





## OPEN THE INTERVIEW

- Introduce yourself (and colleagues).
- Put the candidates at ease.
- Explain the structure of the interview.
- Indicate how long it will last.
- Explain the next stage.





## DISCRIMINATION FREE RECRUITMENT & SELECTION

Recruitment and selection is a complex task, which requires trained staff with awareness of the Australian antidiscrimination laws and guidelines.

The **Australian Human Rights Commission** provides a best practice guide (Fact Sheet) on eliminating discrimination during recruitment and selection activity.

If you are in doubt leave it out, or seek legal advice.

## AHRC GUIDELINES

- Developing Selection Criteria
- Advertising
- Short Listing
- Application Forms
- Testing
- Interviewing
- Referee Reports
- Reports
- Decision Making
- Medical Examinations



## TALENT ACQUISITION



- What attracted you to this job and our company?
- Have questions prepared in advance and ensure consistency and fairness in questioning.
- Check if there is a need for any specific arrangements (eg, physical access, interpreters, etc).
- Allow candidates to demonstrate what they can offer the organisation, not to see how candidates perform under pressure.
- Focus on the real needs of the job. Don't make assumptions or stereotype individuals.
- Interviewers are entitled to ask candidates whether they can fulfil the requirements of the job (eg, travel, working overtime, perform the physical functions) but such questions must be asked of all candidates.

- It is appropriate to ask people with disabilities whether they require any adjustments to perform the job.
- Allow the candidate time to make their point. Allow silence. Rephrase or clarify if necessary.
- Don't make assumptions about a person's ability to do the job based on physical characteristics.
- Do not ask invasive and irrelevant questions (eg, 'Do you intend to have a family?'). If necessary rephrase to gain the essential information you require and ask of all candidates (eg, 'Can you commit yourself to the organisation for two years?').
- Keep records of questions and answers.



## **ASSESS** TECHNICAL SKILLS

Technical skills are taught through formal education, company training or on the job.

They are normally covered in the resume and the best way to assess the presence or absence of a technical skill is to ask probing questions or to set-up technical tests.





## **GAIN** BEHAVIOURAL EXAMPLES

A behavioural example is defined as an individual's description of a real life event which contains reference to names, dates, numbers, times and locations. It gives information about a person's actions in a real situation. It is not imaginary or hypothetical.

The following provides some examples you can ask as behavioural questioning:

- Give an example of...
- Tell me about a time when...
- Describe a situation in which you...



- Prepare a list of questions before the interview.
- Allow time for the candidate to ask questions.
- Review resumes/application forms thoroughly before the interview.
- Ensure that there will be no interruptions of any sort during the interview.
- Create a relaxed and supportive atmosphere.
- Project a positive image of the organisation. Remember to sell.
- Listen carefully to the candidate.
- Ask probing questions to gain information on relevant areas.
- Decide how you will open the interview, the information you need and how you will close.
- Make essential notes during the interview and detailed notes immediately after the interview.
- Review your notes on each candidate and evaluate their job skills and personal qualities.

### **TALENT ACQUISITION:** Interview Checklist