

# INTERVIEWS AND EVALUATIONS



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**ARGENTINA**

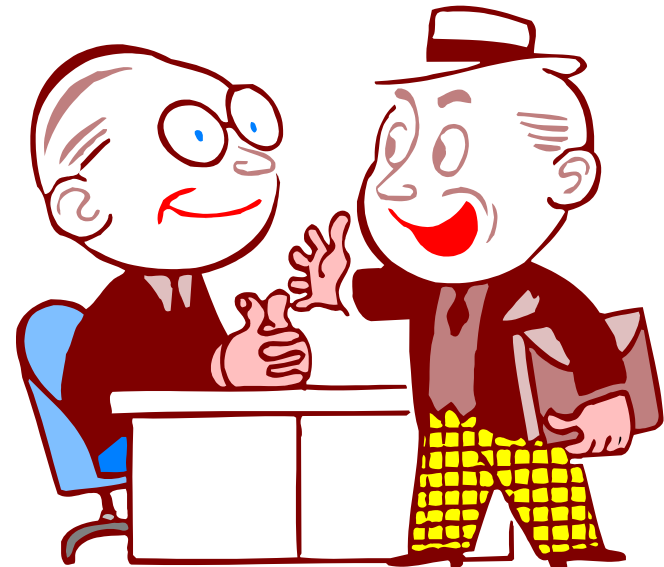
**FOOD FACTORY**

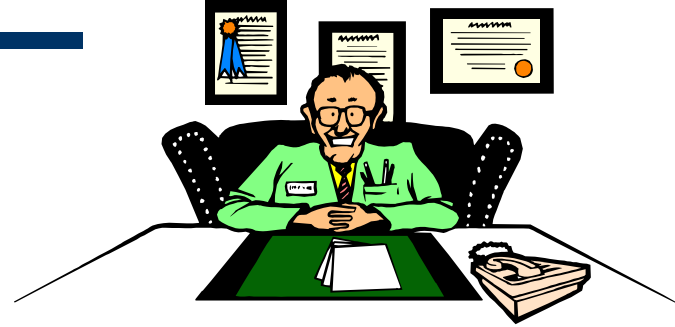
*Financial Management*

# INTERVIEWS AND EVALUATIONS

- **Distinct kinds of interviews in the selection process:**

**From the preliminary interview to the recruitment one.**





- In the first stages of the process, they can be individual or in group. It is important to distinguish when it is feasible to use each one of these tools. A key element is the level of the position for which the interview is done. There are positions, no management kind, to which one cannot apply the group interview because the person involved could feel bad or not accept the interview.

# Preparation for the interview

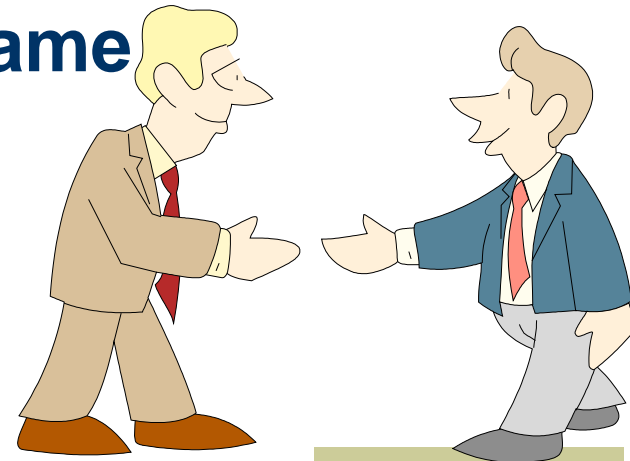
The preparation of the interview is fundamental for a good development of it.

It is necessary:

- ✓ To know the objectives of the organization
- ✓ To review the profile, the CV, and the candidate's form
- ✓ Carefully read other information as appropriate
- ✓ Prepare basic questions
- ✓ Organize the time
- ✓ Prepare the environment

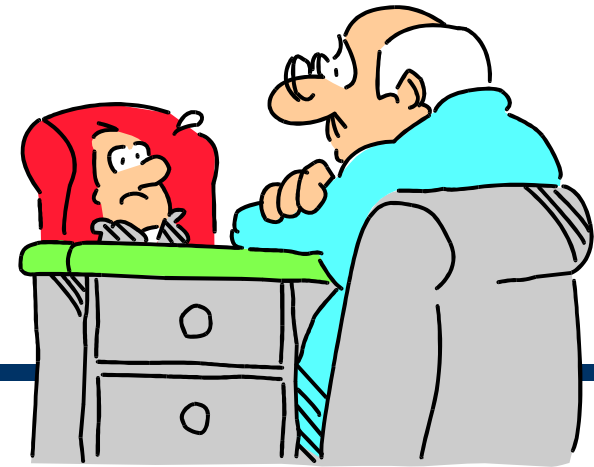
# **BEGINNING: create a pleasant atmosphere**

- Have enough time for each interview; neither you nor your interviewee should feel hurried.
- Know the candidate's name.
- Personally escort the candidate from the waiting room.
- Introduce yourself by your name and job title.



## **BEGINNING: create a pleasant atmosphere**

- Ensure that the candidate can sit comfortably and that you two can see each other clearly.
- Explain the purpose of the interview in the selection process.
- Speak clearly, but not too strong.
- Adopt a comfortable position, varying once in a while, to encourage the candidate to do the same.



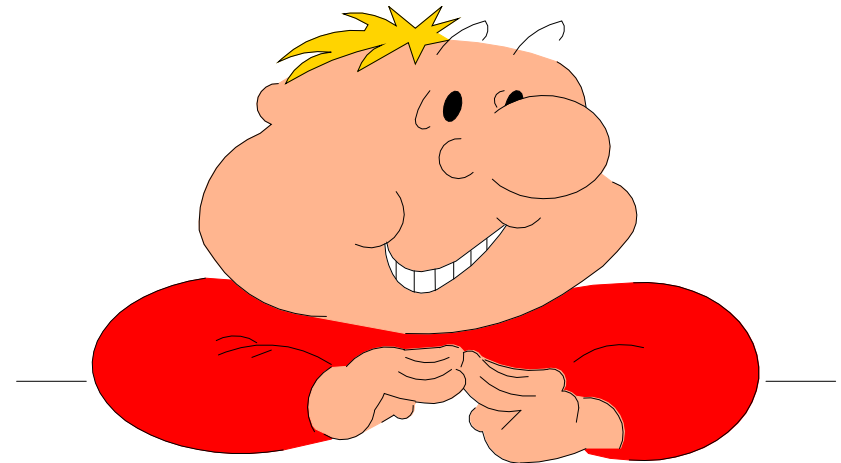
## **DEVELOPMENT:**

- **Finish one topic before you pass to the next.**
- **Encourage the candidate to elaborate on several aspects of his life, as social activities, hobbies, work, and university.**
- **Avoid the candidate's dispersion.**
- **Repeat what the candidate says is a technique to be sure of having understood well.**
- **Take notes of what is relevant for after the interview.**



# **CONCLUDE:**

**Friendly and making the next steps clear. If you do not know them, clarify the time necessary to have a response.**





## **AVOID:**

- ◆ **Talking too much. If you talk more than 30% of the time, you are exaggerating.**
- ◆ **Distracting yourself.**
- ◆ **Interrupting the candidate unless you have to do it.**
- ◆ **Intimidating the candidate.**
- ◆ **Letting your gestures distract the candidate.**
- ◆ **Sitting absolutely quiet.**

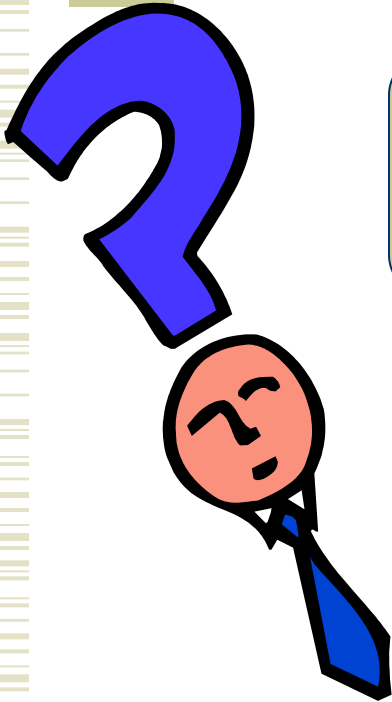


# AVOID:

- ◆ Talking of yourself.
- ◆ Expressing agreement or disagreement.
- ◆ Trying to complete complicated lists during the interview.
- ◆ Interruptions in person or by phone **CANNOT** be tolerated.
- ◆ Being too emphatic.



# DIFFERENT KINDS OF QUESTIONS



Closed  
The answer is  
YES or NO.

Probing  
or open

Hypothetical

Challenging

**Are NOT  
recommended**

## You may also consider:

- **The candidate's look**
- **Body position**
- **Gestures**



# WHAT YOU MUST NOT FORGET

- ❖ Detect difficult situations.
- ❖ Exhaust the “bumps” of time.
- ❖ Investigate the reasons why the interviewee left each job.
- ❖ The motivations of exchange.
- ❖ The remuneration: different ways of asking about this theme when we suppose that the candidate does not want to say directly the remuneration he receives or expects.
- ❖ Expectations of the candidate, what he says and what he does not say.



***The interview for competencies has as objective to obtain clear information about the candidate's behaviors and actions in real situations, regarding the skills necessary for the job.***



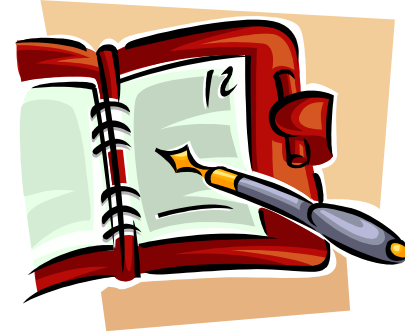
# What is competency based interview?

Based on the analysis of past behaviors, detect the competencies relevant for the position which is being evaluated at that time.

The questions should refer to real facts:

*Tell me of a situation in which you have had to work with a group. What was the productivity expected? What was your contribution to the task?*

# RECORD OF THE INTERVIEW



*The record of the interview is one of the important steps of the process.*

- ➔ Write down what you can during the interview, in special numerical data and what you think you can forget.
- ➔ During the interview, do not write opinions about the interviewee.



# RECORD OF THE INTERVIEW

- Complete your notes immediately after the interview.
- Do not register opinions: describe situations without subjective judgments.
- Do not forget to note down the date of the meeting and the candidate's name.



***Psychometric evaluations provide valid and reliable tools of evaluation to the selection process, allowing to contrast the information provided by the interview.***

***The same way, they allow to detect and identify basic, attitudinal, and interactional personal characteristics through the evaluation of a series of factors previously defined.***



# **DISTINCT KINDS OF EVALUATION**

- **Psychological (individual and in group)**
- **Of potential (individual and in group)**
- ***Assessment center***
- **Techniques**
- **Of languages: written, oral, and technical**

**In each case, one should apply the tools that allow the best evaluation of the candidate(s) to be incorporated.**

# SEARCHES FOR YOUTH

Applications:  
selection of the interesting cases

Initial  
interviews

Psychological  
and in group

*Assessment*

You can work with the groups performing  
the three steps in one journey.

# Searches through announcements

Pre-selection of the cases to be interviewed according to profile

Interviews

Psychological  
evaluations  
and others

Presentation  
to the  
internal client

+ cases

- cases

# Search “of files”

Pre-selection in the database according the profile

Interviews

Presentation  
to the  
internal client

Psychological  
evaluations  
and others

When the internal client confirms to us his interest in some of the candidates presented, we accomplish the psychological evaluation.

# **What is the difference between the traditional psychological assessment and the assessment of skills?**

- **In the traditional psychological assessment, one evaluates characteristics similar to the skills. For example: teamwork.**
- **The definition of the characteristic is “standard.”**
- **The traditional psychological assessment is made based on tests, and it is indispensable the intervention of a psychologist trained in the subject.**

# What is the difference between...?

- The skills are defined by the maximum direction of the company and are of this company in particular. Thus, the definition of the skill can differ among companies.
- The assessment of skills is based on observable conducts (real facts of the past).
- The interview for skills can be done by a trained person that can be or not a psychologist.

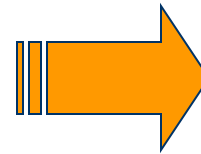


# **OUTPUT: information**

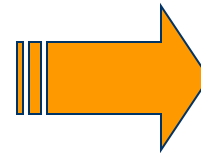
## **DATA**

- ✓ Personal
- ✓ Academical
- ✓ Of work

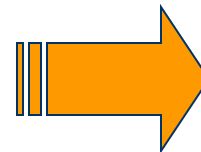
- Flexible structure
- Operational autonomy
- Consolidated information
- Security and control
- Timing of the information
- Immediate access to the information



**Candidates who meet the profile**



**Candidates for specific positions**



**Checklist**



# **DISCRIMINATION in the selection**



- **When is there discrimination? When instead of using the equality of conditions, one prefers a person by a characteristic different of the ones required by the job.**
- **Discrimination is not an issue that “really” preoccupies the Argentines. It exists, but it does not have the same magnitude as in other countries.**

# **DISCRIMINATION in the selection**

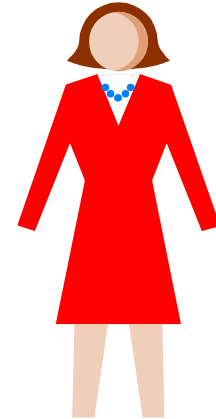
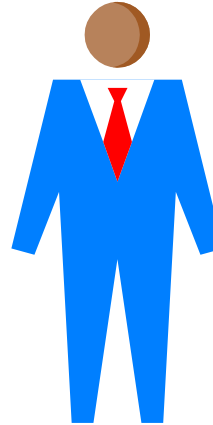
- **The discrimination in the selection will be the topic that concerns our subject. The discrimination regarding other practices of Human Resources, such as what really happens when there are increases and/or promotions, maybe is the most frequent kind of discrimination in our country.**



# DISCRIMINATION

## Conference ILO 1996 – Some criteria

- Race and color
- Parentage
- Gender
  - Civil status, family responsibilities, pregnancy, and childbirth
  - Sexual harassment



# Conference ILO 1996 – Some criteria

- Religion
- Social origin
- Political opinion
- Disabilities
- Health status
- Age
- Syndicate affiliation

