

BEHAVIORAL INTERVIEWING

One effective way of conducting interviews is to use a technique called "behavioral interviewing". Behavioral interviewing examines an applicant's past experience to predict his/her future performance. The following interview steps, from the video "More Than a Gut Feeling" by American Media Incorporated, uses this approach.

1. Pre-plan the interview by reviewing the job description and determining the technical and performance skills needed for the job. Determine which skills to focus on. For example:

Technical Skills

- operate computer
- typing
- telephone

Performance Skills

- good oral communication skills
- ability to follow policies & procedures
- interacts with others well
- copes with stress constructively
- organized
- good problem solving skills

2. Develop open-ended questions that will encourage candidates to give specific job related answers about their past experience.
3. Begin the interview by establishing rapport.
4. Ask the open-ended questions. Persist with follow-up questions if needed to get the candidate to describe the situation, tell what they did, and how it turned out.
5. During the interview:
 - a. take notes,
 - b. allow silence,
 - c. maintain control - two techniques are:
 - (1) start talking right along with the person,
 - (2) ask the next question to redirect interviewees who might have gotten off the subject,
 - d. ask for contrary evidence if you feel you're getting a one-sided picture of the person's skills (i.e. ask for an example of a time when things did not go as planned),
6. Wrap-up the interview by asking if the candidate has any questions of you and by telling the candidate what to expect next (i.e. when will they hear from you?).