

An interviewer's guide to ensure your next hire is the right one...

Things to consider before the interview.

What you shouldn't ask.

Behavioural questions.

Body language.



Having trouble finding people with the right skills?

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Here at FirstBase we search our database of high calibre candidates to find people who would fit into your organisation.

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Things to consider before the interview...

Interviewing is an important step in hiring a new employee. It is an opportunity to evaluate an applicant's work experience, review their specific skills and abilities (as prescribed by the job description) and get a 'feel' for their personality.

1 Really get to grips with what you need from the interview in order to tailor it specifically. You wouldn't hire a carpenter without considering their previous work or experience, or welcome them into your home without feeling comfortable with their demeanor and work ethic. Consider the type of person who would fit the culture of your business. You will only get a feel for the person if you listen carefully to what they say and show genuine interest.

Average interviewers feel it's all down to the candidate to be 'on'. Skilled interviewers feel it's their responsibility to get the best from every candidate – even those who at first might seem totally out of their depth may be excellent for the job. Help them relax and feel more confident by entering into conversation.

2 Make it your job to ensure the candidate is prepared. Support the candidate through your designated recruitment process and ensure they encounter excellent customer service from start to finish. If they feel at any point that they don't have the relevant information they need to do well at interview you've failed!

5 Make sure you dominate the listening. You need to have a format (and guide that format) but the last thing you want is for the candidate to politely listen to you for an hour and walk away feeling frustrated as they couldn't get a word in edgeways. If they do then get a job offer from you what does that tell them? They may feel uncertain as to whether you really know anything about them.

3 Research the candidate as you would expect them to research your business. You can't ask intelligent, probing questions or engage with the candidate at any level unless you've read and digested their CV. How has their career developed? Have they used initiative and do they have the drive you need? Ask them how their jobs ended? Did they work their notice period? If you listen, quite often things will pop up to either solidify your initial thoughts or blast them out of the water. Many a candidate has morphed from one person to the exact opposite in an interview situation.

6 Explain what will happen next. Be clear on timelines and stick to them. Too many candidates have no idea of when they will hear about a decision or by what method. Manage expectations and you'll set your business apart as the employer of choice.

7 Demand excellence. Just because someone has no negatives it doesn't mean they're right for your business. Check off your wish list mentally (rather than on paper in front of the candidate) and allow time to think through the interview immediately afterwards. Did they stand out or were they just ok?

What shouldn't you ask?

Some interview questions are obviously discriminatory and should be avoided. However, if you're trying to build a friendly rapport in an interview, it can be easy to ask seemingly harmless questions that are, in fact, discriminatory. What you may see as just making conversation, could leave you open to litigation.

How can you find out what you need to know about an applicant without risk?

Some questions can be asked in a different way to find out about the candidate's suitability for the role without asking the interviewee to divulge information about their personal life (that you don't need to make a decision).

If there is an occupational requirement for the role, you can justify why a specific type of candidate is required, e.g. a religious organisation may stipulate that only candidates of that religion should apply. Only rely on this if it is a genuine requirement of the role.

Look at things from a different angle:

- ✗ What country are you from? ✓ Are you eligible to work in the UK?
- ✗ What religion do you practice? ✓ Can you work the days/schedule required for this role?
- ✗ Which religious holidays do you observe? ✓ If overtime is required on short notice, would that be a problem for you?
- ✗ How many children do you have? ✓ What are your long term career goals?
- ✗ Is childcare easy to arrange?
- ✗ How much longer do you plan to work before you retire?

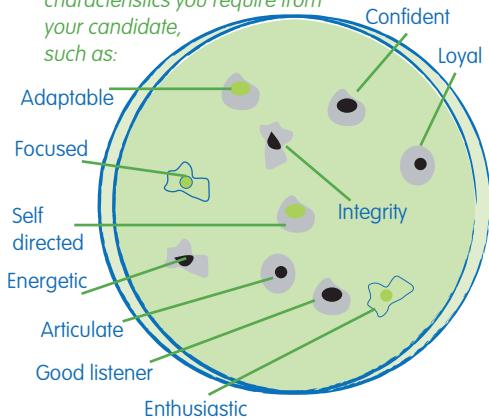
For detailed information on non-discriminatory hiring, go to
<https://www.gov.uk/browse/employing-people/recruiting-hiring>



Behavioural questions...

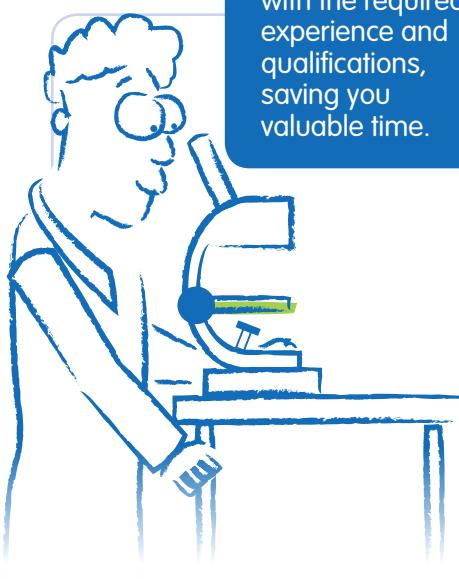
These are the kind of questions that help you to identify if a candidate has the personality traits you are looking for to fit both the job and your team. They enable the interviewee to describe how they have coped with situations in their past roles or how they feel they would deal with situations if they arose, giving the employer a better idea of the calibre of the potential recruit.

Screening can help identify the behavioural characteristics you require from your candidate, such as:



How can FirstBase help me?

“We can screen your applicants, providing a shortlist of those with the required experience and qualifications, saving you valuable time.
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The required behaviours should form part of the job advertisement, for example:

"excellent written and verbal communication skills; interacts with and works well with others in various fast changing environments/situations including strong networking and listening skills; effective problem solving skills; able to motivate others through persuasion and leadership; able to prioritise, manage time and orchestrate multiple tasks simultaneously; able to maintain self-confidence and high self esteem in tasks such as cold calling and prospecting"

One of the hardest parts of conducting an interview is knowing how to get the applicant to open up and give you real answers.

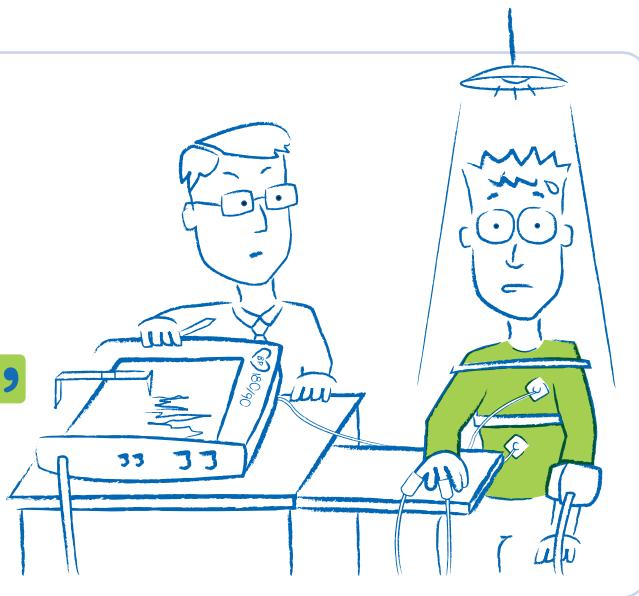
Generally, you have to make a decision whether or not to hire an applicant based on the 15-30 minutes you spend interviewing them. Make sure you use that time wisely by asking open-ended questions that require a lengthy response.

During an interview, candidates tell you what they think you want to hear because they want to successfully obtain a job offer, so it's important that you also listen to what isn't said.

How do you recruit the right candidates?

“FirstBase

conduct thorough interviews with each of our candidates to ensure they have the right skill set.



Examples of Behavioural Interview Questions:

Behavioural questions...

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- What was the last project you headed up, and what was its outcome?
- Give me an example of a time that you felt you went above and beyond the call of duty at work.
- Can you describe a time when your work was criticized?
- Have you ever been on a team where someone was not pulling their own weight? How did you handle it?
- Tell me about a time when you had to give someone difficult feedback. How did you handle it?
- What irritates you about other people, and how do you deal with it?
- If I were your supervisor and asked you to do something that you disagreed with, what would you do?
- What was the most difficult period in your life, and how did you deal with it?
- Give me an example of a time you did something wrong. How did you handle it?
- Tell me about a time where you had to deal with conflict at work.
- If you were at a business lunch and you ordered a rare steak and they brought it to you well done, what would you do?
- If you found out your company was doing something against the law, like fraud, for example, what would you do?

Body language...

There is more than one manager who has made the decision to hire or not hire somebody while they are waiting to go into an interview, based on behaviour or smell (good or bad) before meeting them face to face, or on the initial handshake. A lot can be learned about a candidate from their non-verbal communication and the first few minutes in interview are important. You form impressions from the candidate's posture, hand shake, outfit and accessories, space usage, attentiveness, eye contact, and facial expressions. And, then you listen to what they have to say in response to your questions.



1 Posture and Space Usage

Is your candidate sitting comfortably and upright? A self-assured walk indicates confidence, whereas slouchy posture can speak of sloppy work, low energy and low self-esteem.

Taking up the appropriate amount of space in the room shows the applicant is secure in their abilities.

2 Hand Shake

A confident, comfortable person uses the hand shake as a positive nonverbal interaction, to assure you of their desire for a positive first interaction and impression. A limp hand shake signals low confidence and low self-esteem. An excessively strong hand shake may tell you the person is overly aggressive or trying to steamroll you.

3 Clothing and Accessories

No matter how informal your work environment, for the first interview a candidate needs to dress smartly. A solid, professional appearance tells you they cared enough to make a good impression and how they will be perceived by customers. Their accessories either telegraph professionalism – or they don't. Dirty fingernails or scuffed shoes tell you the person is careless, too hurried, or unaware of the impression they have on others.

The candidate's chosen clothing and accessories are a powerful form of nonverbal communication. A failed attempt to look polished and professional for the interview shows that this is likely as good as it gets. Decide what works for your organisation and make your best selection.

**Need help
with your
interviews?**

“At **FirstBase** we're happy to interview for you to your criteria or form an objective part of your interview panel.

4 Attentiveness and Eye Contact

Leaning slightly forward shows interest. Comfortable eye contact, without staring or forced attentiveness, is important - eyes moving all over the room, rarely looking at you, can signal a lack of confidence or care. Long, forced eye contact can indicate aggression and lack of concern for your comfort. And, if someone doesn't care about your comfort during the interview, that behaviour won't improve.

The key to listening to nonverbal communication is whether facial expressions and body language match the words spoken and are consistent with and punctuate, the spoken words.





“ I’m very proud of the way we operate and really passionate about making sure we uphold our standards in what is a highly competitive market. ”

We have to have standard terms and conditions of business as we are governed by the **Recruitment and Employment Confederation**, but we much prefer to work to our own high standards put together over years of trading in the recruitment sector.

What sets us apart:

- *We'll listen, learn, and make sure we fully understand your requirements*
- *Assess your situation, the problem it's causing you and understand what type of candidate you need to help you solve it*
- *Agree with you on how we can work together*
- *Keep our prices competitive, working within your budget*
- *Search our database of high calibre candidates using our knowledge of people that would fit your organisation, or advertise using relevant media if necessary*
- *Conduct interviews and appropriate skill tests*
- *Manage all applicants and make sure you get sent details of only those who are relevant*
- *Prepare candidates for their interviews*
- *Liaise with all shortlisted candidates to make sure they know the outcome of the interviews*
- *And... we will not ask you to pay a penny if you're not happy!*

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