

INTERVIEWING AND HIRING TECHNIQUES  
A DISCUSSION OF THE EQUAL EMPLOYMENT  
OPPORTUNITY COMMISSION  
PARTICIPANT'S WORKBOOK

## WORKBOOK

### I. INTRODUCTION

One of the most important elements in a Shakey's Pizza Parlor is its employees. The people you hire can make the difference between a smooth-running, profitable parlor or an inefficient operation lacking direction. The following techniques will help identify individuals who can become key employees - those who will be cooperative and productive.

### II. THE PURPOSE OF AN INTERVIEW

- A. AN INTERVIEW SHOULD BE CONDUCTED as a fact-finding session in which the interviewer learns about the applicant and the applicant becomes more knowledgeable about the position.
- B. THE INTERVIEW SHOULD SERVE as a basis from which the interviewer can predict the applicant's future behavior and job success:
  - 1. Based on knowledge, skills and attitudes.
  - 2. By analyzing past behavior founded on information contained on the application, skillful questions in interviewing and reference checks.

### III. FUNDAMENTAL INTERVIEWING PROCEDURES

- A. NO PRE-EMPLOYMENT INTERVIEW SHOULD take place until the applicant has completed the employment \_\_\_\_\_. The application serves as a general introduction to the applicant and provides a source from which to formulate your questions.
- B. ESTABLISH AN INTERVIEW TIME which is mutually convenient for the applicant and the interviewer.
- C. THE KEY TO A SUCCESSFUL INTERVIEW is to \_\_\_\_\_ with an applicant.
- D. USE A FRIENDLY AND COURTEOUS INTRODUCTION to put the applicant at ease. It is important that you develop good rapport, encouraging the person to talk as much as possible about interests and background.
- E. A POSITIVE \_\_\_\_\_ can be infectious so be enthusiastic about your company.
- F. HOWEVER, DO NOT OVERSELL THE COMPANY or the particular job. Be candid, giving both the pros and cons about the job.

- G. DESCRIBE THE PARTICULAR JOB to be filled very clearly including the work schedule, rate of pay and working conditions. Be very straightforward concerning salary levels. An applicant's prior financial commitments dictate an acceptable rate of pay.
- H. ASK THE INDIVIDUAL TO \_\_\_\_\_ statements. Do not accept what is said at face value or rely on your own interpretation of it.
- I. \_\_\_\_\_ can be of utmost benefit to the interviewer.
- J. LISTEN TO WHAT THE PROSPECTIVE EMPLOYEE has to say. You will gain insight into his interests and general attitude.
- K. AVOID \_\_\_\_\_.
- L. DO NOT ALLOW YOURSELF TO BE FORCED into "\_\_\_\_\_". That is, a vacancy occurs and you have to start from scratch to interview and hire a replacement.
  - 1. Such a situation can force you to hire someone who is not the caliber employee you would like to have.
  - 2. "Crisis hiring" can be avoided by accepting applications even when jobs are not immediately available. Promising prospects can then be given an initial interview to further detect management potential. Then when an opening does occur, you can tap that source for good employees.

#### IV. METHODS OF INTERVIEWING

##### A. DIRECTIVE INTERVIEWS (Factual)

- 1. The interviewer does much of the talking basing his questions on information obtained from the application.
- 2. The purpose of this type of interview is to clarify whatever seems unanswered on the application.
- 3. Advantages:
  - a. The interviewer gets the necessary facts quickly.
  - b. The format can be more comfortable for the interviewer.
  - c. This method takes less time than the non-directive.
  - d. Applicants generally expect this style of questioning and will, therefore, be at ease.

4. Disadvantages:
  - a. Places total emphasis on fact, which is not always as significant as attitude.
  - b. Personality is underemphasized.
  - c. Permits applicant to put the best foot forward - not necessarily the "truest" foot.
  - d. Invites predictable answers from the prospective employee.

B. NON-DIRECTIVE INTERVIEWS (Attitudes)

1. The interviewer does far less talking than in the factual interview. The ball is put into the applicant's court. By asking questions such as "Tell me about yourself" or "How do you feel your prior experience will benefit you in this job?", the interviewer allows the applicant to divulge any amount of information he/she wishes.
  - a. Insight can be gained into the applicant's personality and attitudes.
  - b. The interviewer can observe the applicant's ability to quickly organize thoughts and present them in clear, precise terms.
2. Questions are not designed to get "yes" and "no" answers but to encourage the applicant to talk about his or her experiences and aspirations.
3. The purpose of a non-directive interview is to reveal the applicant's attitudes and personality.
4. Advantages:
  - a. The applicant will tend to reveal more information about himself that is pertinent to the job.
  - b. Personality traits are reflected even though some responses may be brief.
  - c. Places emphasis on the person rather than on factual statistics.
  - d. Overall, the interviewer will see more of the package contents, less of the wrappings.

5. Disadvantages:

- a. The interviewer must stay constantly alert to everything the applicant says and how it is said.
- b. It is more time consuming than the directive interview.
- c. This method can be difficult for an interviewer who is accustomed to the more routine, factual interview.
- d. If over-emphasized (at the expense of the factual interview) relevant information may be overlooked.

C. DIRECTIVE/NON-DIRECTIVE INTERVIEW

A combination of the above two techniques will give the interviewer a more comprehensive overview of the applicant's background, general attitudes, previous experience and work potential.

V. WHAT TO LOOK FOR ON THE APPLICATION

A. INITIALLY, THE APPLICATION REVEALS whether or not a prospective employee finds it difficult to follow instructions.

1. How many spaces are not filled out?
2. How much information is incomplete?

B. THE PROSPECT'S EMPLOYMENT HISTORY is a crucial section of the application. In formulating questions the interviewer observes:

1. Stability The length of time the applicant held each previous job and continuity of employment are important observations for the interviewer to make. Question the applicant about time gaps or missing periods in his/her employment history.
2. Separation The interviewer must probe the reasons the applicant gives for leaving each job.
3. Types of Companies What types of companies has the applicant worked for? Are they related to the restaurant industry or do they fail to fit into any pattern?
4. Positions Held By reviewing the positions previously held by the applicant, the interviewer can see what progression has been made in responsibility and authority.
5. Salary History A general indication of the applicant's interest in growth and advancement is the salary history. Are increasing salaries earned from one job to the next or does the salary level fluctuate drastically?

MASTERY EXERCISE

The following hypothetical "employment history" has been submitted for a management position in your parlor. Circle the items that would prompt you to ask the applicant to explain or clarify. Use the space provided for additional notes or comments.

\* \* \* \* \*

VI. HOW TO INTERVIEW FOR ATTITUDE

- A. IN CONDUCTING THE NON-DIRECTIVE INTERVIEW, you must take your time, knowing that decisions affect the profitability of the operation you represent as well as the welfare of the applicant.
- B. SOME ATTITUDE-PROBING QUESTIONS the interviewer may ask of the prospective employee are:
1. What are your immediate goals or objectives?
  2. What do you think your services are worth to us right now; and why?
  3. What do you consider to be your greatest strengths?
  4. What do you consider to be some of your weaknesses?
  5. How would your last employer answer the last two questions?
  6. What attracted you to our operation?

VII. HOW TO CONCLUDE THE INTERVIEW

- A. AFTER YOU HAVE INTERVIEWED AN APPLICANT and made your analysis of whether he would succeed in a particular job, you reach the point of either wanting to hire him for this job, not wanting to hire him or wanting to check for further information.
- B. YOUR ACTION AT THIS POINT IS CRUCIAL to the image of your organization.
1. If you want to hire the applicant, indicate what comes next and when.
  2. If the applicant is totally undesirable for the job:
    - a. The interview can be concluded at any point. Your time is valuable and a delayed "no" often invites future waste of time with useless telephone calls, correspondence, etc.
    - b. Give a specific reason why he or she will not be hired based on:
      - (1) The requirements of the job.
      - (2) The nature of the applicant's previous experience.

3. If you want to check something out, tell the applicant your intentions and then follow through by letting him/her know your decision.

For example, retail credit checks are often conducted for prospective management employees. If this is your intent:

- a. You must first obtain the applicant's written permission.
- b. You must inform the applicant of the results of that check if he/she is not hired because of detrimental information obtained through the credit check.

#### VIII. WHAT MAKES A SUCCESSFUL EMPLOYEE?

A. YOU MUST LIST YOUR OWN REQUIREMENTS for the success of future managers so you will know what to watch for, particularly in the non-directive interview. Decide what qualities best indicate a management trainee's future performance.

B. SEVEN ATTITUDINAL QUALITIES which may be used in assessing a prospective manager are:

1. Motivation - Motivation is associated with drive and persistence. The applicant's employment record will bear evidence of how much he/she has seized opportunity. Does each job involve more responsibility than the one before it? Has the applicant steadily moved up in position and salary or remained satisfied with a position of little responsibility for some time?

2. \_\_\_\_\_ The applicant's tone of voice can be a tip-off of his outlook on life. Be wary of whiners and complainers as they may not likely be management material. Watch for confidence (not to be confused with arrogance) in walk and talk.

3. Tact - During the interview the applicant is, in a sense, your guest on the premises. How does he handle himself in this role?

- a. Note what is said about past employers. With obvious exceptions he/she will be describing an attitude toward future employers. (Some industrial psychologists believe that future leaders tend to identify with employers and, thus, to speak well of them.)

- b. Is the applicant cooperative in the interview? He is under pressure so be sympathetic. But all applicants are under pressure, so compare.

4. \_\_\_\_\_ Your managers will be responsible for insuring that new employees are trained properly. Look for these clues to the applicant's ability to convey knowledge to others:

- a. Does he or she have the ability to think and plan before speaking?

- b. Is he/she capable of organizing and presenting thoughts in logical sequence?
  - c. What degree of patience does he/she exhibit when asked to clarify or repeat information?
5. Attention to Detail - If the prospect does not want to take the time to give details on the application and in the interview, it is not likely that person will have a very high regard for the reporting requirements of a management position.
  6. Leadership - A prospective leader usually exhibits some degree of aggressiveness. He stands up straight and his posture lacks any "apologetic" quality. He has a quality of repose that allows him to pay attention to the interviewer rather than being self-conscious.
  7. \_\_\_\_\_ - How well does the applicant express ideas to you? What emphasis would he place on open lines of communication between himself and other employees? What methods of communication does he feel are most effective for management personnel to use? A manager's goals will never be reached if he cannot communicate them to his employees.

## MASTERY EXERCISE

Jim Jenkins is the owner of two Shakey's Pizza Parlors in Middleton - one located on Broadway and the other, a new remodel, located on Union Drive. The manager of the Union parlor will be leaving in two weeks to accept employment overseas and Jenkins is faced with finding a replacement.

After reviewing all the applications Jenkins narrowed the field to three. Based on the statistical information obtained from their applications Jenkins felt that all three deserved further consideration. His next step was to arrange interviews with the applicants to finalize his decision.

Following is a brief history on the three applicants chosen for interviewing:

**JULIE SMYTHE:** Julie worked as a part-timer for Shakey's during high school. After attending junior college for two years in another town she returned and became a full-time employee at the Broadway parlor. Six months later Julie became assistant manager, a position she has held for the past seven months.

**DON BLACK:** Don has been the swimming coach at a local junior high school for four years. He has had no direct experience with Shakey's but did work in a pizza restaurant during college.

**JOHN TROUP:** After graduating from high school John became a full-time cook at Shakey's for three years. Four months ago he accepted the position of manager trainee at the Union Drive parlor.

\* \* \* \* \*

The following conversations take place during the interviews with Jenkins and the three prospective managers. Note the positive and negative characteristics of attitude each applicant exhibits.

**JENKINS:** Good morning, Julie. How are things at Broadway?

**JULIE:** Great, Mr. Jenkins. Business is steady and the crew is the best yet!

**JENKINS:** I know you've had a good deal of experience with Shakey's. What do you feel are your strongest qualifications for becoming a manager at this time?

**JULIE:** Well, I got a pretty well-rounded pizza education when I worked here during high school. I learned prep, worked the bar and both tills and was a cook too. So I realize the important role each employee plays in producing a top quality product.

JENKINS: That's certainly important, Julie, but there's a lot more involved in managing a restaurant.

JULIE: Since I became assistant manager I've been doing a lot of the paper work you know - inventory, weekly cash reports - things like that. I honestly feel very well trained in all aspects of a Shakey's operation. I'm ready to accept more responsibility.

JENKINS: Julie, your manager says you are doing quite well but has indicated to me that you could probably stand some more experience in communicating with the crew. How do you feel about that?

JULIE: I don't communicate real well with Bill all the time because he's more interested in dating me than in allowing me to increase my share of the responsibility. I personally feel I could do a fine job of organizing the crew and running an efficient parlor.

JENKINS: What are your salary requirements?

JULIE: Based on the amount of experience I have plus the fact that I would be moving up in position, I do feel an increase is in order. However, I can accept the minimum starting salary for a manager.

JENKINS: Are there any other qualifications you would like to go over?

JULIE: Just that you can depend on me to do my best as manager of this beautiful new parlor, Mr. Jenkins.

JENKINS: Well, I certainly appreciate your time and interest in the job. I will let you know of my decision tomorrow.

\* \* \* \* \*

JENKINS: Good morning, Don. Would you like some coffee?

DON: Thank you. Cream and sugar please.

JENKINS: What led you to apply for a job at Shakey's, Don? Your application says you are currently working at Jefferson Junior High as a swimming coach.

DON: I've been contemplating a move from the education field for a year or so now. Basically, I'm a very outgoing person. I like to see people learn and enjoy themselves in the process - especially young people. I worked with some great people at Jefferson but their hands are really tied when it comes to innovative methods of education. I don't feel I can do my best job using outdated educational theories.

JENKINS: This would certainly be a different type of job for you, wouldn't it?

DON: I have had some experience in the food service business, Mr. Jenkins. It was a few years ago - when I was in college - but I think the concept of good food, courteous service and clean surroundings hasn't changed since then.

JENKINS: Do you think it will be a disadvantage not having a lot of experience in a food-related business?

DON: Yes, quite frankly; but only at first. Given the tools and manuals to do the job, I will learn very quickly.

JENKINS: What are your salary requirements, Don?

DON: Because of prior financial obligations I would not be able to accept the minimum yearly salary. I can accept around 10% over that for six months. At that time I would like my performance evaluated and hope that you will agree that a raise would be in order.

JENKINS: The position of manager involves long hours. Will this pose a problem for you?

DON: Not at all. I do a lot of evening work as it is. And quite frankly, as manager I could leave myself off the schedule for special occasions. But believe me, the time I would put in here as manager would be well spent. I'm enthusiastic and very industrious and I'm more than willing to do a great job for you, Mr. Jenkins.

JENKINS: That's really nice to hear, Don. If you don't have anything else to add, I will let you know of my decision tomorrow.

DON: Thank you, Mr. Jenkins. I will look forward to hearing from you.

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JENKINS: Morning, John. Would you like some coffee?

JOHN: No, thanks. Mind if I smoke?

JENKINS: No, go ahead. I'm glad to see that you've taken an interest in managing, John. I know you've been training only a short time.

JOHN: I've been here a long time, Jim and I'm not getting any younger. Besides, the pay's a lot better at the top.

JENKINS: But so is the responsibility.

JOHN: Frankly, I think I already take a lot more responsible attitude than "you-know-who". I handle practically all the cooking on our busiest nights. I think I outwork him while he's out on the floor making small talk with the customers or hanging out back with the delivery men.

JENKINS: What do you think would be your responsibilities as a manager?

JOHN: Getting the customers served a good product in the shortest possible time.

Or I guess it could be making a good profit and still serving a decent pie.

JENKINS: I don't suppose you've had much experience yet with the parlor's paper work since you're still a trainee. Do you think this will be a major disadvantage?

JOHN: Hardly. Why I was a cook around here for three years. If that doesn't teach you everything nothing will. If a manager makes sure a good product is going out to the customer the paper work will just fall into place. I've never done prep work either but that sure doesn't mean I can't tell somebody else how to do it.

JENKINS: Do you have anything to add, John?

JOHN: Just that I hope I haven't wasted my last three years here!

JENKINS: I'm sure your time has not been wasted - at least as far as I'm concerned. I will let you know of my decision tomorrow, John, and thanks for your interest in the job.

Which do you think conveys the most positive or desirable attitudinal qualities of a manager? What additional questions, if any, would ask to formulate a more accurate opinion of these employees as managers?

IX. MAKING A SELECTION

- A. DEFINE THE REQUIREMENTS of the job to be filled.
- B. CONDUCT THE DIRECTIVE and/or non-directive interviews.
- C. COMPARE THE APPLICANT to the requirements of the job as well as to other applicants.
- D. MAKE A DECISION WHETHER OR NOT to hire the applicant and inform him of your decision as soon as possible.
- E. After a new employee has been hired, an orientation program should be conducted which will acquaint him or her with the parlor and its operations. The immediate supervisor should welcome the new worker and:
  - 1. Introduce co-workers.
  - 2. Give a tour of the parlor.
  - 3. Indicate the employee's job title and specific job description.
  - 4. Supervise the training of the new employee.
  - 5. Present the employee with a personnel policy handbook. If you do not have a handbook the manager should review all rules which affect the new worker.
  - 6. Tell where the manager can be located should any problems arise.

X. A DISCUSSION OF THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

- A. IN ADDITION TO INVESTIGATING DISCRIMINATORY charges, the EEOC actively promotes the development and implementation of affirmative-action programs by employers, labor organizations and employment agencies. These programs are the instruments by which the principle of equal employment opportunity may be put into practice.
- B. THE EEOC INSISTS THAT TRADITIONALLY ACCEPTED methods of testing for hiring and promotion must be subjected to special scrutiny if they have an adverse impact on minority groups. You, as an employer, may not discriminate against any prospective employee on the basis of:
  - 1. Age
  - 2. Race
  - 3. Religion
  - 4. Physical or Mental Handicap
  - 5. National Origin
  - 6. Sex

C. TO SUMMARIZE, THE PRINCIPLE OF non-discrimination requires that individuals be considered on the basis of their own capabilities and not on the basis of any characteristics generally attributed to a group.

D. APPLICANT AND EMPLOYEE RECORDS

1. At the conclusion of every interview, the interviewer should complete a short written summary of the applicant's qualifications or lack of qualifications for the job.

a. Proper interview records can make the difference between winning or losing a discrimination charge.

b. For those applicants rejected for the job the interviewer should record, in job-related terms, what job requirements the applicant failed to meet. A written record need be no longer than one paragraph, provided the essential job-related evaluations are included.

2. Employers should periodically conduct and document performance appraisals with all employees. In addition to giving you ammunition against discrimination charges, these reviews can promote effective management if they satisfy these functions:

a. Provide adequate feedback to each person on his performance.

b. Serve as a basis for modifying or changing behavior toward more effective working habits.

c. Provide data to managers with which they may judge future job assignments and compensation.

3. Employers who are not satisfied with an employee's work must take certain precautionary steps before demoting, transferring or firing that individual.

a. Discuss the problem with the employee, identifying exactly what is wrong or why you are not satisfied.

b. Give the employee ideas of how the problem can be solved or how performance can be improved.

c. Specify a given amount of time for the employee to straighten out the problem.

d. Tell the employee what consequences will occur if the problem is not solved. Be specific. If you intend to fire him if his performance does not improve, then say so.

e. Finally, documented records should be kept of such counseling for all your employees, not just those in protected groups.

4. Employers who have to terminate an employee are confronted with the major cause of discrimination charges. Therefore, great care must be taken.
  - a. Discuss the reason(s) for termination with the employee as well as the terms of the settlement. Again, be specific and straightforward.
  - b. Document the discussion in a written record.
5. Employers should keep personnel or employment records related to the following for one year:
  - a. Job applications, promotions or discharges.
  - b. Job orders submitted to an employment agency for recruitment of personnel
  - c. Results of aptitude tests or other employment tests administered by the employer.
  - d. Results of physical examinations considered in connection with personnel action.
  - e. Advertisements related to personnel placement:
    - (1) The best record to keep on file is the actual advertisement as it appeared in the newspaper or a copy of the script if broadcasted on the radio.
    - (2) The dates and names of publications or radio stations which ran the ad must also be on file.
    - (3) The words "Equal Opportunity Employer" should be at the bottom of the ad.
6. Employers should keep all application forms for positions known to be of a temporary nature for 90 days.
7. Anyone who asks for an application should be given one, whether a job is available or not. Be sure to tell the applicant if no positions are currently open.
8. These time requirements can vary from state to state so be sure to check your state laws.

#### XI. POTENTIAL DISCRIMINATION PROBLEMS

- A. YOU MAY BE CHARGED WITH DISCRIMINATION by statistics alone if you do not have enough minority workers employed. For example; if the black population of your city is 50% of the total population, it would be hard to defend yourself against a discrimination charge if 50% of your employees are not black. If you can prove "proper effort" was made to hire more minority workers, chances are you won't be found guilty.

- B. YOU MIGHT BE CHARGED IF YOU DO NOT HAVE enough minority workers in visible positions. That is, you should not employ blacks to work only in the scullery washing dishes or prepping foods rather than in the kitchen preparing pizzas or managing the till - places where they are visible to the public.
- C. UNDER-UTILIZATION OF FEMALES is another cause of discrimination charges. If you remodel your parlor and consider offering table service, do not employ only males at night. Discrimination charges have been filed against employers by females who contended that tips were larger at night.

## XII. MINORITY RECRUITMENT

It is to your benefit to be able to prove that an active effort has been made to recruit minorities. There are a number of avenues for reaching such employees.

### A. THE COMMUNITY

1. Minority churches and civic groups are excellent sources for recruitment.
2. Minority individuals who are well known in their community may provide assistance in your recruitment efforts - doctors, teachers, ministers, politicians, merchants.
3. Minority high schools and colleges are often helpful with placing their students in jobs.

### B. ADVERTISING

1. Advertise job openings through newspapers or magazines whose target audience is the minority community.
2. In many areas of the country, minority-oriented radio stations are good sources for recruitment.
3. Minority response to advertisements will be greater if the words "will train" appear in the ad. Otherwise, they may tend to believe you are advertising only to cover yourself and have no intent to hire.

## XIII. CONCLUSION

The civil rights movement spurred the creation, implementation and enforcement of a multitude of regulations governing employment. This constantly changing field offers new concerns and challenges to those participating in the process of employee selection.

Since it is in your best interest to be aware of anti-discrimination laws, this lesson has presented general employment practices with which you should be familiar. If a discrimination problem arises in your organization, obtain legal counsel immediately.

If you would like a copy of the regulations governing equal employment, the following may be contacted:

**LOCAL:** Check the telephone book under U.S. Government listings for the district office of the Equal Employment Opportunity Commission.

**FEDERAL:** Equal Employment Opportunity Commission  
2401 "E" Street, NW  
Washington, D. C. 20506  
(202) 634-7040