

Interviewing Techniques

A Risk Management-Based Approach

Creating Risk Management-Based Interview Processes:

- Searching for “Red Flags”
- Resume vs. Completed Application
- Time spent on the actual interview
- Letting the applicant talk

Creating Risk Management-Based Interview Processes:

- Reasons for omitting health- or medical-related questions
- Avoiding “yes” or “no” questions
- Matching the applicant to the job
- Extending your insurance coverage



Searching for Red Flags

- Job hopping
- Gaps in work history
- No Work History
- No References
- Incomplete application
- Refusal to sign

These red flags should all be noted to address during the interview process.

Résumé vs. Completed Application

- Do you accept a résumé as your only form of application?
- Do you have the applicant fully complete your employment application?
- Does the information on the résumé match the application?



Red Flags that Stand Out in an Interview

- Body Language
- Attitude
- Inconsistencies
 - On the application
 - Behaviors
 - Information provided



Time Spent on the Interview

- How much time do you spend on the actual Interview?
- How much time does the applicant you chose spend with your client?



Let the Applicant Talk

- Studies show that we tend to do all the talking
- Letting the applicant do 75 to 80 percent of the talking will enable you to make a better hiring decision



Reasons to Omit Medical or Health-Related Questions

- A hiring decision should never be made based on medical or health information provided
- Know how to direct the applicant away from medical- or health-related information



Avoid “Yes or “No” Questions

- Ask open-ended or probing questions
- Do you ask the same questions over and over?
 - Are you getting the same answers?
- Change the way you ask the question
 - Get different results!

Example:

“Do you think you make good decisions on the job?”

VS.

“Tell me about a time when you made a decision or handled an assignment where the procedures or instructions you were given were unclear”

Which answer will give you the best information?

Matching the Applicant to the Job

- After the interview, you have a decision to make:
 - Will this applicant be a good match for your company?
 - What job is this applicant a candidate for?
 - Does this applicant provide risk for your company?
 - Do you have doubts, or are you using a sense of urgency instead of quality?

Extending Insurance Coverage

- Remember, you are extending your insurance coverage to the applicant when you hire them.
- Was your interview structured enough to make that decision?
- Have you made a good risk management decision?

In Summary

- Identify Red Flags in application and interview
- Allow the potential employee to do most of the talking by asking open-ended questions
- Avoid discussing medical history
- Make your decision based on whether the employee is a good risk or not
- Don't use a sense of urgency to overpower your good judgment