

CPH Term	Description
External costs	External costs are all sources of spending outside the organization on recruiting efforts during the time period in question. Examples include third-party agency fees, advertising costs, job fair costs, and travel costs in the course of the recruiting effort.
Internal costs	The internal costs variable comprises all sources of internal resources and costs used for staffing efforts during the time period in question. Examples include the salary and benefits of the recruiting team and fixed costs such as physical infrastructure (for example, talent acquisition system costs).
Total number of hires	This variable encompasses the total number of hires made in the time period being evaluated.

The CPH standard provides tools for calculating a cost-per-hire metric while recognizing that organizations operate differently. For example, one organization may incur a type of cost that another organization may not. This standard allows for variance within organizations while still providing a robust methodology for creating a standard CPH metric.

## 3.2 Interviewing Candidates

In this section, we will focus on two skills that enable HR professionals and hiring managers to evaluate candidates and give candidates the opportunity to assess whether the job is a suitable fit for them:

- Conducting in-depth interviews
- Providing realistic job previews

### Conducting In-Depth Interviews

#### Interview types

There are many different types of interviews. The type of interview you use will depend on the position to be filled, your organizational and HR policies, and the number and experience level of people involved in the interview process.

The table below looks at two types of interviews that may be used.



## PARTICIPANT'S REFERENCE BOOK

Type	Description	Comments
Behavioral interview	<p>Most common type of interview. Interviewer focuses on how the candidate performed in previous on-the-job situations, asking questions to determine if the candidate possesses the skills needed.</p> <p>For example, interviewer might say, "Tell me about how you handled a situation in which a team member was not contributing to a project."</p>	<p>Interviewer can gain insight into how the candidate handled past job-related situations. (Past performance is an indicator of future performance.)</p> <p>Allows interviewer to probe more than with traditional interview questions.</p>
Structured interview	<p>Interviewer asks every interviewee the same questions, for example, "Tell me about the most challenging project you've managed."</p> <p>Interviewer poses direct questions to candidates and maintains firm control of the interview.</p>	<p>Allows interviewer to fairly evaluate candidates.</p> <p>Gives candidates equal opportunity to create a good impression.</p> <p>Works best when interviewer wants to ensure that same questions are asked of all candidates.</p>

Other types of interviews include:

- Directive.
- Nondirective.
- Patterned.
- Stress.
- Panel.
- Situational.

### Interview questions

Whatever type of interview is used, the interviewer must ask questions that are nondiscriminatory and job-related and that encourage candidates to respond openly and honestly. Interviewers who do not interview frequently may inadvertently ask questions that are discriminatory, often in the course of small talk, to make a candidate feel more comfortable.

If a question is job-related, it is probably appropriate. If it is not job-related, don't ask it. Questions that involve race, gender, religion, national origin, marital status, number of children, or disability are not generally appropriate. The chart



that follows provides some behavior-based interview inquiries that may help discern the KSAs of potential candidates.

Area of KSA Investigation	Sample Inquiries
Decision making and problem solving	<ul style="list-style-type: none"> <li>• Describe a recent situation where you had to draw a conclusion quickly and take immediate action.</li> <li>• Describe a time in the past year when you were faced with issues at work that tested your coping skills. What did you do?</li> <li>• Describe an instance in the last six months when you used good judgment and logic in solving a problem.</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Think of a time when you were a member of a group where two of the members did not work well together. What did you do to get them to do so?</li> <li>• What is the toughest group that you have had to get cooperation from? Describe the situation, your role, and the outcome.</li> <li>• Describe a situation in the last 18 to 24 months where you had difficulty getting others to accept your ideas. What was your approach? Did it work?</li> </ul>
Motivation	<ul style="list-style-type: none"> <li>• Describe a situation in the past year where you went above and beyond the call of duty. Can you think of another example?</li> <li>• Describe a situation in the last month where you had a positive influence on the actions of others.</li> <li>• Describe a time in the past year when you exceeded the expectations of your customers, supervisors, or team.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Describe a recent situation where you used active listening skills. What specifically did you do?</li> <li>• Describe the most significant or creative presentation that you have had to complete.</li> <li>• Describe a time when you were able to successfully communicate with another person, even when that person may not have personally liked you (or vice versa).</li> </ul>
Supervision	<ul style="list-style-type: none"> <li>• Describe your most challenging supervisory experience in the last year. What happened, and what did you do?</li> <li>• Describe a time when you had to formally notify an employee of deteriorating performance. What was the outcome?</li> </ul>
Teamwork and interpersonal skills	<ul style="list-style-type: none"> <li>• What have you done in the past year to contribute toward a teamwork environment?</li> <li>• Describe ways in which you have adapted to a wide variety of people, situations, and environments.</li> </ul>
Planning and organization	<ul style="list-style-type: none"> <li>• How do you decide what gets top priority when scheduling your time? Describe a time when you had to apply these skills.</li> <li>• Describe an important goal you set in the past and talk about your success in reaching it.</li> <li>• Describe a time in the past year when you were persistent in order to reach your goals.</li> </ul>



## PARTICIPANT'S REFERENCE BOOK

There are some particular areas of candidate inquiry that require an extra measure of diplomacy on the part of the HR professional. The table below illustrates some of these areas, as well as how to appropriately frame interview questions in order to ensure HR compliance with federal law.

Area of Inquiry	Appropriate	Inappropriate
National origin/citizenship	<ul style="list-style-type: none"> <li>• Are you authorized to work in the U.S.?</li> <li>• What languages do you read/speak/write fluently? (if relevant to the job)</li> <li>• After you are hired, you will be required to supply a photo for security purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Are you a U.S. citizen?</li> <li>• Where were your parents born?</li> <li>• What is your native language?</li> <li>• What is the derivation of your last name?</li> <li>• Please supply a photograph with your job application.</li> </ul>
Age	<ul style="list-style-type: none"> <li>• Are you over 18?</li> <li>• Are you old enough to serve alcohol? (if relevant to the job)</li> </ul>	<ul style="list-style-type: none"> <li>• How old are you?</li> <li>• What year did you graduate from high school?</li> </ul>
Marital/family status	<ul style="list-style-type: none"> <li>• Would you be willing to relocate if necessary?</li> <li>• Would you be willing and able to travel as needed for the job? (must be asked of all candidates for the same position)</li> <li>• Would you be willing and able to work overtime if necessary? (must be asked of all candidates for the same position)</li> <li>• Are you able to work the schedule I've outlined for this position?</li> <li>• Is your current name all that we need to check on your work history?</li> </ul>	<ul style="list-style-type: none"> <li>• What's your marital status?</li> <li>• With whom do you live?</li> <li>• Do you plan to have a family?</li> <li>• How many children do you have?</li> <li>• What are your child-care arrangements?</li> <li>• What does your spouse do?</li> <li>• Do you have health-care coverage through your spouse?</li> </ul>
Race	No questions may be asked.	<ul style="list-style-type: none"> <li>• What is your race?</li> </ul> <p>(Also, do not note the candidate's race or skin color. Do not affix a photo to the application.)</p>
Affiliations	<ul style="list-style-type: none"> <li>• Do you belong to any professional or trade organizations that are relevant to this job?</li> </ul>	<ul style="list-style-type: none"> <li>• What clubs or social organizations do you belong to?</li> </ul>



**MODULE THREE: RECRUITMENT AND SELECTION**

Area of Inquiry	Appropriate	Inappropriate
Personal	<ul style="list-style-type: none"> <li>• Are you able to lift a 50-pound weight and carry it 100 yards? (if that is a job requirement)</li> <li>• Can you work within the confines of a two-foot aisle? (if that is a job requirement)</li> </ul>	<ul style="list-style-type: none"> <li>• How tall are you?</li> <li>• How much do you weigh?</li> </ul> <p>(These questions are not acceptable unless minimum standards are essential for safe performance of the job.)</p>
Disabilities	<ul style="list-style-type: none"> <li>• Are you able to perform the essential functions of the job? (Provide a job description to all candidates before asking this question.)</li> <li>• After a job offer has been made, you will be asked to undergo a medical exam. (Exam results must be kept strictly confidential. Safety/medical personnel may be informed if emergency medical treatment is needed. Supervisors may be informed about job accommodations.)</li> <li>• How were you rated on dependability on your last job?</li> <li>• Are you currently using or addicted to any illegal drug?</li> </ul>	<ul style="list-style-type: none"> <li>• Do you have any disabilities?</li> <li>• Have you had any recent history of illness or operations?</li> <li>• When was the date of your last physical exam?</li> <li>• How is your family's health?</li> <li>• Have you sought or are you currently receiving psychological treatment?</li> <li>• How many days' sick leave did you take last year?</li> <li>• Have you ever been addicted to drugs?</li> <li>• What medications do you currently take?</li> <li>• Are you able to stand, walk, lift, etc.?</li> <li>• Have you ever received workers' compensation or disability payments?</li> </ul>
Arrest record	<ul style="list-style-type: none"> <li>• Have you ever been convicted of a felony? (The crime should be reasonably related to job performance.*)</li> </ul>	<ul style="list-style-type: none"> <li>• Have you ever been arrested?</li> </ul>
Military	<ul style="list-style-type: none"> <li>• What type of training or education did you receive in the military?</li> </ul>	<ul style="list-style-type: none"> <li>• If you served in the military, were you honorably discharged?</li> </ul>
Religion	<ul style="list-style-type: none"> <li>• We are open seven days a week, 24 hours a day. Will you be able to work this schedule?</li> </ul>	<ul style="list-style-type: none"> <li>• What is your religion?</li> <li>• What holidays do you observe?</li> </ul>

\* **Note:** EEOC guidance does not prohibit employers from considering criminal information during the hiring process. However, it does require employers to take steps to prevent discrimination under Title VII of the Civil Rights Act of 1964. Using conviction records as an absolute bar to employment may disproportionately exclude certain racial groups. Therefore, such records should not be used in this manner unless there is a business need for their use. Whether there is a business need to exclude persons with conviction records from particular jobs depends on the nature of the job, the nature and seriousness of the offense, and the length of time since the conviction and/or incarceration.



**Interview biases**

Asking the right questions is one dimension of an effective interview. Equally important is the ability to listen and objectively evaluate the answers and behavior of the candidate. Interviewers must not allow their own biases to influence their judgment. The evaluator must maintain this same level of objectivity during employee performance evaluations. (See Module Six.) The table below highlights some of the common **rater biases** that interviewers should guard against.

<b>Bias</b>	<b>Definition</b>	<b>Example</b>
Stereotyping	Forming generalized opinions about people of a particular race or gender.	Assuming that men prefer an outdoor job to a desk job.
Inconsistency in questioning	Asking different questions of candidates.	Only women are asked to describe how they handled an on-the-job mistake.
First impression	Forming a snap judgment (positive or negative) and letting that first impression cloud the interview.	Forming a positive opinion of a candidate who dresses well.
Halo effect	Judging a candidate as strong in many areas because he or she is strong in one area.	Rating a candidate highly because she is very articulate.
Horn effect	Judging a candidate as weak in many areas because he or she is weak in one area.	Rejecting a candidate because of spelling errors on a resume.
Cultural noise	Failing to recognize when a candidate's response is politically correct and not very revealing.	Accepting a candidate's statement that he has no preference for individual or team assignments when he actually prefers to work alone.
Nonverbal bias	Placing undue emphasis on nonverbal behavior.	Rejecting a candidate because she plays with her watchband when she is nervous.
Contrast effect	Comparing a candidate against others who came before.	Rating a candidate more highly than deserved because the two candidates interviewed previously were very weak.
Similar-to-me	Picking a candidate because of personal characteristics shared with the interviewer.	Selecting a candidate who attended the same college as you and who has the same management philosophy.
Central tendency	Viewing all candidates as middle of the road.	Holding such high standards that no candidate can meet them; all are seen as average.



Rater bias is more common than it is perceived to be, and it is important to take steps to prevent it. Below are recommendations to prevent rater bias:

- Use multiple interviewers with diverse backgrounds and different perspectives. This helps to ensure that the impact of any biases held by individuals or groups is minimized.
- Use structured rather than unstructured interviews, in which all candidates are asked the same questions regardless of demographic characteristics or appearance. Unstructured interviews accurately predict on-the-job performance only 20% of the time, while structured interviews predict performance at a rate of 50%.
- Set up a blind candidate review system. A 2004 study of job candidates with white- and black-sounding names found uniform discrimination across occupations and industries. Federal contractors and employers claiming to be equal opportunity employers discriminated as much as other employers. Thus, employment lawyers recommend masking the names and addresses of candidates before circulating resumes.

## **Providing a Realistic Job Preview**

It is sometimes tempting to “sell” a job to a candidate, downplaying its less-appealing aspects. However, candidates will readily discover this disconnect, which leads to a dissatisfied employee or increased turnover. The cost of hiring and training an employee is substantial. Therefore, providing a realistic job preview is in the best interest of the candidate and the organization.

A **realistic job preview (RJP)** is the part of the selection process that provides an applicant with honest and complete information about a job and the work environment. It informs candidates about all aspects of the job, including both its desirable and undesirable factors. For example, an RJP might include:

- Written job descriptions.
- Observations of employees.
- Interviews with future coworkers.



- Job-related videos.
- Audio tapes of customer interactions.
- Simulations that replicate the working conditions.
- A walk-through (tour) of the workplace.

The following are guidelines for developing a realistic job preview.

#### **Realistic Job Preview Guidelines**

- Have line managers and job incumbents create the realistic job preview. (The preview should look at both the nature of the job and the culture of the organization.)
  - Maintain consistency between the medium and the message for recruiting pieces. (A glitzy Web site may not match the more conservative image of an organization.)
  - Have credible sources (like an incumbent or a line manager) meet with the candidate to preview the job.
  - Provide the preview early in the process so you do not spend inordinate amounts of time with disinterested candidates.
  - Encourage candidates to evaluate whether the job sounds like an appropriate match with their KSAs and expectations.
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A realistic job preview increases the possibility of a good match between the candidate and the job/organization. Given the cost of finding, selecting, and training new employees, you want to select the candidate most likely to succeed.

## **3.3 The Selection Process**

### **Completing the Selection Process**

The selection process consists of a series of filters designed to narrow the field of candidates down to a select few. At each phase of the process, more information is gathered, until a final match is made. The key steps in a typical selection process are identified below. The steps and sequence of steps in the selection process may vary from organization to organization.

