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Interviewing Techniques

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Part 1: Article Critique

“A Review of a Telephone-administered Behavior-based Interview Technique” is an ideal publication for employers who wish to incorporate the best candidates in their organizations. It challenges companies to consider behavioral interviews since the responses reflect how the job seekers react to real life situations at the workplace. I am in agreement with the findings of the study which indicate that high scores in behavioral interviews translate to excellent performance among employees. On the same note, conducting interviews over the phone is a cost-saving strategy, and employers can benefit from a pool of talent from far regions (Oliphant, Hansen, & Oliphant, 2008).

Job seekers are unlikely to respond to an interview invite if the venue is far from their locations due to the high costs involved such as travel and accommodation. Phone interviews offer a win-win situation for both parties since the job candidates save interview-related costs while the organization increases its chances of landing highly-skilled workers who would not be willing to attend the interview due to the long distance involved.

Further research indicates, apart from academic credentials, employers must pay attention to the personality of an individual before offering them an employment opportunity. Other non-academic traits such as problem-solving techniques are significant in settling some workplace setbacks such as dealing with an angry client. Therefore, it is important for employers to imagine conflicting workplace scenarios during interviews and ask the interviewees how they would react in such situations. The response received is important in judging how productive an employee will be in problem-solving.

Despite the benefits of phone interviews to both the company and the job seeker, I do not think it is an efficient method of finding potential employees. Firstly, the probability of impersonation is high where the interviewee can get a more qualified person to respond to the interviewer's queries. Therefore, the interviewer can give credit to the wrong person and end up hiring someone with little or no nonacademic skills and competencies such as innovativeness.

One of the employment laws states that employers should provide equal opportunities for all candidates regardless of their backgrounds provided they meet the specifications of the position on offer. The article has articulated this rule by giving the respondents equal time to respond to questions without allowing room for further clarifications and interpretations (Oliphant, Hansen, & Oliphant, 2008). As a result, everyone has an equal chance to get the job. On the same note, the researcher cannot identify the physical attributes of the respondents such as race or disability through a phone interview, which gives every qualified candidate a chance to get employed.

Part 2: Non-discriminatory Questions for a Phone interview

1. Will you have attendance issues?
2. Will you manage the physical demands of the job?
3. Are you a good communicator?
4. Can you work overtime when required?
5. Have you been convicted of fraud in the past?
6. Do you have any problem with taking a drug test?

Question 1: Will you have attendance issues?

The interviewer poses this question to know where the interviewee resides. Some candidates note their physical address in their resumes while others do not indicate where they

stay tempting the employer to ask. The reason employers wish to know the physical location of the job candidate is to be sure there will be no attendance issues. However, by asking directly where the interviewee lives can amount to racial discrimination, especially if they reside in areas populated by minority groups. It is thus important that the interviewer twists the question to sound more legal, for instance, asking the candidate whether they would consider relocating if given employment. Alternatively, the employer can ask whether the job seeker will make to report to work by eight o'clock every morning.

Question 2: Will you manage the physical demands of the job?

The Age Discrimination in Employment Act (ADEA) prohibits employers from asking for the age of the applicants (von Schrader & Nazarov, 2016). The core function of this rule is to protect employees aged 40 and above from age discrimination in the recruitment process. However, some occupations have age as a bona fide occupational qualification (BFOQ), for instance, bar patrons must be above eighteen years. Moreover, it is illegal to hire a driver who has attained the mandatory retirement age. It is thus important to ask for the age of the job applicant but in a legal way such as whether the interviewee is legally allowed to perform the roles of the job.

Question 3: Are you a good communicator?

Some professions, for instance, call center representatives, require fluency in particular languages. Therefore, it is legal for employers to consider language ability when recruiting for such positions. However, it is illegal to ask an interviewee whether they are native speakers.

Therefore, one can only evaluate the communication skills of the applicant besides asking if the job seeker has fluency in other languages. Asking directly whether one is a native speaker amounts to racial or nationality discrimination which is illegal.

Question 4: Can you work overtime when required?

Women with young families are unlikely to be available for overtime besides having a high probability of missing work, for instance, to nurse their sick children. Therefore, the employer can feel tempted to ask the interviewee whether they are pregnant, have children, or plan to bear kids in future. However, the Pregnancy Discrimination Act (PDA) provides protection to female employees from encountering such questions during recruitment. Asking if the employee is flexible to work overtime hints to the employer whether the candidate has family obligations to hinder them from working past the office hours.

Question 5: Have you been convicted of fraud in the past?

Employers ask this question to confirm the employees will not engage in unlawful conduct. It is legal to ask a job seeker about their conviction records in some professions, for example, statutory rape for teachers. However, a history of past arrests does not translate to being a criminal. Therefore, the Equal Employment Opportunity Commission (EEOC) prohibits employers from asking arrest questions during interviews since it amounts to racial discrimination as some ethnic minorities have more cases of arrest than others.

Question 6: Do you have any problem with taking a drug test?

Employees who take illegal drugs are likely to have attendance issues, thus the need for the employer to confirm if the candidate is reliable or not. However, companies can explore alternative means of verifying an employee's reliability such as through contacting previous employers. Nevertheless, it is legal to ask whether the job seeker is currently on drugs, but it is not useful since only a few people can admit being drug users. The best solution is subjecting the applicant to a legal drug test. The Americans with Disabilities Act (ADA) is a protective law preventing recovering addicts from discrimination during the recruitment process. The protection

extends to people taking prescription drugs due to health conditions. The question should thus ask about specifically illegal drugs to avoid lawsuits by the job seeker.

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References

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