



Job Interview: **“How To Get It Right”**

JOB INTERVIEW: HOW TO GET IT RIGHT

GOALS

1. Know the legal ramifications related to job interviews.
2. Practice the legal requirements for facilities/organizations as they accomplish job interviews.
3. Apply the methods used to increase the possibility of successful employment.
4. Compare the use of factual and fallacious processes in job interviews.
5. Eradicate the use of the discriminatory process during job interviews.
6. Differentiate the objective and subjective impact on decision-making during job interviews.
7. Implement the complexities and methods of getting the job interview right.

KEYWORDS/PHRASES FOR APPLICATION

1. Job Interview Definition
2. Job Interview Process
3. Reviewing Committee
4. Community Committee Member
5. Potential Employee
6. Pre-Interviewing Criteria/Guidelines
7. Reviewing Committee Determination
8. Purpose of Reviewing Questions
9. Objectivity and Subjectivity in Interviews
10. Job Interviewing Process and Policies
11. Interviewing Committee
12. Audio-Recording of Interviews
13. Potential Employee
14. Recommended Interviewer Behavior
15. Out-of-Facility vs. In-Facility Hiring
16. Hatchet Person
17. Factual vs. Fallacious Interviews
18. Potential Employee Behavior
19. "Soft" and "Hard" Employment Skills
20. Intuition
21. Titles and Civil Rights
22. Discriminatory Issues and Cautions

FORWARD

This document presents powerful concepts that some facilities/organizations might not want to hear; however, they need to know by law. It means there should be careful consideration concerning the hiring process leading to successful and legal employment of qualified employees.

The hiring process involves overt, covert, subjective, and objective behaviors. Hiring behaviors must be in keeping with legal nondiscriminatory and nonbiased expectations.

Hiring behaviors are specific to the two different types of participants in the hiring process: the facility/organization representatives (the reviewing committee and committee leader) and the potential employee interviewed.

There should be an attempt to know how to get the hiring process “right.” Sometimes, the final employment decisions are *not* “right,” and the employment outcome does not work. So, there should be a continuing effort to make the process as “right” as possible. Even a broken clock is “right” twice a day; however, that does not mean that it “works.” The goal is to make the process “work.”

DEFINITION AND SHARED RESPONSIBILITY OF A JOB INTERVIEW

What IS this experience between the reviewing committee and potential employees? It is an experience as old as work itself, yet it brings to our attention timely *concepts and concerns*. This experience is known as a JOB INTERVIEW. Ideally, this coming together for a formal meeting allows for questioning the interviewing committee members and potential employees about selected topics about a specific job opportunity.

The interviewing committee should represent selected factions of the facility/organization and the area/section where the potential employee will be required to fulfill the job description. The responsibility of the interviewing committee is to make hiring *suggestions and recommendations*. A committee leader orchestrates the interviewing process, sets forth the rules and policies, and makes the *final decision* regarding hiring the new employee. It is imperative that the interviewing committee understands this role differentiation, as hopefully stated clearly in the facility/organization’s established hiring and interviewing process.

Therefore, the hiring process should meet the facility/organization’s pre-established hiring policy of the facility/organization, clearly stating a legal and comprehensive strategy used by the interviewing committee and monitored by the committee leader.

SECTION ONE: MANAGING FACILITY/ORGANIZATION POWER

The size of a facility/organization does not influence the need to comply or not comply with legal expectations. Much smaller “mom and pop” businesses do not have a formal interviewing process that meets legal requirements. However, every facility/organizational size is expected to comply with the same legal expectations as a part of their hiring written or non-written policies. It probably goes without

saying—it is best to have a written policy with guidelines for the hiring process, no matter the size of the facility/organization.

The expectations of a facility/organization to comply with legal expectations are nowadays a serious requirement and necessary. Also, the awareness by potential professional employees regarding the required and legal behaviors of a facility/organization during the job interview is well-known and expected. Such a mutual understanding between the potential employees and the reviewing committee of the expected legal behaviors will make it more likely that potential employees will hold facilities/organizations responsible and accountable for their nondiscriminatory interviewing behaviors.

Difference Between the Overt and Covert Criteria in the Hiring Process:

Following are *two criteria/guidelines*. Using them will help establish a nondiscriminatory hiring process. The definition of an *overt advertising pre-interviewing criteria* is related to, usually, a short statement(s) that identifies basic information for employment in a specified job—such as found in a newspaper or presented online. When used in conjunction with the *covert reviewing committee criteria/hiring guideline*, it limits the amount, degree, and extent of the hiring process for determining a new employee.

The definition of a *covert reviewing committee criteria/hiring guidelines* is related to, usually, a list of specific minimum or maximum requirements intended to guide interviewing behavior(s) by the interviewing committee. When used in conjunction with the *overt advertising pre-interviewing criteria*, it sets limits on the amount, degree, and extent of the hiring process for the determination of an employee. These criteria/hiring guidelines need to be determined before interviewing any potential employee to help suppress accusations of discrimination. Having the reviewing committee receive and sign the covert reviewing criteria/hiring guidelines before interviews will help diminish any discriminatory charges.

Whereas the overt criteria open the hiring opportunities to every qualified applicant, the covert measures/hiring guidelines help keep the number of interviewed applicants within a reasonable number.

Keeping records at every step of the hiring process should be expected, and part of the facility/organization's hiring policy. Keep a log of respondents from advertising, the number of potential employees interviewed, and how each met the covert criteria. The reasons for hiring or not hiring each applicant should be evident in the review grading forms completed by each interviewing committee member for each applicant.

Some examples of covert reviewing committee criteria/hiring guidelines are—

1. Most qualified potential employee by experience and education (no mention of gender)
2. Time limit by which overt job interview applications are accepted
3. Minimum and maximum number of potential employee interviews
4. Number of in-house applicants and number of out-of-house applicants
5. Time interval available to determine an employee
6. Reasonable reviewing committee suggestions and recommendations
7. Availability of the potential employee to start working
8. Time available to perform an interview

Consideration of psychomotor abilities/disabilities (such as the ability to ambulate) might need to be a part of the pre-interviewing criteria/statement and according to the type of job. Those potential employees, too, need to be considered for specific job opportunities!

The message is: Have a predetermined interviewing criteria plan and stick to it! Be careful not to discriminate regarding abilities/disabilities specifically and openly!

Reviewing Committee and Potential Employee Determination:

A facility administrator should carefully orchestrate the verbal interview questions and process by the reviewing committee. Members of the staff from the hiring facility/organization usually make up the reviewing committee. It is not uncommon to have community member(s) participate in increasing the community involvement and objectivity of the hiring process. It is a good option in case the hiring process comes into question as to discrimination or bias.

If possible, grade each potential employee expectation by a predetermined reviewing committee scoring process. Retain that scoring outcome for future reference if a legal challenge regarding why a certain person was offered/not offered a job.

Interviewing Committee Process:

In addition to the overt and covert criteria/guidelines, the interview committee usually predetermines the discussion topics during the interview. The considerations would be past employment job-related performance and what behavior would occur under certain or specific circumstances. It often requires the potential employee to relate past professional behaviors through story-telling events that should reveal the ability to fulfill the job requirements. It usually is intended to check patterns of intellectual ability and thought processing. Different types of questions are a good choice. Questions from the cognitive, psychomotor, and affective domains are appropriate—and are hopefully questions relating to the written job description. Personality characteristics of the potential employee are also observed. Remember, there are two different abilities to consider—human relationships (known as “soft” skills) and the ability to perform tasks (known as “hard” skills).

Each reviewing committee member should have an opportunity to ask his/her personal question(s). Questions to the reviewing committee from the potential employee are usually intended to clarify the job expectations and determine if they meet their standards and expectations. That process provides requested information and reveals the personalities of the *reviewers* to the *potential employee*. This information-gathering opportunity directed toward the reviewing committee by the potential employee should be allowed and encouraged by all interviewing committee members. The determination of the exact questions asked is usually spontaneous according to the conversation. It is generally important that the potential employee “test the responsive waters” from the reviewing committee as a pre-determination of the extent to which the interviewers are willing to practice future collaborative support and communication.

The truth is this: Decisions of any kind made under any circumstance are made either by objectivity or subjectivity (or a combination of the two). Objectivity means that personal feelings and other personal

thoughts of the interviewers are not involved—only facts. Subjectivity, however, suggests just the opposite in that personal biases are a part of the hiring thought process.

The process of hiring is outwardly intended to be objective and not premeditated or planned. However, the process always has an element of subjectivity. Humans are “human” and performing as such, and this is always with some subjectivity—regardless. It is human for interviewers to prepare questions to ask a potential employee that requires a desired specific and *personal* answer. It is also human for the interviewing committee members to hear a response that does not match what they think they want to hear. Subjectivity opens the door to the personal interpretation of the content elicited from the potential employee. It ends up as a written subjective evaluation on a response form which is accepted and expected to be an objective response.

The purpose of the job interview questions is to determine--

1. The extent to which the potential employee is qualified to meet the requirements and challenges of the job description.
2. The ability of the potential employee to think on his/her feet (so to speak), speak intelligently, and with good grammar.
3. The congruency of the potential employee’s answers relative to the interviewing committee’s desired response.
4. The responsiveness and willingness of the potential employee to be open and honest about sharing information.
5. The extent to which there is a positive emotional connection between both the interviewing committee and the potential employee.
6. The extent to which the potential employee has a legitimate interest and positive attitude in meeting the job requirements.
7. The ability and education of the potential employee to meet the job requirements without costing the facility/organization more than necessary are so that the facility can remain within its budget constraints.

Each member of the reviewing committee can score the above questions as part of each potential employee review.

During an interview, there are usually personal questions that go through the mind of the interviewing committee members. These questions are, usually:

1. Will I be able to work well with him/her? Does his/her personality fit my needs?
2. Will the person I am interviewing take my job away from me?
3. Will this person do what I want or need him/her to do?
4. Will this person make me look good in my position because of his/her contributions to the job?
5. What will the selected “other person” think if I encourage the hiring of this other person?
6. If this person is hired, how much will he/she be paid? Can the facility/organization afford to pay what this person requires? Will he/she be paid more than me?

Discriminatory Considerations and Acceptable Behavior of the Reviewing Committee:

The most common discriminatory questions when interviewing a potential employee are regarding race and religion. However, discrimination is also a concern with gender, sexual orientation, sexual preference, pregnancy, national origin, birthplace, disability, age (usually 40 and over), and genetic information.

Always follow a predetermined hiring policy process/guideline that has been scrutinized for possible words or acts of discrimination. It is wise never to admit that “promotion only occurs with in-house employees”—even though that might be correct. To make a firm decision to always promote from within the existing employees of a facility/organization fosters discrimination. Such a statement inadvertently admits the presence of discrimination and biases in the hiring process. Also, never include *any words* within the facility/administrative policies that might suggest that bias is present!

The job of an interviewer of a potential employee takes time away from other job responsibilities in a facility/organization and can be considered a privilege or a “headache.” Beyond the personal feelings of personal disruption, there is a need for facility/organization fairness in the choice of participants of the interviewing committee. To help alleviate possible discrimination concerns by interviewing committee choices, set a minimum or a maximum number of expected participants and their intended roles. If possible, the number is to be an uneven number, which is similar to the requirements of a board. Remember to have all participating reviewing committee members commit in writing to the expectation of the overt predetermining and covert reviewing committee criteria/guidelines. (See above) If numerous employees could participate, set up a schedule of participation so that over-time all eligible employees that meet a specific and written facility/organization policy regarding reviewing committee participation have an opportunity to contribute to the hiring process. Again-- fair and equitable involvement on the reviewing committee helps curb concerns about facility/organizational discrimination.

The nonverbal communication of interviewing committee members is obvious to the potential employee as they (interviewers) respond to comments from the potential employee. The wording of statements, facial expressions, and other communication (verbal and nonverbal) between interviewers is obvious to the potential employee. Research has determined at least 93% of all communication is non-verbal.

The audio recording leaves a lasting history of what is said by both the reviewing committee members and the potential employee. If this is done, a pre-existing policy should be in place, and the potential employee should sign a preliminary Statement of Permission. If this is part of the pre-interviewing criteria and the potential employee refuses to sign, do not record the interview. However, it would be polite to inform the potential employee *before* he/she arrives for an employment interview that a recording of the interview is planned. One important purpose of the recording is to protect both the interviewers and the potential employee in case of a concern about possible discrimination. Some potential employees will test your resolve as an interviewer(s) by challenging a hiring decision and request a replay of the interview audio recording—maybe to an attorney. If the conversation shows no discrimination and the process is in keeping with the facility/organization’s policy, the facility will be the winner of that legal battle.

Never underestimate the length a potential employee might take the interviewing committee to task regarding his/her qualifications to do their job. Remember, the facility/organization invited him/her as a “guest,” and you (the interviewing committee) have *already* determined that he/she met the overt and covert pre-interviewing criteria. As a reviewing committee member, make sure that the final recommendations are concise and substantiated. As a facility/organization administrator, make sure that

the final decision of hiring has a background of recognizable nondiscriminatory processes. It might be wise to document in writing the nondiscriminatory procedures used to make the final decision of hiring.

Determine any personal needs that the potential employee might have that would negatively influence the expected job performance during your conversation. Almost every person has individual needs. The facility/organization's willingness to accommodate personal needs, within reason, will identify the associated caring (affective) philosophy of the facility/organization.

Be honest with the person you are interviewing. Honesty IS STILL THE BEST POLICY! Clarify days, times, expectations, and any other job descriptors. Don't play the "bait and switch game" and have the job expectations more or less than stated. There might be times when you think the need to find a person to fill a position is so overwhelming that anyone will do. BE CAREFUL—better to wait and just *share the employment responsibilities with current employees and try again later.*

Be on time for an interview. It shows respect. Do not do other work while you are conversing with "your guest."

Introduce everyone at each interview, stating their title and role. It includes having every interviewer wear a name tag. Read the major expectations of the job description each time. These consistent and basic means of shared communication should set the same stage for each person being interviewed. State the expected behaviors of the interviewers during an interview in a facility/organizational hiring policy. It helps with the understanding of consistent reviewing committee expectations/requirements.

As a reviewing committee and according to policy, there could be a decision to record in writing or not record your impressions during the interview. As the administrator of the reviewing committee, make it known what is acceptable to everyone involved in the interviewing process. A written scoring paper/card is used for a numerical comparison between potential employees. To maintain a nondiscriminatory position as an interviewing committee, every interview is the same—asking the same questions and documentation and scoring for each response. It makes no difference if the facility/organization already has a person in mind for a specific job—interviews are to occur, just the same.

DO NOT DISCLOSE ANY PREVIOUS CONSIDERATION OR DETERMINATION OF EMPLOYMENT FROM IN-HOUSE OR OUT-OF-HOUSE! Make each interview length in keeping with the reasonable pre-established facility/organizational policy.

At the end of the interview and in the presence of the potential employee being interviewed, take the time to state the legitimate ways the potential employee will/will not meet the job description. If there has been a misunderstanding of information, the potential employee will have an opportunity to correct the interviewing committee's impression. It provides a time and place for clarification.

Thank the potential employee for coming and taking their donated time to be interviewed.

When a potential employee has completed the interview, determine if any paperwork needs to be done or signed, such as criminal background check approval and approval to contact previous employers and recommendations. (Only contact previous employers and references IF the potential employee is a SERIOUS JOB CANDIDATE.)

Don't forget to send a letter of thank you to each potential employee interviewed stating your final decision of hiring or not hiring. No reason for *not hiring* needs to be verbally communicated. Courtesy and kindness to others is an expectation of every business!

Lateral and Vertical Job Assignments:

The change in job assignments within the facility/organization (relocation of an in-house facility/organization employee) can be lateral or vertical. A lateral move is when an employee is moved from one job to another within a facility/organization with no obvious importance in position or monetary reimbursement. Job expectations, however, are often different and build on past employee experience. The upward vertical movement of an in-house employee means that the move from one job to another is upward within the facility/organization with a change in job title and an increase in responsibilities, and probably an increase in pay. Vertical moves upward are usually a promotion; whereas, a vertical move downward can be a demotion, which would not generally be due to the opportunity of the facility/organization to terminate employment instead. (Reminder: Demotions and termination of employment need excellent and ongoing documentation to stay out of court!) Demotions often result in a poor attitude and continued negative job performance. The upward vertical or positive lateral move most likely will increase an employee's energy and add security to a facility/organization that desires or needs employees to be cross-trained. Productivity often increases with an outcome of more profit with an *appropriate* upward vertical or positive lateral move. Caution: The urge, sometimes, is to move employees vertically or laterally without opening the job to other applicants. Careful—this opens up questions of possible discrimination and biases.

With the *promotion* of an employee to a new *leadership role*, the employee will have a reason to stay in their newly assigned leadership position and probably have a high level of job satisfaction. The long-term employment of an excellent leader usually increases leadership quality and the retention of subordinate employees. However, leaders in a position long term must have continuing education to maintain their leadership quality! Some in-house employees face "role confusion" problems as they try to conform to a higher vertical leadership position. Some new in-house leaders find it difficult to *immediately* change behaviors that support a high level of leadership performance. It can be a challenge to change their working relationships with/toward subordinate employees immediately.

When considering potential employees in a new job description, both genders should be equally represented as potential employees. Never let it be known that a gender preference has been selected in the filling of any job. Gender bias can be grounds for legal action of discrimination. It is "ability" (not gender) that determines employment success! Document carefully the consideration of (at least) several potential employees that represent a somewhat equal consideration of gender as part of the decision-making process.

Out-of-Facility Hiring versus In-Facility Hiring:

As a true out-of-facility person, this means that he/she is not and has not been employed by the facility/organization. The written application from this person with its accompanying letter might be all the facility/organization has initially to determine job eligibility. There is no history of trust or known personal knowledge of performance. A new out-of-facility person, however, might be a good choice. When the right out-of-facility person is selected, it might bring more energy, experience, and constructive ideas to the workplace.

The hiring of friends or family members is common practice. This hiring behavior can be successful if the person is *truly* qualified. This behavior is *common* and is often successful if there is a trust level already established between the interviewing committee and the friend or family member being interviewed. However, remember that a friend or family member does not supersede considering other applicants who might be even *more qualified* to do the required job! This friend or family favoritism is called “nepotism.”

Be very aware—nepotism can cause a very damaging show of discrimination!! Another problem—If you need to terminate the employment of either a family member or friend, it is often necessary (for many reasons) to remove the other family member or friend.

The out-of-facility “Hatchet Person” is a person who is usually hired for ONE MAIN JOB. It is quiet hiring with a hidden agenda and purpose. The interview occurs according to policy; however, that person is carefully selected because of a history of “getting a job done.” According to policy, the paperwork is carefully prepared to not alert the interviewing committee about the real reason for the hiring. The hiring is usually to rid a facility/organization of one or more employees without being observed as a discriminating or biased facility/organization. This person has legal skills as a part of his/her hiring requirements. Oh, yes--the hiring of this type of person does occur! However, it is intended to be a very covert happening—so employees will probably never be aware of the true intended role. Once the covert job is done, that employee usually moves on to another out-of-the facility/organization.

The ideal is that the facility/organization must review the most qualified persons to do the job. So, it would not matter where they come from—existing employee, community, or out-of-state. Each should have an equal chance at possible employment. The records should show such consideration.

It is the way it is legally meant to be, and the approval body of a facility/organization should like it to be just that! However, it often does not happen that way! As humans, we have existing quiet covert feelings of discrimination, biases, and intuition. Regardless, and to stay out of trouble, the facility/organization should try everything they can to show objectivity and the effective carry-through of all their appropriate policies and accreditation requirements, including out-of-facility hiring.

Factual vs. Fallacious Interviews:

Two types of interviews often occur during the job interviewing process. Some interviews are “legitimate interviews” intending to hire a person if this person meets the qualifications for the job. Other interviews are done (or not done) when an interviewing committee *covertly* has already determined their desired employment choice. These stated latter interviews are known as “fallacious interviews.”

The main reason for the facility/organization to not deviate from the facility/organization hiring policy and not acknowledge the intended status of an interview (legitimate or fallacious) should be obvious. Any current employee planning to be employed *should not* be announced. This preliminary decision could be considered (by some) to be characteristic of discrimination or a bias.

Small community colleges and community health care facilities are prone to hire due to familiarity or community kinships rather than expertise. It promotes community and community closeness—so it is believed!

SECTION TWO: POWER OF THE POTENTIAL EMPLOYEE

Recommended Potential Employee Behavior:

Know that the following process is intended to give you, as a potential employee, an opportunity for employment according to acceptable standards. Being aware of the TOTAL content of this document will better prepare a potential employee to see what it is and appreciate the complexity of the process.

Be prepared by bringing to the interview a copy of the completed application, your resume, and written references, if possible. These documents should contain only information that is not discriminatory—e.g., leave (among other identified discriminators) your age and race off the papers. Also, be sure that the interviewers have received your application and resume before entering the job interview.

Come intellectually prepared with information about the facility/organization, its philosophy, objectives, goals, and anything you can find on the internet about the facility/organization. Think about your philosophy and how it supports (or does not support) the facility/organization's philosophy. Also, know how you are willing to help move the facility/organization toward its stated mission and goals. Be prepared to offer this information to the interviewing committee. You might find written comments about the acceptability of the facility/organization online.

Dress conservatively. It means to dress modestly and be clean. Modest makeup for a female is a must! Males should consider if the job warrants being clean-shaven. These are common considerations but important. Preferably, represent yourself in the manner YOU feel you want to be represented.

Understand that employers are concerned about your "soft skills" as well as "hard skills." The term "soft skills" is related to work ethic, ability to be courteous, successful teamwork, self-discipline and self-confidence, control, ability to conform to prevailing norms, and display language proficiency. The "hard skills" have to do with your intellectual understanding and ability to do the work. It is important to display your "soft skills" while assuring the reviewing committee that you can do the expected "hard skills." Sit forward on the chair and look each interviewing committee member in the eye as their questions are answered—no arm folding. Leave the arms apart, which is one indication that questions and responses are accepted. Verbally confirm the understanding of the reviewing committee to your answers.

You might be placed in a legitimate or fallacious interview. Potential employee treatment is to be the SAME, legally, by the interviewing committee no matter whether a person is seriously considered for the job (legitimate interview) or the interviewing committee has covertly determined a decision about hiring another person (fallacious discussion). There is to be no difference in the hiring process. Every potential employee is to be treated the same—no matter the situation!

Enter the situation of being interviewed to fully understand that the facility/organization has a legal requirement related to the hiring process. There are federal laws prohibiting job discrimination; however, discrimination is alive and well, with 20,857 complaints filed with the U.S. Equal Employment Opportunity Commission (EEOC) in 2016 alone. Even though there might be a discriminating question, it is YOUR choice to respond or not respond to the question. Fifty years after the legislation protection for older workers, bias

is on the rise in job recruiting. Some questions help to reveal the age of the applicant. The most common age-revealing question (recently) is, “When did you graduate from high school?”

You must know the following laws that help to protect you from discrimination. The EEOC enforces these laws. It also provides oversight and coordination of all federal equal employment opportunity regulations, practices, and policies. Similar general content with more extensive clarification of discriminatory laws can be found in the document, JOB INTERVIEWS AND DISCRIMINATORY BEHAVIORS by this author---(Published by Montana Nurses Association (MNA) PULSE in May 2018.)

[Environment Protection Agency \(EPA\) protects you from sex-wage discrimination. Title VII of the Civil Rights Act of 1964 states that job requirements be uniformly and consistently applied to persons of all races and colors.](#)

[The Age Discrimination in Employment Act of 1967 protects individuals who are 40 years of age or older.](#)

[Sections 501 and 505 of the Rehabilitation Act of 1973 prohibits discrimination against qualified individuals with disabilities who work in the federal government.](#)

[Title I and Title V of the Americans with Disabilities Act of 1990 prohibit employment discrimination against qualified individuals with disabilities in the private, state, and local governments.](#)

[The Civil Rights Act of 1991, among other things, provides monetary damages in cases of intentional employment discrimination.](#)

[Title I of the Genetic Information Nondiscrimination Act of 2008 prohibits employment discrimination based on genetic information about an applicant, employee, or former employee. It bars employers from using an individual’s genetic information when hiring, firing, job placement, or making promotion decisions.](#)

If there is a test to be considered for employment, the test must be about the specifics of the job.

Just because there is a job interview, do not take the interview invitation to indicate that employment will occur. Recognize the signs of a legitimate vs. fallacious interview as stated in this document. Remember, potential employees at an interview are not to know if they are truly considered for employment—but, *be smart* –intuitively pick up on the signs!

Understand that facility policy and accrediting bodies might require that a certain number of potential employees be interviewed for a job before a job is offered to a potential employee.

If the interviewing committee makes it known that you do not have the job qualifications, ask why! After all--the application and resume provided the information for the interview. Then, have the reviewing committee members tell you the qualities they expect in the potential employee. That way, it offers the opportunity to explain the required qualities that the reviewing committee somehow overlooked.

Some interviewing committee members will ask questions that are discriminatory but are covert, subtle, or even concealed in the type of questions they ask. For example: Instead of asking directly about where a potential employee was born, the question might be about where did you grow up? These are often disguised in very friendly language and demeanor. The astute potential employee should be smart enough to recognize diversions intended to prompt the disclosure of discriminatory information. No response is required. Merely use the technique of redirection of the conversation to talk about something else.

The interviewing process is an educational process to understand a facility/organization's employees' choice fully. Consider the ability and desire to work with these individuals! The legitimate concern about an interviewing behavior should encourage acquiring their name and their supervisor's name unobtrusively. Discriminatory interviews are reportable; however, they should be done initially at the lowest level—that is, bringing it to the attention of the person who attempts to discriminate and, after that, to their supervisor if you deem necessary. Most of the time, interviewers do not intend to ask questions that discriminate!

The hiring process is a “two-way” street! It might be lucky NOT to be hired! The interviewing committee might be watching responses and behavior—but listen carefully to their questions, and watch their behavior, too.

Know the ability offered to the facility/organization. Have pride in being self-aware and having a healthy ego. Say what is correct, not necessarily what you think the interviewing committee wants to hear.

If hired, wonderful! However, if not, know that there is no need to work in an environment that does not accept the talents of a new employee. Remember, an interview can be another learning experience!

Continue to look for employment! Know the worth of respect, dignity, and empowerment to determine personal employment choices—not always depending on others for approval. Never desire to be employed where talents are not fully appreciated or accepted.

Be gentle with yourself, know the intended objectivity of an interview, and the probable *subjective* outcome by the interviewing committee.

Critique the hiring process and learn from the process.

Be understanding of the interviewing committee members who try to perform an objective interview.

Objectivity (or at least an attempt) is required. The process is time-consuming and requires concentration.

Know that reviewing committee subjectivity will always be integrated within an objective interview attempt.

REMINDERS

To the Facility Administrator:

If you are the administrator of a facility, know that you are graded by the community personally and as a facility. Your survival is dependent on your “community quality grade.” The humanistic aspects of your business become well-known in the community. People in the community will be hired and access the facility— or wouldn't go there under any circumstance for any reason! The interviewing committee will MAKE OR BREAK the facility/organization's reputation throughout the entire community. Let's hope that

you, as an administrator, are sensitive to the community and their needs. No administrator needs to be liked—but you had better be *respected* if your facility/organization survives!

Oh yes—a word of warning: An administrator of a facility/organization is not to abdicate his/her responsibility of the *final hiring decision* to a group/committee. The hiring process is not a popularity contest. The essence of the halo and devil effect will apply to group decisions, as indicated in the document by this author entitled, A BOARD. As an administrator and as stated on the administrator's job description, your job should firmly say the administrative role as including final decisions and accountability for hiring decisions. Administrators (of any worth) are paid to make final decisions and make that role clear to a hiring group/committee.

To the Facility Interviewer:

If you are a member of an interviewing committee, know that the potential employee mentally grades the facility and every interviewing committee member. That person spreads information fast through the community and beyond—good or bad news. The potential employee will also give out comments about each interviewer—that is, the personality, attentiveness, fairness, responsiveness to the potential employee questions, and any discriminatory questions by specific interviewers.

To the Potential Employee:

If you are a potential employee at an interview, it is natural for you to evaluate the facility by your exposure to the interviewing committee members. The facility interviewers might not know that you have the information found in this document. This interview experience will give you covert details on the facility/organization's knowledge, desire, and ability to conform to a respectful interview and how you would be treated if employed. You will be able to evaluate the type of people already used by the facility/organization. You will tell if you want to be supervised by the person introduced to you as your potential supervisor/leader. You will carry with you from the interview an impression about the entire facility by just meeting and conversing with the reviewing committee members.

Try not to be disappointed if the facility/organization interviewers do not conform to your expectations or hire you. You cannot be in control of another person's behavior or decision—just your own. However, you can be strong and informed about this process. You can have a good sense of personal pride that you have qualifications to meet job requirements. That decision about who will get the job might have been made *before your interview*—(*In-facility promotion?—nepotism?*). In other words, you might have experienced a fallacious interview. If offered a job, you always have the right to refuse the job offer.

LAST THOUGHTS

***NOW YOU KNOW HOW TO GET THE JOB INTERVIEW RIGHT—WHETHER YOU ARE A POTENTIAL EMPLOYEE OR A MEMBER OF AN INTERVIEWING COMMITTEE.**

POWER AS A POTENTIAL EMPLOYEE COMES IN KNOWING WHAT TO DO TO PREPARE FOR AN INTERVIEW, RECOGNIZING DISCRIMINATORY COMMENTS & QUESTIONS, AND NOT BEING INTIMIDATED BY THE JOB INTERVIEWING PROCESS.

POWER AS A MEMBER OF THE REVIEWING COMMITTEE COMES IN:

RECOGNIZING COMMENTS, QUESTIONS, AND BEHAVIORS RELATED TO DISCRIMINATION THAT PUT THE FACILITY/ORGANIZATION AT LEGAL RISK AND CAN CAUSE COMMUNITY NEGATIVE OUTCOMES.

POSSIBLE CRITICAL THINKING PROBLEMS FOR DISCUSSION OR ESSAY WRITING

1. Develop an example of overt pre-interviewing criteria for a job advertisement. Write an advertising ad using the requirements.
2. What is the purpose of both a covert reviewing committee criteria/hiring guidelines? Write at least three covert criteria/hiring guidelines.
3. Why is it important for a facility/organization to have a hiring policy?
4. What preliminary facility/organization policies should be developed before a job reviewing committee interviews a potential employee?
5. List or state at least five of the seven discriminatory laws that provide oversight and coordination of all federal equal employment opportunity regulations, practices, and policies.
6. A job reviewing committee is being established. What are the considerations that should be considered?
7. What are the characteristics of both a fallacious and a legitimate interview?
8. What is the accepted behavior and thought process of a potential employee during a job interview?
9. What questions would you expect to hear from a job interview committee that does not understand the laws related to discrimination?
10. State the difference between “soft” and “hard” skills. Why are each of these two skills important, and why?

RECOMMENDED READING

Job Interviews and Discriminatory Behaviors by this author

A Board by this author

AUTHOR: Carolyn R. Taylor, Ed.D. M.N. R.N.

