



Interview Tips

At IATA, we are committed to provide:

- The best candidate experience
- Fair & structured interview process

To provide the best candidate experience

- 1 Make them feel at ease (meet, greet and offer a drink)
- 2 Ensure welcoming atmosphere during the interview
- 3 Explain next steps just after the interview
- 4 Write up your feedback just after the interview & send the feedback to PPD and any other person involved in decision making

To ensure fair and structured interview process:

- 1 Ensure diverse interview panel
- 2 Ask all candidates the same questions
- 3 Avoid unconscious bias (read more)
- 4 Be aware of questions you cannot ask (read more below)

Unconscious bias in interviews



The self-fulfilling prophecy effect. Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages.



The stereotyping effect. Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups.



The halo and horns effect. Once interviewers rate candidates as 'good' or 'bad' in some aspects, they often replicate this judgement across the board, reaching unbalanced decisions.



The contrast effect. Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.



The similar-to-me effect. Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.



The personal liking effect. Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

Question Guidance

Questions you cannot ask:

Protect yourself and the company against any legal challenges and embarrassing moments by asking the right questions to dig to the root of any concerns you may have.

Nationality/National Origin

Certainly, you want to be sure that a candidate can legally work for you, but it's important to be careful how you ask.

1 What you can't ask: Are you a U.S. citizen?

Rather than inquiring about citizenship, question whether or not the candidate is authorized to work in the country where the employment will be performed.

What to ask instead:
Are you authorized to work in the U.S.?

2 What you can't ask: What is your native tongue?

You may offend the applicants who are sensitive to common assumptions about their language. Additionally, as an employer it is not your concern how the applicant attained fluency in a language - only that they have a professional working level of the language.

What to ask instead:
What languages are you able to read, write or speak fluently?

Religion

Religion is a subject that should be treaded upon carefully at the office and even more so during interviews. Protect yourself from overstepping the boundaries while obtaining any information you feel you need with these questions:

1 What you can't ask: What religion do you practice? Or which religious holidays do you observe?

You may want to know about religious practices to find out about weekend work schedules (only if the position requires this), but it's imperative that you refrain from asking directly about a candidate's beliefs. Scheduling is important, but do not risk stepping on toes to find out what you need to know. Simply confirm that your interviewee can work when the job requires them too.

What to ask instead:
Are you able to work with our required schedule?

2 What you can't ask: Do you belong to a club or social schedule?

This question is too revealing of political and religious affiliations that candidates are not required to share with potential employers. Additionally, this question has little to no relation with a candidate's ability to do a job. For this question, it's important that the wording focuses on work.

What to ask instead:
Are you a member of a professional or trade group that is relevant to our industry or to this position?

Age

Maturity is essential for most positions, but it's important that you don't make assumptions about a candidate's maturity based on age. Alternately, you have to be careful about discrimination towards applicants nearing retirement. These questions will keep you in the clear.

1 What you can't ask: How much longer do you plan to work before you retire?

Again, asking this question opens up possible accusations of discrimination... Instead, see what the candidate's career plans are for the future, say 5, 10 or 15 years from now; they may plan to work for a number of years.

What to ask instead:
What are your long-term career goals?



Marital and Family Status

These questions are applicable to all candidates. Ensure that you don't make assumptions, and avoid embarrassing candidates by using the following questions:

1 What you can't ask: Do you have or plan to have children?

Clearly, the concern here is that family obligations will get in the way of work hours. Instead of asking or making assumptions on family situations, get to the root of the issue by asking directly about the candidate's availability.

What to ask instead:
Are you available to work overtime on occasion? Can you travel?

2 What you can't ask: Can you get a babysitter on short notice for overtime or travel?

Do not make the mistake of assuming that if a candidate has children that they do not already have proper child care plans. As with many other questions, the key here is to ask directly about availability.

What to ask instead:
You may be required to travel or work overtime on occasion. Is this possible for you?

Gender

It is important to ensure that you do not make assumptions about a person's abilities based on their gender.

1 What you can't ask: How do you feel about supervising men/women?

This question, although it may seem like a valid concern, is not acceptable.

What to ask instead:
Tell me about your previous experience managing teams.



Health and Physical Abilities

Your employees' health and abilities may be essential to getting the job done, but it's important to avoid assumptions and discrimination. Questions on health may seem necessary to determine if a job applicant can perform the required duties, but it is illegal to ask in some countries as employers cannot discount anyone from a job due to a physical or mental disability. In fact, the law requires that they accommodate disabilities unless they can prove it would cause significant difficulty or expense to do so. Employers also cannot ask you if you have had any past illnesses or operations.

Stick to these questions in order to avoid embarrassment and legal troubles:

1

What you can't ask:

How many sick days did you take last year?

No one wants an absent employee, but even the most dedicated workers get sick every now and then. Instead, take a look at missed days as a whole to measure the candidate's commitment.

What to ask instead:

Talk to me about your attendance at work last year.

2

What you can't ask:

Do you have any disabilities?

It is difficult to gage oneself, the impact disabilities may or may not have on a candidate's ability to do the job. Do not ask if they have disabilities, but rather find out if the applicant can handle carrying out the tasks required.

What to ask instead:

Are you able to perform the specific duties of this position?

Note:

If the response is affirmative do not ask for specifics of the disability. You do not want this type of very private information discussed as the candidate may later claim they were not selected based on their disclosure of the disability. If the candidate is sharing too much information steer the conversation back by reviewing the job description again with the candidate and asking for clarification from them as to what accommodations, they may or may not require.