Interviewing
When selecting the most suitable applicant as a prospective employee, the interviewer must remember the importance to not only match the skills and experience to the position, but also consider whether the applicant shares the values of the hotel. In other words, consider the organisation’s culture whole and the prospective employee should be seen as adding value to that culture.

This is usually done through these interview stages:
- Pre-interview organisation
- Conducting the interview
- Evaluate the Interview
- Post Interview

Pre-interview organisation
Firstly, a decision must be made on who will be on the selection panel. It is advisable to have at least two or more persons on the panel to make the selection process more objective. Usually, the HR Manager and the department head/supervisor will make up the panel. The higher the position that you are attempting to fill, the wider the representation will be on the panel.

Once the selection panel is in place, the members should meet at least a week before the interviews are to be held to:
- Discuss the interview format and structure
- Prepare questions according to position description and decide who will ask what.
  - Your questions are guided by the information provided in the application form. You might like to review the application forms in the case study before creating your own.
  - Remember to include an icebreaker or two to put your candidate at ease.
- Determine the information you need to give the applicant
- Schedule interviews so that sufficient time is allocated before and during each interview to
  - Review the application
  - Give applicants equal and reasonable opportunity to answer the questions put to them and clarify any points they may have
Allow assessment of interviewees to be done immediately after each interview
Plan sufficient breaks so that interviewers do not get overworked
Select appropriate room
All information relating to each candidate is collated and distributed to all panel members

**Conducting the interview**

- After introductions, establish rapport and put the candidate at ease
- Explain the nature and format of the interview and ensure that the interviewee is familiar with the job description and selection criteria
- Ask questions in a logical order – begin with those aimed at finding out the candidate’s background. The more testing questions should be saved for the latter part of the interview
- Ask questions in a conversational way rather than read them from a paper – it sets the candidate at ease
- Use open questions that allow for more than just “yes” and “no” responses
- Ask relevant questions. As a rule, ask only questions that can be directed to each and every candidate. It is important to treat all interviewees the same
- Ask follow-up questions if necessary and give positive feedback allow the applicant time to answer questions and listen carefully. You need to learn as much about the applicant as possible so they should do most of the talking
- Take down notes but do not be too absorbed in the task, as it may be distracting. Notes assist in remembering the important points discussed.
- Observe candidate’s non-verbal communication such as facial expression, fidgeting, arm movements, etc. According to Braysich, “body language is the art of seeing what others are thinking and because it stems from the subconscious, it is a more accurate indicator of feeling than the carefully chosen word”¹
- Allow the applicant to ask questions or add any other relevant information that may not be covered in the interview
- Do not make judgments until all facts have been gathered at the interview
- Inform the candidate of the follow-up that will occur after the interview eg how long it will take before they hear back from the hotel, etc

Conclude the interview in a friendly manner – it is important that the applicant leaves with a positive image of the hotel even if they are not suited for the job.

Write up the results of the interview while it is still fresh in your mind. Checklists can help complete this task easily.

**Evaluating the Interview**
Evaluating the interview involves each member of the panel completing the following procedures:
1. Review notes and expand where necessary
2. Complete interview assessment form
3. Make recommendations