

英语面试：如何挑选到“合适”的人才实用英语 PDF转换可能丢失图片或格式，建议阅读原文

https://www.100test.com/kao_ti2020/645/2021_2022__E8_8B_B1_E8_AF_AD_E9_9D_A2_E8_c96_645083.htm How do you select the right person for your business? There is no perfect answer, but the interview process can be a tremendous help if you use it effectively. In other words, you must have completed all of the other steps in the hiring process in order to get the most out of the interview process. Interviewing candidates for a position within your company is one of the final steps in the hiring process. Before you get to this step, you want to make sure that you've completed all of the preceding steps since each of these steps will have a direct impact on how effective the interview process will be. Below is a list of the steps involved in the hiring process. Note that after you have completed the interviewing process, there are still two additional key steps that you need to complete. In order to achieve the best hiring results possible, just remember that all of the steps are important. In order, the key steps to finding the right person to fill a position in your company include:

- * Determining your need to hire a new employee. Are you properly utilizing the skills and talents of your current employees? Do you know what needs to be done? Can your business growth support a new employee?
- * Conducting a thorough job analysis. What are the jobs essential functions and key performance criteria?
- * Writing a job description and job specification for the position based on the job analysis.
- * Determining the salary for the position, based on internal and external equity. Is the salary

comparable and proportional with the salaries and responsibilities of other positions inside your company as well as similar positions out in the marketplace? * Deciding where and how to find qualified applicants. What are the recruitment techniques to be used? What is the time frame for conducting your search? Remember, advertising is not the only, or necessarily the best, way to recruit. * Collecting and reviewing a fair amount of applications and resumes and then selecting the most qualified candidates for further consideration. * Interviewing the most qualified candidates for the position, based on the jobs description and specification. * Checking references. * Hiring the best person for the job. Hopefully, after reviewing all of the resumes, you will be able to pick and choose a select number of qualified applicants to be interviewed. (If not, you may want to expand your time frame and rewrite any ad copy and/or look at another recruitment technique.) Now that you know where the interview process fits into the hiring process, lets take a look at the dos and donts of conducting a successful interview. Conducting the Successful Interview - What to Do 1. Prepare in Advance for the Interview * Know what you want in a candidate before you begin the interview. Review the job specifications and requirements that have been prepared. * Know the job and its responsibilities. Review the job description. * Prepare a list of standard questions concerning the candidates skills, abilities, and past work performance that you want him/her to answer. * Prepare a list of prioritized and measurable criteria, either in the form of a worksheet or other method, for analyzing and comparing the candidates. * Review the candidates

resume prior to the interview. * Set specific appointment times and reasonable time limits. * Be prepared to justify the use of any required employment test. Typically, the most legally defensible tests are those that involve a piece of the job.

2. Collect Pertinent Information During the Interview

* Since past behavior predicts future behavior, look for the candidates behavior patterns as you collect information. For example, has the candidate enjoyed big picture work or detailed analysis more? Is he/she more of a generalist or more of a specialist? Oftentimes, by listening to how the candidate responds to your questions about previous jobs, you will be able to get a very good idea of what their behavior will be like in the future. * Try not to offer too much detailed information up front so that the candidate will be able to formulate answers that exactly fits your companys needs. Dont put the right words in his/her mouth! Remember, the candidate (hopefully) wants the job and will be looking to say the right thing to impress you. * Ask questions that focus on the candidates past performances. For example, if the job, such as an office manager, demands an individual who is well-organized and handles paperwork easily, you may want to ask, "How do you keep track of your own schedules and desk work in your current position?" * Ask specific, structured questions in regards to specific problems that the jobholder may face. Focus on past behavior and the results of the candidates actions in a particular situation. For example: "As the customer service representative, you may encounter a few unhappy campers who will yell and scream at you over the telephone or in person. Have you had any experience

dealing with difficult customers? Who was the most difficult customer you had to deal with? What was the situation? How did you resolve the problem?" * Notice how well the candidate listens and responds to the questions asked. * Note the candidates choice of words and non-verbal behavior. Are they answering your questions clearly? * Listen to the questions the candidate asks. Clarify the reasons why the questions are being asked. Notice which questions he/she asks first as they may be his/her primary concerns. * Take detailed handwritten notes concerning job related topics that will help you distinguish the candidates from one another (especially if you will be conducting several interviews). Help yourself remember each candidate and each interview clearly. * Record information pertaining to the set criteria that will help in the evaluation of candidates. * Organize and analyze the information immediately after the interview when memory is fresh. Dont try to remember everything, its impossible. One idea is to rate each candidate on each of the criteria immediately following the interview. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com