



Interviewing Tips



You're Not Hiring a Position, You're Hiring a Result.

If you could build the perfect job candidate, what would that candidate profile be?

Step 1: Think back to past top employees in the specific job for which you are hiring. What contributed to their success in the position?

Step 2: What should a person in this position accomplish on a daily basis? What technical and role specific skills are needed?

Step 3: What personality, interpersonal skills, interests, etc., make a person outstanding in this position?

Step 4: Think about the team and the individual team members. Is there a particular type of team member needed to strengthen the team?

Step 5: Now, *"build" the perfect employee for the position, list the characteristics they would have.*



All Candidates Should Know Exactly What to Expect – No Uncertainty.

When is the interview? Date, Day of the Week, Time

Where is the Interview? Give address and specific instructions

Who will they be interviewing with? First name, last name and title

How long will the interview be? Approximate length is fine, however respect their time and stay within 5-10 minutes of estimated length.

Give this information when scheduling the interview AND when starting the interview.



★ **Know As Much As Possible Ahead of Time About the Candidate**

Do your homework!

There's a recipe for success. You can't ask intelligent questions and create compelling conversations unless you know the candidate ahead of time. The goal is to know as much about your candidate as possible.

Step 1: Review ALL Available Material

Resume, Application, Assessments, References, LinkedIn or other professional social media profiles, etc.

What did they accomplish?

What did they work on?

What does that say about their interests and work ethic?

Try to read between the lines to get a sense of the person's interests, goals, successes, failures, etc.

Step 2: Develop questions relating to the position.

A Few Common Basic Interview Questions:

What are your strengths?

What are your weaknesses?

Why are you interested in working for our organization?

What can you offer us that someone else can't?

Describe yourself.

Why do you want this job?

What motivates you?

What type of schedule do you want to work?

Why did you leave your last job?

Why do you want to leave where you are currently working?

What do you know about our organization?

Behavioral Interview Questions –provide information on a past action that will help predict job performance

Standard Questions	Behavioral Questions
Do you like to work on a team? Why?	Give me an example of your role in the last team you worked with. In retrospect, How could you have been a better teammate?
How do you handle stress?	Tell me the most stressful situation you have ever been in at work? How did you handle it? What did you do?
What is your primary strength on the job?	Describe a time when your #1 strength got results on the job.
How proficient are you in taking initiative and making decisions?	Give me an example of a time when you had to be quick coming to a decision. What did you do? What obstacles did you face?
What do you do when you don't get along with another person on a team?	Describe a situation where you had conflict with another individual, and how you dealt with it. What was the outcome? How did you feel about it?
How do you deal with an irate customer?	Give me an example of a time you had to deal with an irate customer. What did you do? How did the situation end?

 **The Best Interviews Are Great Conversations.**

Use 80/20 Rule

The candidate talks 80 % of the time, the interviewer talks 20 % or less of the time.


Ask open-ended questions

- Stimulates 2 way interaction
- Allows for extensive, complete responses and examples
- Use the words how, what, why, describe, tell me

Use good listening techniques:

- Silence, good eye contact, a small head nod
- Use statements such as: “Ok, I see” or something noncommittal like “Mmm-hmm”

Always ask if the candidate has questions. Be open and candid. Don't be long-winded in your answers.



★ You Should Follow a Specific Set of Questions, BUT the Best Questions are Follow-up Questions

Your job is to get the details they didn't plan to share.

Ask probing questions

- Elicit more information
- Pick something specific from what they said and say:
 - Tell me more about....
 - Give me more specifics on how you handled....
 - What was the outcome....

A few examples of good probing questions:

- What eventually happened?
- Why did you do it that way?
- What factors led up to this situation?
- When did this happen?
- Looking back, what would you do differently now, if anything?
- Where was your supervisor during all of this?
- What did your supervisor say or do?
- Who else was involved?
- What was the outcome?
- What exactly did you say?
- How did that make you feel?

If you're still not getting specific information, try contra-behavior questions:

- Tell me about a time when this didn't work. What went wrong? What did you do to correct the situation?



★ Don't Make a Candidate Ask About Next Steps

Remember, a candidate is paying you the highest compliment by saying they want to work for your organization. Make sure they leave the interview feeling like you were interested in what they said. Extend them a high level of courtesy.

- Explain the rest of the process, what happens next.
- Explain exactly what you will do and when you plan to do it.

★ Interview Structure

✓ **Environment**

- Create a comfortable atmosphere
- Ensure the room is quiet, non-threatening and accessible

✓ **Introduction**

- Set candidate at ease with a couple of minutes of small talk
- Explain how interview process is going to work

✓ **Ask questions you prepared**

✓ **Ask candidate for their questions**

✓ **Describe next steps**

★ Interview Pitfalls

- Excessive delays
- Being unprepared
- Talking too much
- Giving evaluative feedback – verbal and non-verbal
- Asking yes/no questions
- Answering your own questions
- Bad-mouthing anyone or anything
- Not probing
- EEOC violations
- Not taking notes

Legal/Illegal Interview Questions

You cannot ask candidates about:

- | | |
|-----------------|--|
| Age | National Origin |
| Sex | Marital or Family Status |
| Race | Disabilities or Health Status |
| Religion | Any other job-irrelevant factor |

Illegal	Legal
Are you a U.S. citizen?	Are you authorized to work in the U.S.?
What is your native tongue?	What languages do you read, speak or write fluently?
Which religious holidays do you celebrate?	Are you able to work our required schedule?
How much longer do you plan to work before you retire?	What are your long-term career goals?
Is this your maiden name?	Have you worked or earned a degree under another name?
Do you have or plan to have children?	Are you available to work overtime as needed? Can you travel?
How do you feel about supervising men/women?	Tell me about your experience managing teams.
Do you have any disabilities?	Are you able to perform the specific duties of this position?
Are you a member of the National Guard or Reserves?	Do you have any upcoming events that would require time away from work?
Do you belong to a club or social organization?	Are you a member of a professional group that is relevant to our industry?
Can you get a baby sitter on short notice if you are needed at work?	You may be called in to work at short notice, is that a problem for you?
How far is your commute?	Are you able to start work at 8 AM?

If a candidate reveals information you are not allowed to discuss, do not pursue the topic further.

Only ask questions specifically related to the job and its functions. Ask about their:

- **Specific roles and responsibilities at past or current jobs**
- **Likes and dislikes pertaining to their work**
- **Job knowledge and other job-related experience**