

## Interviewing Candidates

### **PURPOSE:**

To collect information and to obtain an overall assessment of each candidate through a behavior based interviewing process using a pre-determined set of employee competencies.

### **INSTRUCTIONS:**

#### Planning and Preparation

#### **Plan for Interview:**

- 1) Identify questions to assist you in better understanding the candidate's work background and experience, if needed. (This dialogue with the candidate should be approximately 5 minutes or less).
- 2) Review Employee Competencies to be covered in the course of the interview and identify the behavior interview questions to be asked (see "Employee Competency Evaluation Form")
  - You will be covering all nine Employee Competencies.
  - Select one primary question and one secondary question for each Employee Competency.
  - Ask the secondary question if the primary question did not generate meaningful information.
- 3) Determine the best order for covering the planned questions. (*The order will be tentative since you may find it helpful to change the sequence in order to stay with a more natural flow of information.*)
- 4) If you are interviewing as a team, agree beforehand on whom will ask each question to plan the flow of the interview and to ensure all Employee Competencies are covered.

#### **PREPARE FOR EACH CANDIDATE:**

- 1) Review each candidate's background summary prior to conducting the interview.
- 2) Make notes on the candidate prior to the interview, as needed.

## Interview Structure

*The interview will have a general structure, such as the following.*

a) **Preliminaries:**

- Establish a rapport to put the candidate at ease before beginning.
- Let the candidate know what to expect:
  - The interview is scheduled for 45 minutes.
  - Explain the behavior interview process:
    - You will be using pre-determined questions based on nine Employee Competencies.
    - You will be looking for specific examples of work experiences.
    - You would like the candidate to provide his/her answer with a:  
*V. Situation → Action Taken → Outcome → What was learned*
  - Let the candidate know that because this is new, you will assist him/her in this process
  - Let the candidate know when you are moving on to a different question.
- You will be taking notes during the interview.

**b) Interview questions:**

- Begin interview by asking the candidate to share a summary of his/her background in about 5 minutes or less. (This is only if you need the information.)
- Begin by asking the behavior interview questions you selected.
  - Paraphrase questions in a straight forward, clear manner.
  - Be sure to ask non-leading questions (those that lead or prompt the candidate to the answer.)
  - Use probing techniques. Probe for examples.
  - Encourage the candidate to talk.
  - Practice active listening skills to ensure that you do not miss anything the candidate is saying.
  - Listen for the candidate's ability to make connections and clearly answer the questions.
  - Paraphrase for clarity.
  - Observe both verbal and nonverbal language.
- Take notes on the "*Employee Competency Evaluation Form*".
  - *Look for: Situation → Action Taken → Outcome → What was learned*

**c) Candidate questions:**

- Answer questions from the candidate.

**d) Close of interview:**

- Make sure the candidate does not have any additional questions.
- Inform the candidate of next steps and time frames.
  - Indicate when the candidate review process will take place
  - Provide the date when a decision will be communicated