

# A QUICK GUIDE FOR CONDUCTING INTERVIEWS

## Plan the Interview

1. Analyze the candidate's resume
  - Review the resume and compare it against the job application.
  - Note which jobs/experiences are most relevant to the open position.
  - Note any jobs/experiences where you would like more information.
  - Note any gaps in employment.
2. Prepare performance-based / open-ended questions
  - Review skills, competencies, and successes.
  - Prepare open-ended questions to assess the candidate's expertise and performance (see next page).

## Conduct the Interview

1. Greet the applicant
  - Shake hands and make eye contact.
  - Give your name and position.
  - Express appreciation and offer refreshment.
2. Open the interview
  - Explain the purpose of the interview.
  - Explain the position; introduce the organization.
  - Indicate that you will be taking notes.
3. Proceed with the interview
  - Do more asking than telling.
  - Ask performance-based questions (see examples on the next page).
4. Close the interview
  - Make sure all key questions were discussed.
  - Let the candidate ask questions.
  - Explain the steps in the selection process.
  - Thank the applicant.

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## Use Performance-Based Questions to Target Behavior

Performance-based questions are open-ended and allow you to get a good idea of how a candidate handled situations similar to those he or she would face if chosen to fill the position. In addition to credential and background questions, performance-based questions require candidates to give concrete examples of how they used specific skills to perform different tasks.

### *Follow this Example for Using Performance-Based Questions:*

#### **Situation / Task:**

“You mentioned on your resume that you had implemented an XYZ system. Can you please tell me what problems you faced that prompted you to look for a new system in the first place?”

#### **Action:**

“Now I understand the situation you were faced with. What steps did you take in order to select, set up, and implement the system?”

#### **Results:**

“You mentioned that the XYZ system has been in place for six months. How are things different now that the system is in place?”

## Examples of Performance-Based Questions

- Tell me about a time when you won or lost an important contract or client.
- Describe a time when you developed a program that you really believed in and others did not believe in.
- Tell me about a time when you were tolerant of an opinion that was different from yours.
- What is your process for setting and achieving goals?
- Tell me about a time when you worked effectively under pressure.
- Tell me about a time when you failed. How did you deal with it?
- What difficult situations have you encountered with coworkers or your boss? How did you manage the situation?
- How would you deal with an irate customer?
- Tell me about a time when you were creative in solving a problem.

