Interviewing Quick Guide

# Ask a variety of question types:

* **Open-ended** – not a yes or no question
* **Behavioral** – ask about past behavior or performance
* **Situational** – make people put themselves in a particular situation and ask what they would do
* **Competency-based** – can be assessments or quiz-like questions

# Protection from discrimination

claims

* Have a consistent **list of questions** you ask every candidate at every interview for the same position.
* **Write the responses** to your questions on your question sheet.
* Have structured criteria for assessing candidates, such as a **scorecard**.
* Do not ask questions regarding protected classes.
* **Disregard volunteered information** about a protected class status.

# Legally protected classes

* Race
* Color
* Gender/gender identity
* Age
* Disability
* Sexual orientation
* Religion
* National origin
* Veteran status
* Familial status

# During the interview:

* Candidates are **interviewing us** as much as you are interviewing them.
* **Do not lead**, prompt, interrupt, or help the candidate find an answer.
* If necessary, repeat the question, but try not to rephrase it.
* **80/20 Rule**: You talk 20% of the time and listen 80%.
* Clarify answers if necessary, prompt for additional information when needed.
* Both **introverts and extroverts** make great employees!
* Be aware of and **minimize your biases**.
* Listen for **rehearsed answers** and be prepared to follow-up.
* Assess whether the candidate would fit within the **company culture**.

# Biases:

* Inconsistency in questioning
* Stereotyping
* Halo/horn effect
* Cultural noise
* Nonverbal bias
* Contrast effect
* Interviewer mood

# Minimizing biases:

* Active listening
* Give hiring team time to evaluate
* Structured criteria/objectivity
* Structured processes
* Increased accountability

# Follow-up questions

Need some additional information regarding an answer a candidate gave? Here are some follow-up question examples:

* Could you please tell me more about…?
* I’m not quite sure I understood. Could you tell me more about that?
* I’m not certain what you mean by… could you give me some examples?
* Could you tell me more about your thinking on that?
* You mentioned… could you tell me more about that/ what stands out in your mind about that?
* What I hear you saying is… did I understand you correctly?
* Can you give me an example of…?
* What makes you feel that way?
* You just told me about… I’d also like to know more about…
* You mean that…?
* That made you think (or feel) …?

# Applicant Competencies to Consider

* **Attitude** (Positive self-image, confidence, and optimism)
* **Aptitude**
* **Cultural/Values fit**
* Intelligence
	+ Problem-solving
	+ Practical
	+ Creative
	+ Emotional
* Motivation
	+ Ambition
	+ Competitiveness
		- Goal orientation
		- Growth orientation
		- Persistence
* Past performance success
* Job skills, knowledge, and experience
* Emotional maturity, realism, and self-control
* Integrity, honesty, and dependability
* Empathy and social sensitivity
* Energy and personal impact
* Conscientiousness (work ethic)
* Flexibility and adaptability
* Organization, planning, and discipline
* Teamwork and cooperation
* Independence
* Passion for position
* Coachable
* Communication skills
* Listening skills
* Strategic, long-term thinker
* Ability to work in a remote/hybrid environment