**Goal:**

* The goal is to gather information from the candidate drawing upon their past work experience to determine if the candidate has the necessary knowledge, skills, abilities, and competencies to be a good fit for both the position and organization. Ideally, this guide will assist leaders in facilitating a conversational exchange with the candidate.

**Preparation:**

* Ensure you have a job description that accurately reflects current and anticipated job duties, responsibilities, KSAs, competencies, and essential job functions that are critical to be successful in the position. When updating a job description, go to the source. Ask your high performing employees for input to ensure a well rounded and accurate job description.
* Phrase interview questions that require the candidate to talk about their actual experience opposed to hypothetical scenarios.
* Avoid asking questions that may violate an individual’s rights under federal and state laws.
  + All questions should be job related, not personal. Interviewers should NOT ask question about an applicant’s marital status, child care arrangements, age (other than “Are you 18 or older?”), religious affiliation, ethnicity or national origin, disabilities, arrest, or other areas that might be construed as discriminatory. See the appendix for Questions to Avoid.

**Scoring:**

Score the candidate’s responses using a standardized scoring method.

1 – No evidence: individual does not exhibit the competency or characteristic.

2 – Little evidence: individual exhibits the competency or characteristic infrequently or inconsistently.

3 – Moderate evidence: individual exhibits the competency or characteristic most of the time at a moderate level.

4 – Considerable evidence: individual exhibits the competency or characteristic routinely and at a high level.

5 – Compelling evidence: individual exhibits the competency or characteristic consistently at the highest level.

*Pro Tip: Rating the KSAs and competencies of each candidate helps to make the hiring decision objective. Compile ratings from everyone involved in the interview process to build consensus about the most qualified candidates. Save a master copy of the rating sheet for the next time the same job opens.*

**Structuring the Interview:**

Before the candidate arrives, the interviewer should review the job description, all advertisements for the job opening, and the applicant’s resume and job application. When the applicant arrives, the interviewer should:

* Make an introduction, including their job title and role in the hiring process.
* Outline the interview process, including any time limitations.
* Describe the job and its qualifications. Ask the applicant if they have any questions prior to beginning the interview.
* Begin the interview, using the prepared list of question and making notations of job related experience on the rating sheet.
* End the interview with an explanation of next steps the applicant can expect.

Interview Guide

|  |  |
| --- | --- |
| Job Title: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date of Interview: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Interviewer: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

|  |
| --- |
| **Interview Questions** |
| 1. Tell us about your professional experience as it relates to this job opening. *Competencies: Communication and job knowledge.* |
| SCORE 1 2 3 4 5 |
| 1. Why was your last job important to the company? *Competencies: Job and business knowledge.* |
| SCORE 1 2 3 4 5 |
| 1. Tell me about a problem you solved in your last job. *Competencies: Problem solving and communication.* |
| SCORE 1 2 3 4 5 |
| 1. Describe a time when you had to deal with an angry customer. *Competencies: Customer service, problem solving, and communication.* |
| SCORE 1 2 3 4 5 |
| 1. Tell me how you set up [insert relevant equipment]. *Competency: Job knowledge* |
| SCORE 1 2 3 4 5 |
| 1. What was the most satisfying part of your last job? Why? *Competencies: Job knowledge and motivation.* |
| SCORE 1 2 3 4 5 |
| 1. Tell me about the most frustrating part of your last job? Why? *Competencies: Job knowledge and motivation* |
| SCORE 1 2 3 4 5 |
| 1. What kinds of things at work get you really excited about your job? *Competencies: initiative, communication, and job knowledge.* |
| SCORE 1 2 3 4 5 |
| 1. Describe a team experience you found rewarding. Why? *Competencies: Teamwork and communication.* |
| SCORE 1 2 3 4 5 |
| 1. Describe a team experience you found frustrating. Why? *Competencies: Teamwork and communication.*   SCORE 1 2 3 4 5 |
| 1. What kinds of questions do you have about our company and the job? *Competencies: detail orientation, job knowledge, business knowledge, and planning skills.* |
| SCORE 1 2 3 4 5 |
| 1. Tell me why we should hire you. *Competencies: persuasion, communication, job, and business knowledge.* |
| SCORE 1 2 3 4 5 |
| **Interview Summary** |
| **Candidate’s Strengths:**  **Candidate’s Weaknesses:**  **General Comments or Observations:**  OVERALL SCORE / RANKING: \_\_\_\_\_\_\_\_\_\_\_\_\_ |

Appendix A

**Questions to Avoid**

Some examples of questions to avoid, along with their alternatives, include:

| **Questions to Avoid** | **An Alternative Question Would Be** |
| --- | --- |
| Do you have childcare arranged? | Are you able to meet the attendance requirements of this job? |
| Do you have a disability or medical condition that would prohibit you from doing this job? | Can you perform the essential functions of the job with or without a reasonable accommodation? |
| When did you graduate? | Are you a high school (college) graduate? |
| What is your religion? | Are you available to work weekends? |
| Do you have a green card (work visa)? | Will you be able to verify your eligibility to work in this country? |
| You have an interesting accent. What nationality are you? | (Do not comment on speech patterns or ask about ethnicity or country of origin.) |
| How old are you? | Are you 18 or older? |
| What kind of work does your spouse do? | (Do not ask about marital status in any way.) |
| How old are your children? | Are you able to meet the attendance requirements of this job? |