

INTERVIEWING

- Ask interview questions that are only job related.
- Ask same set of questions to all applicants. Be consistent and take notes.
- Follow up questions are acceptable, however they must be job related.
- Identify experience, knowledge, skills and abilities that would make an employee successful in the position. Use this information to develop behavioral based interview questions that elicit specific examples and actions the candidate has demonstrated in the past.
- Questions should lead the candidate to do the most of the talking. Don't ask questions that can be answered with a yes or no.
- Be a good listener.

QUESTIONS NOT TO ASK

- You want to know the candidate can do the job well. Job performance has little to do with a person's sex, religion, natural origin, race, age, birthplace, relatives, and type of residence, marital status or childcare arrangement.
- Candidates with disabilities must be evaluated in terms of actual job requirements with no thought given to need for accommodation.
- Below are examples interview questions that are illegal and should NOT be asked in an interview:

Age	How old are you? When were you born? When did you graduate from high school/college?
Disabilities	What health problems do you have? Are you physically fit and strong? When were you hospitalized the last time? Do you see a physician on a regular basis? How often will you require leave for treatment of your condition? Do you have any disabilities? Do you have any back problems? When was your last medical checkup? What happened to you?
Ethnic Origin	What's your nationality? Where are your parents from? What language do you speak at home? Is that an Irish (or whatever) name? What was your first language? What's the origin of your name?
Marital Status	Are you married? Do you have children? What are your long range plans for family? Do you have someone who can take care of a sick child? Do you intend to get married soon? Are you a single parent? How many people live in your household?
Religion	Is that Jewish name? Do you sing in the church choir? What do you do on Sundays? Are you a member of any religious group? What church are you a member of? Do your children go to Sunday school? Are active in your church?
Personal Finances	What's your economic status? Who paid for your education? Do you own or rent your home? What kind of car do you drive? Do you have debts?
Other	What social or political organizations do you belong to? Who did you vote for in the last election? Have you ever served in the military?
Source: The Manager's Book of Questions by: John Kador	

DOCUMENTING INTERVIEWS & COMPLETING CANDIDATE INTERVIEW EVALUATION FORMS

- Search committee/interview team members must complete candidate interview evaluation form for each candidate interviewed. The candidate interview evaluation form provides a basis for defending selection decisions.
- The overall assessment on the candidate evaluation form **should not be** a comparison of one candidate to another. It should solely be an evaluation of that particular candidate.
- Do not write down anything that you would not wish to be made public.
- Remember that what you write on an evaluation form can become a legal document in a court of law.
- Make sure your statements are not discriminatory or subjective in nature.
- If your sentences start with” I think”...“I feel”... “It seems”...“I believe”...you are probably being subjective.

INAPPROPRIATE COMMENT	SUGGESTION
She is <u>young</u> but still has some maturity. A very bright young woman.	• Never refer to age.
She was <u>polished</u> and professional in demeanor and dress.	• Never refer to appearance.
May be too qualified and might not be satisfied doing the more menial aspects of the job	• Candidate did not demonstrate commitment to handling administrative tasks of the job. • Describe how this will hinder candidate’s ability to be effective in the position?
Is this what the candidate wants? Is this what she wants to do? Would she stay in the job?	• Candidate did not demonstrate commitment to the job. • What did candidate say that lead you to this conclusion. Describe how this will this hinder candidates ability of be effective in the position?
She only wants the job for tuition benefits or perks.	• Candidate could not demonstrate commitment to job past their short-term goals.
He is a great fit for the job.	• Candidate demonstrated the ability to do the job and grasp the needs of the department.
He had poor communication skills.	• The language barrier made it difficult to evaluate skills and knowledge • The candidate made grammatical mistakes and stated informal language inappropriate in an interview.

Search Committee/Interview Team Checklist

- ✓ Do you have a copy of candidate’s resume
- ✓ Do you have a clear understanding of selection criteria and requirements of position
- ✓ Do you have an Candidate Interview Evaluation Form to complete for each interviewed candidate