**Interview Guide**

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| --- | --- |
| Candidate’s Name: | -- |
| Position Title: | -- |
| Date of Interview: |  |
| Time of Interview: |  |
| Job Description or Overview: | -- |

 Interview Preparation

Preparation (Prior to the Interview)

* Review the job description and other information relevant to the position.
* If a team interview, determine interviewing roles (who to open/close?).
* Review the candidate’s application / resume.

 Notes from the Resume

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| **Documented Examples of Skills** | **Related Work Experience** | **Red Flags - Areas to Probe** |
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| The Interview  |  |
| Establish Rapport [2-3 minutes]* Thank the candidate for coming and for their interest in the position.
* Introduce yourself (and other interviewers, if a team interview).
* Ask an ice-breaker question, i.e., directions, weather, news event, etc.

Describe the Interview Process [2-3 minutes] Our conversation today will last about 50-60 min. The last 5 minutes or so will be for your questions about the role or our organization. The bulk of time will focus on you and your past experiences. I/We will be asking some `Behavioral` questions that involve you giving examples of what you have done in the past. In your examples please be specific; describe the situation that led up to your actions, what you did (your Behavior), and what happened as a result. * Take your time -- there is no right or wrong answers.
* I/we will take notes during the interview (kept strictly confidential).
* Do you have any questions concerning the interview process before we begin?
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| **Question:** | **How many projects do you work on at once? Please describe.** |
| **Situation/Task:** |  |
| **Action:** |  |
| **Result:** |  |
| **Rating:** |  |
| **Rating Scale** |
| Very Strong evidence skill is not present | Strong evidence skill is not present | Some evidence skill is present | Strong evidence skill is present | Very Strong evidence skill is present | Insufficient evidence to assess |
| 1-2 | 3-4 | 5-6 | 7-8 | 9-10 | N/A |

|  |  |
| --- | --- |
| **Question:** | **When was the last time you made a key decision on the spur of the moment? What was the reason and result?** |
| **Situation/Task:** |  |
| **Action:** |  |
| **Result:** |  |
| **Rating:** |  |
| **Rating Scale** |
| Very Strong evidence skill is not present | Strong evidence skill is not present | Some evidence skill is present | Strong evidence skill is present | Very Strong evidence skill is present | Insufficient evidence to assess |
| 1-2 | 3-4 | 5-6 | 7-8 | 9-10 | N/A |

|  |  |
| --- | --- |
| **Question:** | **When was the last time you were in a crisis? What was the situation? How did you react?** |
| **Situation/Task:** |  |
| **Action:** |  |
| **Result:** |  |
| **Rating:** |  |
| **Rating Scale** |
| Very Strong evidence skill is not present | Strong evidence skill is not present | Some evidence skill is present | Strong evidence skill is present | Very Strong evidence skill is present | Insufficient evidence to assess |
| 1-2 | 3-4 | 5-6 | 7-8 | 9-10 | N/A |

|  |  |
| --- | --- |
| **Question:** | **Which of your jobs had the most rapid change? How did you feel about it?** |
| **Situation/Task:** |  |
| **Action:** |  |
| **Result:** |  |
| **Rating:** |  |
| **Rating Scale** |
| Very Strong evidence skill is not present | Strong evidence skill is not present | Some evidence skill is present | Strong evidence skill is present | Very Strong evidence skill is present | Insufficient evidence to assess |
| 1-2 | 3-4 | 5-6 | 7-8 | 9-10 | N/A |

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| Follow-Up Probing Questions |

1. Can you give me an example?
2. Please clarify what you mean by...
3. Please give me more details about...
4. Explain your role in detail?
5. Tell me in detail what you did, the steps you took?
6. Tell me more about the result?
7. You explained to us the situation; tell us more about the action you took and the outcome.
8. Did you consider other options at the time?
9. How did you react to that situation?
10. Tell me about the obstacles you faced in getting it done.
11. Describe in sequence the steps you took to get to that point......
12. Why do you think you reacted as you did?
13. Were you satisfied with the outcome of your actions?
14. What was going through your mind when you took that action?
15. Looking back on the experience, how do you see things now?

 Explain the Job and Organization [2-3 minutes]

* Location of Job
* Qualifications
* Promotional Opportunities
* Training Requirements
* Direct/Indirect Reports
* Overview of Benefits: 401K, health/life insurance, tuition reimbursement
* Review Primary Responsibilities of the Position

 Wrap-up the Interview [1-2 minutes]

* Be honest about what happens next.
* No promises!
* Quote adequate time to make a decision.
* Thank the candidate.

Evaluation Report on Candidate

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| --- | --- |
| **Candidate's Name:** |  --  |
| **Interviewer:** |    |
| **Position interviewing for:**  |   |
| **Date of Interview:**  |    |
| **Other Details:**  |  |
| **Candidate Type [please check]:**  |  Internal: \_\_\_\_\_\_\_ External: \_\_\_\_\_\_\_ Other: \_\_\_\_\_\_\_ |

|  |  |  |
| --- | --- | --- |
| **Question** | **Score** | **Comments** |
| How many projects do you work on at once? Please describe. |  |  |
| When was the last time you made a key decision on the spur of the moment? What was the reason and result? |  |  |
| When was the last time you were in a crisis? What was the situation? How did you react? |  |  |
| Which of your jobs had the most rapid change? How did you feel about it? |  |  |
| **Total** |  |  |

 Guidelines when choosing a candidate

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **[40 - 36]**Great Fit | **[35 - 32]**Very Good | **[31 - 28]**Acceptable | **[27 - 24]**Possible | **[23 - 0]**Unacceptable |

Recommendation

 Hire: \_\_\_\_\_\_\_ Reject: \_\_\_\_\_\_\_ Interview Again: \_\_\_\_\_\_\_

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| --- |
| Overall comment on Candidate and what further action to be taken: |
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| Interviewer’s Signature |  | Date |