

QUICK GUIDE TO INTERVIEWING



REMEMBER

An effective interviewer looks for reasons to qualify a candidate rather than disqualify a candidate. You are representing UW-Madison throughout your interaction. Make a good impression! Partner with your HR department for a successful interview.

PREPARE

- Review the job description & candidate resumes.
- Determine how a new employee can contribute & add value to the department.
- Choose the interview format (phone, in-person, video).
- Develop questions & identify elements of good answers in advance.
- Review questions & make revisions to avoid unconscious bias.
- For panels, identify who will lead the interview & who will ask each question.

DURING THE INTERVIEW

- Start & end the interview on time.
- Introduce yourself & create a welcoming environment.
- Give an overview of the position, the department/division & the interview format.
- Ask the same job-related questions of all candidates.
- Give the candidate time to think about his or her answers.
- Allow the candidate to speak without interruption.
- Take fact-based notes.
- Inform the candidate of the next steps in the hiring process.
- Ask the candidate if he or she has any questions.

POST-INTERVIEW

- Gather feedback through use of an interview evaluation form.
- Debrief & discuss candidates with the interview panel.
- Create a summary evaluation for all candidates.
- Check the references for the finalist candidates.
- Follow-up with candidates in a timely manner, even if he or she is not selected as a finalist.
- Provide feedback for candidates who did not advance, if applicable.

WHAT NOT TO ASK

Avoid questions that may be considered discriminatory under federal and state law regarding:

- | | |
|---------------------|----------------------|
| -An arrest record | -Age, race or gender |
| -Military status | -National origin |
| -Pregnancy status | -Citizenship |
| -Sexual orientation | -Religion |
| -Disabilities | -Marital status |

Examples of questions not to ask:

Is English your first language?

Are you married & do you have children?

How much sick leave did you take last year?



TYPES OF INTERVIEW QUESTIONS



BEHAVIORAL

Candidates are asked to describe past behaviors.

Examples:

- Describe a time you had to build partnerships to achieve a shared objective.
- Tell me how you effectively work under pressure.
- Recall a situation in which you made a mistake while working with others and had to make it right.
- Describe a time when you challenged an idea or approach.
- Tell me about a time you went the extra mile for your customer.

SITUATIONAL

Candidates are asked to respond to a specific situation they may face on the job.

Examples:

- When taking on multiple projects with varying deadlines, how would you stay on track?
- Describe the work environment that would allow you to do your best work.
- How would you respond to a co-worker who has criticized your approach to solving a problem?
- How do you communicate a complex process or task to another person or group of people?
- How do you define great customer service?

COMPETENCY

Candidates are asked questions targeting a specific skill set or competency.

Examples:

- Communication: Tell us about a time you had to adjust your communication approach during a project.
- Leadership: Describe a situation when you assumed the role of the leader. Were there challenges? How did you address those?
- Technical: What technical training have you received? Can you provide an example of how you've applied this training?
- Collaboration: Tell us about a time you assisted a co-worker/supervisor with a project. Why and how did you assist that person?
- Integrity & Trust: This position plays a critical role in enhancing the UW-Madison employee experience through engagement. What is your definition of employee engagement? Describe your experience in project related to employee engagement and the role you played.

PROS & CONS

Pros for Behavioral & Situational:

- Get examples from the past to help assess how someone will perform in the future.
- Storytelling allows candidates to interview more effectively.
- Goes into deeper detail than other interview questions.
- Allows for the ability to assess how a candidate will react to real issues that may be encountered on the job.
- Able to understand a candidate's decision-making abilities.

Cons for Behavioral & Situational:

- Candidate may feel put on the spot to recall a scenario to share.
- How a candidate solved a problem in the past may not be the best way to handle the problem now.

Pros for Competency:

- Gives the candidate an opportunity to best understand what you are looking for.
- Provides candidate with opportunities to outline, explain & demonstrate his or her qualifications.
- Allows ability to gauge a candidate's knowledge & comfort level with competencies.
- Easier to prepare questions in a structured manner.

Cons for Competency:

- If a candidate lacks competencies you seek, it may create unease.