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 while creating a positive candidate experience! Partner with your HR department for a successful interview.

PREPARE
- Review the job description & candidate materials.
- Determine how a new employee can contribute & add value to the department.
- 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 their 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 they have 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, customized manner, even if they are not selected as a finalist.
- Provide feedback to the candidates who did not advance.

WHAT NOT TO ASK
- Avoid questions that may be considered discriminatory under federal & state law regarding:
  - An arrest record
  - Military status
  - Pregnancy status
  - Sexual orientation
  - Disabilities
  - Age, race or gender
  - National origin
  - Citizenship
  - Religion
  - Marital status
- Examples of what 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.
- 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 fix it.
- 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.
- 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 others?
- How do you define great customer service?

COMPETENCY
Candidates are asked questions targeting a specific skill set or competency.
- Communication: Tell us about a time you had to adjust your communication approach during a project.
- Leadership: Describe a situation when you assume the role of the leader. Were there challenges? How did you address these?
- Technical: What technical training have you received? Can you provide examples of how you've applied this training?
- Collaboration: Tell us about a time you assisted a co-worker with a project. Why and how did you assist?
- Integrity & Trust: This position plays a critical role in enhancing the employee experience through engagement. What is your definition of employee engagement? Describe your experience in projects related to engagement & the role you played.

PROS & CONS

Pros for Behavioral & Situational:
- Get examples from the past to assess future performance.
- Storytelling allows candidates to interview more effectively.
- Goes into deeper detail.
- Allows for the ability to assess how a candidate will react to on-the-job situations.
- Able to understand a candidate’s decision-making skills.

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 way to solve a problem today.

Pros for Competency:
- Gives the candidate an opportunity to best understand what you're looking for.
- Candidate has an opportunity to outline, explain & demonstrate their qualifications.
- Allows the 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.