

Interview Guidelines

The following tips are provided to help you throughout the interview process:

1. There are several types of interviews, not one. Know the power and limits of each, use whichever type of interview as fits the committee's needs, and rely heavily on no one interview for the judgments you are called upon to make.
2. All interviewers (including committee members) need constant reminders about bias and the dangers of stereotyping. Group interviews followed by discussion can be a plus here--groups tend to self-correct the biases of individual members.
3. The large-group interview is best at eliciting information from candidates, especially their views on substantive issues. Secondly, it can provide you with a sense of people's reaction to the candidates.
4. The most productive interviews will be structured, planned in advance, and executed with discipline. You can improve chances of getting the information you need by a bit of cooperative planning and pre-assignment of topics.
5. Brief (10 minute) pre-interview discussions among the committee members can help clarify purposes for best use of scheduled time. Similarly, a debriefing session immediately following can assure your capture of important findings and reactions from the group (put these in writing).
6. Every interview group needs a facilitator to keep things on track: to protect time for prearranged questions and their follow-up; to prevent a candidate from rambling on; to nip in the bud special-pleading questions or worn-out lines of interrogation; and to assure the candidate's comfort and opportunity for questions.
7. During group questioning, if the candidate isn't doing 75-80% of the talking, something is wrong that the facilitator needs to right. The first skill of all interviewers is to listen.
8. Short, individual appointments eat up time and provide too little feedback to your committee.

The following is a suggested procedure for conducting an interview. You may adapt the procedure to meet your specific needs.

1. The committee chairperson or facilitator should introduce him/herself and the committee and thank the person for coming.
2. The chair/facilitator should summarize what will take place in the interview, including a reference to the job opening and provide an overview of the job.
3. If you intend to take notes during the interview, state that you will be doing so and invite the individual do the same.
4. Start the interview by allowing the candidate the opportunity of providing information on why they think they are the best suited candidate for the position. What strengths will they bring to the Campus?
5. Ask both general and specific questions about the candidate's qualifications, skills, abilities and previous job experience. These questions should be open-ended to allow more discussion and self-disclosure. The most important questions will be those relating directly to the responsibilities and competencies of the job opening. You should prepare a list of questions to be asked prior to conducting the interview.
6. Listen carefully to the candidate's responses and demonstrate that you have listened.
7. Give the committee the opportunity to ask any other questions or follow-up questions.
8. Invite any additional questions from the candidate about the job requirements or the organization. Verify the person's interest.
9. Ask if there is anything else the candidate would like to add.
10. Explain the next step in the process (further interviews, when the candidate can expect to hear from you), but do not indicate acceptance or rejection at this time.
11. Thank the candidate for cooperating, and end the interview with a handshake.