



Contents

About This Document..... 2

Introduction 2

Terminology 2

General Guidelines for Interviewing..... 3

 Top 10 Interviewing Tips..... 4

 Common Misconceptions that Sabotage Interviews..... 6

 Two Ears, One Mouth 7

 Confidentiality..... 7

 Interviewing & the Law..... 8

 Situational vs. Behavioral Interviewing 9

Phone Screen Interviews 10

 Advantages 10

 Types of Phone Screens & Who Does Them..... 11

 Detailed Phone Screen Interview Goals 11

 Creating Phone Interview Questions 12

 Conducting Phone Interviews..... 12

In-Person Interviews..... 13

 Round 1 & Round 2 Interviews 13

 Panel Interviews – Pros & Cons 14

 Presentation-Style Interviews..... 16

Tips for Interviews using Skype or Video Conferencing..... 17

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Applicant	Any individual who applies for a position in the Company. The application may either be solicited (applying for an open, posted position) or unsolicited (applying for a future position without referring to a currently open, posted position)
Candidate	An applicant the Company has contacted for the purpose of exploring the possibility to hire
Incumbent	Person who currently holds the position
Hiring Manager	Person who will supervise the new hire
Phone Screen	Phone or video conversation held with prospective candidates to screen which ones will be invited for an in-person interview
In-Person Interview	Face-to-face interview held with the candidate, usually held in a meeting room on the company premises
Interview Panel	Panel selected to participate in an in-person interview so that feedback on candidate suitability can be given and received from multiple stakeholders
Round 1 Interview	First round of in-person interviews that enables the Company and candidates to learn more about each other and determine if there is mutual value in moving to the next stage
Round 2 Interview	Second round of in-person interviews that enables the Company and candidate(s) to determine if there is a long-term fit
Q&A-style Interview	Most commonly practiced interview type. The interviewer(s) asks the candidate questions and the candidate responds. The candidate is given an opportunity at the end to ask the Company representatives questions.
Presentation-Style Interview	Commonly practiced for senior positions. Candidates are asked to prepare a presentation on a problem relevant to the position. Candidate is given about 20 minutes to deliver the presentation and balance of the interview is reserved for Q&A about the presentation and candidate

General Guidelines for Interviewing

So, you're going to do some interviewing! Whether you're an old pro or this is your first time, it's a good idea to review the general guidelines, tips and cautions in this section. They apply to all types of interviews, and keeping them in mind will help you:

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4. SMILE AND MAKE EYE CONTACT

Laughter and music are both common feel-good connectors. Unfortunately, we can't belt out tunes during an interview, but we can insert appropriate humor, and smile throughout the interview. Maintain good eye contact throughout the interview. Nod slightly to show you understand and are listening.

5. PAY ATTENTION TO BODY LANGUAGE

When conducting an in-person interview, pay close attention to body language. Did the candidate walk into the room confidently? Was their handshake firm and confident? Were they doing a lot of shifting and tapping? Did they make eye contact while shaking your hand? Do they sit up straight, or slouching or tilting/rocking their chair? Leaning towards you or away from you? Does the candidate appear disinterested, or are they engaged in the interview?

6. DON'T DO ALL THE TALKING.

Listen. Let the candidate do the talking.

7. DON'T BE AFRAID OF SILENCE.

Give the candidate time to think about a question. Don't feel the need to jump in immediately when there are silences.

8. AVOID 'YES' OR 'NO' QUESTIONS

Try to avoid asking questions that can be answered with yes or no. Your questions should be open-ended, and if possible situational and/or behavioral (see **Situational vs. Behavioral Interviewing**).

9. CONTROL THE TIME

Throughout the interview, keep close track of time (but try not to make it obvious to the candidate by constantly checking your watch!). At the beginning of the interview, advise the candidate you will be checking time occasionally to make sure you stay on schedule, and you may sometimes have to move on to the next question before they've finished an answer.

10. GIVE THE CANDIDATE THE OPPORTUNITY TO ASK QUESTIONS

Be prepared to answer questions from the candidate.

11. NOT A TOP 10. THIS IS WHERE WE REMIND YOU TO BE CAUTIOUS

There's a fine line between coming across as an interviewer making small talk and coming across as someone who may be looking for a personal connection.

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Two Ears, One Mouth

“We have two ears and one mouth so that we can listen twice as much as we speak.” *Epictetus*

Listening is the key to building rapport. It’s more important to the success of your interview than the brilliant list of questions you prepare. Remember, you’re not getting any information when you’re talking.

- ◆ Speak only to build rapport and navigate the interview. Impress your candidate with your listening skills, rather than with your talking.
- ◆ Don’t oversell the job. Let candidates tell you why they’re right for the job. You don’t want a candidate walking out the door thinking, “They know nothing about me.”
- ◆ Listen to understand, not to reply.
- ◆ Resist the urge to fill in the long awkward moments of silence, even though you know the candidate is feeling the same way. The pause may draw out answers your questions won’t. You want thoughtful answers, so give the candidate the time to ponder. It doesn’t mean engaging in a ‘stare-down’—use the pause to catch up on your notes while the candidate is thinking.
- ◆ Listen for the nugget. An offhand remark could be the tip of an iceberg, the hint at a better story. The nugget can lead the interview in a completely different direction with a different ending.
- ◆ Record yourself in an interview. It’s the fastest way to cure you of long drawn out sentences and hijacking the conversation.

Confidentiality

All hiring managers, interviewers, administrators, HR—anyone with access to resumes or applicant information—must remember that resumes and applicant information are private and confidential. Candidates have a reasonable expectation of privacy with respect to their resumes and applications, and it’s our responsibility to respect that privacy, both inside and outside the Company.

Candidate names and personal information must not be discussed with anyone other than those directly involved in the hiring process. This is particularly important for managers who have access to candidates’ behavioral profiling results. This information is very sensitive and must never be discussed with anyone outside of HR.

For this reason, all competition documents, resumes, and interview notes must be locked and safeguarded until the competition is closed. At that point, all materials are CUSTOMIZER: Insert your process here for safeguarding confidential records and what to do with them once the competition is closed. ConnectsUs is not a fan of paper. We encourage you to follow our recommended electronic filing system for recruiting.

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a panel interview. If a candidate has a question about compensation, please refer them to HR or the Hiring Manager.

SUITABLE TOPICS

General examples of the topics and questions that are appropriate include:

- ◆ Education, qualifications
- ◆ Work history, position-related experience and activities
- ◆ Career goals and objectives
- ◆ Plans/goals for self-development
- ◆ Availability to travel
- ◆ Availability to work overtime or adapt to specific work schedules.

NOTE-TAKING DURING INTERVIEWS

A word of caution...be very careful about the notes you make about candidates during interviews. These notes can be requested as discovery material if a candidate ever challenges the Company's hiring decision in court. Keep notes professional and relevant to the criteria for the position.

Situational vs. Behavioral Interviewing

Traditional interviewing techniques tend to be 'situational' and focus on general questions such as "*How would you handle a situation in which...*" or "*What would you do if...*"

We can all guess or inflate how we think we would behave in a hypothetical situation, and can't truly know what we'd do until we've actually encountered it.

When answering these types of questions, candidates can get away with telling the interviewer what he or she wants to hear since, technically, all answers are theoretical and essentially deemed to be truthful.

Behavioral interviewing, however, is very different.

Research has shown that the most accurate predictor of an individual's future behavior or performance is their past behavior or performance in a similar situation.

In a behavioral-style interview, therefore, the interviewer asks the candidate to provide specific examples of past experiences and behaviors. For example, "*Would you tell me about a time when you found yourself in a difficult work situation?*" "*How did you handle it?*"

This allows the interviewer to probe further to determine if the candidate's behavior, problem-solving abilities, analytical skills, and communication style are a potential fit for the role and for the Company.

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Types of Phone Screens & Who Does Them

There are 2 types of telephone interviews:

Type	Purpose?	Who does it?
Basic Screening	Confirm basic information: <ul style="list-style-type: none"> ◆ Language skills ◆ Phone skills (if applicable) ◆ Salary expectations ◆ Available start date 	<ul style="list-style-type: none"> ◆ Hiring Manager, HR, or a delegated Administrator ◆ If delegated, the Administrator must be briefed on confidentiality requirements
Detailed Screening	<ul style="list-style-type: none"> ◆ Confirm basic information as above ◆ Drill down into skills and experience 	<ul style="list-style-type: none"> ◆ Hiring Manager, or someone familiar with the position requirements ◆ If cultural fit is an important factor, HR may choose to be involved at this stage

Detailed Phone Screen Interview Goals

Regardless of the position, phone screening interviews have the same basic objectives. Essentially, the goal is to determine the following **before** inviting candidates in to the office:

- ◆ Is the candidate personable, rational, and reasonable? Does the candidate have good communication skills? Does this person sound overly aggressive or defensive? Is this person 'likeable' over the phone?
- ◆ Is the candidate qualified for the position? (It's perfectly acceptable to get into more detail here and ask probing questions about skills and experience.)
- ◆ Does the candidate fully understand the requirements of the position?
- ◆ What is the candidate's availability? Can they start work immediately or is a notice period required? If the candidate does not live in your area, confirm if relocation is an option.
- ◆ Why did the candidate leave their last position, or why are they considering leaving their current job?
- ◆ What does the candidate currently earn and what are their expectations regarding compensation and benefits?
- ◆ Can the candidate sufficiently account for any potential 'red flags' detected in their resume? For example, can they provide an adequate explanation for frequent or long periods of unemployment?

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- ◆ Conduct the interview using a headset or speaker phone so you can type notes into the *Phone Interview Questionnaire* created for the candidate.
- ◆ Take detailed notes, just as you would for an in-person interview, but remember that notes taken during interviews can be requested as discovery material if a candidate ever challenges the Company's shortlisting decisions in court. Keep notes professional and relevant to the criteria for the position.
- ◆ Let the candidate know that the 'salary question' is part of the phone screening process and is required. The question is straightforward. "What are your salary expectations?", or "What have you earned in a previous similar position?" If you encounter continued resistance, ask the candidate to provide a salary range. For example, \$75 to \$85k.

In-Person Interviews

Round 1 & Round 2 Interviews

Round 1 interviews are held after the Phone Screens. The primary objective is to meet candidates and:

- ◆ Assess their knowledge, skills and abilities
- ◆ Assess their professionalism
- ◆ Evaluate their verbal communication skills
- ◆ Evaluate general cultural fit with the Company and team
- ◆ Evaluate how they compare to other Round 1 candidates
- ◆ Narrow the talent pool down to 2 or 3 top candidates

As the name suggests, Round 2 interviews are held after Round 1. The primary objective is to:

- ◆ Continue to evaluate the candidate's knowledge, skills and abilities, experience and behaviors to determine fit
- ◆ Follow-up on any lingering questions
- ◆ Assess the candidate's cultural fit
- ◆ Evaluate the candidate's presentation skills (if this format has been chosen)
- ◆ Evaluate how they compare to other Round 2 candidates
- ◆ Select the final candidate

Do not use the same questions for Round 2 interviews that you used for Round 1, unless there are new members on the Round 2 interview panel and there's a particular question you want them to hear the candidate answer. In general, if the presentation portion of the interview focuses on the candidate's

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PREPARING IN-PERSON INTERVIEWS BEFORE THE INTERVIEW

Prepare and distribute an interview questionnaire well ahead of the interview. Refer to *IV-ALL-2520-R. Interview Questions* for a list of sample interview questions. Transfer 10-12 of these questions into the *IV-ALL-2540-M. Q&A-style Panel Interview Questionnaire* template to create a set of standard interview questions for the position.

Round 1 interview questions are typically more general, whereas Round 2 questions are much more specific and geared towards really getting to know the candidate. Do not choose the same questions selected for the Round 1 interviews.

Assign questions in rotation to interview panel members. Make sure panel members know which questions they will be asking, and are comfortable doing so.

Remind panel members:

- ◆ To review the company guidelines and expectations for interviewing in this Guide, particularly the legal dos and don'ts
- ◆ To review the candidate's resume and cover letter, as well as the interview questions, in advance
- ◆ **Not to** ask the candidate about salary expectations or their current compensation package

Make sure each panel member has copies of the following documents for reference and brings them to the interview:

- ◆ Candidate's cover letter and resume
- ◆ Interview Questionnaire created for Round 1
- ◆ Position job posting and job description (if applicable)

DURING THE INTERVIEW

When conducting in-person interviews, we recommend you follow these five steps:

Introduction and welcome. First impressions count – for you as well as for the candidate. It's common courtesy to introduce yourself and welcome the candidate.

Obtain relevant and position-specific information. Use the questions you prepared in the Interview Questionnaire.

Discuss the position. Provide full information about the Company, culture, work environment, duties and responsibilities of the position including possible travel or overtime requirements.

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- ◆ Problem-solving – provide the candidate with a position-related problem and ask the candidate to present 2 or 3 solutions.

There are many advantages to this format. It:

- ◆ Tests the candidate's ability to present in front of a small audience, build relationships, and influence.
- ◆ Tests the candidate's communication style and ability to be succinct.
- ◆ Allows you to see first-hand how the candidate performs under pressure.
- ◆ Reflects the effort the candidate has put into preparation, which is a good indicator of the individual's approach to assignments.

Be clear about what you are evaluating in the presentation, and give candidates clear direction. This will be a stressful situation for them; help them prepare by anticipating and answering as many questions as you can for them.

Just because the candidate is doing a lot of preparation for the interview, it doesn't let you off the hook. Presentation-style interviews require more preparation on your part, not less.

Use the *IV-ALL-2550-M. Presentation-style Panel Interview Questionnaire* and *Interview Questions* to help you prepare. The Interview Questionnaire contains a print-ready presentation-style interview guide that includes sample presentation criteria.

Tips for Interviews using Skype or Video Conferencing

A Skype (or video conference) interview is a good alternative to an early stage phone interview that is used to vet the main deal breakers for a position. It allows you to better connect with the candidate and observe body language and mannerisms.

Skype interviews can also be conducted for second interviews if proximity is a challenge, but final interviews should be conducted in person whenever possible.

As the interviewer, you have the responsibility for maintaining the professional standard for the Company. When Skyping, it's sometimes easy to forget that you're not chatting with a friend and that a Skype interview should be conducted with the same care as an in-person interview.

Here's a checklist that you can use to get the most out of a Skype interview:

- ◆ **Review your Skype name.** You would consider it a red flag if you're conducting a business interview with an otherwise solid candidate whose skype name is KingMarijuana. Make sure your user name is also appropriate.

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- ◆ **If appropriate, record the interview.** Most video conferencing tools include easy-to-use features for recording your sessions. The recording can be played back to stakeholders if you're recommending that the candidate move to the next steps and saves everyone considerable amounts of time. Be sure to always obtain the candidate's permission in writing before the video conference begins.

PREVIEW