

# INTERVIEW GUIDELINES

*The following guidelines are recommended for conducting interviews*

The employment interview is generally the most important element in the hiring process for employers. A prospective employee should be interviewed face-to-face, even if a telephone pre-screening interview has been conducted.

Each applicant **MUST** complete and sign an *Application for Employment Form* prior to being interviewed even if he or she has a resume or is being referred by another employee. The last part of the *Application for Employment Form* indicates that all information given is true and accurate and gives permission to verify it.

The interviewer should always organize his or her thoughts prior to meeting the applicant in order to control the interview. Use the attached “**Interview Guidelines**” for a logical sequence of questions to ask and an interviewing process to follow.

Interviews must be fairly and objectively conducted. No differential treatment or language should be used. Furthermore, the Americans with Disabilities Act (ADA) prohibits interviewers from asking any medical-related questions during the pre-hire stage.

Do not write any comments on the resume or *Application for Employment Form*.

Hiring the right employees is one of the most important functions for an employer. Providing quality products and services to customers is extremely important to success. The organization must have quality employees to do that.

Complete an *Applicant Interview Evaluation Form* for each applicant interviewed either as you conduct the interview or immediately after the interview, while the information is fresh in your mind.

If a job offer is made, be sure to fill in the specific job information given to the applicant in the space provided in #8 of the *Applicant Interview Evaluation Form*.

Take the time to carefully listen to each response an applicant gives you and to evaluate each applicant thoroughly. It is sometimes better to **not** hire an applicant than it is to hire the wrong person.

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## Preparation: Have available

1. Job description, outline of current needs
  2. Profile of a successful employee
  3. Completed and signed *Application for Employment Form* (with or without resume)
  4. Statement of the company history, philosophy, future plans
  5. Employee handbook
  6. Outline of benefits, salary range, expected hire date
  7. List of relevant, job-related interviewing questions
  8. Necessary forms and/or letters
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## Procedures:

1. Establish the type of interview
  - a. Initial screening, introduction: 15-30 minutes
  - b. Recruiting interview, (selling company): one hour
  - c. Second recruiting interview: Conducted by a second person
  - d. Offer interview: In person or by telephone, followed up by a letter
2. Scheduling the interview
  - a. Schedule at a time the applicant would report to work if hired
  - b. Preparation time: Do not rush
  - c. Interview time based on type of interview
  - d. Schedule when you HAVE TIME TO LISTEN
3. Control environment
  - a. Have a private place available
  - b. Remove clutter
  - c. Make the applicant feel welcome
  - d. Eliminate interruptions (telephone, other employees, etc.)
4. Have a plan or outline of objectives
  - a. Prepare an opening statement to describe the company and the position
  - b. Communicate specific objectives of the interview process
  - c. Describe hours of operation, basic rules, benefits provided, any special requirements (e.g., travel), etc.
  - d. Give ample opportunity for questions from applicant
5. Questioning techniques and specific questions
  - a. Make an opening statement
  - b. Control the conversation
  - c. Let applicant talk first by asking key question, then follow up based on answer
  - d. LISTEN and gather enough information to make a decision
  - e. Meet your objectives
  - f. Allow applicant to meet his/her objectives such as: obtaining enough information about the position and the company, having all questions answered
6. Close of the interview:
  - a. Be realistic and candid regarding the next step in the process
  - b. Methods to communicate a decision not to hire:
    1. Inform the applicant at the end of the interview
    2. Send letter
    3. Phone call
  - c. Incremental commitment to next step
  - d. Reference checking
  - e. Internal agreement
7. Complete *Applicant Interview Evaluation Form* that clearly supports employment decision
8. Offer of employment and bridge to orientation
  - a. Have forms and relevant documents ready

