



HR Design Interview Dos and Don'ts

Interviews are an important and critical part of the recruitment and selection process. How we engage and interact with our candidates during interviews will play a big part of the candidate's experience; how the mission, vision, values and strategic goals of the School of Education and department/unit is communicated, shape the candidate's understanding of the position they are applying for and how they may envision their ability to be a part the department and division and create a welcoming environment for candidates.

Dos

Before

- Find an appropriate interview location and time, schedule ahead of time.
- Address logistical details before the interview regarding location, check technology (phone/skype interviews), list of questions and other materials/information needed. For on-campus questions, also check for parking arrangements, who the candidate should ask for when arriving for the interview, etc. Provide a link to the Campus Map for candidates who are unfamiliar with the campus. Better yet, have someone meet them or pick them up!
- Before the interview, be sure to provide candidates with information about what to expect during their on-campus interview including an itinerary. If possible, arrange to have someone pick them up or provide them with pre-arranged transportation to/from the airport to the hotel. If possible, include names and titles of interviewers (if using a panel), selected interview questions for advance preparation, a copy of the job description, an organizational chart, links to benefits information, and area/community information.
- Review résumés and other application materials ahead of time.
- Have a thorough understanding of the position and its requirements.
- Develop questions and identify elements of good answers in advance. A standard set of interview questions should be used for all candidates, to be able to evaluate all candidates equitably. Individual follow up questions can be asked to better understand a candidate's experience, knowledge and skills.
- Review questions and make revisions to avoid unconscious bias. Feel free to send your questions to the School of Education Human Resource staff to review, if you'd like.
- For panels, identify who will lead the interview and coordinate who asks which questions.

During

- Start and end the interview on time.
- Introduce yourself and others interviewers to help create a welcoming and open environment.
- Give an overview of the organization and the position.
- Outline the interview format to the candidate.
- Ask only job-related questions.
- Use the interview as an opportunity to market and showcase the highlights of working at UW–Madison.
- Ask the same questions of all candidates interviewing for the position. Ask follow-up questions if you do not have a clear understanding of a response or to get more detailed examples.
- Give the candidate time to think about past experiences and examples while answering questions.
- Provide the candidate with information about the next steps of the hiring process.
- Remember that the role of a good interviewer is to look for reasons to qualify a candidate rather than disqualify a candidate.





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Dos cont.

After

- Evaluate the candidate on predetermined criteria soon after the interview. Remember that any notations or comments you provide through an interview feedback form/evaluation or interview/question guide can be requested through open records inquiry.
- Follow up with candidates in a timely matter, even if they are not moving forward in the process.

Don'ts

- Don't take extensive notes, which can make the candidate tense up and stop talking.
- Don't ask only questions that can be answered with one word, such as "yes" or "no". *Whereas, open ended questions provide greater information and details.*
- Don't ask leading questions that prompt the answer you want, such as "We value individuals that can adapt quickly...how well do you adapt to new situations?"
- Don't ask simple questions related to information the candidate has already provided on the résumé or cover letter.
- Don't let the interview get off track.
- Don't look impatient or bored.
- Don't bring a cell phone or laptop to the interview.
- Don't forget to ask candidates if they have any questions.
- Don't rush candidates if they struggle to respond to a question. Allow for silence. Offer to come back to the question if needed.

