

## **Appendix G**

### **INTERVIEWS: DO's and DON'Ts**

#### **WHAT TO DO**

- Ask the candidate pre-planned job related questions that have been developed by the search committee.
- The same questions should be asked of all candidates, which will allow comparative judgments while ensuring that crucial job-related information is obtained.
- Begin with an open-ended question for each topic such as “Could you tell us about what you did in your last job?”
- Allow sufficient time for response.
- Try several approaches to critical topics, and return to those when the applicant “froze”
- Ask one question at a time
- Ask follow up questions in order to gather more information “Can you give me some examples?”
- Make questions clear, without indicating what you think the answer is.
- Keep comments and gestures neutral. This maintains objectivity and reduces the likelihood of leading (or misleading) candidates to feel or think a certain way.
- Take into account personal biases when evaluating the applicant.
- Show energy and enthusiasm.
- Ask behavioral-based questions.
- Ask situational-based questions “what if”.
- Take notes regarding the candidates’ responses. These notes should be factual in nature.

#### **WHAT NOT TO DO**

- Interviewing is essentially a listening process. As a general rule, if the committee members talk as much as 50% of the time, they are monopolizing the interview. Ideally, 75% of the comments should come from the applicants.
- Avoid asking questions that require only a “yes” or “no” answer.
- Do not ask questions that are not predictors of job success.
- Do not put the candidate on the defensive. You want them to relax, be themselves, and elaborate.
- Do not bring applicant abruptly back to the point when he/she disagrees.
- Neither agree nor disagree with the applicant. Avoid giving personal opinions.
- Avoid making hasty or snap judgments
- Avoid making notes about personal judgments made by the panel members, physical descriptions, and comparisons between candidates.
- Avoid asking leading questions that telegraph the answer or have an implied answer e.g. “We have a team approach here...how do you feel about that?”