Effective Interviewing Guidelines

Preparing for an interview:

- Review resume before meeting with candidate and note questions you might have;

- Understand the job description for which you are interviewing candidates;

- Pay attention to the candidate's promptness;

- Have a business card ready in case applicant asks for it.

During the interview:

- Focus on the candidate. Do not take phone calls, check email, etc;

- Do not interrupt. Listen. Apply the 80/20 rule – applicants should be speaking 80% of the time, you should be speaking no more than 20% of the time;

- Formulate questions to target the skills required for the position being filled;

- Keep questions open ended;

- Learn about the applicant's needs and concerns before you start selling the firm;

- Repeat questions not answered satisfactorily earlier;

- Ask follow-up questions which require elaboration, such as: Could you tell me more about that? Could you give me an example of that? You say you are headstrong, can you elaborate?

- Keep communication focused on the professional, not the personal.

Do Not:

- Ask questions or make comments that are not job-related;

- Make the position or environment out to be more than it is;

- Leave candidate with the impression that he/she has the job. For example, do not ask, "when can you start?"

Watch out for Warning Signs:

- Poor presentation;

- Unprepared for the interview, i.e. little knowledge of firm;

- Poor expression of thoughts, including incorrect grammar;

- Not asking questions about the job;

- Indifference or lack of enthusiasm;

- Speaking unfavorably of previous employers;

- Not looking interviewer in the eye.