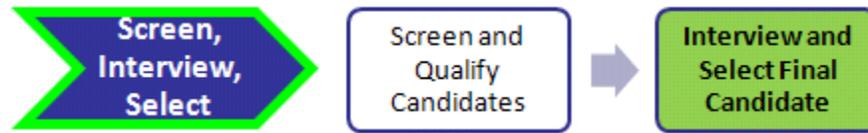


### Effective Interviewing



**Overview:** Use this job aid to guide you on how to conduct an effective interview. In addition, it provides key contractual obligations required in the Local 34 contract, as related to the interview process.

**Intended Audience:** Hiring Managers

### Interview Process:

1. Before beginning to review candidates, determine with your recruiter, how you will proceed through the interview process.



*Staffing’s objective is to ensure our managers spend the appropriate amount of time in the recruitment process and, where possible, Staffing is leveraged to provide full support and expertise in selection. Our goal is to provide our hiring manager partners with a prescreened slate of the top candidates that are ready to be evaluated by you. You may also want to invite your recruiter to participate in your in-person interviews schedule schedule as well.*

*Will your candidate need to interview with multiple people? Consider scheduling as many of those interviews on the same day. If you request a candidate to come back multiple times, and the interview process takes too long, you may miss a great hire! Additionally, we can disposition candidates along the way so that he/she knows where they stand rather than waiting until we’re ready to make an offer to someone else.*

2. Candidates submit application; HR Staffing determines a candidate meets the minimum qualifications for your posted job opportunity

**NOTE:**  
Once deemed qualified in the STARS system, this candidate is in status of: “Qualified for Hiring Manager Review”

3. Based upon the process determined up front with your recruiter, evaluate qualified candidates, and determine who will be interviewed.



The University policy is that all layoff candidates will be interviewed *in-person*. While internals are not, we highly encourage interviewing our internal employees and providing the chance for internal movement and career development.

Keep diversity in mind. One of the University's objectives is to increase our efforts around diversity and inclusion and we all play a role in achieving that success.

Remember, your recruiter partner is targeting a slate of candidates for you to review, so not to bog you down with evaluating and reviewing resumes. *Let us do the work!*

4. Interview; take notes (*refer to section below*); select candidate.



*Work with your recruiter in the creation of turndown letters for candidate(s) not selected as well as the appropriate offer terms and conditions.*

### **The Interview Itself**

An in-person interview gives you the opportunity to assess the candidate beyond paper. Sometimes, a savvy candidate on paper may not present well in person. Likewise, a candidate that may not thoroughly present on paper, yet is qualified, rises to the occasion. Other times, a stellar candidate with excellent presentation and communication skills walks through the door.



We place the highest priority on giving our internal candidates the chance to impress, and encourage you to do so as well.

### **Preparing/Designing Questions**

1. Familiarize yourself with the job description, and your hiring needs.
2. Identify the key competencies you are looking for in a candidate. Identify what skills, if any, on the job description you may be willing to relax/reduce and train in order to hire a layoff or internal.
3. Consider fact based questions, as well as behavioral based questions.



*If you need assistance designing these questions, your recruiter can assist as you prepare. All candidates for your opening should be asked the same questions in order for you to evaluate fairly and consistently.*

**Fact based questions**, such as “*what was a typical day like for you at this job*” or “*how did you achieve a successful implementation of that program*” may result in the candidate telling you a step-by-step how to.

Past performance is indicative of future results. **Behavioral based questions** will allow you the opportunity to understand how a candidate will react, work and produce in situations they will face in your work environment. These questions include “*tell me about a time when...*” or “*how did you handle...*” Answers to these questions will shed light on how the candidate thinks and will respond in situations in your department.

**TIP:** Once questions are planned, and an interview is scheduled, review the candidate’s resume before the interview. This review refreshes the questions you want to make sure to ask about the candidate’s background, and/or skills you need a better understanding of.

Interviewing takes a bit of planning, however when conducted right it will get you the right talent for your opening.

## **Sample Questions**

**FACT-BASED QUESTIONS** (questions that give more information about the candidate)

- (1) *What is your reason for seeking a new position? And/or, why were you laid off?*
- (2) *What are your current job duties? What are you responsible for on a daily basis?*
- (3) *Why are you interested in this particular position?*
- (4) *What are your greatest strengths?*
- (5) *What are your long-term career goals?*

**BEHAVIORAL-BASED QUESTIONS** (questions that help you learn more about how the candidate acted in employment-related situations. How the candidate has handled a situation in the past is a good predictor of how this person will act when with the same, or similar, situation again.)

- (1) *Tell me about a time where you went “above and beyond” what was required of you in the job.*
- (2) *Give me a specific example of a time when you did not meet a deadline.*
- (3) *Describe a situation when you had to take initiative in getting the job done. What actions did you take?*

(4) *Tell me about how you work under pressure/in stressful situations.*

(5) *Think of a situation where you had to deal with an ineffective team member. What steps did you take to improve the relationship?*

### **Illegal Questions**

As a manager or interviewer, remember that you have been selected to represent Yale University in this important decision to bring on another member of the staff.

Yale University does not discriminate in the employment process.



Do **not** ask questions regarding:

- ∅ Race
- ∅ Color
- ∅ Religion
- ∅ Gender
- ∅ Age
- ∅ National or ethnic origin
- ∅ Sexual orientation
- ∅ Veteran status
- ∅ Disability
- ∅ Marital status

These topics are not appropriate and will not provide you with any information relative to making a decision about employment. **ASK ONLY JOB RELATED QUESTIONS** during the interview.

### **Getting the Information You Need**

During the interview process, it will be important to take good notes.

- ✓ You want to remember important details about the candidate – either why (s)he is your candidate of choice, *or* why the candidate is *not* the candidate best aligned to your needs.
- ✓ When determining between 3 top candidates, you will need information supplementary to the resume.
- ✓ When writing a turndown letter, you will need to tell the candidate why that person is not selected.



*For all positions, the turndown reason should be connected to the posted job requirements you published in the requisition.*

**TIP #1**

Taking good notes is possible when you are fully engaged and listening.

Try to reduce distraction.

Find quiet room; advise staff they may not come into your office when the door is closed; forward your phone to voicemail; etc. If you squeezed an interview in between two meetings, and are constantly looking at the clock, then you are more focused on what is next opposed to what is present.

Remember, you are selecting someone to join your team and both the interpersonal dynamics and performance of the unit is critical for success. This is an important decision!

**TIP #2**

Remember your job requirements and what you are looking for in a successful candidate. You may want to highlight those specific competencies you are seeking, and mark candidate responses with a \* when you hear a story/example of the competency.

*For example, “ability to take initiative” may be important to you. If you ask a question pertaining to teamwork, or a group project, but you hear an example of a time when the candidate took initiative, you may want to \* that section with a note that refers to initiative.*

**TIP #3**

Consider short hand, so you are able to document information, but also be connected to the interviewee to ensure you hear all information the candidate says. It will be difficult to hear the information if you are too engrossed in the writing.

**TIP #4**

To make your selection, compare your notes of the finalists and be certain to gather the feedback of the other interviewers.



Do not forget to have your recruiter weigh in and help you with your decision. If it would be helpful, your recruiter can help you pull together a comparison grid which will allow you to systematically evaluate your candidates and make the best choice, based on all the key factors of the interview process.

## Procedures for Candidate Interviews

(Rev. July 7, 2011)

Please use the following procedures when arranging a candidate's visit to Yale University:

- A. The hiring department arranges (with guidance from Human Resources):
  1. Candidate's travel (flight, hotel, car service, car rental). If the travel is arranged by a Search Firm, the hiring department will reimburse the firm for agreed upon reasonable expenses (HR will guide department on these).
  2. Candidate's detailed itinerary and all meetings and transportation to and from these meetings (see example of detailed itinerary).
  3. If the candidate is traveling from out of state, a campus tour can be provided through the Yale Visitor's Center, 149 Elm Street (2-2302 or 2-2301). Public tours take place daily at 10:30 am and 2:00pm and need to be arranged three days in advance. Private tours are available but need to be arranged two weeks in advance.
- B. Once the candidate's itinerary has been confirmed, the person in the hiring department will provide a detailed itinerary to every person (and their assistant) with whom the candidate is meeting:
  1. The detailed itinerary includes:
    - **MOST IMPORTANT:** If this is a confidential position posting, please mark **Confidential in bold and red** at the top of all documents to be shared, and make sure the person(s) the candidate is meeting with, and their assistant, is aware that it is confidential.
    - At top of itinerary (marked **confidential** if appropriate):
      - a. Name of candidate and contact information (where they are staying and cell #)
      - b. Position they are interviewing for and who they will be reporting to
      - c. Name of person and anyone else who may be responsible for the candidate while they are at Yale (provide name and contact information: office and cell #s).
    - Proceed to list:
      - a. All meeting times
      - b. Each person the candidate will be meeting with, their title, and the name and contact information of their assistant;
      - c. The location address and any information as to how to get to their office if needed;
      - d. Any special instructions as to whether the candidate will be having lunch or dinner or attending a function and who with.
      - e. All transition/transportation pick-up times, and how and with whom the candidate will be getting to and from each meeting.
  2. Candidate's Resume or CV (PDF or hard copy only—not a link to STARS site).
  3. Position Description (PDF or hard copy only—not a link to STARS site).
- C. Send a copy of the itinerary to your Staffing recruiter.

**EXAMPLE OF CANDIDATE ITINERARY FOLLOWS**

**CONFIDENTIAL** (IF APPROPRIATE)

**CANDIDATE NAME**

Candidate’s contact information (cell # and where they are staying)  
 Position interviewing for, and who they will be reporting to  
 Itinerary for DATE(s) (ex: Itinerary for Wednesday and Thursday, July 20 & 21, 2011)  
*(latest version, ex.: v3 7/6/2011)*

Name and contact information of person who arranged candidate’s itinerary  
 (ex: Please contact NAME (Office #, Cell #) or NAME (Office #, Cell #) should you have any questions

**(Date)**

6:45 pm	Pick-up at (Name of hotel) Type of transportation (can state as: <i>Meghan is driving candidate to next meeting, or candidate will be driven by courier to next meeting.</i> )	(Address of hotel, i.e.: The Study at Yale 1157 Chapel Street 203-503-3900)
7:00 – 9:00 pm	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of location
9:00 pm	Pick-up at (location of function or dinner, etc.) type of transportation, and destination	Address of destination

**(Date)**

7:45 am	Pick up at (name of hotel) Type of transportation	(Address of hotel)
8:00 – 8:45 am	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination and any special instructions on how to get to their office
8:45 – 9:00 am	Transition to next meeting and type of transportation (can state as: <i>Meghan is driving candidate to next meeting, or candidate will be driven by courier to next meeting.</i> )	

9:00 – 10:00 am	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination and any special instructions on how to get to their office
10:00 – 10:15am	Transition to next meeting and type of transportation	
10:15 – 11:30 am	Name of Person Giving Candidate Tour of the City of New Haven	Meeting Location for tour
11:30 – 11:45 am	Break (and where the candidate will be taking that break)	
11:45 am – 1:00 pm	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination
1:00 – 1:15 pm	Transition to next meeting and type of transportation	
1:15 – 2:00 pm	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination
2:00 – 2:15 pm	Transition to next meeting and type of transportation	
2:15 – 3:15 pm	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination
3:15 – 4:15 pm	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination
4:15 – 4:30 pm	Transition to next meeting and type of transportation	
4:30 – 5:45 pm	Name of Person Candidate is meeting with Title <i>(List if meeting for lunch or dinner or other function)</i> Their assistant’s name and contact information	Address of destination

*[Note: Write any information here that needs to be conveyed outside of schedule.]*