



# Achieving Higher Performance Through Successful Interviewing and Selection

Hiring Manager  
Interview Guide  
and Evaluation Tool  
Instructions

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**Yale University**

June 2023

Yale

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# Yale's Vision, Mission, and Values

## Vision

"Yale's mission is to improve the world today and for future generations through outstanding research and scholarship, education, preservation, and practice.

The university's mission calls each member of the Yale community to explore the world in all its vast complexity—and to create knowledge that benefits humanity. The stakes for this work could not be higher: the country and the world need the very best from Yale—right now.

As it has done in years past, and as it does today, Yale must lead in the future. That is why Yale is making strategic investments in areas where it can have the greatest impact. These investments will strengthen Yale and, more importantly, fulfill its mission."

## Mission

"Yale is committed to improving the world today and for future generations through outstanding research and scholarship, education, preservation, and practice. Yale educates aspiring leaders worldwide who serve all sectors of society. We carry out this mission through the free exchange of ideas in an ethical, interdependent, and diverse community of faculty, staff, students, and alumni."

## Values

- + Action Orientation
- + Curiosity
- + Commitment
- + Integrity
- + Teamwork & Trust

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## About this Material

**This instructional document contains useful, leading practice tips and guidelines for you to consider before you conduct interviews and evaluate candidates.**

When hiring for a role, it is important that you interview and evaluate candidates in a thoughtful and consistent manner. The interview process is your opportunity to directly impact the diversity, equity, and inclusion of Yale's culture and, ultimately, your invaluable contribution in us achieving a high-performing organization that can meet its Vision, Mission and Values.

- **Interviewing:** Prior to conducting your interviews, identify who should participate in the interview process and what their focus should be during the interview. Then select and develop the questions you (and other interviewers) will want to ask each candidate with the goal of not duplicating questions across interviewers. Ensure all candidates are asked the same number of questions, using similar phrasing by all interviewers. This helps minimize unfair questioning which can promote bias.
- **Evaluation:** When you (and other evaluators) start your evaluation, start with assessing each candidate *individually* before moving to a *side-by-side* evaluation of *all* candidates to analyze the areas of strength and opportunity each candidate brought to the interview. Ensure you (and others involved) evaluate candidates against the same set of questions chosen and developed. Leverage other evaluation tools as necessary (e.g., technical evaluations) to ensure a fair assessment of all candidates. Do not make a final decision until all candidates have had an interview, are individually evaluated, and then undergo a side-by-side comparison by the evaluators.
- **Decision:** Based on your side-by-side evaluation of all candidates, finalize your hiring decision. Choose the candidate that best meets the job requirements and expectations who will ultimately support your team's ability to drive outcomes. If you and others conduct interviews and evaluations, make sure you review, discuss, and calibrate everyone's input before making a decision.

Below you will find a guide and sample questions to serve as a starting point when preparing for your interview(s). Utilize the interview guide template link below to conduct your interview(s). Duplicate the page for each interview conducted so that you (and other interviewers) are asking the same number of questions every time. Should you need help selecting or crafting appropriate questions, collaborate with your recruiter or HR Business Partner.

**TIP!** The interview guide should be used in conjunction with the job description, candidate's resume, and Candidate Evaluation Tool. For more tips and resources on recruiting, hiring, and onboarding candidates please see the **Attract and Onboard** section of the [Manager Toolkit](#).

### If You Already Know What To Do...

- [Click here to access Sample Interview Questions](#)
- [Click here to access the Interview Template](#)
- [Click here to access the Candidate Evaluation Tool](#)



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# Preparing For The Interview

Consider the following practices as you (and your panel) prepare for the interview.

## Scheduling Interviews

- Determine the number of people that need to be involved in interviewing the candidate and whether you should conduct individual or group/panel interviews. To maximize everyone's time, leverage group/panel interviews versus individual interviews whenever possible.
- Ensure the person responsible for scheduling the interviews has the availability of all involved parties/interviewers to minimize back-and-forth communication and scheduling delays.
- If possible, also schedule time right after the interviews to discuss feedback and ratings to facilitate quicker decisioning. This will save time and spur great "in-the-moment" dialogue to help inform the final hiring decision.

## Filling The Interview Template

- Utilize the interview guide resources below to develop 7-10 meaningful questions as well as know what questions NOT to ask. Utilize the [Interview Template](#) to document your questions.
- Once you have completed the interview template, duplicate the page, and provide a copy of the filled-out template to each interviewer. This ensures everyone involved is asking the same set of questions and using the same identified categories. This also ensures everyone can evaluate a candidate fairly against the same set of questions and categories.

## Panel Interviews

- Gain understanding on each panelists background, experience and/or expertise for them to leverage their diverse perspective as needed, both during and after the interview.
- Before conducting a panel interview, conduct a brief prep meeting with the group and determine/confirm which each panelist's focus question(s) should be. This is to minimize asking duplicate questions to the candidate and will allow all questions developed to be asked.
- Always open the panel interview by sharing a timeline/agenda up front. This fosters transparency and level sets expectations with the panelists as well as the candidate.

## After The Interview

- Whenever possible, convene the interview with a debrief amongst the interview team to discuss feedback and ratings. If this is not possible, ensure the group/panel is able to come back together as soon as possible. Do not let interview feedback, ratings and notes get stale. Also, it is best if the interview team shares their feedback in a written form (interview notes) prior to the group convening. This is done to deter one (or more) panelist/s from verbally overwhelming or skewing the debrief conversation.
- Ensure the candidate is not left hanging for a prolonged period. Keep them abreast of their candidacy status even if it's as simple as letting them know that interviews are still occurring.

**TIP!** Should you need help preparing for an interview, collaborate with your recruiter or HR Business Partner or refer to the **Attract and Onboard** section of the [Manager Toolkit](#).

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# Creating Interview Questions

As a rule, you should select and develop 7-10 questions to ask each candidate.

## **Introductory / Role Interest (10% of the interview)**

Use the job description and a candidate's resume to develop 1-2 questions.

### Sample Questions

- Tell me about yourself. Walk me through your resume.
- Why are you interested in this department? What excites you about this role?

## **Vision, Mission, and Values (10% of the interview)**

Use Yale's Vision, Mission, and Values (above) and the job description to develop 1-2 questions.

### Sample Questions

- In your own words, how would this role and your work contribute to Yale's mission?
- This role requires strong *<insert specific value that aligns strongly with the role>*. Tell me about a time in your previous role when you demonstrated this value?

## **Organizational Strategy and Your Talent Needs (10% of the interview)**

Use your specific area's goals and objectives, and the job description to develop 1-2 questions.

### Sample Questions

- My team is accountable for *<insert specific department goal/objective>*, what skills and/or experiences would you bring to support meeting these objectives?
- The role specifically requires that you *<insert specific job responsibility or expectation>*. Tell me about a time in your previous role where you demonstrated this.

## **Competencies and Expectations (60% of the interview)**

Use the job description to develop 3-5 questions. For a full list of competency and job expectations questions, refer to the [Sample Interview Questions](#).

### Sample Questions

- Tell me about a time you demonstrated *<insert specific competency that aligns strongly with the role>* to solve a given problem you were faced with at work.
- How do you typically demonstrate *<insert specific job expectation that aligns strongly with the role>* at your current role?

## **Open Discussion (10% of the interview)**

Leave time for the candidate to ask any questions before thanking them for their time.

**TIP!** Should you need help selecting or crafting appropriate questions, collaborate with your recruiter or HR Business Partner or refer to the **Attract and Onboard** section of the [Manager Toolkit](#).

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## What To Avoid Asking

To ensure legal compliance, all interview questions and comments must be job-related. Additionally, **it is illegal to ask candidates questions related to their current salary**. While the candidate does provide “desired salary” on the application it is best practice to let your recruiter handle all salary discussion and steer clear of these conversations during the interview. If a candidate directly asks about salary during the interview let the candidate know that you will have the recruiter follow up with them to discuss.

To help determine if a question or comment is truly job-related, ask yourself these questions:

1. What type of information is the candidate likely to provide in response to my question or comment? Is that information related to the job?
2. Is the question that I am about to ask, or the comment that I am about to make, necessary to make a legitimate assessment of the candidate’s qualifications?
3. Could it appear to the candidate – or to anyone else who might subsequently scrutinize this interaction – that I was trying to encourage the candidate to reveal information related to their inclusion in a legally protected class (based on age, race, disability, national origin, marital status, etc.)?
4. Do I really need to know the information that I am about to (or likely to) gather?

The following page contains a list of examples of improper questions, as well as examples of some alternatives that may be asked and that are likely to provide helpful information.

Topic	Do NOT Ask...	Instead, Ask...
<b>National Origin/Work Authorization</b>	“Are you a U.S. Citizen?” “Of what country are you a citizen?” “What is your native tongue?”	<b>Do not ask questions on this topic.</b> Instead, defer to your recruiter with questions related to work authorization.
<b>Marriage/Family Status</b>	“Are you married/engaged?” “What was your maiden name?” “Are you pregnant?” “Are you planning on having children?” “Do you have suitable childcare arrangements?”	“This position requires <i>(state job-related requirement here)</i> . If hired, could you meet the requirements of the position?”
<b>Military Service</b>	“What type of discharge did you receive?”	“Tell me how your experience in the military can benefit the department.”
<b>Age</b>	“How old are you?” “When did you graduate high school/college?”	<b>Do not ask questions on this topic.</b> If you are trying to determine experience, ask about experience.
<b>Disability</b>	“Do you have any disabilities?”	“Are you able to perform the essential functions of the job with or without reasonable accommodations?”

# Interview Template

Prior to conducting an interview, complete this template with the 7-10 questions you have developed. Wherever feasible, ask questions pertaining to a) Yale's Mission, Vision and Values, b) the organization and/or department strategic objectives, and c) competencies required by the role, and 4) job expectations. Add rows for each additional question asked and/or if you need to take more notes. Duplicate the page for each interview conducted so that you are asking the same type of questions every time. Take comprehensive notes that you can refer to when you (and/or others) are evaluating candidates. [Click here to access Sample Interview Questions and the Interview Template.](#)

## Rating Scale

Consistently use the following rating scale and criteria when assessing all candidates against interview questions you developed.

Rating	Rating Value	Definition
1	Below Requirements	Demonstrates competency inconsistently, even with repeated instruction or guidance. Few good examples
2	Meets Requirements	Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples.
3	Exceeds Requirements	Demonstrates desired behavior and/or competency accurately and consistently in almost all situations often with no guidance. Many good examples.

Position Title:	Interviewer:
Candidate Name:	Interview Date:

Interview Questions	Category	Response / Notes	Rating
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Other Notes
Response / Notes

**TIP!** Should you need help selecting or crafting appropriate questions, collaborate with your recruiter or HR Business Partner or refer to the **Attract and Onboard** section of the [Manager Toolkit](#).

# Sample Completed Interview Template (1)

## *Operations Manager 1, Administration Business Office*

### **Job Description**

#### **Position Focus**

Reporting to the Director, Finance & Administration for Administrative Operations, manage annual expense budget of approximately \$50 million and ensure high quality administrative support in a manner compliant with university policies and procedures. Marshall and leverage available resources (financial or otherwise) to help advance the unit's and University's mission. Provide hands on support and oversight of business affairs and controls, unit facilities, personnel, training, financial review checklist activities, USP requirements, and participate in interdepartmental and community relations. Oversee expense and facilities management, business process improvement, operational compliance, payroll oversight and all daily operational activities. Enable unit leadership to maximize their focus on program activities by: managing and implementing assigned financial and/or administrative support services for the unit; assessing the Unit's operational challenges and opportunities, working to develop and implement solutions with the Lead Administrator (LA) and/or others as appropriate; and serving as a critical conduit for strengthening the interface between unit needs/requirements and service provider activities. Departments include AVP Administration, Travel, Parking, Transit, Fleet Management, Transportation, Receiving & Storage, Graduate Housing, Relocation & Logistics, and Yale Printing & Publishing Services. Most of these departments are internal service providers and are located throughout the central campus, medical school campus, and West Campus. Also, some departments have several lines of business (e.g., YPPS, Printing, print procurement, copier rental, postage, sustainability printing, scanning, web design and development, etc.).

#### **Education and Experience Requirements**

Bachelor's degree and minimum three years of related experience including demonstrated leadership, project management and/or supervisory experience; or equivalent combination of education and related experience. Thorough working knowledge of accounting, financial reporting and analysis, preferred: fund accounting. Experience preparing budgets, forecasts and financial plans; experience integrating multiple pieces of financial information to identify themes, trends, and issues. Demonstrated experience in managing relationships and influencing outcomes. Demonstrated creativity and effectiveness in a complex organization.

#### **Skill/Ability Requirements**

##### Required Skill/Ability 1:

Well-developed managerial, decision-making, planning, organizational, problem-resolution and leadership skills.

##### Required Skill/Ability 2:

Demonstrated ability to manage people on a day-to-day basis and inspire a high level of commitment and performance. Demonstrated ability to manage time and resources effectively, measure and monitor progress and redirect efforts as needed.

##### Required Skill/Ability 3:

Demonstrated proficiency in Excel and experience with database management.

##### Required Skill/Ability 4:

Excellent written and oral communication skills. Ability to adapt communication style to address the needs of individuals at all levels throughout the University. Ability to negotiate skillfully with both internal and external constituents. Ability to anticipate changes in the business environment and proactively manage change.

##### Required Skill/Ability 5:

Solid understanding of internal control concepts and the implementation of internal control systems in a complex business environment.



**Operations Manager 1, Administration Business Office****Interview Template****Rating Scale**

Consistently use the following rating scale and criteria when assessing all candidates against interview questions you developed.

Rating	Rating Value	Definition
1	Below Requirements	Demonstrates competency inconsistently, even with repeated instruction or guidance. Few good examples
2	Meets Requirements	Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples.
3	Exceeds Requirements	Demonstrates desired behavior and/or competency accurately and consistently in almost all situations often with no guidance. Many good examples.

<b>Position Title:</b> Operations Manager	<b>Interviewer:</b> Maria Interviewer
<b>Candidate Name:</b> John Candidate	<b>Interview Date:</b> 04.03.23

Interview Questions	Category	Response / Notes	Rating
1. Tell me about yourself. Walk me through your resume, your career, and why you transitioned from one role to another.	Introductory / Role Interest		
2. Why are you interested in this department? What excites you about the Operations Manager role in particular?	Introductory / Role Interest		
3. In your own words, how do you see the Operations Manager role and the work you would do contribute to Yale's success?	Vision, Mission, and Values		
4. This team is accountable for managing an annual expense budget of approximately \$50 million and ensuring high quality administrative support in a manner compliant with university policies and procedures. What skills and/or experiences would you bring to support meeting these objectives?	Organizational Strategy and Your Talent Needs		
5. The role specifically requires that you oversee a variety of depts within the Administration Business office (provide specifics/details). What skills and/or experiences do you bring working across multi-units with a variety of constituents?	Organizational Strategy and Your Talent Needs		
6. This position will require you to lead a team of 5 and inspire a high level of commitment and performance. Describe your supervisory experience and please share a specific time in which you demonstrated leadership. What did you do and what was the outcome?	Competencies and/or Job Expectations		
7. Describe a time when you took personal accountability for a conflict (with a colleague, customer, vendor, etc.) and initiated contact with the individual(s) involved to explain your actions.	Competencies and/or Job Expectations		
8. Describe a time when you championed an idea or approach that met with resistance from leadership. What resistance did you encounter and how did you address it?	Competencies and/or Job Expectations		
9. This position requires a solid understanding of internal control concepts and the implementation of internal control systems in a complex business environment. Please share your experience in this area and provide details of the complex environments you have previously worked in.	Competencies and/or Job Expectations		
10. This individual will work heavily in Excel and Workday pulling reports and analyzing data. Please describe a project or situation which best demonstrates your analytical abilities in reporting.	Competencies and/or Job Expectations		

Other Notes
Response / Notes

## Sample Completed Interview Template (2)

### *Clinical Research Associate II, Internal Medicine - Geriatrics*

#### **Job Description**

##### **Position Focus**

The Clinical Research Associate II will closely work with the Principal Investigator in Yale Pulmonary & Critical Care Medicine, the Project Manager, and a multi-disciplinary team in the Yale Program on Aging to support the LANTERN research study. The LANTERN study will recruit patients (age 65 and older) in Intensive Care Units (ICUs) across the Yale-New Haven Health System to understand how unmet needs after discharge affect recovery. Participants will be followed with monthly phone calls for 6-12 months after hospital discharge. The research associate will be the primary person responsible for collecting follow-up data: contacting, scheduling and performing structured telephone interviews with 600 participants during their monthly follow-up interviews as well as data entry of these interviews. The research associate will also be overseeing mailings and expenditures of participant gift cards. This position will be expected to manage all Follow-Up Center activities including interpreting data and generating reports, ensuring the completeness and quality of data, reconciling discrepancies, guaranteeing a high success rate in follow up data collection, and devising and implementing strategies for increasing successful data collection of interview and outcomes data. This person will also serve as the lead trainer on interview techniques across the multi-disciplinary study team and be responsible for building training materials. He or she will be responsible for coding data according to research specifications and using an online electronic data collection system (REDCap) and database to input, compile, and retrieve data and report them to study leadership.

##### **Department/Section Information (URL)**

<https://medicine.yale.edu/intmed/geriatrics/>

##### **Education and Experience Requirements**

Master's Degree in a related discipline and two years of experience or an equivalent combination of education and experience.

##### **Skill/Ability Requirements**

###### **Required Skill/Ability 1:**

Strong interpersonal skills with the proven ability to communicate effectively.

###### **Required Skill/Ability 2:**

Minimum of 5 years' experience administering structured interviews for research data collection, preferably telephone administration. Motivation to obtain high follow-up interview success rate with accountability to perform work independently during non-standard hours, including weekends and evenings.

###### **Required Skill/Ability 3:**

Experience working with older adult patient population ( $\geq 65$  years).

###### **Required Skill/Ability 4:**

Familiarity with medical terminology for a hospitalized patient population (e.g. medical conditions, procedures, and medications).

###### **Required Skill/Ability 5:**

Excellent computer skills with experience using REDCap. Strong attention to detail when dealing with large amounts of data and cross referencing.

###### **Preferred Education, Experience and Skills:**

Excellent computer skills with experience using REDCap. Strong attention to detail when dealing with large amounts of data and cross referencing.

**Clinical Research Associate II, Internal Medicine - Geriatrics****Interview Template****Rating Scale**

Consistently use the following rating scale and criteria when assessing all candidates against interview questions you developed.

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2	Meets Requirements	Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples.
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<b>Position Title:</b> Clinical Research Associate	<b>Interviewer:</b> Nushi Interviewer
<b>Candidate Name:</b> Sasha Candidate	<b>Interview Date:</b> 04.03.23

Interview Questions	Category	Response / Notes	Rating
1. Tell me about yourself. Walk me through your resume and your research experience specifically.	Introductory / Role Interest		
2. Why are you interested in this Clinical Research Associate II role? What is it about the Yale Program on Aging that caught your attention?	Introductory / Role Interest		
3. Yale Geriatrics is devoted to the health care of older adults and are committed to training leaders in education, health care improvement, and clinical investigation. Please describe how you would contribute to the values of this unit.	Vision, Mission, and Values		
4. It is essential to ensure that our patients receive the highest-quality care through our studies. Please describe how the work you would do would support and reinforce this mission.	Vision, Mission, and Values		
5. This research role will work with an adult patient population of 65 years+. Can you please describe your experience working with, and desire to continue to develop research for, this specific group of individuals?	Organizational Strategy and Your Talent Needs		
6. The LANTERN study will recruit patients in Intensive Care Units (ICUs) across the Yale-New Haven Health System to understand how unmet needs after discharge affect recovery. Please explain what type of skills and experiences you have working with patients in a recovery/discharge capacity.	Organizational Strategy and Your Talent Needs		
7. Strong communication skills are imperative to the success of this position. Please tell me about a time when someone at work misunderstood something you said. What did you learn from the situation to improve your communication style?	Competencies and/or Job Expectations		
8. This individual will serve as the lead trainer on interview techniques across the study team and will be responsible for building training materials. Please describe a scenario in which you were proactive in creating or updating new materials.	Competencies and/or Job Expectations		
9. This role will require you to administer structured interviews for research data collection, generally over the phone. Please detail your experience with data collection over the phone, working in a highly independent and motivated manner, and requiring high follow up to ensure success.	Competencies and/or Job Expectations		
10. It is important that this individual has analyzed large amounts of data in REDCap to cross reference information. And strong attention to detail is critical. Please give an example of a time when you encountered incorrect information in a data report or a project that best demonstrates your analytical abilities.	Competencies and/or Job Expectations		

Other Notes
Response / Notes

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## After The Interview

After interviewing a candidate, evaluate them using criteria from the 7-10 questions you have developed and by completing an **Individual Candidate Evaluation**. Evaluations should be completed for all candidates interviewing for a role to maintain consistency and fairness in the evaluation process.

All candidates need to be assessed based on the exact same questions and competencies/criteria. You will also be able to compare all candidates against one another after completing the individual evaluations by going to the **Candidate Comparison Evaluation** tab which provides a way for you to do a side-by-side comparison to identify the best person for the role. Candidate information including name, interview date, assigned ratings and recommendations will auto populate from the information provided on the individual candidate evaluations.

[Click here to access the Candidate Evaluation Tool](#)

### Rating Scale

Consistently use the following rating scale and criteria when assessing all candidates against interview questions you developed.

Rating	Rating Value	Definition
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3	Exceeds Requirements	Demonstrates desired behavior and/or competency accurately and consistently in almost all situations often with no guidance. Many good examples.

**TIP!** Should you need help evaluating candidates objectively and fairly—especially with regards to Competencies and Job Expectations—collaborate with your recruiter or HR Business Partner.