



Mechanics of Interviewing

- Introducing the Interview
 - A short clear introduction helps put candidates at ease by letting them know what to expect. Provide a rough agenda for the interview. State how long the interview is going to last. Explain that you will be taking notes.
- Preparation
 - Ensure that you know what the information is that you want from the candidate. It gives a good impression by being familiar with the applicant's details.
- Communication
 - In keeping with the university's core values (which will be reviewed shortly), we strive to share information and understand each other's perspective. By remaining open and candid, chances for misunderstandings are lessened. We have to be mindful at all times of our tones both through verbal and written communication amongst ourselves and with candidates.
- Rapport
 - Candidates will give much more information about themselves if the interviewer is less defensive and generally more open. This aids in allowing for the candidate to feel more relaxed and comfortable. Interviewers, therefore, should try and provide a supportive and friendly environment, in turn this allows for the candidate to give the interviewer the information they want. There are a number of ways in which an interviewer can strike up a rapport and these include: listening, providing verbal cues and providing non-verbal clues.
- Taking Notes
 - Do not take notes furtively. Be open about it. Tell the candidate you will be taking notes, but do not do it in such a way that the candidate can see what is being written. Take the minimum amount of notes and confine them to memory triggers and facts. Do not let it interfere with or interrupt the flow of conversation. Be careful about timing. Highly personal or adverse information should be noted when the conversation has moved to another point.
- Individual Candidate Evaluation Form (please see attached)
 - The "Individual Candidate Evaluation Form" has been created to help each committee member keep track of their notes for all candidates being interviewed.
 - The form should be available upon request.
- Interviewing Approach

- The legal implications of an interview can be intimidating. You can clarify current practices and legal requirements with the Department of Human Resources.
- Provided as just an example, the following should never be addressed when asking questions:
 - Age, religion, ethnicity, race, marital status, family status
 - Languages spoken or written, unless required for the position
 - Length of time someone has lived in the area
 - Number of children or childcare arrangements
 - Worker's compensation history
 - Legal history
 - Maiden name
 - Citizenship
 - Type of car, house, or credit the applicant owns

HR can also guide the interviewer by providing examples on:

- How to inquire about working hours or schedule without probing into marital, family, religious or ethnic status
- The Americans with Disabilities Act (ADA)
- Union information where applicable
- Organization policies

Note: All questions must relate to job requirements

- Ending the Interview
 - Once the interviewer(s) have completed his/her/their questions, an opportunity must be given to the candidate to ask questions about the job and the organization. When this is over, the interview should be formally ended. There are a number of points that should be borne in mind when ending an interview.
 - Ask if there is anything else that they would like to discuss which they may not have had the opportunity to mention earlier on.
 - Let them know how and when they will be contacted with a decision.
 - Thank them for their time, showing interest in the position and the organization.
 - Show them out of the room
- Decision Making
 - The interview is an information gathering exercise and the decision should only be taken once all the information has been evaluated.
 - Between interviews, allow time to write up brief notes (Using the Individual Candidate Evaluation Form) including evidence of the varying criteria as shown on the person's resume. Final notes are best completed soon after the interview; while the information is still fresh and in your mind.