

# Hiring Managers: 3 Steps to a Successful Interview

After the assessment(s) - but before making an offer - a selecting official may use an interview to verify a candidate's qualifications. How do you make the most of the interview? Just follow the steps below:

## Step 1: PREPARING FOR THE INTERVIEW

- ☑ Review the job's tasks and responsibilities (and the competencies necessary to perform them)
- ☑ Be organized and prepared for every interview
- ☑ Look and act cordial, interested, and professional
- ☑ Create a comfortable atmosphere for candidates
- ☑ Ensure the interview location is quiet, comfortable, and non-threatening
- ☑ Ensure that any rooms and facilities used are accessible to applicants with disabilities
- ☑ When the candidates arrive greet them and lead them to the interview location
- ☑ Explain the interview process and ask if they have any questions

## Step 2: A FEW BARRIERS TO A GREAT INTERVIEW (A.K.A., Things to Avoid)

Mistakes to Avoid	Explanation
<b>Avoid Negative Emphasis</b>	Unfavorable information tends to be more influential and memorable than favorable information. Interviewers should avoid focusing on negative information to the exclusion of positive information.
<b>Don't Focus on Superficial Factors</b>	The interviewer should avoid letting non-job-related factors influence perceptions of the candidates' responses or distract from objectively attending to the candidates' responses.
<b>Beware of the Effects of Candidate Order</b>	The order in which the candidates are interviewed can affect the interviewers' perception of the candidates. While evaluating the candidate, interviewers should refrain from comparing and contrasting candidates to those who have been previously interviewed.



### Did you know?

Interviewing is a two-way street: While you are evaluating candidates, they will also be evaluating you.

Creating a positive atmosphere for candidates helps candidates to relax, encourages them to reveal more, and promotes a positive image of your organization.

### Step 3: THE INTERVIEW

#### So, what **SHOULD** you ask?

You should ask the candidate....	You <b>CANNOT</b> ask or comment about the candidate's...
<ul style="list-style-type: none"><li>🔵 About their specific roles and responsibilities at current or past jobs or activities outside of work</li></ul>	<ul style="list-style-type: none"><li>❌ Age, sex, race, national origin, or religion</li></ul>
<ul style="list-style-type: none"><li>🔵 How they would have done a task or project differently</li></ul>	<ul style="list-style-type: none"><li>❌ Marital or familial status</li></ul>
<ul style="list-style-type: none"><li>🔵 Anything else that's job-related</li></ul>	<ul style="list-style-type: none"><li>❌ Disabilities or health status</li><li>❌ Or any other job-irrelevant factor</li></ul>

#### Other general tips for a successful interview:

- 📌 Be a good and unbiased listener
- 📌 Remain objective and fair during evaluations
- 📌 Treat all candidates the same
- 📌 Ensure your notes are comprehensive, professional, and non-judgmental
- 📌 Maintain control of the interview; ensure you don't go over the allotted time
- 📌 Provide the candidate an opportunity to ask questions about the job
- 📌 After the candidate has answered all of the questions, conclude the interview by thanking the candidate and explaining the next steps in the hiring process



#### **Did you know?**

For Hiring Manager Interviews---

Just like with a structured interview, it is a good practice to ask all candidates the same questions and give them the same amount of time to respond.

Unlike for a structured interview, the candidate's answers are not scored. However, you'll want to take good notes in case you need to refer to them later.