

MANAGERS FACT SHEET

Conducting an Effective Interview

Conducting an interview is the most common measure used to decide whether or not to hire an applicant for a particular position. An effective interview allows an employer to gain valuable information about an applicant, determine if they have the skill set necessary to perform the job and develop insight into how he/she may interact with others. Interviews are also an opportunity for the candidate to learn more about the work and the office.

Before the Interview

- ❖ Review applicant information
- ❖ Pay particular attention to:
 - Education
 - Work experience
 - Training
 - Gaps in employment
 - Writing skills
- ❖ Review position description
 - Determine the skills and competencies necessary to perform the job well
 - Review occupation-specific competencies
http://learningsource.od.nih.gov/competencies/occupation_specific.html
- ❖ Prepare questions
 - Ask questions relevant to the person's ability to perform the job
 - Do not ask any questions that can not be related back to the position
 - Use open-ended questions
 - Use standard questions for all candidates
 - See Managers Fact Sheet on Competency-Based Interviews
 - Ask follow-up questions to clarify information
- ❖ Determine who, from the office or from management, should be included in the interview

During the Interview

- ❖ Explain the structure of the organization
- ❖ Explain the nature of the position
 - Position requirements and expectations
 - Day to day responsibilities
- ❖ Use a consistent method to evaluate all applicants
 - Use Competency Based Interview guides currently under development by the NIH Workforce Support and Development Division (when available)
- ❖ Close by answering any questions the applicant may have
- ❖ Take notes
- ❖ Provide information regarding where the organization is in the interview/hiring process
- ❖ Ask permission to speak with references and/or current supervisor
 - If the applicant is reluctant to give permission, ask for an explanation

After the Interview

- ❖ Check references
 - See Reference Check Fact Sheet (coming soon)
- ❖ Contact current supervisor
- ❖ Once the position has been filled alert candidates who were not selected