

## Behavioral Based Interview Questions

Below is a sample agenda for a face-to-face interview:

### Process for a face-to-face interview:

A. Select a pleasant location where you will not be interrupted. If you must use an office, arrange that all phone calls be forwarded to another line. Keep on schedule.

Ask each candidate to arrive 10 to 15 minutes before the interview. Give him/her a copy of the position description and any other materials you feel are important before the interview, such as an organizational chart, agenda for the interview, and a list of the selection committee members with their titles. Allow at least 15 minutes between interviews to permit candidates to come and go without overlap, and to allow the committee members to evaluate a candidate's responses to questions while the answers are still fresh in their minds.

B. Follow a logical sequence, keep the same format for each candidate and allow an equal amount of time for each candidate to answer questions. Introduce the candidate to the rest of the committee and invite him or her to be seated. Provide information regarding the expected timeframe for filling the position and what the interview is meant to accomplish. You can briefly define the job responsibilities.

C. Ask the prepared questions and let the candidate do the talking. It is extremely important to listen and concentrate on what the candidate is saying. The candidate should carry 80-85% of the total conversation. The committee members' input should be limited to asking questions and keeping the candidate on track.

a. Take notes - Taking notes will help you remember details of the interview; however, writing notes during the interview could be distracting to a candidate. If you plan to take notes, explain before the interview starts that you will be taking notes or recording the candidate's responses to interview questions so that you will not have to rely on memory. This should help reduce suspicion and nervousness. Make sure you maintain some eye contact while you are writing.

**\*\*Also, it is very important that you only document details pertaining to the job duties and candidate's qualifications. Never write anything personal or discriminatory as it could be used in legal proceedings if a subpoena was ever issued for the application materials\*\***

D. Discuss the job and the University. Ask if they have any questions, needs clarification or have anything to add. Thank the candidate for coming, and explain your notification process--when a decision will be made and how candidates will be notified. Remember to smile, shake hands, and lead the candidate to the door. Note: *Keep the process the same for all candidates.*

**You may not ask questions about:**

- Race, color, national origin, religion, gender, sexual orientation, political persuasion, disability, age, or ancestry.
- Marital status, (e.g., spouse's name, spouse's employment status, whether the candidate is single, married, divorced, separated, engaged, or widowed), pregnancy, ability to reproduce, advocacy of any form of birth control, plans for a family, or child care issues. You may inquire if the applicant has any commitments that would preclude her or him from satisfying job schedules. If such questions are asked, they must be asked of both genders.
- You may not ask questions about weight or height.
- You may not ask questions about physical condition. You may ask if they are able to perform the essential duties of the job with or without reasonable accommodations (provide them with list of essential duties).
- You may not ask questions designed to discover one's age.
- You may not ask questions about a foreign address which would indicate national origin. You may, however, ask about the location and length of time of one's current residence.
- You may not ask questions concerning the candidate's place of birth or similar questions about the parents, grandparents, and spouse of the candidate.
- You may not ask in a series of interviews for a given position questions of one gender and not of the other.
- You may not ask if one is a U.S. citizen (i.e., for proof of her/his citizenship), if one intends to become a U.S. citizen, or if one's U.S. residence is legal, as well as the status of one's visa. You may not inquire if a candidate is native-born or naturalized.
- You may not ask what one's native tongue is or how one's foreign language ability has been acquired. You may inquire into languages which the candidate speaks and writes fluently.
- You may not ask about one's willingness to work on any particular religious holiday. You may ask about one's willingness to work a required work schedule.
- You may not ask if a candidate has filed or has threatened to file discrimination charges.
- You may not ask questions about any relative of a candidate which would be unlawful if asked of the candidate.
- You may not ask questions about organizations that would reveal the race, color, religion, gender, sexual orientation, marital status, national origin, or ancestry of the

applicant. You may inquire about membership in job-related professional organizations (e.g., does an applicant for the position in an English department belong to the Modern Language Association?).

- You may not ask about military service in the armed forces of any country except the U.S., nor may you inquire into one's type of discharge. You may ask if a candidate has served in the Armed Forces of the United States or in a State Militia.
- You may not ask questions which would reveal arrests without convictions.
- You may not ask questions about one's credit rating or request financial data.

8. After your interviews are concluded, you will need to evaluate your candidates based on the criteria listed in the ad. Call and check references on your top candidate(s). Determine who you would like to make an offer to and email your recruiter the interview evaluations. Notify your recruiter ahead of time if you would like to offer a salary higher than the minimum + 15% so we can work with the HR Class/Comp manager on determining an acceptable salary based on the candidates education and experience. Remember to keep all interview notes for 3 years and one day from the date of hire.

**Sample interview evaluation format**

Applicant	Comments
Scooby Doo	Interview revealed candidate has good customer service skills but less experience maintaining websites than top candidate. Candidate demonstrated good verbal and interpersonal communication skills. 2 <sup>nd</sup> choice.
Mickey Mouse	Interview revealed candidate has exceptional customer service skills, experience maintaining websites and excellent verbal and interpersonal communication skills. Top choice.
Donald Duck	Interview revealed candidate lacked experience with maintaining website and had poor verbal communication skills.