Sources of Information

- **Knowledge**—What people *know*.
- **Experience**—What people have *done*.
- **Competencies**—What people *can do*.
- **Personal Attributes/Motivations**—Who people *are*.

Creating a Great Candidate Experience

**Interview Structure**

- **Greet** Candidate
- **Explain** Process
- **Clarify** Background
- **Ask** Behavioral Questions
- **Take** notes
- **Uncover** Motivational Fit
- **Describe** Job
- **Answer** Questions
- **Discuss** Next Steps

**Be Thoroughly Prepared**

- Review the job description, résumé, and other candidate information.
- Review the interview guide and questions.

**Put the Candidate at Ease**

- Greet the candidate and introduce yourself.
- Explain that during the interview process you will:
  - Ask for specific examples of things the person has done in the past that are relevant to the job.
  - Take notes to capture important information.
  - Interrupt if needed to ensure that you cover everything in the interview.
  - Be happy to repeat a question when asked.
  - Describe the job, answer questions, and discuss next steps at the end of the interview.

**Meet Personal Needs by Building Rapport**

**Maintain or enhance self-esteem.**
- “That’s a good example—very specific and to the point. That’s just the kind of information I need.”
- “Although your approach missed the mark, it sounds like you worked hard after that to put things right.”

**Listen and respond with empathy (facts and feelings).**
- “It’s aggravating (feeling) to find out that your time’s been wasted, especially when you’ve worked so hard (fact).”
- “Two major wins in one day (fact)! That had to be exciting (feeling).”

**Meet Practical Needs by Managing the Interview**

**Make procedural suggestions.**
- “We have a lot of ground to cover, so I’d like to move on to examples of times you were particularly satisfied in your job.”

**Check for understanding.**
- “Let me see if I’m following you. He agreed at first, but then changed his mind. Is that right?”
- “Would you like me to restate the question?”
Behavioral Questions Criteria

REMINDER: Past behavior predicts future behavior.
- Focus on behaviors most important to the job.
- Ask for one specific example at a time.
- Are set in the past tense.
- Seek both positive and negative examples.

If it isn’t related to the requirements of the job, don’t ask it!

STAR

Situation or Task
What was the context?

Action
What was done, and how?

Result
What was the effect of the action?

Follow-up Questions

To Get Situation/Task
- “Can you give me a specific situation where you used that approach?”
- “What prompted you to...?”

To Get Action
- “Describe specifically how you did that.”
- “How did you handle your part of the project?”

To Get Results
- “How did it work out?”
- “What feedback have you received?”

To Get Additional STARs
- “Can you describe another time when you...?”
- “Can you tell me about another situation when your approach didn’t work?”
- “Describe a situation in which you weren’t able to...”
- “Can you tell me about a time when you used that approach and were able to satisfy the customer?”

Motivational Fit

Motivational fit has three main areas: the job itself, the organization and its culture, and the location. Each has a variety of possible facets. Examples of job fit facets include:
- Challenging work
- Relationship building
- Center of attention
- Continuous learning

Excellent fit in one facet can outweigh mediocre or poor fit in another. To target motivational fit, ask:
- When the candidate was satisfied or dissatisfied in a job, organization, or location.
- What specifically the person liked or disliked.
- Why it was satisfying or dissatisfying.