

Interview Process

____ Assemble a Search Committee of up to 5 individuals, including the hiring manager. The individuals should have knowledge and understand the skills desired in the position.

____ Create a Position Applicant Screening Sheet which identifies the experience and skill necessary to perform the duties of the position. Include 5 pts for Veterans. This will assist in determining the individuals to interview.

Provide Screening Sheet, application and supporting documents to the Search Committee.
Select the top candidates to interview.

____ Create Interview questions. Recommendation is to have at least 8-10 open-ended interview questions. A behavioral and competency-based approach assists in assessing the candidate's skill for the position and helps measure their experience. For example: Tell me about your past work experience. Please share what is most/least appealing about this position and why. Situational based approach assists in hearing how the candidate would handle a given scenario. Sample questions may be discussed with HR.

____ Create an Interview Report. This report is based on the advertised qualifications to be assessed during the interview.

Provide one copy of the interview questions with the Interview Report to the Search Committee prior to the interview.

____ Schedule the interview(s)

____ Determine the best qualified candidates by completing the Interview Report.

____ Hiring manager provides the candidate and salary recommendation to the Campus Dean

Upon approval a verbal offer is made by the hiring manager.

____ Notify HR of the accepting candidates name, salary and start date. Onboarding begins.

____ Hiring manager sends decline letters to the remaining candidates.

____ Position Applicant Screening Sheet, blank page of Interview Questions and Interview Reports are provided to HR to file.

Direct one-on-one interview

SOURCE: <https://www.shrm.org/topics-tools/tools/toolkits/interviewing-candidates-employment>

The traditional face-to-face interview with the candidate can be structured or unstructured, and it can be approached in one of several ways, depending on the types of information the interviewer seeks. The three most common approaches to one-on-one employment interviews are behavioral, competency-based and situational.

Behavioral and competency-based approaches. Behavioral and competency-based interviewing both aim to discover how the interviewee performed in specific situations. The logic is based on the principle that past performance predicts future behavior; how the applicant behaved in the past indicates how he or she will behave in the future.

In the behavioral approach—a traditional technique for assessing a candidate's suitability for a position—the purpose is to review the candidate's experience, personal attributes and job-related skills. The competency-based approach focuses specifically on skills needed for the position; job-related skills constitute the criteria against which applicants are measured.

In a behavioral or a competency-based interview, the interviewer's questions are designed to determine if the applicant possesses certain attributes or skills. Instead of asking how the applicant would handle a hypothetical situation, the interviewer asks the applicant how he or she did, in fact, handle a particular situation in the past. Behavioral and competency-based interview questions tend to be pointed, probing and specific.

Following are some examples of behavioral questions:

- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Give me a specific example of a time when you used good judgment and logic in solving a problem.
- Give me an example of a time when you set a goal and were able to achieve it.
- Tell me about a time when you had to use your presentation skills to influence someone's opinion.
- Give me a specific example of a time when you had to conform to a policy with which you did not agree.

If answers seem to be thin on detail, the interviewer can ask follow-up questions:

- What exactly did you do?
- What was your specific role in this?
- What challenges did you come across?
- Why precisely did you do that?

- Why exactly did you make that decision?

Competency-based interviewing can give the interviewer a sense of an applicant's job performance and attitude toward work. Following are some examples of competency-based questions:

- Tell me about a time when you had to encourage others to contribute ideas or opinions. How did you get everyone to contribute? What was the end result?
- Tell me about a situation in which your spoken communication skills made a difference in the outcome. How did you feel? What did you learn?
- Tell me about a situation when you had to persuade others to accept your point of view when they thought you were wrong. How did you prepare? What was your approach? How did they react? What was the outcome?

See [Competencies Hold the Key to Better Hiring and Make Better Hires with Competency Models.](#)

Situational approach. The situational approach is an interview technique that gives the candidate a hypothetical scenario or event and focuses on his or her past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of how the candidate would respond given the situation described. This type of interview reveals how an applicant thinks and how he or she would react in a particular situation. The following are examples of situational interview questions:

- You have been hired as the HR director in a 300-employee company and are struggling to perform the necessary HR administrative work by yourself. Your manager, the CFO, tells you that you need to be more strategic. How would you handle this situation?
- You learn that a former co-worker at your last company is applying for an accounting position with your company. You have heard that this person was terminated after admitting to embezzling funds from the company but that no criminal charge was made. You are not in HR. What, if anything, would you do?
- You are applying for a customer service position in a cable television company. If a technician visits a home to make a repair and afterward you receive a call from the customer telling you that the technician left muddy footprints on her new carpeting, how would you respond?

Interview Report

Dakota College at Bottineau

The evaluative comments provided below should be limited to observations that are clearly job related. Factors that are not job related should not be part of the selection process. Please complete in pen.

Candidate's Name	Position Applying For:
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EVALUATION OF APPLICANT'S POTENTIAL TO PERFORM JOB RELATED RESPONSIBILITIES

List below the advertised qualifications to be assessed during the interview and include one copy of the interview questions with the Interview Reports that accompany the Request to Offer.

	Low		Average		High
Education	1	2	3	4	5
Experience relative to position	1	2	3	4	5
Communication skills	1	2	3	4	5
Managerial skills	1	2	3	4	5
Technical skills	1	2	3	4	5
Overall interview impression	1	2	3	4	5

Summary of Strengths

Summary of Weaknesses

	Unacceptable		Marginal		Hire
Recommendation for Selection	1	2	3	4	5

Reasons for Recommendation

Completed by: _____
(Signature of Interviewer)

Date: _____

This document is an open record.

