BENTLEY UNIVERSITY
Human Resources

Quick Reference Guide
Planning and Conducting the Interview

The following Guide is designed to assist Interviewers when preparing to conduct candidate interviews.

Preparing for the Interview

- Develop a time plan for each interview, allowing 10-15 minutes after each to assess the candidate.
- Prepare an interview setting that is conducive to good communication and ensures privacy.
- Prior to the interview, identify a few key activities/accomplishments from the candidate's resume that pertain to the experience/skills required in the open position.
- Identify any gaps in employment or other aspects of the resume that warrant questions.
- Gather materials such as organization chart, Position Description, etc. as applicable.

Opening the Interview

- Welcome the candidate and make them feel comfortable with brief casual conversation. Offer water.
- Explain that the purpose of the interview is to learn about the candidate's background and experience, provide an overview of the job, and answer any questions s/he may have.
- Explain the flow of the meeting, e.g.:
    - Questions about the information on the resume;
    - Competency-based questions;
    - Description of the position, its place in the larger organization, department;
    - Candidate questions (allow at least 10 minutes).
- Tell the candidate you will be taking notes.
- Begin with questions identified in planning (above), and any other areas related to technical/job related skills. Ask clarifying questions where necessary to fill out resume.
- Ask the candidate about likes and dislikes in current or former positions (may get at strengths).
- Ask about transitions - i.e., why the candidate left a position; choose at least one transition to question (may get at motivation).

Listening and Probing

- Listen closely, talk less. Listen for positive/negative indicators in responses.
- Listen for evidence related to other skills and probe around those also.
- Give positive reinforcement as appropriate ("It sounds like that initiative went well.")

- Use follow-up/probing questions to help identify behaviors and reactions to behaviors, e.g.:
    - “So what did you say to that?” “Then what did you do?”
    - “What was the outcome—how did it get resolved?” “How did you know it was a success?”
    - “What was your role in the project? What specifically did you do?”
    - “What did you learn from that situation?”

Behavior Based Questions

- Select appropriate questions from the Question Library. See also the questions at the end of the Library (#34). Although not behavioral based, these are good questions for exploring a candidate’s motivation and style.

Selling the Job

Provide a realistic job preview, but present positive information about the role and Bentley, e.g.:

- Share why you joined Bentley and what you like most about the University/department.
- Why the position matters and what the incumbent will do and learn in the role.

HR will cover benefits information, but include any points about fringe benefits that you find especially rewarding.

Candidate Questions

- Solicit questions from the candidate.
- Respond to questions and record any issues or concerns.

Next Steps

- Explain the next steps in the process, and tell the candidate that someone will be in touch in the near future regardless of the decision. Avoid making promises.
- Thank the candidate for his/her time.