

## CONDUCTING THE INTERVIEW

Ensure that you start and end the interview on time. Eliminate all distractions, such as phone calls, once interview begins. Where seating arrangements permit, interview the candidate at a table rather than from behind your desk.

### A. Creating and Maintaining a Positive Interview Atmosphere

1. Welcome the candidate with a smile and greet them by name, introduce all interview panel members.
2. Where possible, provide coffee, water, juice to help dissipate the candidate's anxiety.
3. Show empathy and understanding if the candidate is nervous.
4. Outline the format and length of the interview to the candidate.
5. Tell the candidate that you will be taking notes during the interview.
6. Provide positive reinforcement as candidate responds to questions (smile, nod).
7. Give the candidate time to formulate answers with behavioural examples.
8. If the candidate seems confused by a particular question, rephrase it. You can always go back to it later.

### B. Describe the Job Responsibilities

1. Clearly describe the primary and secondary job tasks.
2. Offer specific examples to illustrate required tasks.
3. Encourage the candidate to ask clarifying questions about the job responsibilities.

### C. Note Taking

1. Observe all candidate behaviour, record key words or phrases.
2. Use personal shorthand, if possible. Keep your notes factual, in the event of a Freedom of Information and Protection of Privacy (FIOPOP) request. Your notes may be reviewed.
3. Mark questions you might want to probe further.
4. Ensure that you keep all interview records for one full year.

### D. Collecting More Detail (Probing)

1. Clarify candidate responses, "Do you mean . . .?"
2. Use silence to allow candidates to gather their thoughts.
3. Paraphrase, "It sounds as if that experience was . . ."
4. Probe, "Tell me more . . ."

### E. Collecting Less Detail

1. Interrupt the candidate politely and redirect the discussion to a specific area (stay in control of the interview).
2. Summarize the candidate's discussion, refocus on another area of questioning.
3. Reinforce the need for a brief answer.

### F. Avoid:

1. Advice giving.
2. Arguing.
3. Doing all the talking.
4. Providing feedback or final decision during interview.

## **WRAPPING UP - Closing the Interview**

- Review your notes and check any areas that need further questioning.
- Ensure that you have provided the candidate with information on the organization and position.
- Give the candidate the opportunity to ask final questions.
- Ensure that the candidate has provided you with a list of references. The list should include three of the candidate's direct supervisors.
- Have the candidate sign the Reference Check Authorization form.
- Explain the next step in the selection process and the expected time line for decision making.
- Thank the candidate for a productive interview, and walk him/her to the door.