

UNIVERSITY OF CALIFORNIA
OFFICE OF THE PRESIDENT

INTERVIEW GUIDELINES

ADVISED

- Read application/resume before applicant arrives and note questions/omissions, or clarifications needed.
- Set up interview in a pleasant, private place without interruptions.
- Set a friendly and professional tone to put applicant at ease. Ask open-ended questions -- "Tell me about ...", "Describe a situation in which you ..."
- Use different types of interviews as appropriate -- panel or individual.
- Ask open-ended job-related questions that relate to the skills, knowledge and abilities requested in the advertisement.
- Give applicant information to evaluate the job and work situation -- job description, organizational chart, salary information.
- Keep an open, relaxed mind -- try to avoid first impressions, snap judgements. Take brief notes during the interview.
- Give applicant opportunity to ask questions and to answer questions without feeling hurried.
- Allow applicant to "sell" himself or herself -- candidate should do most of the talking.
- Cover the same questions and treat all interviewees as equitably as possible. Follow-up questions can relate to specific responses.
- Give applicant a chance to ask final questions at the close of the interview.
- Review the selection process and tell the interviewee when he/she will be next contacted.
- Allow 10-15 minutes after each interview to assess interviewee.
- Keep notes on all interviews to document the decisions. Use "I" frame.

NOT ADVISED

- Give an interview off the top of your head.
- Forget to check the application thoroughly before the interview.
- Be rigid -- allow for digressions in the exchange of information.
- Convey gossip -- try to remain neutral with personalities in the job situation.
- Introduce any unnecessary stress.
- Ask for information unrelated to the job.
- Ask leading questions to get the answer you want.
- Form an incomplete judgement based on one particular aspect of the applicant's behavior or interview responses.
- Project your feelings onto the applicant.
- Ask questions which are illegal or which lead to information which can be used to discriminate (i.e., age, date of birth, arrests, weekend work, children under 18, number of children or childcare arrangements, citizenship, convictions, credit record, eye/hair color, bond refusals, garnishment record, height/weight, lowest salary acceptable, maiden name, marital status, sex, spouse's name/occupation, widowed, divorced or separated).
- Ask questions which can be answered yes or no.
- Talk too much.
- Make your questions too complex or unclear.
- Interrupt or criticize past behavior or answers to questions.
- Let an "over-talker" take control of the interview.
- Close your mind to the point of view of the applicant.