

@CompanyName

Guidelines for effective interviewing and selection

Learning how to be a good interviewer is extremely important if you want to hire the best candidates. A good interview is not only about selecting the best candidate, but also to provide an exceptional candidate experience which creates a great impression of @CompanyName.

Why is it important to be a good interviewer?

Conducting a job interview is a crucial part of recruitment strategy. Becoming a good interviewer is of utmost importance if you want to recruit the right people for the role and for @CompanyName. Selecting the best person for the job isn't as simple as hiring the candidate with the best skills and the needed experience. The person you hire needs to be the best choice not only for your open job position, but also for your company culture. You need to [hire the best talent by finding the perfect fit](#) through a structured interview approach and objective assessments of skills, knowledge and cultural fit. Finally, being a good recruiter will ensure that your chosen candidate accepts your job offer. According to [LinkedIn Global Talent Trends Report](#), 83% of talent say that a negative interview experience can change their mind about a role or company they once liked.

How can you become a better interviewer?

Interviewing is part tactical and part strategic. If you want to be a good interviewer, you need to ask the right questions in the right way, maintain the right demeanor and read your candidates' body language. Last, you want to provide a great experience for the candidate who can be a source of referrals even if they don't get an offer.

How to prepare for the interview?

Becoming a good interviewer requires preparation and practice.

Step #1: Review the job description before the interview

Make sure the job description is reviewed and adjusted if needed to fit the current and future needs of the role and the company. You need to know every detail of the open job position and have a clear idea about job duties, job responsibilities and job requirements.

Step #2: Have a clear picture of your ideal candidate

Before you start interviewing, have a clear picture of the ideal candidate. What are the important characteristics, skills, knowledge, experience, and cultural fit that the ideal would possess?

Step #3: Decide who will be on the interview panel

An important step in the process is to select those people who will participate in the interview. Choose those who will work closely with or lead functions that will interact frequently with the new hire. Keep the team small and focused to avoid a prolonged series of interviews, which may potentially cause you to lose a good candidate. An exception here may be for very senior roles where a wider interview panel would be beneficial.

Step #4: Select the best interview questions for each panel member

An important step in the interviewing process is selecting the [best job interview questions](#). Besides questions that will enable you to assess your candidates' skills and experience, make sure to include [cultural fit job interview questions](#) as well. Have each person on the interview panel focus on a different area to avoid redundancy.

Step #5: Develop a rating system

Use the Interview Scorecard to rate each of your selected job interview questions. Without it, you won't be able to adequately assess candidates' answers in an objective and clear way.

Step #6: Create an interview timeline

Outline the course of your interview. Will you start with a warm welcome and informal chat? Or do you plan to conduct a more formal introduction? You should walk in every interview knowing exactly which questions you will ask the candidate.

Step #7: Do your homework

Make sure you have researched your candidate in advance of speaking with them. Carefully go through their resume and cover letter. Check their LinkedIn profile and any other information taken in from the initial phone screen. Make notes on points you want to bring up during the interview.

Step #8: Prepare your pitch

Remember that an interview is a two-way process. The same way you are evaluating candidates, they are also evaluating the interview team, the process, and the company. Today, candidates have more options than ever, so plan to give an enthusiastic and authentic pitch on why @CompanyName is a great place to build a career. Give your own examples, discuss current initiatives, paint a picture of what it is like to be part of the @CompanyName team. Make sure each person on the interview team has prepared a compelling way for selling the employer brand and @CompanyName's culture, perks, and benefits. Leave the candidate excited to join!

Step #9: Ensure the interview schedule is communicated to all participants

Coordinate with the recruiter or HR to ensure the schedule has been communicated to the candidate along with what the candidate should expect (how long, how many people will they be speaking with, and so forth). If the interview is being held virtually, sign on early. Have the camera and audio set and eliminate background distractions. If the interview is in person, ensure there is a quiet room, also free from distractions. Provide water or offer coffee or a soft drink.

Conducting the Interview

Conducting interviews is a multi-layered process and is more than simply asking questions and listening to candidates' answers. Good interviewers also must keep the interview on the right track, watch the time and be mindful of the candidates' and their own body language - all at the same time! Here are some tips for conducting great interviews:

Tip #1: Give a warm welcome

A good interviewer sets the stage for a successful interview by giving a warm welcome to your candidates. Make sure that your body language is positive and have a welcoming smile on your face... even virtually!

Tip #2: Outline the interview structure

Briefly outline the interview structure for the candidate at the start of the interview. This will make candidates feel more in control, which will help them feel more at ease. Let them know the planned duration of the interview.

Tip #3: Make an introduction

Introduce yourself, give an overview of @CompanyName, and then where the position fits into the bigger picture. Don't assume that candidates know everything about your company and position. A good interviewer makes everything clear by highlighting the most important information.

Tip #4: Conduct structured interviews

Conduct a structured interview, using the set of questions you've already selected. Stick to your questions list and ask all candidates the same questions in the same order. Using a structured approach to gather information will ensure that all candidates are evaluated on the same basis and avoid bias.

Tip #5: Make it a conversation

Although you will have a list of question you need to ask, don't let your interview turn into an interrogation. Make it a conversation! If the candidate says something which prompts a question, probe into that area. Make sure you understand the answer fully. Listen carefully and engage with your candidate in a natural way, just as you would in a regular conversation.

Tip #6: Take notes

Don't assume that you will remember everything your candidate said – use the Scorecard to keep note of responses. Avoid using a laptop because it creates a physical barrier between you and the candidate, which can be off-putting. Also, don't write on their printed resumes. Using a scorecard to keep notes will help you organize your comments along the key criteria being sought in the ideal candidate.

Tip #7: Keep an open mind

Be mindful and honest about your potential biases. Good interviewers avoid getting swayed by the first impression and spending the rest of interview looking for evidence to support it. Avoid jumping to conclusions, instead rephrase your candidates' answer and check if you understood them correctly. Remain open and objective.

Tip #8: Watch the body language

Good interviewers pay attention to candidates' body language. Candidate's body and face send many different nonverbal cues that can provide useful insights. However, avoid making assumptions, and keep in mind that your body sends out signals as well!

Tip #9: End the interview in the right way

End the interview smoothly. Leave enough time at the end of the interview and give candidates a chance to ask questions. If the candidate has additional questions and time cannot be extended, then set a time to follow up soon to respond to all questions. Describe next steps and provide an expected timeline. If on site, give the candidate a short office tour to provide them with a glimpse into company culture.

What to do after an interview?

Now the real work begins. This is the time to decide who is the best candidate for the job and who to hire. How to go about this process:

Step #1: Evaluate your notes

First, go through your notes and arrange all the information you gathered during the interviews.

Step #2: Convene the interview panel

Hold a debrief as soon as possible after the last interview to include HR. Have each interviewer identify where they scored the candidate for each category and give their reasons why. When

complete, select the candidates with the highest scores. Finally, compare them to each other and make your decision.

Step #3: Confirm offer terms and communicate to the selected candidate

Once the offer terms are finalized with HR and Finance, call the candidate to convey the verbal offer. Reinforce your excitement to have them come on board and highlight all elements of working at @CompanyName. It's far more than the cash compensation alone! When candidates accept the offer via phone, follow up with the formal letter and benefits information by email as soon as possible.

Step #4: Inform rejected candidates about your decision

As soon as your selected candidate accepts the job offer, contact all other candidates to inform them that they didn't get the job. The candidate may be one that would fit into another future role, and you want to leave them with a good impression of @CompanyName. It is helpful to give a brief explanation of the main objective reason the other candidate was chosen.

Step #5: Plan for day one and onboarding your candidate

Now begin to plan for onboarding your candidate. Work with HR and the onboarding process to prepare for day one and beyond. Plan to hold weekly 1:1 sessions, set goals and expectations early and check in often to ensure the candidate has the right information and is connecting with the team. At six months, hold a stay interview session to ensure continued attention to your employee's engagement with @CompanyName.