

Hiring Managers Guide – Getting the Interview Right

Internal Use Only



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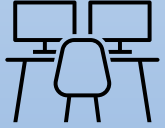
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1. Purpose



This guide aims to provide a framework for interviewing candidates, some helpful tips on how to prepare for the interview, set up the interview and what you should and shouldn't do as part of a best practice interview process. This follows on from the guide - [Help! How do I successfully shortlist candidates? \(Include link\).](#)

2. Before the Interview



Do your homework.

You expect candidates to walk into an interview with some basic knowledge about the University and/or the position, therefore you should hold yourself to the same standards as well.

Before every interview make sure you and the panel have:

- reviewed the credentials of the candidate you are about to meet.
- Become familiar with candidates' resumes, cover letters and any other materials they submitted to you for consideration of the job.



Put yourself in the candidate's shoes!

- ✓ Remember that the interview is also the time for candidates to interview you, so try to anticipate what questions they will ask you about the University and the position, including benefits, mission/vision of university and opportunities for development – know the answers to these questions (or have someone in the interview that does).
- ✓ Make sure you can clearly articulate what the candidate's role would be if hired, as well as who his or her direct reports would be.
- ✓ Remember its not a test your goal is to make the candidate as comfortable as possible so that you can find out as much as possible about the skills and experience that make them suitable for the role.

2. Before the Interview



Organise the Panel

- ✓ Select your panel member aligned to university [Recruitment Policy and Procedure](#) (insert link)
- ✓ Ensure panel members are available when you intend to shortlist or conduct interviews.
- ✓ Hold time in calendar's, particularly where you know the panel member is very busy.
- ✓ Ensure all panel members are familiar with the university's Recruitment policies and procedures.



Provide Relevant Information to the Candidate

- ✓ As part of interviewing the candidate to an interview provide any information relevant to them – who is on the panel, how to get to the interview location, how and where to park.
- ✓ If they will be undertaking any selection processes different to an interview when they arrive – presentation etc let them know and provide the information they need to prepare.

3. Interview Do's & Don'ts

DO Conduct Behavioural Interviews

Behavioural interviewing will assist in selecting the right candidate because it helps predict future success in the position by looking into past experience and behaviour. Thus, questions should be shaped to look at previous behaviour and not potential behaviour.

A question that begins with "Tell me about a time when..." for example, is much more predictive than "What would you do if..." which tends to lead candidates to say what they think you want to hear, rather than give a real-life example that provides insight into their skills, personality and work ethic.

DO let candidates know the outcome

Not getting back to candidates is more than bad manners. It's bad business, on multiple levels. From an employment branding standpoint, not only does this behaviour to decrease the likelihood from ever applying to university positions again, but it also does the same for anyone the candidate talks to (and they will) about their awful experience with the university.

DO be clear on what the selection process will be.

Create transparency in what the interview or selection process will be and what steps may take place and what timelines may exist.

3. Interview Do's & Don'ts

DO use the same measurement tools on each candidate

Ask the same questions of every candidate. The minute you stop using the same way to assess candidates, you lose any appropriate means to compare the candidate's.

DO get over your own biases

Unconscious bias is when your brain makes judgments based on your upbringing, background, and past experiences and can have an impact on your decision-making. The first step to mitigating bias in your hiring process is knowing the different types you may be experiencing.

- Similarity Bias – When someone prefers what is like them vs. what is different.
- Halo or Horn Bias – Allowing one trait, both positive (halo) or negative (horn) to overshadow other traits.
- Prototype Bias – A preconceived idea of who should be cast in specific roles.
- Conformity Bias – When views are influenced by the views of a larger group.

DO provide a realistic job preview.

It is easy to provide an unrealistic view of a position just to attract a great candidate, however the reality is if you are selling a position that just doesn't exist the candidate is unlikely to stay and it will be a wasted recruitment process. Be honest about the position and you will more likely get the right fit for the position.

3. Interview Do's & Don'ts

DON'T Write off a bad first impression as a deal-breaker!

Because it's exactly that - an impression. There may be factors that impacted the candidates that led to the initial impression, in particular nerves. If you can see through this and identify the candidate may actually meet the requirements of the position, set up another time to meet.

DON'T go into the interview blind

It's crucial that you and the panel have a clear idea of what you want your end result to look like. Before interviewing any candidate, consider the following questions:

- Why am I filling the job? (Are we growing, or are we replacing someone?)
- What's missing on this team?
- What do our customers need, require and expect?
- Who's the supervisor? What kind of person works best under this supervisor's management style?
- What sort of person will fit best within this culture?
- What skills am I willing to train on, and what skills do I need to hire for?

DON'T jump the gun

Only after the interview, when you have a chance to objectively assess your notes and compare the candidates should you evaluate the candidate. The interview is the time to gather data, which you can then analyse once the interview is over.

3. Interview Do's & Don'ts

DON'T make promises!

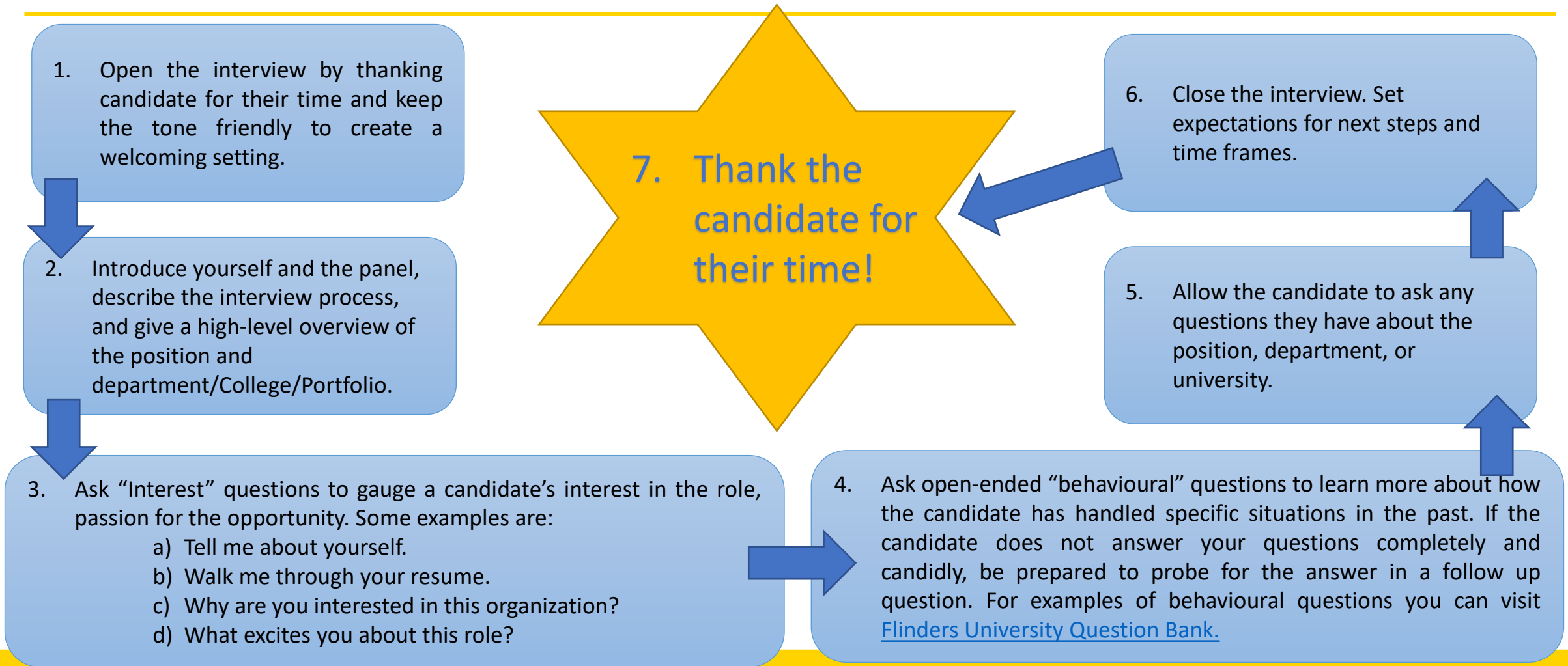
To get that standout candidate it may be easy to start making promises about conditions they want. However, be mindful of any approval processes or university policies that may exist. Telling a candidate, you will get back to them on something they are requesting is better than going back to them to say you can deliver on something you have agreed to. If you are unsure reach out to the recruitment team who can assist you with knowing what you can or can't agree to or where you may need to get approval.

DON'T ask questions that are not considered appropriate

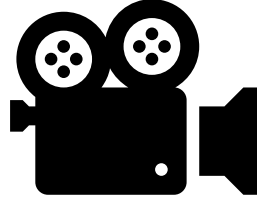
Unless a candidate freely chooses to divulge to you, there are legal implications for asking questions that may not be appropriate. You should avoid questioning an applicant on any of the following:

- Gender
- Age
- Race
- Disabilities
- Religion

4. Interview Flow



5. Video Interviewing



DO

- Dress appropriately
- Have a professional background.
- Test your audio, video, and internet prior to commencing.
- Be personable.
- Dress appropriately
- Have a professional background.

DON'T

- Take a call in a loud setting.
- Move the camera too much.
- Turn off your video.
- Record the meeting Video.

6. Next Steps



For assistance in the next steps please view the guide – [Selecting the Right Candidate \(insert link\).](#)

7. Related Documents

- [People & Culture Website](#)
- [Recruitment Website](#)
- [Recruitment Policy](#)
- [Recruitment Procedures](#)
- [Flinders University Enterprise Agreement 2019 - 2022](#)

Have questions?

Contact the Recruitment Team



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