

Hiring the best and retaining them too Part IV

The Interview

Most of us really don't have the time to interview, and consider it an interruption in an otherwise busy day. The easiest way to get this chore out of the way is to plan ahead. Successful interviews are planned and effective interviewing involves investing time.

- Set a schedule and keep to it, especially if there is more than one interviewer involved.
- Don't keep a candidate waiting
- Arrange a private room
- Don't allow interruptions
- Have a copy of the resume (C.V.) on hand
- Have a copy of the job description on hand
- Have a list of pre-prepared questions with you
- Consider the "fit" with the job, team, company and YOU, the hiring manager
- Take your time when interviewing
- Maintain a poker face, but keep it a friendly face
- Talk 20% of the time and listen 80% of the time; this can be accomplished with open-ended questions (who, what, where, when, why and how)
- Take notes and keep them to best evaluate one candidate over another and in order to compare the candidate's skills with the job description
- Walk your candidate to the next interview and make the introduction
- Walk your candidate to the door and thank him/her for coming in

It is essential to keep in mind that the candidate is assessing the organization while the organization assesses the candidate. Don't set up your organization for negative comments that you will never hear. It will make it that much harder to get good candidates in the door.

The following is a very small sample of negative comments I have heard from job seekers.

- The interviewer ate lunch while conducting the interview
- The interviewer failed to advise anyone in the office the candidate was coming, and the interviewer arrived late
- The interviewer told the candidate everything about the position, the company, and the expectations and then asked: "so, do you want the job?"

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