

## Search Advocate Phase 3: Creating the Interview

Prior to opening the search, the committee should discuss qualifications in detail to identify the criteria to be used when assessing each candidate. It is important the committee reach a shared understanding of the criteria determined, how it relates to the position and the different ways an applicant could meet it.

Once the criteria is established, the committee should identify the most important performance skills and values essential to the job and team. This is the information which the committee will use to build the interview questions. These same questions will be asked to every candidate. This may sound boring, but evidence suggests that your accuracy in hiring the right candidate exponentially increases.

*We suggest sending questions ahead of time to allow for an even playing field of temperaments and personalities in the interviews.*

- When developing questions, use predominantly situational instead of behavioral questions.
  - Situational questions help to forecast potential, assess leadership and interpersonal skills, and it levels the playing field for candidates with less experience, but great potential.
    - Behavioral questions: "Tell me about a time when you were in this situation and what you did."
    - Situational questions: "What would you do if..."
- Ask for positive and negative examples to help build a balanced picture of the candidate. Expect to hear mistakes - mistakes happen when people take risks. *(No candidate is perfect.)*
- Develop follow-up to help the candidate provide you with relevant and detailed information.
  - Why would you choose that course of action?
  - What would you say your motivation would be in that instance?
  - Tell us more about the steps you took and what happened.
  - How did others react and what did you do with those reactions?
  - Would you do anything differently if faced with that same situation?
- Choose 6-8 open-ended questions. Between these and follow-up, this should fill an hour pretty quickly.
- Ask the same questions in the same order and as much as possible ask the same follow-ups, if necessary.

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Under federal law, there can be no job discrimination based on sex, race, color, religion, national origin, or age. Consequently, there are topics you should NOT ask a prospective employee because they may be discriminatory.

Below you will find a list protected categories by federal law and directions on what you can and cannot ask.

<b>CATEGORY</b>	<b>You CAN Ask</b>	<b>You CANNOT Ask</b>
AGE	Whether candidate is above minimum or maximum age	Age, birth date, birth certificate, high school
CRIMINAL RECORD	Conviction record, if it relates to ability to do the job	Arrest Record
CREDIT RATING	Anything that directly relates to ability to do the job	Anything that does not relate to their ability to do the job
DISABILITIES	Anything that directly relates to ability to do the job	Anything that does not relate to their ability to do the job
WORK SCHEDULE	Willingness to work required work schedule	Willingness to work anything particular religious holiday
MARITAL/FAMILY STATUS	Nothing	Anything
NATIONAL ORIGIN	Whether candidate can legally	Anything else
RACE, RELIGION, SEX/GENDER	Nothing	Anything
ORGANIZATIONS	Membership and offices held in professional organizations related to expertise	Organizations or societies candidate may belong to

*Andler, Edward C. "Winning the Hiring Game" (Springfield Smith Coins Company 1992) p48*