

ResourcefulManager Interviewing Framework Checklist

Use this 12-point checklist to help you when interviewing employment candidates.



Preparations Before The Interview

- Design a Scorecard to rate the candidates objectively on the traits and capabilities (rather than on your gut feeling, which has not proved to be an accurate predictor of success in hiring).
- Identify which factors are most important for the success of a new hire in your organization, to possibly give that factor more weight on the Scorecard.
- Design questions to act as a Situational Judgment Test (SJT) to test applicants on how they would perform in typical situations that arise in your workplace and on which your applicant's judgment, if he or she were hired, would be a critical factor in a successful outcome.
- Pre-screen candidates as much as possible, for example, by emailing them a situational judgment test, to avoid wasting time on C players and limit the time spent on face-to-face interviewing to potential A and B players only.

Things To Keep In Mind During The Interview

- Remember to review the candidate's resume from the beginning and resist the temptation to start with the last job-- (Don't watch the movie backwards!)
- Interview to "sell" your company, your co-workers, yourself and the opportunity for the candidate. If there is to be a rejection, let it be you who rejects the candidate for some valid reason. Don't ever give them the chance to reject you.
- If there is any negative publicity out there about your company and any candidate worth his or her salt could have found it with a simple Google search, then review it with the candidate to put it in the proper context. You don't want any 500-pound elephants in the room that nobody talks about.
- Before you end the interview, test how interested the candidate is in the job you have available. Are they interviewing elsewhere and what are you competing against in their mind?

Essential Steps After The Interview

- Complete the Scorecard on all candidates.
- Check with your co-interviewers how they judged the candidate(s). Note if there are any discrepancies. This is a good opportunity to eliminate or compensate for any possible interviewer bias.
- Check references – and dig deeper to get anything meaningful from a former employer or co-worker.
- Double-check to see if the process is still working. Are all the factors on your Scorecard still as valid as ever? Did the last hires chosen by the Scorecard perform as expected? If not, why not, and what needs to be changed in the process? Continual re-evaluation of any process is essential to its continued success.