**Interview Guide**

| **Candidate** | **Position** | **Interviewer** |
| --- | --- | --- |
| Candidate’s Name | Position Title | Interviewer’s Name |

| **Date of Interview** | **Time of Interview** |
| --- | --- |
| Select a Date | Select a Time |

# Interview Resources

Before starting the interview, review the following interview resources, found on the [Talent Strategy](https://www.cmu.edu/hr/career/managers/recruiting-staffing/index.html) page, for overall guidance and best practices to ensure a positive, compliant and equitable hiring process.

* [Interview Etiquette and Best Practices [pdf]](https://www.cmu.edu/hr/assets/recruiting/interview-etiquette-guidance.pdf)
* [Interview Do’s and Don’ts [pdf]](https://www.cmu.edu/hr/assets/recruiting/interview-dos-donts-guidance.pdf)
* [Virtual Interview Guidance [pdf]](https://www.cmu.edu/hr/assets/recruiting/virtual-interview-guidance.pdf)

# Interview Structure

## The STAR Method

The STAR method is a structured manner of assessing the responses to behavioral-based interview questions that require the candidate to discuss the specific situation/task, action taken and the result of their experience. When asking the questions below, the interviewer should seek out the following information in the response:

**Situation/Task:** Look for the candidate to describe a specific situation or task, not a generalized description of what they did in the past. Listen for: who, what, where, when and why.

**Action:** Listen for an appropriate amount of detail to understand how the candidate accomplished the goal.

Make sure they answer what they did; not necessarily what the team/others did. Listen for: how.

**Result:** What was the outcome? How did the event end? What did they accomplish? What did they learn? What would they do differently next time? A lesson learned is just as important as a positive result in the answer. Listen for: measurable results and self-learning.

## Opening the Interview – Welcoming the Candidate (Interview Facilitator)

* All interview participants should introduce themselves and briefly share how their role interacts with the open position for which the candidate is interviewing.
* If you are the hiring manager or interview facilitator, provide a **realistic job preview** (FT/PT, hours, work posture [i.e., onsite, hybrid telecommuting], etc.), a high-level overview of day-to-day responsibilities and how this role supports the university, etc.
* Establish a welcoming environment and put the candidate at ease (offer a drink, ask how the traffic was, etc.).
* Describe the interview process and estimated time of the interview.
* Explain the format of the interview and the use of behavioral-based questions. Explain that for each of the questions you are seeking specific examples.
* Explain that time will be provided at the end for the candidate’s questions.

# Conducting the Interview

## Employment Background Review

Address any potential concerns: job hopping, gaps in employment, and reasons for leaving.

Sample questions to consider asking in this section can be found below.

**Assigned to:** Click or tap here to enter text.

1. **Give us a brief overview of your previous experiences and how this position fits your career trajectory/goals?**
2. **Why are you looking to leave your current role? OR What is prompting you to consider a new opportunity?**
3. **What excites you about this opportunity?**

## Competency and Skill-Based Questions

* This section will focus on the identified skills and key competencies associated with the position, as identified by the hiring department/manager. If multiple interview participants are part of the interview panel/search committee, assigning a participant to each question is suggested. For a listing of suggested competencies and behavioral-based questions to consider including in the interview guide, please review the [Behavioral Interview Competencies & Questions [pdf]](https://www.cmu.edu/hr/assets/recruiting/behavioral-competencies-questions.pdf).

1. **Competency/Skill:** **Click or tap here to enter text.**

**Assigned to:** Click or tap here to enter text.

**Question**: **Click or tap here to enter text.**

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**Question**: **Click or tap here to enter text.**

## (Optional) Additional and/or Position-Specific Questions

This optional section is intended to focus on any additional questions you may have specific to the position that may not be captured in a competency or skill section. If no additional and/or position specific questions are needed, this section can be removed.

1. **Assigned to:** Click or tap here to enter text.

**Question**: **Click or tap here to enter text.**

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**Question**: **Click or tap here to enter text.**

# Concluding the Interview (Interview Facilitator)

**Assigned to:** Click or tap here to enter text.

1. **What questions, if any, do you have for us today regarding this opportunity? Is there anything we can clarify?**

## Closing the Interview (Interview Facilitator)

* Explain the next steps/follow-up process to the candidate, providing a general timeline in which they can expect to hear back regarding their candidacy and/or next steps.
* Provide the candidate with your business card and/or contact information for follow-up.
* (If applicable) Escort the candidate to the next interviewer or the exit and thank them for their time.

# After the Interview

* All interview panel/search committee participants should evaluate each candidate in a timely manner and provide their feedback to the hiring manager and/or [HR recruiter.](https://www.cmu.edu/hr/teams/index.html)
* It is recommended that feedback be provided within 1–2 days of concluding the interview.