

## Achieving your interview objectives.

You must accomplish three objectives in an initial interview within a limited time period. Try to limit your first interview to one hour.

1. Uncover the experience that qualifies the candidate who can do your job.
2. Evaluate the personal values of the candidate to match your company's values.
3. Sell the candidate on the opportunity with your company.

That's why it's so important to know what you are going to ask in the first interview, and to be sure that you maintain consistency by covering the same ground with all of the candidates.

## The patterned interview.

Before you meet any candidates, write down a series of questions about professional experience, technical knowledge and career accomplishments you wish to know about each person. Have them typed (leave space between questions to write in answers) and duplicate the form. A sample patterned interview can be found at the end of this section.

Some Good Questions to Ask.

With your patterned interview sheet in hand, you should be able to get the basic information you want from each candidate. When you want a candidate to clarify or elaborate on a response to reveal initiative, motivation, attitude or management/organizational skills, here are some follow-on questions that might help.

### Initiative Questions

1. What career accomplishments are you most proud of?
2. How do you feel about being closely (or loosely) supervised?
3. What did you dislike about your most recent job?
4. What did you do to change it?

### Motivation Questions

1. What are your goals for the next two years? Next five years?
2. What have you done to continue your education that is related to your career?
3. What does "job security" mean to you?

### Attitude Questions

1. What job values are important to you?
2. What do you think of your most recent boss?
3. How do you feel about working with a deadline?

### Management/Organization Skills

1. What is your supervisory style?
2. Tell me about a time when you had to deal with a marginal employee. How did you discipline him/her? What was the outcome?
3. What positions have you held in trade, professional, civic or charitable organizations?

DON'T DISCUSS MONEY on the first interview unless you are ready to hire at that time. You don't want to give the impression that the candidate's compensation requirements are more important than what he or she can contribute to your company. Discuss compensation AFTER you've determined that a candidate CAN DO THE JOB, and you are interested in making an offer.