# Interview and selection

Interview planning helps you get an overview of sub-processes, deadlines and responsibilities. That’s why it’s a good idea to draw up an interview guide.

Below you will find 5 things to keep in mind when it comes to interviews, as well as a template for an interview guide that can be customised to your local needs and specific recruitment.

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| 5 points of attention **Create a good framework for the job interview**  Before the candidate arrives, create a comfortable space for the interview. Make sure one candidate does not meet another candidate in the doorway.  Set aside approx. 45 min. for a job interview and at least 15 min. between each interview to allow the appointments committee to briefly summarise between interviews.  **Be ready for the conversation and break the ice**  Make sure the candidate feels comfortable. Be welcoming and start with a little small talk. Be ready for the conversation. Have relevant paperwork ready (candidate’s application, CV, etc.).  Have a good plan for the conversation. Agree on which questions are important to answer.  Briefly explain the flow of the interview. What do you want to talk about and what do you expect the candidate to touch on? Make the initial presentation of the organisation and the unit brief. Spend the most time interviewing the candidate. Allow time for questions from the candidate.  **Use cases to gain better insight into the candidate’s approach to task solving**  Use cases to clarify the candidate’s academic skills and how the candidate intends to solve specific tasks in the position to avoid. This will help you avoid being blinded by those who are ‘good at writing applications’ and ‘good at being interviewed’. The candidate has either been sent the case in advance and must present it at the interview, or they are presented with the case at the interview.  **Second interview?**  Even after thorough preparation, it’s difficult to make a confident choice based on one job interview, so it’s a good idea to hold two rounds of interviews. The second interview provides an opportunity to confirm or correct the impressions the candidate left at the first interview.  **Obtaining references**  References should be obtained as part of the effort to hire the best qualified applicant. Obtaining a reference requires consent from the applicant. |

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| **The candidate's name:** | |
| **Questions** | Notes from the call |
| **Welcome and introduction to the interview**   * Presentation of the appointments committee, the interview process and who has what roles. |  |
| **Presentation of the position**   * Presentation of the organisation and unit * Presentation of the position and the ambition of the position, tasks, colleagues, partners. |  |
| **The applicant’s motivation for applying for the position**  The next step is questions for the applicant. Such as:   * What motivated you to apply for the position? * Which tasks in the job advertisement do you have a lot of experience with and which ones do you have less experience with? * What are your expectations for the position in particular?   **Applicant’s experience and qualifications**  Query the candidate on their CV – ask them to describe their experience with...   * Describe a specific situation/assignment where you have utilised your skills? * What did you do in the situation/task? * What was the outcome and what did you learn? |  |
| **Case/take-home assignment**  The case is intended to give you additional information about the candidate’s qualifications for the position and uncover the candidate’s academic, analytical or strategic skills or behaviour in relation to colleagues, partners, students or employees. |  |
| **Other questions that might be worth asking:**   * How would a current/former colleague describe you? * What do you value when working with others? * What is good leadership for you? * What are your experiences with giving and receiving constructive feedback? * What do you imagine a typical day would be like in this role? * Other factors: interests, work-life balance, etc. * Ask if the candidate has any questions about the organisation. |  |
| **Salary and conditions of employment (if applicable)**  **·** What are your salary expectations? (Remember, it’s not a salary negotiation – it’s about expectations).  - Planned holiday/absence that we need to know about? |  |
| **Conclusion**   * Who can we contact for a reference? * The further process, including, for example, how many are invited for an interview * When the next interview will be held and whether the candidate must undergo a personality test * When the candidate can expect a response. |  |

**References**

References are used as part of the effort to hire the best qualified applicant. However, please note that obtaining a reference requires consent from the applicant.

It is voluntary if the applicant wishes to give consent. However, lack of consent could result in

influencing the final decision on whether the applicant is offered the position. The consent can be

revoked at any time.

**The content of a reference**

A reference relates to obtaining information on the following topics:

- Labour relations

- Verification of information provided by the candidate in the application

- Professional and personal skills, tasks and results

- Performance and work capacity