



## Interview Tips for Hiring Managers

- Dress appropriately for the interview. Consider that you are representing and selling your organization to a potentially perfect candidate for your organization.
- Respect a candidate's time. Don't keep candidates waiting, they are nervous enough.
- Turn off your cell phone before the interview and don't answer your phone during the interview.
- Be 'up' on current affairs... know what's going on in the headlines or local news in case the topic comes up as part of initial ice-breaking conversation. Be particularly current with news about the sector in which your organization operates.
- Be attentive. Listen well to questions, and answer directly and succinctly. If you need an explanation or clarification of what the candidate is looking for, ask, don't assume.
- Don't take copious notes while interviewing the candidate. You want the candidate to feel comfortable with you.
- Ask meaningful questions. Do not tell jokes, or long-winded stories—especially not about yourself. Your questions should be positive and enthusiastic. Do your homework. Thoroughly review the candidate's resume and cover letter before you interview so that you are able to ask appropriate, current questions concerning the candidate's background and skills.
- Appropriate questions to ask may be: What major challenges have you faced in your career and how did you respond? What would you do in your first month in this position?
- Let the candidate know if there are anticipated major changes in the organization. Clearly describe the daily responsibilities of the position and the expected accomplishments of the new hire both short and long term? Be prepared to inform the candidate how long the position has been vacant.
- In-person interviews are better than telephone interviews where you lose the advantage of observing body language. However, in recent years phone interviews have become



more popular among employers as a prescreening technique. Some telephone interview recommendations include:

- Have the candidate's resume in front of you during the interview
  - Avoid being on cell or speaker phone
  - Turn off cell phone ringer
  - Minimize background noise
  - Do not try to multitask while interviewing
  - Convey enthusiasm and confidence
- 
- Try to build rapport with the candidate. Ask the candidate about their experience and what path they took to get there or what attracted them to the various organizations for whom they have worked.
  - Try to gather information as you go through the interview. Ask specific questions about a candidate's management skills, or ability to reach fundraising goals. Ask the candidate to give examples of what they have done in the past and what worked and what didn't work. This type of behavioral interviewing will help you to learn much about how a candidate has responded to management or fundraising situations in the past which may be a good indicator of how they will respond in your organization.
  - If appropriate ask the candidate to bring examples of their work or their portfolio. It is a good idea to let the candidate know what you liked about their resume. This gives the candidate an insight as to what you the interviewer are interested in so that the candidate can address those topics, qualities or accomplishments most appropriate to your position in the remaining time. Make sure you understand the candidate's resume and that you have asked pertinent questions about it. After the candidate leaves, their resume is all you have to remember them and what they have accomplished.
  - Remember this interview is the only chance you have to sell your organization and your open position. A positive interview, whether you hire the candidate or not, is good PR for your organization.
  - Ask the candidate to identify at least three strengths and weaknesses.
  - Don't discuss money in the first interview. Your goal is to determine whether the candidate is a good fit for the position and the organization.



- At the close, tell the candidate that you are very interested in them for the position (if so). Remember, outstanding candidates are usually talking with other organizations in addition to yours.
- If you are interested in the candidate, try to schedule a time and date for a follow up interview. Consider informing the candidate that you have some unanswered questions, and would like to meet again. Or tell the candidate that you would like them to come back to meet others in your organization. The more time you spend with the candidate the better off you are.
- When the interview is done, look them in the eye, smile, shake their hand, and express your pleasure in meeting with them.

Your Reynolds Resource Group consultant will contact you after your interview with the candidate.