# THINGS TO DO

**Before the Interview**

* Identify the appropriate interviewer. If the position will report to someone else on your team besides you, consider having that team member conduct the interview or at least sit in on it with you.
* Prepare for the interview.
  + Review the candidate’s resume as well as the pre-screening notes and assessment.
  + Identify questions you want to ask, especially for areas you want to probe.

**During the Interview**

* Open up the interview by providing a short overview of your conversation and some context on the role.
* Start by asking a question that gets them to talk about their interest in the role or their past experience. This approach will both warm up the candidate for more difficult questions and provide you with context about the candidate.
* When you ask an interview question, know the answer you’d like to receive in return.
* Any question can be a good one if gathers evidence of your criteria for the position.
* Politely cut off/redirect candidates if necessary: “I appreciate all of the detail you’re giving me here.  What I’d really like to know is X…”
* Ask a mix of questions about experiences in candidate’s background and hypothetical scenarios.
* Ask follow up questions both for clarity and to probe on responses that are vague or misaligned with NBOE philosophy. Have certain “go to” question in your back pocket, like:
  + *“Tell me more about…”*
  + *“What does that look like?”*
  + *“What do you mean when you say…?”*
  + *“Can you give me an example of that?”*
  + *“Would you do anything else?”*
  + *“Can you tell me more about?”*
* We want them to like NBOE too, so be sure to get their questions answered
  + Try to leave 5-10 minutes to solicit questions, so the candidate doesn’t feel pressure to skip their questions
  + Anticipate what questions candidates may ask about NBOE or your specific department/team and have some talking points ready to respond
* At the time of interview, Hiring Managers must notify all candidates interviewed that the position is governed by the New Jersey Civil Service Commission, whereby the successful candidate will be placed as a provisional employee. Once hired, the successful candidate will be required to take an examination administered by the Civil Service Commission. The candidate must score and rank high enough on this examination in order to remain in the position as a permanent employee.

**After the Interview**

* Take time after the interview to type up your notes in the Selection Rubric and make your final assessment and recommendation. It’s best to do this immediately after the interview so everything is still fresh in your mind.
* Follow up on any of the candidate’s unanswered questions.
* If the candidate emails you to thank you, you may wish to respond thanking them for their time – especifally if you liked the candidate.

**THINGS TO AVOID**

**During or After the Interview**

* Do not ask personal questions, especially ones involving characteristics of a protected class, like the following:
  + Marital status and children (or desire to have children)
  + Ethnicity and race
  + Religion
  + Disabilities
  + Health issues
  + Age
* Do not make up answers to candidates’ questions. It’s better to say you don’t know but that you’ll find out than to give misinformation.
  + If you run into this scenario, flag the question so that we can find out the answer and be sure to send it to the candidate as a follow up to the interview.
  + For some things, it’s fine to give the caveat that you can give your perspective, though others might have a different perspective.
* Do not make promises of employment or next steps.