Screening and Interviewing

Resume Review

Your recruiter will search for and identify candidates who, at a minimum, meet the basic qualifications. You may access qualified candidates in ASPIRE via the Hiring Manager role or via eLink.

Hiring Manager Role

The Hiring Manager role in ASPIRE provides you quick access to view the credentials of candidates who have applied to a requisition where you are listed as the hiring manager AND the candidates are in a status of Manager Review or higher. The Hiring Manager role replaces the eLink. For more information regarding the hiring manager role, please contact your recruiter. If you already have the role, click here to access a "cheat sheet" on how to use it.

eLink

The eLink is an email containing a link to each candidate's Talent Record. You should review these candidates in a timely manner, typically 1-3 days from receipt. If a candidate interests you, it is good practice to save the resume as a PDF file in a folder on your network or local drive; eLinks expire after 60 days. If someone outside of Harvard needs to review a candidates' resume, you can forward this reviewer the resume you saved on your network or local drive. (Recruiters can only send eLinks to Harvard employees.)

Good candidates do not stick around forever

Identifying candidates quickly and getting them into the interview cycle is critical to the success of your search. A recent study showed that 34 percent of job candidates used their experience in the interview process (good or bad) as a determining factor in whether to accept or decline a job offer. Long delays and very little action or communication result in a bad experience.

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Phone Screens

Review candidates presented by your recruiter via hiring manager role or eLink. Identify those candidates you would like the recruiter to phone screen. The phone screen is usually considered an initial interview, and a way to glean basic information to be used to decide whether a candidate should move on to an in person interview.   Some typical questions included in a phone screen are:

- Please give a brief overview of your current position.
- How did you hear about this position? What interested you in applying?
- Why are you looking for a new role?
- What are your salary expectations?

Preparing for an Interview

Before you meet with candidates, it is recommended that you review their resumes and cover letters and note areas about which you would like additional information. Familiarize yourself with the legally permissible interview questions and prepare a list of basic behavioral interview questions to ask every candidate. It is also recommended that each candidate be interviewed by a team. Based on their role in the department and expertise, members of the interviewing team will be able to gather different information from the candidates. Below are resources to assist with preparing for and interviewing candidates.

- Guide to Legally Permissible Interview Questions and Discussions
- Behavioral Interview Questions **:** Behavioral interviewing is a style of interviewing based on the premise that past behavior is the best indicator of future performance. Interviewees are asked questions designed to elicit specific examples of when they have demonstrated particular behaviors or skills. The answers to these questions can give interviewers a better idea of how the candidate would deal with an actual work situation, and help assess a candidate's potential for success in a position.
- Guide to Interview Questions for Hiring Managers
- HMS Competencies: This tool was designed to assist you in crafting job descriptions and framing interview questions.
- Record Retention**:** The notes you make on resumes, during interviews or other notes you make related to job applicants are legal records. These notes must be retained for three years after the end of your search.

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Format of an Interview

It is recommended that each member of the interview team use a structured approach for all of the interviews. This structured approach involves being clear about the competencies needed in a job candidate, preparing questions ahead of time, and sticking to the agenda. Below is a recommended format for an interview.

1. Set the tone of the interview
   - Greet and welcome the candidate
   - Describe your position and what you do for the department
2. Explain the purpose of the interview
3. Give a brief overview of your school, your department goals, and objectives
4. Provide a brief description of the job responsibilities
5. Exchange information/the “body” of the interview
   - Conduct the behavioral interview using the questions you have outlined beforehand
   - Gain relevant information that will be useful to your decision making process
   - Discuss any travel requirements
   - Allow the candidate to ask you questions
6. Closing the interview
   - Go over the next steps in the hiring process
   - Thank the candidate for their time

Identifying a Finalist(s)

After all interviews have been conducted, the interview team should meet to review their post interview analyses and determine which candidate should proceed to reference checks. Below are the recommended steps to follow when conducting a post interview analysis:

- Review interview notes
- Add any details you may remember but did not write down
- Identify additional red flags you may not have noted in the actual interview
- Compare your notes with the “Must List” of skills that the candidate must have to be considered for the position
- Compare your notes with your “Wish List” of skills you would like the candidate to possess
- Make a decision as to whether you recommend moving forward with the candidate
- Share recommendations with other members of the interview team