

**NATIONAL ASSOCIATION OF REALTORS®**  
**Human Resources Tool Kit**

**Formal Interviews: Guidelines for Before, During and After**

**BEFORE**

**Schedule Interviews**

Select the dates for the first round of interviews. Contact each candidate to schedule an interview time and arrange for any transportation needs.

**Develop Behavioral Interview Questions**

A list of 10 to 15 behavioral interview questions should be developed that focus on the position requirements.

**Develop Candidate Interview Form**

To ensure consistency, a candidate interview form should be developed to record candidate information.

**Review Resumes**

Read each candidate resume prior to the interview. Make notes on the candidate review form of any items in the resume about which you need further clarification.

**DURING**

**Create a Friendly Atmosphere**

Establish rapport and make the candidate feel welcome. Provide an overview of what you would like to accomplish during the interview.

**Be Consistent**

Ask each candidate the same interview questions. Avoid questions that are not related to job experience or performance.

**Listen**

Listen attentively and let the candidate do most of the talking. Less than 30% of your time should be spent talking (e.g., asking questions, clarifying points, providing information on the position or association, and answering questions). Focus on what is being said and how it is being said. Be mindful of nonverbal communication.

**Take Notes**

Write down key words and ideas provided by the candidate that relate to the job requirements. The notes will help you recall what each candidate said during the interview.

**Discuss the Position and the Association Structure**

Be honest and up front about the position, the association's vision and any challenges.

**Solicit Questions**

Ask if the candidate has any questions about the position or the association.

**Obtain References**

Request that a list of four to six business references (past supervisors, subordinates and colleagues) be provided before the next round of interviews.

**Compensation**

Ensure the candidate's compensation requirements are within the association's budget.

**Close the Interview**

Let the candidate know the next steps in the interview process and when a decision might be reached.

**AFTER****Complete Interview Notes**

While the interview is still fresh in your mind, write a more detailed summary. Rate the candidate on each of the position requirements. Because post-interview documents can be reviewed as evidence in lawsuits, record only job-related information and not your opinions.

**Review**

Schedule time after the interview to review each candidate's strengths and weaknesses.