

# Interviews that Result in Offers: Becoming the Candidate of Choice

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Talent Management and Workforce Planning,  
University Development and Alumni Relations**

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## Kim Sapp Dinwiddie, MEd, Counseling – at UCB for 19.5 years

- **Currently, the Training Manager in Talent Management & Workforce Planning at University Development & Alumni Relations for 6.5 years**
- **Was formerly a Senior Talent Acquisition Consultant and Staff Career Development Trainer in Central Human Resources for 8.5 years**
- **Developed and facilitated campus recruitment and hiring training for campus managers and supervisors for 5 years**
- **Was previously a Program Director at Extension for 4.5 years**

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## Job Interviewing Success – Topics:

- Job Interview – what is *your* objective?
- Job Interview Preparation
- During the Job Interview
- Job Interview Follow-up



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## Job Interviewing Objective:

### Selling Yourself:

- Securing the job – become the candidate of choice [most qualified!]
- Showcase your interests, knowledge, skills, & abilities (KSA's) through a series of Q & A

### Choosing the Employer:

- Equal evaluation = two-way assessment
- Evaluate your interest in the role and individuals you may work with

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## Employer's Job Interview Objective:

- Can you do the job?
- Can you work well with others on the team? Manager? Independently?
- How will you fit into their organization, culture, or environment?
- Will you be engaged in the role? Growth potential?
- What do you bring to the table? Fresh perspectives? Solutions?



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## Preparing for the Interview:

- **Research**
- **Job Interview Scenarios**
  - Create Checklist from Job Description
- **Two-Minute Introduction**
- **PARS Awareness and Preparation**
- **Questions to Prepare**
  - Refer to Checklist from Job Description



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## PARS Method for Interview Preparation:

PARS stands for:

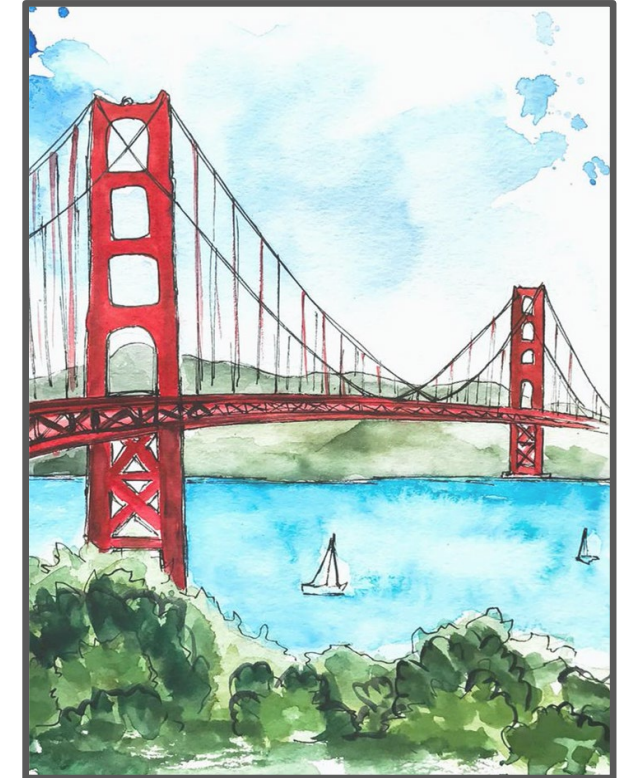
P = PROJECT - What was the problem or situation?

A = ACTION - What did you do to impact the problem?

R = RESULT - Describe the outcome.

S = SUMMARY - Summarize the story.

**\*Prepares you for Behavioral Interviewing**



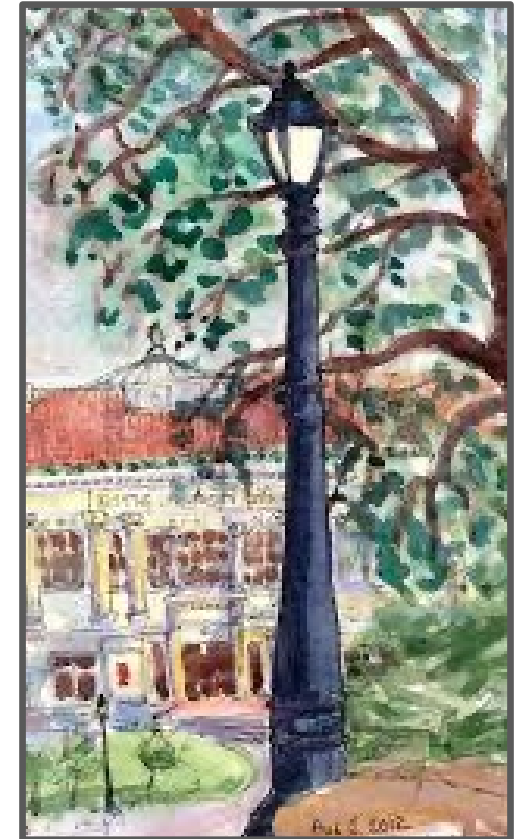
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## The Two-Minute Introduction:

“So, tell me about yourself.” -OR- “Why are you interested”

- **Relevant to the job**
  - Focus on skill or experience rather than “characteristics”
- **Why are you interested?**
  - Demonstrate how this is the “next step” in your career
- **Career Summary**
  - Discuss related experience/career path (not just resumé)
- **Significant, Related Accomplishments**
  - **PARS** – Problem/Project, Action, and Result = Summary





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## Resumé PARS Prepares for Interview:

*Example:*

**P = PROBLEM/PROJECT** – Managed and maintained all records pertaining to purchasing and inventory.

**A = ACTION** – Consolidated and computerized all records into one system.

**R = RESULT** – New tracking system reduced annual costs by 20%

**S = SUMMARY** – Consolidated purchasing and inventory records management system resulting in 20% annual cost savings.

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## Past Performance Predicts Future Behavior:

### Tell me about a specific project you managed:

- Who were the stakeholders and what were their roles?
- Working backward, what were the milestones?
- Did you miss a milestone? What did you do in that situation?

### Tell me about a specific time when you had a disagreement with your boss or coworker:

- What was the situation and how did you handle it?
- How did the conflict get resolved? Would you do anything differently?



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## Job Interview Scenario:

- Behavioral Interviewing Questions
  - 85% to 90% of the questions you will be asked
- Technical Problems/Questions
- Presentations
- Panel Interviews
- Individual Interviews





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## During the Interview:

- Protocol
- Styles and Common Interview Questions
- Behavioral Interviewing
- Follow-up Questions You Should Ask
- Do's and Don'ts





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## Styles of Job Interviewing:

Closed Ended Questions: Why did you leave your last job?

Open-ended Questions: Tell me about yourself. -or- Tell me about your supervisory experience.

Accomplishment Questions: Tell me about your most recent job related accomplishment.

Behavioral Based Interviewing: PARS - Tell me about a problem or situation when...What action did you take? What were the results?

Open-ended Questions: Tell me about yourself. -or- Tell me about your supervisory experience.

Case Studies/Situational Based Questions: Joe is in ABC situation handling XYZ while LMNOP is happening. What would you do in the situation?

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## Be Prepared for Questions About:

- Strengths and Weaknesses
- Areas of growth
- People/team-working skills
- What your managers/co-workers would say about you?
- Something you have learned
- Experience specific to the demands of the job
- Project that did or did not go well
- Successes



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## Follow-up Questions You Should Ask:

- What do you foresee as the priorities in the first 3 to 6 months for this role?
- What qualities are you looking for in a \_\_\_\_\_?
- How would you describe your management style?
- Is this role vacant or a newly budgeted position?
- In what capacity would I be working with the XYZ initiative?

**\*SHOW YOU ARE INTERESTED AND EXCITED!**

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## Job Interviews Do's and Don'ts:

~ DO ~

- Arrive 10 minutes early and turn your cell phone off.
- Ask good follow-up questions about work related issues.
- Make eye contact – circulate the room with responses to questions.
- Ask about the hiring process – what are the next steps and how should you follow-up?
- Thank all interviewers – ask for business card from search committee chair.



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## Job Interviews Do's and Don'ts:

~ DON'T ~

- Ask about salary, benefits, etc. – wait for the job offer (unless asked directly).
- Talk about planned vacations.
- Discuss interviews with other organizations.
- Talk about family or personal issues.
- Bad mouth a current or former employer – no matter how bad it was!

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## Follow-up After the Job Interview:

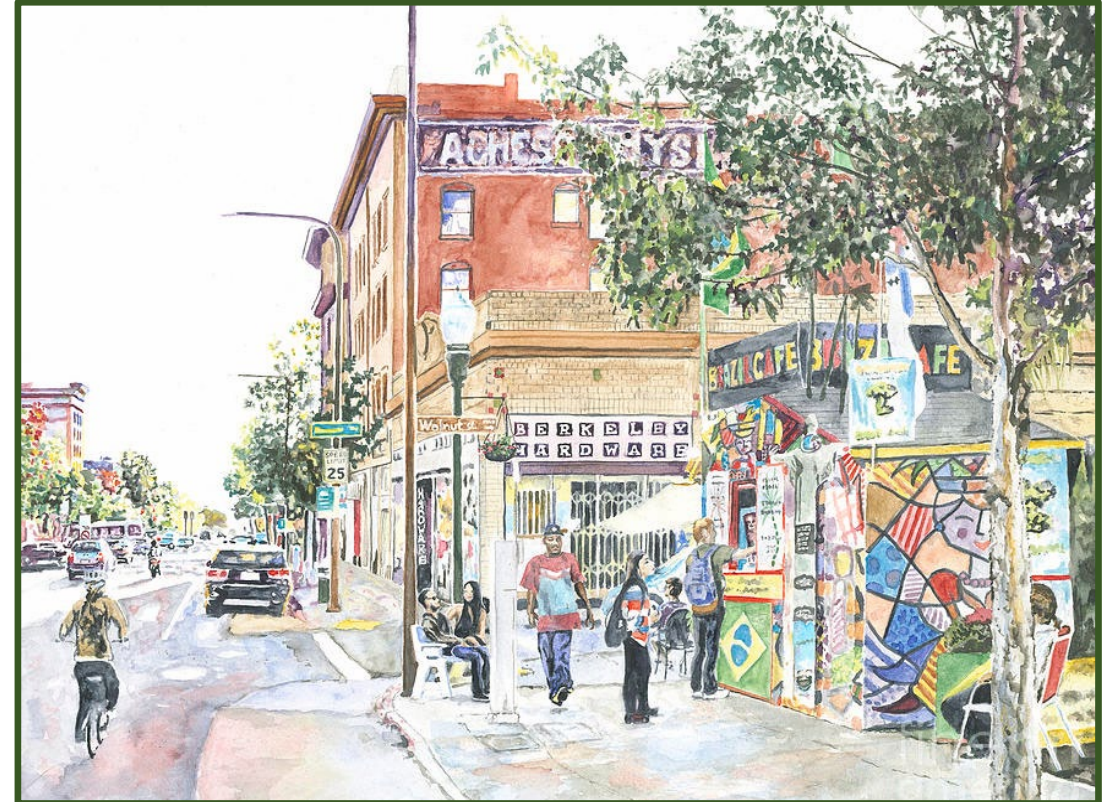
- **Send a Thank-You Letter/E-mail**
- **Self-Reflection**
  - **Review general impressions of the job and cultural fit.**
  - **Who did you meet and how would you work with them?**
  - **How does the job fit your skills, values, goals?**
  - **What aspects of the interview went well and what can you improve upon?**

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## Salary Negotiation – Primary Steps:

1. Create a Checklist from the Job Description:
  - Align background and experience with stated requirements.
2. Always State a RANGE - 3K to 5K within Quartile of Residence:
  - Align background and experience with stated requirements. Do you meet or exceed requirements?



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## Salary Negotiation – Primary Steps:

### 3. Determine Quartile Residence within Compensation Range:

- First Quartile: (Minimum to 25% of the range) Individuals new to the grade and do not have substantial experience in the area.
- Second Quartile: (25% to 50% of the range) Employees who have gained experience and skill and are becoming more proficient in the position for which they were hired. Usually receive a 'Meets Expectations' or 'Well Done' on reviews.
- Third Quartile: (50% of range) Experienced employees who frequently receive 'Exceeds Expectations' or 'Stand Out' on reviews.
- Fourth Quartile: (75% to Maximum or 100% of range) Individuals who are consistently 'Exceptional' or 'Stand Out' performers with extensive experience.



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Questions?

