



# LEADER'S GUIDE FOR SUCCESSFUL VIRTUAL INTERVIEWS



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## Note to Leaders

Having the right people in the right positions is key to the success for each individual, our teams, the University and ultimately, the students. Getting it right from the beginning starts with the interview process.

Using the process outlined in this Guide will create confidence in the interview team and the candidate for a successful virtual interview experience.

While new for many, virtual interviews have great opportunity to open your potential candidate pool by allowing you to interview candidates from anywhere. In addition, this process will reduce costly travel and ease scheduling with the candidate.

This is a great time to show candidates why they want to be a part of the Mountaineer Nation, so *Let's go*.



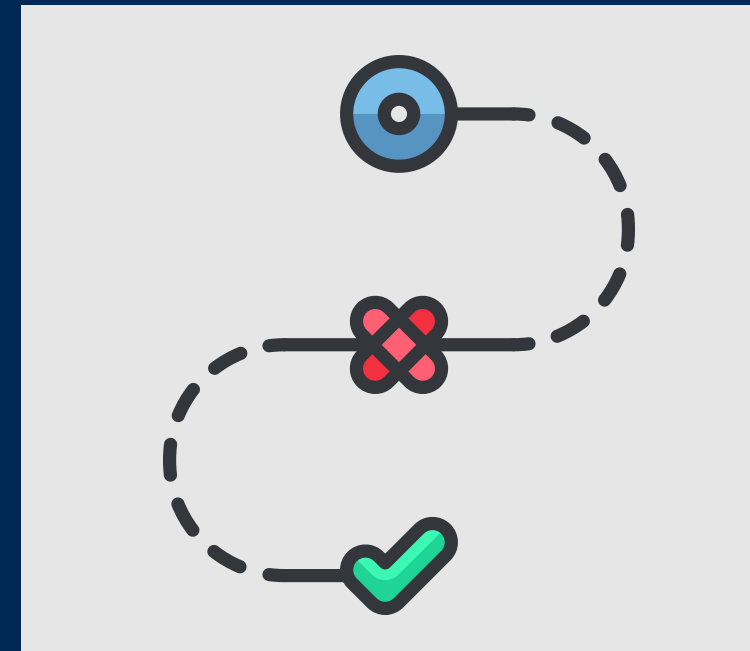
## Communicate Interview Process with Hiring Team and Candidate

Set a process for how interviews will be run and communicate clearly and thoroughly with the hiring committee and candidates.

Here are some ways to ensure the meeting goes off without a hitch.

- Identify relevant Motivation Based Interview (MBI) and other questions and assign them to interviewers. Ask the same questions of each candidate.
- Re-read the job description and candidate's resume and write down related questions to ask the candidate.
- Ensure that everyone has accurate information about who the candidate will report to, plus what the main job responsibilities will be.
- Make sure everyone in the interview loop has a clear understanding of how they'll be expected to submit feedback after the interview.
- Line up the necessary technology and give it a test run. To minimize technical hiccups and maximize candidate experience, do a video test run before your interviews. Make sure your signal strength is adequate and the camera and microphone both work and are set up so the candidate can easily see and hear you.
- Understand the features of your tool. If you plan on sharing your screen, try that feature and make sure you can use it effortlessly by the time of the actual interview.
- Make sure you understand different view options and how to join the interview by phone if your internet is unreliable, etc.

**Get everyone on the same page with an interview process plan.**



## Questions for Skills, Attributes and Competencies

Have a strategy. Think deeply in advance about the skills, attributes and competencies you're looking for in a candidate. Design specific questions to ask that dig into each one.

- If there are multiple people interviewing the same candidate, make sure that you have questions prepared and assigned ahead of time to eliminate confusion among the interviewers.
- Identify aspects of the job that align with each competency and have each interviewer share information about the job as they ask their assigned questions.
- Identify soft skills that would be ideal for the role and design questions accordingly.
- Consider including lighthearted questions to put the candidate at ease.
- Gather feedback promptly after the interview by soliciting feedback or hosting a post-interview debrief.

Be prepared to speak to reality of the work the candidate will do in this role. If employees have had challenges in the past, consider selecting a question that will target a specific skills that could identify potential success in candidates.

**Always allow time for the candidate to ask questions as well.**



## Tell a Compelling Story

Practice sharing a compelling story that focuses on WVU's mission, vision and values which reinforces our culture. Make sure each interviewer is prepared to share their WVU story.

Check that all interviewers are aligned on the following key facts about the organization and position:.

- Mission, Vision and Values at WVU
- Function of department or team
- Reporting structure
- Identify cross-functional team members
- Future initiatives of department or team
- Career growth opportunities
- Potential start date of position
- Salary range (if appropriate for interviewer)

Listen and watch for verbal and non-verbal cues to connect your compelling WVU story to the candidate's values. If the candidate has read the website, review sites and the job description, this is an opportunity to bring our culture to life for them and confirm if this is the right fit. Let's face it, you are being interviewed too.

## What is YOUR story?



### Share Your Story:

- / Most memorable moment of your career
- / How I demonstrate WVU values
- / Opportunities for growth in your role
- / Impact the team has on students

## Choose the Right Space

To reinforce that you are taking this interview as seriously as you want the candidate to take it, make sure you find a spot that is clean and free of anything distracting in the background. Pick a quiet space that will allow you and your candidate to communicate clearly and, as much as possible, without interruption.

Share these expectations with your interview team. They have been chosen to be part of this process for a reason and they are representing us as an organization.

- Choose a clean, quiet and well-lit space.
- Limit bold, large print or patterns on shirts or suits.
- Jewelry or other items should not be overpowering or too shiny.
- Choose a background that is clutter free and work appropriate.
- Consider dressing to meet the typical office dress code including proper hygiene.



### **Tech Tip: Practice, Practice, Practice**

Use the resources from WVU ITS to practice the technology that you will use during the interview.

### **Resources**

WVU ITS Virtual Team Meeting Overview

(Including How to Use Microsoft Teams & Zoom)

<https://wvu.teamdynamix.com/TDClient/1976/Portal/KB/ArticleDet?ID=100763>



**Share expectations for the hiring team for their interview space.**

## Demonstrate Professionalism and Embrace Real Life Moments

Be every bit as professional — and personable — as you would be for an onsite interview. It's important to signal to every candidate that the video interview they're about to have is every bit as important and serious as an in-person interview would be.

- Dress appropriately and bring your 'A' game.
- Make sure the ringer is turned off on your phone as are the notifications on your email.
- Once the interview starts, remember to smile. Make and sustain eye contact.
- Speak clearly and nod when the candidate talks to show that you are tracking.
- Take notes during the interview. Be certain to include details regarding any issues with the process.
- While you want to be as professional as you would be in any setting, also be forgiving of your candidate if life interrupts the interview. Be compassionate and thoughtful if there are kids around or noise in the background. If the dog barks or the phone rings, candidates should not be penalized. Life is sometimes hard to contain.

Remember that you as the interviewer and interview team are checking out how the candidate performs during this interview, they are checking you out as well. Check your surroundings to provide a great atmosphere. If the candidate was meeting you in the office, they would take in the entire process from the parking lot and cars to the front desk interactions as they wait for the interview and continue through the process as they walking through the office and out the door when they are finished.

## What interview experience will you create?



**Our current state of being has changed our approach to the way we work and live.**

**Remember we are balancing these things too.**



## Follow Up and Post Interview

Follow up with a thank-you note to the candidate for being adaptable and for giving up their valuable time to speak with your team. Use your post interview note to tell your candidate about next steps.

### No longer being considered:

- Let them know if they're no longer in consideration for the position.
- Encourage them to continue to apply for other positions at the University.

### You are a finalist:

- Bravo! Let them know they are a finalist.
- Share the possible next steps such as they may still need an additional interview, an assessment, or background check.
- Someone could be reaching out to references.
- What does this mean for them as a candidate and what they should be considering on their end.

Do not forget to follow up with the interview team. They have been invested in this process as well. If you are not moving forward with an offer to a candidate the team has interviewed, provide them with notice that they will be talking with additional candidates. If the candidate has accepted the offer, share with the interview team when the candidate will start. No matter the outcome of the virtual interview process, remember to thank your interview team.

**What kind of follow up communication do you need?**



**Who do you need to follow up with?**

## Prep the Candidate for the Interview

Put candidates at ease by sharing expectations, timelines and names of interviewers. During times of high stress and uncertainty, don't hesitate to over communicate. Once your candidates know that their interviews will be done via video conference — and why — reach out to them and give them a rundown on the details of their interviews, just as you would if they were coming in to talk to people onsite.

- Share tips on how to access the videoconferencing technology and whether they need to download any software.
- Describe your team's expectations for their interviews. For example, will the interviewer request a work sample or ask them to solve a problem on the spot?
- Provide a timeline that details when their interviews will start and end and the names and titles of each person they will meet. You can also provide links to their LinkedIn profiles.
- Finally, as an added precaution, give them a backup phone number to reach you in case there's a glitch or the technology gets wonky. Ask them to share the same with you.



### Tech Tip: Practice, Practice, Practice

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### Resources

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**Create a candidate task list for ALL interviews to include on-site and virtual setup for an exceptional candidate experience.**

**For more tips on great  
interviewing, contact  
WVU Talent Strategy.**

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