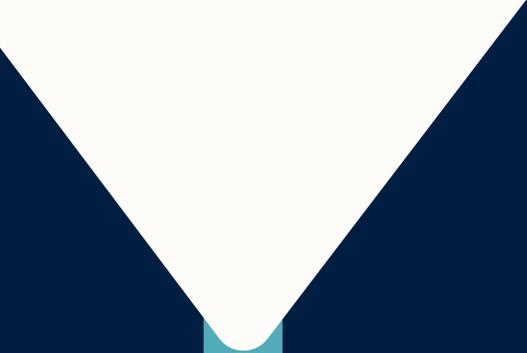
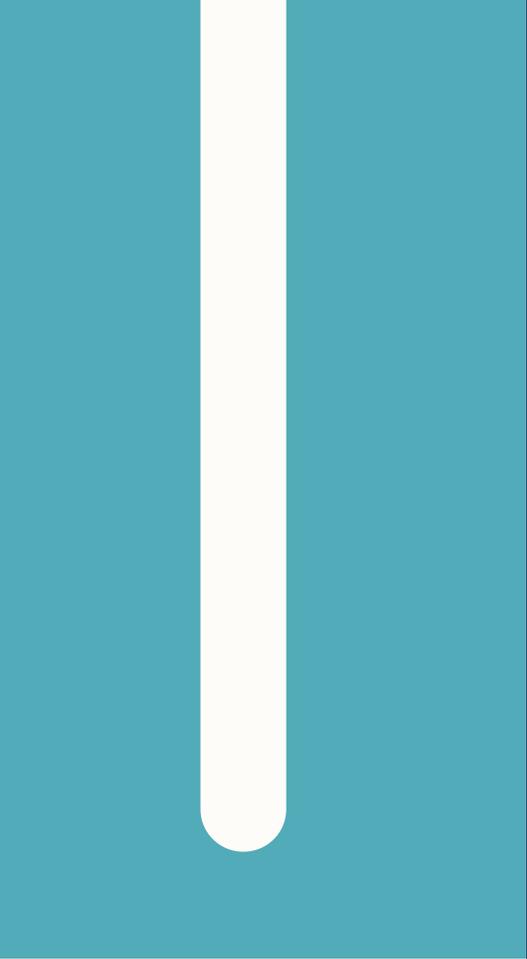




interview

guide.

A how-to guide for interviewing
life sciences candidates.



Building a team that will thrive in an evolving environment can be challenging. More than ever, technical and communication skills are changing job requirements. The people hired to do the work and the methods that they use to collaborate are also evolving. With Millennials slated to make up 75 percent of the workforce within the next 10 years, many companies are tapping into this newer generation to fill the vacancies left by the retiring workforce.

As a leader, you know hiring great people is the result of careful planning and execution. When you hire the right talent, your company will enjoy many important benefits, including higher morale, a boost in productivity, and lower turnover and associated onboarding costs.

This guide provides a road map for navigating the hiring process. Through effective interview planning, efficient conversations and thoughtful evaluation, you can make a great match for both your job requirements and your company's culture. Throughout this guide you'll find tips and techniques to use both before and during the interview process, as well as insight on how to interpret candidate responses.

Let's start building your future workforce now.

making the perfect match.

Finding the right talent goes well beyond matching a candidate's background with a position's skills and experience requirements. It's equally important to consider how candidates will enhance and interact with the team and its leader.

The perfect match encompasses three dimensions:

1. job fit

A candidate's ability to complete the work using the tools required for the job.

Candidates should possess not only the right skill sets and experience to do the job but also a genuine interest to perform required tasks.

2. boss fit

Employee and manager compatibility.

Candidates and direct managers should be compatible in terms of personality traits, values and expectations.

3. company fit

Alignment of the candidate with colleagues, company culture and industry-specific dynamics.

Employees should be motivated by the working environment offered by your company and demonstrate the ability to work well with the other team members.



three-step

interview
process.

step
one

define the position's purpose.

The first step to a successful hire is developing an in-depth model of the position's requirements based on five criteria:

1: job requirements.

These requirements detail essential career experience, competencies and education or certification credentials necessary for the job.

2: company size.

This criteria determines how the role fits within the organization. The smaller the company, the larger the role's scope of responsibility; the larger the company, the more specialized the role.

3: business type.

The nature of what a company does and whom it serves impacts the company culture and work environment. A professional services business is distinctly different from an industrial, retail, nonprofit or other type of organization.

4: department distinctions.

Typically, each department or team has its own "personality" or culture that will influence the work atmosphere.

5: hiring manager.

In a successful hire, the manager's personality and leadership style will mesh with and complement the candidate's personality, work ethic, behavior and motivation.

step
two

understand subtle nuances.

Across and within industries, positions with similar job titles may share a number of characteristics, but actual job and organizational nuances make each position unique. As you review resumes, do not assume that a candidate's comparable job title indicates a great fit. Look not only at how well each candidate meets the job's essential requirements but also at how well the individual is positioned to assume the distinct aspects of the role. Remember, a candidate's capabilities and potential will be defined by prior experience, including:

- specific job duties and responsibilities
- performance expectations
- required skills and knowledge

- scale of the position (size of organization)
- nature of the work in terms of company type and specific department
- work environment, team makeup and cohesion, reporting lines and work style
- company culture
- company and industry dynamics

To ensure that each candidate's capabilities, credentials and competencies align with company requirements, vet candidates across a number of characteristics:

Candidate capabilities:

- background and experience
- skill set
- current situation
- goals for the future
- character and values

Company requirements:

- tasks, tools and time
- business status and direction
- leadership climate
- individual empowerment
- peer collegiality

step
three

ask the right questions.

Asking the right questions during an interview is key to weeding out unsuitable candidates and revealing the perfect match. Being prepared significantly increases the probability of hiring success.

By focusing on job fit, boss fit and company fit, you can ask specific questions to zero in on the best candidate. Consider the questions found in this guide as a starting point to help you conduct great interviews and identify the most qualified talent.

As you move through each interview, modify the questions to fit the flow of your discussion. Always keep in mind the essential accountabilities of the position, as you may be able to uncover a unique experience or validate a perceived weakness through additional probing or follow-up questions.

evaluating:

job fit.

What to look for: candidates who have the right skill sets and experience for the job, hold a legitimate interest in performing the tasks involved, and are willing to adhere to company policies.

questions you might ask.

responsibilities	<ul style="list-style-type: none">• In your current or previous position(s), what were your main responsibilities?
problem solving	<ul style="list-style-type: none">• Describe a difficult problem you had to solve in your current or last position.
rectifying mistakes	<ul style="list-style-type: none">• Give me an example of a mistake you have made at work. What caused you to make that error and how did you rectify it?
resilience	<ul style="list-style-type: none">• What aspects of your current or previous job do you find stressful?
strengths	<ul style="list-style-type: none">• In your most recent performance appraisal, what did your manager feel were your greatest strengths?• What developmental areas were identified?
enjoyable and challenging aspects of the position	<ul style="list-style-type: none">• What do you think would be the most interesting or enjoyable aspect of the position? Why?• What do you think would be the most difficult or challenging aspect of the position? Why?
interesting jobs	<ul style="list-style-type: none">• In your current job search, what other positions have you applied for or considered?• What was appealing about these positions?

interpreting the answers.

The best way to predict future performance is through past performance. You should look for a candidate who has previously demonstrated competence and sustained interest in positions similar to the one you are offering.

If the candidate is inexperienced, you can get a good idea of future performance by uncovering traits such as conscientiousness, interest and ability to learn new things. Remember to consider both ability (technical skills and experience) and willingness (preferences and criteria). Many people are technically competent in their jobs, but they quit due to a lack of interest or motivation.

evaluating:

boss fit.

What to look for: candidates who have shared values and a mutual understanding of job expectations.

questions you might ask.

best manager

- Describe the best manager you've ever had. What did you appreciate most about this person?
-

motivation

- Tell me about the manager who was most effective in motivating you. What, specifically, inspired you?
 - Give me an example of a time when your boss did something that demotivated you. What was the situation and how did you react?
-

least appreciated manager

- Describe the manager for whom you least enjoyed working.
 - What, specifically, did you dislike about the approach?
-

hierarchical structure

- Have you ever reported to more than one person at a time?
 - How did you prioritize your work?
-

constructive feedback

- Tell me about constructive feedback you received from a manager. How did you react?
-

manager expectations

- In your most recent position, how much direction did you get from your immediate manager?
- Do you feel that this level of supervision was sufficient, excessive or not enough?

interpreting the answers.

Whether you're interviewing a candidate to work for you or for someone else, keep in mind the existing management style to ensure a good boss-employee fit. Will you or the manager be effective at motivating this employee? Will constructive feedback be delivered in a manner acceptable to the candidate? Will the level of management provided be in line with what the candidate needs and wants? In this area, compromise can be costly and stressful for everyone involved. When you get it right, the results speak for themselves.

evaluating:

company fit.

What to look for: candidates who will fit the work environment, work well with other members of the team and also respect company values.

questions you might ask.

interest in the company

- What do you know about our company? What aspects of working here would you find the most appealing?
-

company culture

- What companies have you worked for in the past?
 - Which company did you most enjoy working for and why?
-

teamwork

- Where did you experience the best teamwork?
 - What made that team successful?
-

conflict resolution

- Provide an example of someone with whom you found it difficult to work. Why?
-

flexibility

- The last time you had difficulty accomplishing a task, what obstacle did you encounter? Who did you go to for help?
-

integrity

- Describe a time in your previous job where you were asked to do something with which you didn't agree. What did you do?

interpreting the answers.

In general, employees who are able to function well in teams and organizations have mostly positive experiences with past employers. Team players will use “we” more than “I” when describing accomplishments and will demonstrate understanding and ownership for team objectives. Conflicts or disagreement between colleagues are bound to occur and the ability to resolve these situations constructively is a valuable skill for your employees to have.

tips for

interviewing.

Interviews are often the least disciplined component of the talent acquisition process. And while recruiters and HR managers who oversee talent acquisition are trained interviewers, many hiring managers are not.

The good news is that any manager can gain proficiency in the art and discipline of interviewing by following a few key guidelines. Remaining focused on the criteria you laid out at the beginning of the process allows you to more easily determine what interview questions to ask and how to interpret each candidate's responses.

before the interview

define the position's purpose.

The first step in attracting the best talent is to have a clear vision of your company and department's needs and the type of employee you want. You will have accomplished many components of this step when you determine your requirements.

understand what job seekers really want.

The process of attracting top talent isn't just about uncovering best-fit candidates; it's also about demonstrating your organization's employer value proposition and ensuring that candidates know what differentiates you from your competitors.

leverage your strengths.

Before the interview, highlight the positive aspects of your business and create a realistic overview so you can deliver on your promise.

- If your company is well-established, you might have comprehensive benefits packages, stability and career advancement opportunities to showcase.
- If your organization is a small business, you can emphasize items such as high-growth industry prospects, profit-sharing, or other fringe benefits like flexible hours or a relaxed dress code.
- Remember: as you assess your strengths, keep in mind how those strengths translate into the perfect match for the candidate.

during the interview

be honest and objective.

Give candidates a full and accurate description of the position, your management style and the work environment. Explain both the high and low points and observe the candidates' reactions.

be interested, not interesting.

The interview is a two-way process, so, while you want to provide sufficient information to the candidate, be sure to give the candidate plenty of time to speak. Encourage the individual to talk and then follow with your comments. Whenever possible, ask candidates to explain, elaborate or give examples of past experiences that illustrate their perspectives or points of view. This prevents you from drawing incorrect conclusions.

allow candidates to be different.

The best teams are composed of people with diverse skills, experiences and backgrounds. Avoid favoring those who are most like you.

don't expect consistency.

No interviews or answers will be the same. Try not to have a "right answer" in mind. Be open to different points of view. Be patient and avoid making decisions about candidates in the first few minutes of an interview. First impressions tend to be based on incomplete information and false perceptions.

evaluate the whole person.

All candidates will have both strengths and weaknesses in relation to the job description. Be objective and realistic. Try not to like or dislike the candidate based on a single factor or attribute.



insight when interviewing Gen Z and Millennial candidates.

Seventy-nine percent of Millennials and 86 percent of those in Gen Z aspire to be leaders. Be sure to discuss the potential of your position, including future growth opportunities like managing projects or people.

A full 97 percent of Millennials are willing to mentor younger employees. They also cite mentoring as the most valuable type of corporate learning and development platform. Remember to highlight the program if your company offers it.

The most important benefits younger employees expect are healthcare coverage and workplace flexibility. Mention these benefits if they are part of your employment package.

Though Millennials feel that open communication and support are the most important qualities in a manager, all individuals are different. Ask probing questions to understand what each of your candidates values and how that matches your own personal style.

Both Gen Z and Millennials cited the people they work with as the number one attribute that enables them to do their best work. During the interview process, allow your candidates the opportunity to meet some other members of the team to measure compatibility.

Data from Randstad's Gen Z and Millennials Collide @ Work report, U.S. findings

life

sciences.

who we are: national staffing provider with local specialists

how we provide talent: temporary, direct hire and contingent workforce solutions

a sample of staffing categories we place: biometrics | clinical IT | clinical operations | medical writing | pharmacovigilance | regulatory affairs | scientific

