



# NOTE-TAKING

- ✓ It is essential that notes are taken during interviews. This will help you ensure a consistent, unbiased process where facts are used to evaluate candidates. Notes may also be useful if you ever need to defend your selection decision.
- ✓ Write down observations, answers and facts, not opinions or subjective views and use "quotes" where appropriate.
- ✓ Strike a balance between active note-taking and active listening. While taking good notes is important, so is maintaining eye-contact (if possible) and engaging in a conversation that will elicit the information.

## Benefits of Interview Note-taking

Note-taking during the interview can help interviewers...

- Increase consistency in ratings and increase reliability
- Reduce rating disagreement or variance
- Increase accurate recording of what is being said
- Be aware of their own preferences and biases in order to mitigate them
- Focus on responses
- Stay alert
- Demonstrate a sense of interest in the candidate
- Reduce the influence of impression management by focusing on what is being said
- Provide documentation to support future feedback and potential training needs

## Guidelines for Interview Note-taking

To ensure interviewers get the most out of note-taking, interviewers should...

- Take notes using the Citi Leadership Principles Interview Guides
- Inform the candidate at the beginning of the interview that notes will be taken
- Listen intently to what is being said and ask follow-up questions when needed
- Take notes during the interview as the candidate is speaking versus at the end of the interview; then, carve out 10-15 minutes right after each interview to write feedback
- Be objective, not subjective; watch out that you aren't using coded language
- Do not take notes that are subjective, false, offensive, impressions or opinions
- Write down quotes and facts, not interpretations; detail what is actually said and use "quotes" when recording an exact phrase
- Take notes that capture the situation, what the candidate reports they said and did, and the results obtained (remember the STAR method)