

# INTERVIEWING FOR IMPACT

Trachtenberg School  
of Public Policy  
& Public Administration

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THE GEORGE WASHINGTON UNIVERSITY

# INTERVIEWING FOR IMPACT

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## EMPLOYER GOALS

As a result of the interview, employers want to **answer the following:**

### Are you qualified for the position?

- Does your educational and professional background, including acquired knowledge and skills, align with the position requirements?
- Do your past experiences provide you with transferable skills needed for the role?
- Can you adjust to change and adapt to a new environment?

### Will you complete the tasks the job requires?

- Does the organization align with your career goals?
- Are you a motivated person who is eager to conquer new assignments and tasks?
- Are you willing to learn on the job?

### Will you fit into the team or organization?

- Do you fit within our organizational culture? Would you work well with our teams and/or with independent work?
- What is your ideal supervision style?
- How do you respond to feedback? Criticism?
- Do you have the skills needed to build and maintain relationships with others?

### What makes you stand out in comparison to other candidates?

- Does your resume highlight several experiences that will make you more memorable to the interviewer?
- Are you a genuine person who cares about the position and/or organization?

## COMMON TYPES OF INTERVIEWS

### **The Preliminary or Screening Interview:**

*Not always used in the interview process, this is an easy way for employers and/or hiring agents to screen the candidate pool. These are often shorter and virtual.*

### **AI Virtual Interview:**

Asynchronous or one-side video interviews are increasingly being used as a screening tool with questions, puzzles, games, or activities to match applicant skills to job requirements. Formats include pre-recorded videos to watch or text to read prior to your response. Some platforms only allow a set amount of time and one response while others may give you multiple tries. You can be assessed by not only what you say/do but how you say it so practice eye contact, vocal tone, and facial expressions.

### **The In-Depth Interview(s)**

For some, this may follow a screening interview; for others, this is your round one interview. The style used will vary as will the number of times an organization asks its candidates to interview.

- **One-on-one:** A single interviewer will interview one candidate
- **Panel:** More than one person interviews the candidate at the same time
- **Group:** A group of candidates are interviewed by a panel or an interviewer
- **Meal:** A candidate is interviewed while eating, usually over lunch
- **Working:** The applicant is given a task to perform and is observed and assessed by an employer or hiring agents
- **Behavioral Interview:** Can be conducted in a variety of styles such as the one-on-one or panel set-up. Involves a series of questions focused around the logic that past behavior predicts future behavior.
- **Case Interview:** Detail-specific interview in which an applicant's ability to handle complex problems is assessed.
- **Combination:** The assessment incorporates a variety of styles in a half or full day setting.

## **PREPARATION TIPS FOR ALL INTERVIEWS**

<b>TIP</b>	<b>ACTION STEPS</b>
<b>Determine Your Availability</b>	<ul style="list-style-type: none"><li>▪ If possible, be flexible about your interview time to set the right tone.</li><li>▪ <b>Block off extra time before/after</b> to leave time to prep and for questions.</li></ul>
<b>Conduct Advance Research</b>	<ul style="list-style-type: none"><li>▪ Thoroughly review the position description. Highlight the words that are repeated within the document and make notes on how your current or past experiences and accomplishments target the position qualifications.</li><li>▪ Research using organization's website, internet, and social media presence.</li></ul>
<b>Prepare with Questions</b>	<ul style="list-style-type: none"><li>▪ Prepare questions about the nature of the position, culture, daily operational functions and impact (see page 11 for sample questions).</li><li>▪ <b>Show the employer that you have done your homework!</b></li></ul>
<b>Listen First, then Answer</b>	<ul style="list-style-type: none"><li>▪ Avoid rambling and talking quickly by speaking clearly and succinctly.</li><li>▪ Take the time to pause and think through each question fully.</li><li>▪ Show enthusiasm, confidence, and energy toward the position.</li></ul>
<b>Collect Contact Information</b>	<ul style="list-style-type: none"><li>▪ If possible, <b>get contact information in advance</b>, for all the individuals you will be interviewing with; if not, obtain the information at the interview.</li></ul>
<b>Thank You</b>	<ul style="list-style-type: none"><li>▪ Verbally thank the interviewers for their time and consideration. Reaffirm your interest in the position and highlight the attributes you would contribute.</li><li>▪ <b>On the same day</b>, send a thank you note via e-mail to all those who have interviewed you. You can also consider following-up with a hand-written thank you letter by <b>standard mail</b> outlining your interest in the position.</li></ul>

TIP	ACTION STEPS
<b>Follow-Up</b>	<ul style="list-style-type: none"> <li>▪ If you don't hear back after when they indicated you would (or about 7-10 days), you can send a "light touch" email to see where they are in the process.</li> <li>▪ If you don't move forward in the process or land the position, send an email thanking them for their time, indicate your continued interest and <b>ask for feedback</b> on how you could have been a more competitive candidate.</li> </ul>

## PHONE INTERVIEW PREP

TIP	ACTION STEPS
<b>Dress for Success</b>	<ul style="list-style-type: none"> <li>▪ Put yourself in an interview mindset by wearing some type of <b>business attire</b>.</li> </ul>
<b>Have a Greeting Prepared</b>	<ul style="list-style-type: none"> <li>▪ Answer the phone by stating your <b>first and last name</b>. This lets the caller know exactly with whom they are speaking, and how to pronounce your name.</li> </ul>
<b>Be Prepared with Notes and Questions</b>	<ul style="list-style-type: none"> <li>▪ Have <b>notes</b> on the organization, a copy of your <b>resume</b>, and the <b>job description</b> by the phone. Use these documents to help organize your thoughts and to <b>prepare questions</b> to ask the employer at the end of the interview.</li> </ul>
<b>Embrace Silences</b>	<ul style="list-style-type: none"> <li>▪ During the interview, the interviewer will be taking notes.</li> <li>▪ Do not be surprised if it takes a minute in between your responses for the person on the other line to get organized. Wait to speak!</li> <li>▪ Use these pauses to collect yourself and prepare for the next question.</li> </ul>
<b>Be Positive</b>	<ul style="list-style-type: none"> <li>▪ Whenever possible, smile! The positive energy and enthusiasm you express will be augmented in your voice.</li> <li>▪ Due to the nature of a phone interview, you might need to amplify your personality to make sure it is conveyed as well as it would be in person.</li> </ul>

## VIRTUAL INTERVIEW PREP

TIP	ACTION STEPS
<b>Set the Scene</b>	<ul style="list-style-type: none"> <li>▪ Use a background that establishes a professional atmosphere.</li> <li>▪ Look for a quiet space that is warm, inviting, and not too busy.</li> </ul>
<b>Conduct a Trial Run</b>	<ul style="list-style-type: none"> <li>▪ Test webcam, speakers, microphone, and internet connection ahead of time.</li> <li>▪ Check the camera height and position camera away from source of light.</li> </ul>
<b>Dress for Success</b>	<ul style="list-style-type: none"> <li>▪ Wear an outfit that would be acceptable for an in-person interview.</li> </ul>
<b>Professional Body Language</b>	<ul style="list-style-type: none"> <li>▪ Maintain <b>good posture, speak slowly and clearly</b>, and <b>lean in</b> toward your webcam to show interest.</li> </ul>
<b>Look at the Camera, not the Screen!</b>	<ul style="list-style-type: none"> <li>▪ Eye contact shows that you are focused and prepared.</li> <li>▪ Staring directly at the camera prevents the interviewer from thinking you are constantly looking away from the screen and will help refrain you from getting distracted by your own image.</li> <li>▪ To help avoid staring at your own image on the computer screen, cover your image with a post-it note.</li> <li>▪ Make sure all other computer applications and programs are closed so you do not get distracted during the interview.</li> </ul>

<b>Plan for Tech Difficulties</b>	<ul style="list-style-type: none"> <li>Plug your computer into a <b>power outlet</b> and keep your <b>phone on hand</b> in case the interview mode changes at the last minute.</li> </ul>
<b>Take Advantage of the Distance</b>	<ul style="list-style-type: none"> <li>Keep your resume and/or notes in front of you to help answer any questions the interviewer(s) may ask.</li> </ul>
<b>Authenticity</b>	<ul style="list-style-type: none"> <li>Remember to breathe, smile, and let your personality shine.</li> <li>Be honest with the interviewer(s), especially if this is your first time doing a virtual interview!</li> </ul>

## ON-SITE INTERVIEW PREP

TIP	ACTION STEPS
<b>Dress Professionally</b>	<ul style="list-style-type: none"> <li>First impressions are a vital component to the interview process.</li> </ul>
<b>Plan Ahead</b>	<ul style="list-style-type: none"> <li>Prior to your interview, look up directions and determine commute time. Factor in potential problems with traffic and public transportation.</li> <li>If possible, travel there ahead of time to familiarize yourself with the area.</li> <li>Pack your bag with extra copies of your resume and business cards, a pad folio, and a couple working pens.</li> </ul>
<b>Be Early and Friendly</b>	<ul style="list-style-type: none"> <li>Arrive about <b>fifteen minutes early</b>. If you arrive too early, find a local coffee shop to wait in.</li> <li>Sitting in the lobby enables you to get a sense of the organization's environment and gives you additional time to review your notes and/or resume.</li> <li>Treat everyone that you encounter with kindness. Anyone from the secretary to maintenance worker may share their first impressions with the hiring manager.</li> </ul>
<b>Collect Contact Information</b>	<ul style="list-style-type: none"> <li>Ask the all the individuals with whom you interviewed for business cards for thank you emails and notes.</li> </ul>

## HOW TO CRAFT YOUR RESPONSES

*To practice crafting consistent and compelling responses, consider using the commonly used frameworks: **STAR** or **CCAR** models. Review BOTH of these models below to find the one that works best for you!*

### **The STAR Method**

- **S**ituation – Begin with a brief description of the situation (who, what, where, when, and how). Be as specific as possible to give enough detail to understand without providing too much information.
- **T**ask – Explain the task or goal toward which you were working. Highlight any challenges or constraints you may have faced (example: deadlines, costs, uneven distribution of work, etc.).
- **A**ction – Describe the specific actions that you personally took to complete the task. Highlight the action steps as well as the competencies you learned (leadership, organization, problem solving).
- **R**esult – Finish by sharing the result(s) and focus on: What happened? What did you accomplish? What did you learn? What would you change? If possible, include numbers to quantify results.

Step	Response
<b>Situation</b>	As an AmeriCorps member, I was working in a school that had low student engagement in the after school volunteer program.
<b>Task</b>	My goal was to recruit more students and increase their engagement in this program to increase youth academic achievement, civic engagement, and pro-social behavior.
<b>Action</b>	I partnered with a guidance counselor to recruit and monitor students' academic attendance, behavior, and achievement. I also oversaw the implementation of new Service Learning Projects on hygiene, nutrition, and mental health that were more aligned with students interests. By applying for and receiving the StateFarm Good Neighbor Grant, a \$1000 fund, I supported these projects and effectively introduced students to public health careers and established volunteer opportunities in this professional area.
<b>Result</b>	As a result, all 21 students completed 75 hours of service in an 8 month period, and 11 received the Presidential Service award for completing 200 hours of volunteer service.

### ***The CCAR Method***

- **Context:** Begin by some context regarding your current/past experience and its requirements. Items to stress include title, role you played, and the timeline of the project or situation which you faced.
- **Challenge:** If applicable, describe any specific obstacles that you had to overcome. Identify the challenge and explain the impact it could have made on the outcome if it was not remedied.
- **Action:** Describe the actions you took to solve the problem and/or create new opportunities: What efforts did you contribute that made an impact? What specific steps did you take? What did you learn?
- **Result:** Highlight the outcome and explain the benefits. Try to quantify your results if possible with facts and figures (example: as a result of the new program, the company saved \$445/month).

Step	Response
<b>Context</b>	When I started at the US Department of Education as a Program Analyst, one of my main responsibilities was to manage and provide technical support to over 50 federal grants.
<b>Challenge</b>	The federal grants ranged in value from \$3 - \$50M, and I was in charge of providing annual funding recommendations to senior leaders by conducting regular budgetary and performance measurement reviews of grantees.
<b>Action</b>	I planned grant competitions for nearly 500 applicants including recruiting 400+ peer reviewers, creating training materials and FAQ sheets, and answering public inquiries.
<b>Result</b>	I worked in conjunction with the peer reviewers to select 30 applicants to receive federal financial support for their projects.

## **COMMONLY ASKED QUESTIONS**

### **Preliminary Screen Questions**

- Tell me about yourself.
- Do you have any additional skills or experiences that you did not include in your resume that we should know about?
- Why are you leaving (or have left) your current job? Describe your current job responsibilities.
- Why are you interested in this position? Why do you want to work here?
- Why would you be the best candidate for the job?
- What do you know about the company?
- How does this position fit in with your long-term goals?
- What are your salary expectations? What compensation range are you targeting?
- What is the minimum starting salary you will accept?
- What is your availability? When could you begin work if you were hired?

- Are you comfortable with our location? Are you comfortable with working remotely and/or having a hybrid work arrangement? Are you willing to relocate?
- What other companies have you applied to recently?

### **Getting Started:**

- Walk me through your resume. What led you to xx degree?
- What skills have you learned at graduate school and how can you apply those skills in this position?
- What is the most important thing you have learned from a specific class or specific work experience?
- What is your preferred working style? How do you learn best?
- Why do you want to work here? What would you expect to find the most satisfying about this job?
- What would you expect to be the most challenging?
- What do you hope to learn or gain from this experience?
- Tell me about what you like to do in your free time.

### **Salary Questions**

*If possible, try to avoid giving a salary range/figure first by responding that you are very interested in the position and are interested in knowing if there is a range budgeted for this role. If you must give an answer, be sure to do your research and give an appropriate range. Please refer to the TSPPPA Career Guide: Negotiating Your Compensation Package available on the TSPPPA website for more specific details.*

- What is your salary expectation if offered this position?
- What did you earn previously and what you are hoping to make if we offer you this position?

### **Career/Professional Development:**

- Why do you want to leave your current organization or why did you leave your previous employer?
- What are your career goals and how does this position align with your professional objective?
- In what ways do you stay up-to-date in your area of expertise?
- What type of news/TV/media do you follow? What do you try to get from it?
- How are you different from other candidates who have applied?
- What are you least excited about doing in this position? How would you tackle the tasks that you do not enjoy doing?
- In what ways will this role help you stretch your professional capabilities?
- What is one area in which your last supervisor would suggest you gain more training or exposure?
- Where do you see yourself five years from now?

### **Leadership:**

- Tell me about a time when you accomplished something significant that wouldn't have happened if you had not been there to make it happen.
- Describe a time when you were able to step into a situation, muster support, and achieve good results.
- Tell me about a time when you've had to manage a team. What was your approach?
- What was a difficult decision you had to make as a leader, and how did you come to that decision?
- If a team member is under performing, what steps do you take to improve their performance?
- If a team is struggling to stay motivated, what steps would you take to boost engagement?
- Tell me about an innovative solution you developed to a non-traditional problem.
- How have you persuaded employees to follow your strategic vision for the organization?
- What was the most significant change you brought about in an organization?

### **Initiative/Follow-Through:**

- Tell me about a goal that you set that took a long time to achieve or that you are still working toward.
- Describe a time when you went above and beyond for a client or project.
- Tell me about a situation that you had significant impact on because of your follow-through.

### **Thinking/Problem-Solving:**

- Tell me about a time when you had to analyze facts quickly, define key issues, and respond immediately or develop a plan that produced good results.
- Tell me about a problem you had to solve or an obstacle you had to overcome in your work experience or in your coursework. In retrospect, what would you have done differently?
- Share about a time when someone asked for your input on the best way to approach a problem.
- Describe for me a situation where you may have missed an obvious solution to a problem.

### **Communication:**

- Tell me about a time you had to speak in public. How did you prepare for the presentation?
- Give me an example of a project where you faced issues because of communication and/or cultural differences with the process and the outcome.
- Share a time when you realized you needed to change your communication style to fit the audience.
- Tell me about a difficult conversation you've had to have in an academic or professional setting.
- Tell me about a situation where you had to be persuasive and sell your idea to someone else.

### **Diversity, Equity and Inclusion**

- Tell us about a time when you have taken steps to ensure that everyone (in your class, on your team, in your organization) felt included. Describe the situation, the actions you took, and the outcome.
- What diversity, inclusion and or cultural competence training have you received and how have you applied what you learned on the job?
- Please share what diversity, equity, and inclusion mean to you and why they're important. How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
- In your opinion, what is the most challenging aspect of working in a diverse environment?
- What is your approach to understanding the perspectives of colleagues from different backgrounds?
- How would you handle a situation where a colleague was being culturally insensitive, sexist, racist, or homophobic?
- How would you advocate for diversity, equity, and inclusion with colleagues who don't understand its importance?
- Tell me about a time when you advocated for diversity and inclusion in the workplace.
- Can you give me an example of how you make your direct reports feel a sense of inclusion, belonging, and equity on a daily basis?

### **Working Effectively with Others:**

- Tell me about a group project where one of the group members was difficult to work with or did not make any contribution to the team. How did you handle this?
- How would you approach a project situation where two key stakeholders have conflicting requests?
- Tell me about a time when you were able to motivate others to get the desired results.
- Give me an example of a time you received constructive feedback. How did you react?

### **Priority-Setting:**

- How do you approach managing a project? What is your process of ensuring that goals are met?
- Tell me about a time when you were faced with an impossible deadline. What did you do? What was the outcome?
- How would you balance your work priorities with your academic studies?

### **Varying Work Conditions:**

- Talk about a time when you may have worked on a project and your supervisor failed to provide much direction for the project. What did you do?
- How do you deal with frustrating or ambiguous situations?
- Tell me about a situation where you had to adjust quickly to a significant change at school or work. How did the change affect you? What did you do?
- Tell me about a situation where you have had to adapt to a different culture/country/language.

### **Public Policy/Public Administration Specific**

- What areas of public policy or administration particularly interest you? Why?



- Tell me what the most important item on your resume is and how it best represents your passion for public policy/administration.
- Describe your commitment to service.
- What are some current policy issues in which you personally, if given the opportunity, would like to be involved?
- Tell me about your experience with quantitative and/or qualitative research. How comfortable are you working with large data sets?
- How will the policy analysis skills you gained as a graduate student be applicable to this position?
- What do you think are the traits that make a successful leader in public administration? Which of these do you embody?

### **Academic/Research Related**

- Describe your research. Tell us about your research program. What are you working on currently? What do you plan to look at next?
- What research have you undertaken in the field of public policy/administration?
- What audiences are you addressing, what are the other relevant books or scholars in your field, and how does your work compare with theirs?
- Can you explain the value of your work/research to an educated layperson?
- What are your plans for publishing?
- Tell me about the research you are most proud of and how it contributed to the body of xxx knowledge.

## **QUESTIONS TO ASK THE EMPLOYER**

Many people think that the interview is finished when the interviewer has finished asking questions. **HOWEVER, *many interviewers draw conclusions based on the questions you ask—or don't ask.*** To demonstrate your interest, ask questions about the position, organization, and team culture. Try not to ask questions that you can find answers to on the employer's website.

### **About Organization, Management & Culture**

- Where do you see the organization heading in the next five years?
- What energizes and/or excites you the most about your current position within the organization?
- How would you describe the culture of the organization?
- How does the department align its goals and values to the mission of the organization?
- What, if any, professional development opportunities does the department provide for its employees?
- How would you describe your management style?
- What are the prospects for growth/advancement within the organization?
- What do you like/dislike about working here?
- What have been the departments/organization's successes in recent years?
- What are the organization's strengths/weakness compared to its competition?
- What do you think are your organization's greatest assets?
- What was the last big achievement? How are accomplishments celebrated?
- What are your department's biggest challenge last year and what was learned?
- What separates your high performers from others at your organization?
- How do you motivate and retain top talent at your organization?
- How much time do the leaders spend in the office?
- In what ways does this employer give back to the community?

### **About the Position, Process & Your Application**

- What does your team need that isn't being done now?
- How can I contribute in ways that go beyond the job listing responsibilities?
- What are the key skills and attributes needed for a successful applicant for this position?
- What concerns/reservations do you have about me for this position?
- Is this a new position or are you replacing someone who has left/is leaving?

- How has this position evolved since it was created?
- What are some of the challenges that the person filling this position will face?
- How can the person who fills this vacancy meet and exceed your expectations?
- How do you see this position evolving over the next few years?
- What is a typical work day or week like for someone in this position?
- What have been the challenges, if any, faced by the person who last filled this role?
- How will I be evaluated by my supervisor, and how often?
- What does success look like for this position in the first three and six months?
- How is success measured for the organization? How are these metrics determined?
- What are the immediate challenges that would need to be addressed in the first month?
- How does upper management view this role based on the current strategy of the organization?
- What are the next steps in the interview process?

### About Diversity, Equity & Inclusion:

- How does your organization define diversity? What lenses of diversity has your organization made a direct commitment toward?
- How does your organization center diversity, equity, inclusion, and belonging?
- Does your organization have a chief diversity officer (CDO) or a designated leader to drive DEI and engage internal and external stakeholders?
- What social causes does your organization support?
- Has your organization made any formal commitments in support of racial equity?
- What are some of the key DE&I actions your organization has taken in recent months?
- Are there any programs or initiatives in place at your company geared toward promoting diversity?
- What does your company do to ensure inclusiveness?
- What do you do to create an inclusive team environment? Can you give me an example of how you make your direct reports feel a sense of inclusion, belonging, and equity on a daily basis?
- How do you measure inclusion?
- Does your organization offer formal employee training around biases, anti-racism, or general DEI?
- How has your organization prioritized executive accountability toward DEI advancement?
- Does your organization have any affinity groups or committees to support diverse populations? If so, how do these groups contribute to the culture of the organization?
- Are there opportunities for employees to get involved in DE&I initiatives in your workplace?
- How do you celebrate diversity of ideas and people?
- Does your organization complete annual compensation equity analysis?
- What resources has your organization provided to its employees in support of racial injustices?
- How does the company address internal issues of bias and micro aggressions?

## AFTER THE INTERVIEW: THANK YOU NOTE EXAMPLES

Within *twenty-four hours*, follow-up with a sincere and succinct thank you note or email addressed to each person with whom you interviewed. Personalize your thank you to **include** any **specific details you learned** and/or **connections you may have made** to make you more memorable. Above all, your thank you note or email should be free from grammatical errors and spelling mistakes. A good rule of thumb is to have a peer read over your letter before sending it to the interviewer(s).

### Template

Dear First Name Last Name,

First Paragraph: Thank the employer for taking the time to interview you and reaffirm your interest in the position and organization.

Optional Middle Paragraph(s) (1-2 additional BRIEF Paragraphs): Highlight the skills and attributes that you would bring to the organization if offered the position. Reiterate the important qualities that a successful candidate in the position would hold and explain how you will fill these needs. If you forgot to highlight an important quality during the interview or want to clarify your experience, include it in these middle paragraphs.

Final Paragraph: Thank the interviewer again, restate your interest in the position, and express your interest in speaking with the interviewer in the future regarding the position.

Sincerely,

Your Signature

## **Examples**

### **Sample One: Any type of interview**

Dear Dr. Last Name,

It was a pleasure meeting with you today and I appreciate you taking the time to share your insights and perspective.

I thoroughly enjoyed having the opportunity to learn about World Learning's priorities and future growth, as well as how you envision the Advancement Officer position supporting the continuation of the organization's success. Our conversations about service learning for high school and undergraduate students, alumni relations, and national visibility reinforced my strong interest in this position.

I am confident that my background and skills are an ideal fit. In hearing more from everyone about the organizational culture, I know that World Learning is a place where I could contribute and thrive.

Thank you again!

Sincerely,

*First Name Last Name*

### **Sample Two: In-Person Interview**

Dear First Name Last Name,

It was terrific putting a face to a name today and having the opportunity to hear more of your insights about the Program Manager position at Northwestern DC Area Health Education Center!

I appreciated learning about your experiences when you yourself held this position and how the staff members are focused on helping each other succeed. The questions you and your team posed allowed me to share more of why I am drawn to serving as a Manager at Northwestern DC AHEC and to convey how my experiences are very much aligned with the responsibilities, expectations, and organizational culture.

Thank you again for your time, perspective and energy!

Sincerely,

First Name Last Name

### **Sample Three: Phone Interview**

Dear First Name Last Name:

Thank you for taking the time to speak with me today about the Staff Assistant position. It was wonderful hearing from you, First Name Last Name, First Name Last Name, and First Name Last Name to gain deeper insight into the US Senate and the desired qualifications for the Staff Assistant.

In knowing First Name for several years, I absolutely agree with your comment that whoever accepts this position will have big shoes to fill, but it gets me excited thinking about the chance to build upon this strong foundation. As was asked today, while on paper this may seem like a lateral move, in actuality, the position offers me a new opportunity to focus my skills and experience on programming, and tracking legislation regarding banking, finance, tax, housing, trade and business issues on the structure and systems that First Name established. In addition, the way that the US Senate is positioned in the public service arena allows for different types of partnerships and programs that I would love to promote.

Finally, I also wanted to address further your answer today about a lack of staffing being one of the biggest challenges. Throughout my career, this is often a challenge I have faced at other organizations and one that I approach with creativity, resourcefulness, drive, humor and yes, some caffeine! I thrive on balancing multiple moving pieces and having a diverse workload, so I am confident in my ability to work with the staffing challenge.

Thank you again for your time - I would love to have the opportunity for an in-person interview with you and your team soon!

Sincerely,

*First Name Last Name*

### **Sample Four: Lunch Interview**

Dear Professor Last Name,

It was a pleasure meeting you today over lunch as part of my interview for the Graduate Intern position. I enjoyed speaking with you about my experiences and how they are in strong alignment with this position.

Thank you for sharing Trachtenberg's history and your insight into how the school is integrated within The George Washington University as it was very helpful to gain this past and present perspective! At this time, I remain very much interested in the position, and am looking forward to learning of your decision soon.

Sincerely,

*First Name Last Name*

### **Sample Five: Thank you to interviewer who attended one part of an all-day interview**

Dear Dr. Last Name,

It was such a pleasure meeting you today and having you attend the afternoon presentation. From our

University of Maine connection to your suggestion that I take a quick walk before the presentation, I appreciated your energy and warmth!

Having the opportunity after the presentation to hear from you about the goals and priorities for the Center for Service and Civic Engagement was incredibly helpful in providing perspective on the JumpStart Program Coordinator position. It reinforced my confidence in the alignment of my highly relevant background, knowledge, and skills and how this could contribute to the Center for Service and Civic Engagement's continuing success.

Sincerely,  
First Name Last Name

### **Sample Six: Staff Panel Interview**

Dear First Name Last Name,

It was such a pleasure meeting you today during the staff panel! Thank you for taking the time for the interview and to share your perspectives on the Coordinator position within the Office of Global AIDS.

Having the opportunity to hear all your insights into what makes the organization special; the role of Coordinator, and your hopes for the future was incredibly helpful. Our meeting reinforced everything I have been hearing about the U.S. Department of State community, which is very much aligned with who I am and what I could offer to the organization.

Connecting with the staff members today truly was a highlight and I loved hearing the research ideas that were shared. It would be wonderful to have the opportunity to bring these ideas to fruition to support the Office of Global AIDS!

Sincerely,  
First Name Last Name

## **AFTER THE INTERVIEW: IF YOU DON'T HEAR BACK AND/OR DIDN'T GET THE JOB**

### **Sample 1: If you don't hear back after your thank you note and other outreach**

Dear First Name,

I hope your search for the Director of Programs and Strategic Partnerships is going well. Congratulations if you've already found the right candidate as your association seems like a great place to work!

While I may not have been the right person for this position, I did want to reconnect to indicate my continued interest in your association. I thoroughly enjoyed meeting your team and learning more about your mission for internet access to all communities in America. Our conversation about our shared experiences growing up in rural towns and the impact that the lack of the internet had on our education reinforced my desire to contribute to this work.

I hope we can stay in touch so please let me know if there is anything I can do to be considered for future opportunities.

Thank you,  
First Name Last Name

**Sample 2: If you didn't get the position and want to get feedback**

Dear First Name,

It was a pleasure meeting you and your team as part of the interview process for the Data Analytics Manager. Thank you for letting me know that you selected another candidate.

As I was very interested in this position and your company, I was wondering if there was any information you would be able to share about how I could have been a more competitive candidate. If possible, I appreciate any insight as I would like to be considered for future opportunities with your team.

Again, it was wonderful meeting you and I hope we can stay in touch!

Kind regards,  
First Name Last Name