INTERVIEWER HIRING GUIDE

Welcome to the hiring process information hub for MCCCD Interviewers
Interviewer Hiring Process Guide

Who is this guide for?
Interviewers serving on the Hiring Team, including Hiring Managers serving as Interviewers, HR staff, and MCCCD leadership.

This guide is a resource for preparing for the Interviewer Knowledge Check.

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- What are my confidentiality and ethics obligations?
- What should I do about conflict of interest?

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Interviewer Responsibilities

- What is my job on the Interview Team?
- What should I do about conflict of interest?
- What are my confidentiality and ethics obligations?

What is my job on the Interview Team?

*Note: To serve as an Interviewer you must complete the Interviewer Knowledge Check and the Hiring Ethics Knowledge Check.*

Interviewers are responsible for conducting interviews according to hiring process best practices, which include:

- creating a friendly yet professional environment
- asking planned questions
- documenting interview responses
- rating responses based on information provided by candidates
- deliberating candidate ratings based on verifiable information, not inferences or assumptions
- recommending finalists or a Preferred Candidate

Interviewers are responsible to the Hiring Manager, fellow Interviewers, the candidates, and to MCCCD as a public agency.

- Responsibility to the Hiring Manager and other Interviewers is committing the time required for interviewing, participating fully in interviews and deliberations, and conducting yourself with integrity in terms of confidentiality and interviewing best practices.

- Responsibility to candidates is to be attentive, giving each applicant equitable unbiased consideration, and basing interview response ratings on information provided by the candidate.

- Responsibility to MCCCD as a public agency is to maintain confidentiality, report any conflict of interests immediately to the Hiring Manager, and report to your local HR Representative or the Senior Manager of Strategic Staffing any attempt to influence the outcome of a hiring process by means other than following hiring process best practices.
**Interviewer Responsibilities**

**What should I do about conflict of interest?**

**Conflict of Interest**

Conflict of interest applies to relatives, friends, or other associations that interfere with a Hiring Team Member’s ability to be impartial. A Hiring Team Member should not participate in a recruitment if a current or former friendship or other association interferes with considering all applicants fairly and impartially. Potential conflicts in the recruitment process are more easily resolved when they are known and discussed within the Team. Acknowledging and addressing these relationships as soon as they are known will maintain the integrity of the hiring process. For guidance on how to handle a conflict of interest situation consult with your local HR professional.

- If an Interviewer knows an applicant and cannot be impartial regarding the applicant, the Interviewer should immediately inform the Team. Potential concerns about impartiality and conflict of interest need to be discussed within the Team. Based on the relationship between the Interviewer and the applicant a decision needs to be made about the appropriateness of the Team Member continuing to participate.

- If you are a relative as defined below, you will need to recuse yourself from the recruitment. An employee is prohibited by law from participating in an institutional decision involving a direct benefit to her/himself or to a relative.

*MCCCD definition of relative (A.R. A-15):* Relative includes a parent, step-parent, parent-in-law, brother, stepbrother, sister, stepsister, spouse, son, stepson, daughter, stepdaughter, brother-in-law, sister-in-law, son-in-law, daughter-in-law, grandparent, great-grandparent, grandchild, great-grandchild, aunt, uncle, niece, and nephew of the employee or employee’s spouse. A relative also includes a domestic partner of an employee who is claimed as a dependent by the employee for insurance purposes, and a relative of such domestic partner.
## Interviewer Responsibilities

### What are my confidentiality and ethics obligations?

<table>
<thead>
<tr>
<th>Information that is confidential and is not permissible to share outside the Hiring Team:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What Hiring Team Members say during interviewing or deliberations</td>
</tr>
<tr>
<td>• What candidates say</td>
</tr>
<tr>
<td>• Interview questions</td>
</tr>
<tr>
<td>• Names of applicants</td>
</tr>
<tr>
<td>• Finalists (Except for recruitments involving public forums)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Information that is permissible to share outside of the Hiring Team:</th>
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<tbody>
<tr>
<td>• Job description</td>
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<tr>
<td>• Interview format (i.e., face-to-face with a team, number of people on the team, microteach)</td>
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<tr>
<td>• Status of the search - such as if screening is complete, interview dates</td>
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<tr>
<td>• Number of applicants</td>
</tr>
<tr>
<td>• Number of applicants being interviewed</td>
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</tbody>
</table>

<table>
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<tr>
<th>Information requests to refer to local HR or Strategic Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Hiring Team Member names</td>
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</tbody>
</table>

*Note: If you are not sure about whether information is appropriate to share with applicants or other parties not involved in the process, contact your local HR or Strategic Staffing for guidance.*
Preparing for Interviews

What happens before the interviews?
The Hiring Manager receives the Interview Packet from HR. Prior to the interviews, the Hiring Manager meets with Interviewers to review the interview process, set expectations, and review the questions and desired content of responses.

How should I prepare?
Interviewers should prepare by ensuring their schedule is clear for all interview dates. Interviewers may want to familiarize themselves with the interview slate and review candidates’ application materials to be able to put candidates’ responses in context during the interviews. Interviewers should also prepare by arriving at the interview location at the time requested by the Hiring Manager, or at least 10 minutes prior to the scheduled interview start time.

What information is provided to Interviewers?
Interviewers are provided candidates’ names and interview answer sheets for each candidate. A reference set of candidate application materials may also be available.

What if an Interviewer unexpectedly cannot participate?
The key word in this question is “unexpectedly”. Unexpected absences are to be managed with the intention of providing all candidates a consistent process that meets MCCCD’s hiring process fairness expectations. Consult with local HR as soon as you are aware of an absence to coordinate the best course of action given the circumstances. For the occasional times when life events affect the number of Interviewers, factors to consider about how to proceed include:

- If interviews have not been held, can an alternate Interviewer be added to the team?
- Given the absent Interviewer’s representation of gender or ethnicity, what is the remaining size and diversity of the Interview Team?
- Have some interviews have already been held?
- Are there interviewees from out of town, therefore rescheduling interviews to another day is not in their best interests?

If some interviews have been held, and the interviews are going to proceed, then the absent Interviewer’s ratings are removed from the interviews already held. It is not acceptable to average interview ratings.

After the Hiring Manager, in consultation with the Interview Team, has identified a course of action, the Hiring Manager communicates the plan to HR. The planned changes are documented in the Job Requisition.
Conducting Interviews

- How does the Interview Team create the “right” atmosphere?
- Interview Do’s and Don’ts
- What questions cannot be asked because they are illegal?
- Objectivity, bias, assumptions, and judgment – what do I need to know?
- What do I need to know about managing accommodations during interviews?
- An Interviewer or a Candidate says or does something during the interview that seems inappropriate – what should I do?

How does the interview team create the “right” atmosphere?

The interview team is expected to create a friendly yet professional interview experience. Interviewing with a group of people might be intimidating for candidates not familiar with the process. The interview may be the first impression external candidates have of MCCCD or internal candidates have of the department. It may also be the first time candidates will meet with potential colleagues.

The “right” atmosphere can begin with welcoming the candidate and introducing the interview team. Consider providing name tents for the interview team so candidates can more easily associate names with the people in the room. Also consider providing water for the candidate.

During the interview, Interviewers should seek to find a balance between taking notes and engaging with the candidate via eye contact. Interviewers do not need to avoid showing interest, they can nod their heads, laugh, and otherwise demonstrate their attention rather than try to be a “blank slate”.

A note about welcoming candidates upon arrival at the interview location:
Be mindful of conversation made with candidates as they are being greeted by the Hiring Manager or other staff. It is important to stick to topics that will not be misconstrued as too personal or potentially discriminatory.

It’s okay to talk about:
- the committee is looking forward to meeting her or him
- events happening on the campus or at the site
- the weather

Avoid talking about:
- Traffic, driving, parking - in case the person doesn’t drive, someone else drove, or transportation other than a personal vehicle was used – because these topics may be misconstrued as fishing for information about a disability, how the person will get to work, whether or not the person drives, etc.
- Holidays connected to religious, ethnic or cultural celebrations and observations because it may be construed as an illegal question regarding their religious, ethnic or cultural affiliation.
Conducting Interviews

Interview Do’s and Don’ts

Do’s
1. Some or all of the interview questions may be provided prior to interviews. The Search Plan indicates whether candidates will receive questions in advance. If some questions are provided in advance, the Hiring Manager should review the process with Interviewers.
2. Welcome candidates to the interview.
3. Introduce the Interview Team.
4. Review the position title and summary and the interview process, including how many questions will be asked and the allotted time for the interview.
5. While a candidate is answering questions, if part of a question is missed or clarification is needed, any Interviewer can ask the candidate to provide more information. You may want to know more about:
   a. Specifics regarding a candidate’s level of responsibility
   b. Depth of experience or knowledge
   c. What the candidate specifically did as compared to others involved in the situation
   d. How the candidate interacted with others in a situation
   e. The candidate’s problem solving or decision making process
6. Allow time at the end of the interview for the candidate to ask questions.
7. Close the interview by thanking the candidate and provide an overview of the rest of the process, including anticipated date when candidates will be notified by phone or email.

Don’ts
1. Ask questions, other than clarification, that are not approved for the interview.
2. Evaluate or consider material brought by an applicant that was not requested. Inform the applicant that while the intent to provide additional information is appreciated, the information can not be considered due to requirements for equitable consideration of all applicants.
3. Ask candidates whether they will need accommodation to do the job. That topic is covered at the time of the job offer.
4. Ask questions about
   a. Personal information that identifies marital status, age, childbearing
   b. Personal attributes related to ethnicity, national origin, or ability
   c. Religion
   d. That create the impression of asking about information that indicates bias, such as how someone paid for education, or about Socio-Economic status.

Note: It is not necessary and not best practice, to tape down interview questions. If there is concern about candidates taking the interview questions with them, then someone on the Interview Team can be responsible for ensuring the questions are returned at the end of the interview.
### Conducting Interviews

**What questions cannot be asked because they are illegal?**

<table>
<thead>
<tr>
<th>Do not ask about or discuss...</th>
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<tbody>
<tr>
<td><strong>Personal information that identifies marital status, age, childbearing:</strong></td>
</tr>
<tr>
<td>▶ Are you referred to as Ms., Mrs., or Miss?</td>
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<tr>
<td>▶ What is your maiden name?</td>
</tr>
<tr>
<td>▶ Are you single, married, divorced?</td>
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<tr>
<td>▶ Are you pregnant?</td>
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<tr>
<td>▶ Do you plan to have children?</td>
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<tr>
<td>▶ How old are your children?</td>
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<tr>
<td>▶ How old are you?</td>
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<tr>
<td>▶ What is your date of birth?</td>
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<tr>
<td>▶ When did you complete high school or college?</td>
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<tr>
<td><strong>Religion</strong></td>
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<tr>
<td>▶ What is your religious background?</td>
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<tr>
<td>▶ Does your religion prevent you from working weekends?</td>
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<tr>
<td>▶ What are your religious holidays?</td>
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<tr>
<td>▶ What church do you attend?</td>
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<tr>
<td>▶ What religious holidays do you observe?</td>
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<tr>
<td><strong>Personal attributes related to ethnicity, national origin, or ability</strong></td>
</tr>
<tr>
<td>▶ Do not ask for nor accept photographs of applicants prior to hiring</td>
</tr>
<tr>
<td>▶ Do not ask about an applicant’s complexion, color of skin, eyes, or hair</td>
</tr>
<tr>
<td>▶ Do not ask any questions about ancestry, racial background, or ethnicity</td>
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<tr>
<td>▶ What is your native language?</td>
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<tr>
<td>▶ How did you acquire the ability to speak, read, or write a foreign language?</td>
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<tr>
<td>▶ Do you have any physical disabilities or handicaps?</td>
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<tr>
<td>▶ Have you ever received workers’ compensation benefits?</td>
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<tr>
<td><strong>Other types of questions to avoid:</strong> Note: There are other types of illegal and inappropriate questions where it is important to consider what bias might come out.</td>
</tr>
<tr>
<td>▶ Ex. <em>When asking about education, avoid the impression of trying to find out how a person paid for education leading to inferences about Socio-Economic Status</em></td>
</tr>
<tr>
<td>▶ Who paid for your education?</td>
</tr>
<tr>
<td>▶ Do you still owe on student loans taken out during school?</td>
</tr>
<tr>
<td>▶ Did you go to school on a scholarship?</td>
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</tbody>
</table>
Conducting Interviews

Objectivity, bias, assumptions, and judgment – what do I need to know?

Potential Interview Bias, Assumptions, or Judgments

Similar to Screeners during the screening process, Interviewers may be influenced consciously or subconsciously by biases, assumptions, or judgments. Here are examples of mindsets that can influence Interviewers:

1. **Stereotyping** – assigning attributes based on assumed characteristics of a group of people. The grouping may be based on ethnicity, gender, sexual orientation, or other cultural traits.

2. **Halos and horns** – Placing everything about the candidate into a positive or negative light based on a single comment or trait. For example for halo, the candidate went to the same school, is a member of the same organization as an Interviewer, or has a sense of humor that appeals to the Interviewer. Horns do the opposite. An entire interview may be viewed as negative because an Interviewer dislikes style of dress, the type of education, teaching philosophy, etc.

3. **Initial impression** – Prematurely evaluating a candidate based on her/his initial impression and impact, either positive or negative. For example, a candidate who presents her/himself well in appearance and manner may be perceived as more capable and given more credit on answers. Or a candidate who comes across negatively at the start of the interview may be more readily disqualified or rated more strictly.

4. **Settling error** – This error may come up during deliberations if none of the candidates were overly impressive. There may be a tendency to think, “Well maybe candidate A or B was not so bad after all.” When there is not a definite top tier of candidates, Interviewers may feel as if they have to select from a mediocre group or to settle for someone who they think can minimally do the job, rather than deal with additional recruiting.

5. **Comparison to incumbent error** – Measuring the candidate against the characteristics (good or bad) of the incumbent instead of focusing on the job-related criteria and the candidate’s qualifications.

6. **Incorrect interpretation** – There may be some misunderstanding about what is said due to cross-cultural miscommunication. Effective follow up questions can be used with the culturally different candidate to draw out useful information and ascertain understanding.

7. **Contrast effect** - The tendency to evaluate someone in comparison with something other than the criteria -- e.g., evaluating a candidate too highly because he or she was interviewed right after a very unqualified candidate, or because she or he is nothing like your last unsuccessful employee.

8. **Negative information** - When trying to distinguish among well-qualified candidates, fishing for negative information to disqualify a person, and therefore giving undue influence to a negative factor that may not make that much difference in later performance, or might not have been obvious on another person's application.

9. **Fleeing to objective indicators** - When faced with difficult decisions among well-qualified candidates, the tendency to search for any information that appears to be "objective" -- e.g., number of years of experience -- when it may not be a valid predictor of a person's performance.

Continued >
10. **Inferences about motivation** - Assuming that we can know something about a person’s motivation by inference from his or her life circumstances -- e.g., that a person who "really needs a job" will be more highly motivated than a person who isn't dependent on the income, or that a person who is currently commuting to a job far away is just looking for a way to reduce the commute.

11. **Inferences about likeability of behavior** – It is important to distinguish between valid criteria for "interpersonal skills" from judgments about personal style. Make sure evaluations of characteristics or style are job-related.

**Cultural Programming**
Where might Interviewers’ biases, assumptions, or judgments come from? Cultural programming consists of learned and shared values, beliefs and behaviors. Interviewers may come to the hiring process with preferences for certain culturally defined behaviors, values and norms. Awareness of one’s programming, especially related to workplace expectations, but not necessarily relevant to job qualifications, can foster a more open perspective that promotes inclusiveness when interviewing candidates with differing perspectives.

Food for thought about cultural programming and MCCCD or higher education culture:

- Cultural programming influences how we interpret what we hear and the behavior we see during job interviews. What we see and hear is interpreted through our cultural lenses.

- Be aware that sometimes what we consider to be appropriate or desirable qualities in a candidate may reflect more about our personal preferences than what is actually needed to perform the job. Being culturally inclusive requires a willingness to have a generosity of spirit about candidates’ differences that contributes to MCCCD’s commitment to diversity and inclusion.

- MCCCD’s culture will be influenced by and benefit from building a diverse and inclusive workforce.
What do I need to know about managing accommodations during interviewing?

Ideally, candidates are given the opportunity to let the Hiring Manager know if accommodations are needed prior to the interviews. The opportunity to request assistance or accommodation should be communicated in the interview confirmation provided by the Hiring Manager/HR.

At the time of the interview, if a candidate needs accommodation that was not previously known to the Hiring Manager, best practice is to provide the accommodation if possible. It is not acceptable to not interview a candidate because an accommodation was unexpected. But it is reasonable to come up with a solution that does not significantly delay the interview schedule. It is acceptable to determine whether the interview might need to be rescheduled in order to provide the accommodation.

If the Hiring Manager is uncertain about how to proceed, resource people available to assist are the local ADA Coordinator, the local HR Manager, and HR Solutions Center. There are also Disability Resource Coordinators who serve students and who may be of assistance. Be sure to follow your location protocol for requesting assistance.

For example, a candidate is wheelchair bound and the interview room has a step that needs to be negotiated or a door that is too narrow. If possible, an alternate room is found and the interview relocated.

**Note:** Best practice is for Hiring Managers to schedule interviews in accessible rooms during the recruitment planning process.

Another example that may require a room change: A candidate has a chemical sensitivity to odors and the area where the interviews are being conducted has recently been painted or re-carpeted. The candidate is affected by the environment and mentions it before the interview gets started.

**Advice for interviewing applicants with visible disabilities:**

- If you’re not sure how to assist, or whether assistance is needed, ask whether assistance will be helpful.
- If an applicant is missing a hand or arm, follow her or his lead with what is offered during the greeting.
- Talk directly to the candidate, even if an interpreter or attendant is present.
- Look directly at a person with a visual impairment, because it directs your voice in the right direction.
- If a candidate appears with a guide dog or helper-dog, remember that it’s not a pet, but a working dog. Don’t try to interact with the animal.
- Speak in a normal tone unless requested to do otherwise.
- Allow ample time for responses from people with speech disorders, and don’t assume a speech impairment reflects negatively on other abilities.
- If you do not understand what a candidate is saying, don’t pretend you understand, ask her or him to repeat what was said.
- If a candidate raises the topic of needing accommodation if selected for the position, thank the candidate for the information and note the requested accommodation. If the Preferred Candidate requests an accommodation, notify HR so that appropriate response to the request can be performed.
Conducting Interviews

An Interviewer or a candidate says or does something during the interview that seems inappropriate – what should I do?

Inappropriate Information from Candidates
Sometimes candidates will respond to interview questions with information that is not required or not appropriate. When this occurs, it is important for the Hiring Manager or other Interviewers to redirect the candidate.

Who will redirect should be discussed before the interviews begin. It can be who notices an issue first, it can be the Interviewer who asked the question, or it can be the Hiring Manager.

Inappropriate information from candidates might include:
• Disclosing information about a previous employer
• Marital status
• Whether or not they have children, ages of children
• Health concerns
• Religious activity involvement
• Personal problems

How do you redirect the candidate? By politely interrupting and requesting the candidate focus her/his response on specifics of the question. Here are a couple examples:

• “Excuse me, [name], thanks for sharing that information, but we’d like you to discuss [topic]. Please continue telling us about [topic].”
• “[Name], excuse me, but we’d like you to focus on the question, please discuss [topic].”

Inappropriate Information From Interviewers
If an Interviewer asks an inappropriate question or makes an inappropriate comment, the Hiring Manager should respond immediately by politely interrupting and rephrasing the question so it is appropriate, or redirecting the candidate by letting her/him know not to respond.

If the Hiring Manager asks an inappropriate question, other Interviewers should respond immediately by politely interrupting and rephrasing the question so it is appropriate, or redirecting the candidate by letting her/him know not to respond.

For example:
If an Interviewer says something about people abandoning the department like they were on the Titanic, the response could be, “I believe what [name] is trying to say is, as we explained earlier, this department is in transition and we anticipated some attrition in the process.”
## Interview Documentation

- How do I know if my interview notes are “good” enough?
- What are ratings best practices?
- How are candidates’ answers rated?

### How do I know if my interview notes are “good” enough?

Interview notes should capture enough detail about what the candidate said to substantiate the rating given and to trigger the Interviewer’s recall if answers are discussed during deliberations.

Notes can include main points or verbatim comments made by candidates. Notes can also state whether an answer was good, bad, complete, incomplete, or unclear as long as there is specific information to support the evaluation.

Notes cannot include personal remarks, judgments, or vague statements such as: “doesn’t have a clue”, “is too cocky”, “seems unmotivated”, “great appearance”, or “nice smile”.

### What are ratings best practices?

1. Prior to the interviews, the Hiring Manager is expected to meet with Interviewers to clarify the type of information desired in answers and the answer content that relates to different rating or scoring levels. To support scoring consistency, Interview teams may want to consider developing an interview question rubric.

2. Complete individual candidate ratings at the conclusion of each interview, referring to your notes for answer content that supports the rating.

3. Interviewers should complete their ratings before deliberations begin.

*Note: It can be challenging to gauge candidates and decide final ratings until interviews are complete because a candidate who seemed good early in the process, may not rate as highly after additional candidates have interviewed. Sometimes the shining star candidate is at the beginning of a process, and sometime other candidates who interview later raise the bar. Interviewers have the flexibility to reconsider their ratings based on the interview pool.*
How are candidates' answers rated?

If a rubric for each question is provided, then ratings are based on to what extent the information provided meets the rubric.

If a rubric is not provided, then Interviewers rate answers based on the expected responses.

As you listen to the candidate, how do you gauge the completeness of her or his responses?

For behavioral questions, there are three key elements of a complete answer. The candidate explains the:

1. Situation – such as the task, assignment, project, etc. and why an action took place
2. Specific actions that were or were not taken
3. Outcome – result, change, impact, value, etc. that was caused by the candidate’s action

If a candidate is not providing a complete answer, the Interviewers may need to probe for more information.

Besides incomplete information, candidates may also give non-behavioral answers. Consider the context of the response and its relevance to the question and whether the candidate provided enough specific information. Such answers may not be complete enough or may seem off track. Responses may fall into three categories as shown below.

<table>
<thead>
<tr>
<th>Non-Behavioral</th>
<th>Example</th>
</tr>
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<tbody>
<tr>
<td>Feelings and opinions instead of actions</td>
<td>“I was really great at ...”</td>
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<tr>
<td></td>
<td>“I went beyond the call of duty.”</td>
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<td></td>
<td>“I thought I was the best employee and deserved more responsibility.”</td>
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<tr>
<td></td>
<td>“If you ask me, I’d say ...”</td>
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<tr>
<td>Theoretical or future-oriented statements</td>
<td>“I was thinking about taking a course on that next year.”</td>
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<tr>
<td></td>
<td>“I hope to complete my degree within the next ...”</td>
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<tr>
<td></td>
<td>“If I were the supervisor, I would have handled it differently.”</td>
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<td></td>
<td>“Next time that happens...”</td>
</tr>
<tr>
<td>Vague statements</td>
<td>“I helped make sure my team met quality standards.”</td>
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<tr>
<td></td>
<td>“I did what was necessary when costs exceeded certain line items in the budget.”</td>
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<tr>
<td></td>
<td>“In those situations I usually...”</td>
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<td></td>
<td>“Most of the time I would...”</td>
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</tbody>
</table>
Interview Deliberations and Outcomes

What are the expected interview outcomes?

Expected outcomes are identification of a Preferred Candidate or finalists as requested by the Hiring Manager. If finalists are identified, the Interview Team is not recommending a particular individual, and believes any of the finalists can meet the position’s requirements. If a Preferred Candidate is recommended, the Interview team has identified the person as the most qualified based on DQs.

What is the deliberation process?

Deliberations are conducted after completion of formal interviews.

1. After individual Interviewers have completed their notes and scoring, the next step is to compile the results.
2. The Hiring Manager leads the process. An Interview Summary Sheet is completed and if applicable, includes other criteria scoring.
3. Other criteria to evaluate may include a microteach or presentation, requested supplemental materials, and other assessments.
4. If tallying the scores produces a clear Preferred Candidate or finalists, then the Interview Team can make its recommendation. If not, then the Hiring Manager leads discussion about interview ratings and pros and cons of candidates to reach a recommendation.

Must the Interviewers agree on outcomes?

While it is preferable that the Interview Team is in agreement about the Preferred Candidate or finalists, the possibility for contrary opinions exists. Under such circumstances the Hiring Manager is expected to assess the nature of the disagreement through discussion with the team to determine whether the overall recommendation of the team should move forward. If the team is at an impasse consult with local HR about how to proceed.

What do I do if I am feeling pressured to rate candidates a certain way or recommend a particular candidate?

If at any time during the hiring process, and especially during the interview deliberations, a Hiring Team Member believes she/he is being influenced to choose a candidate who for reasons other than hiring best practices, the concern should be made known immediately to either the Hiring Manager, the Local/Site HR representative, or the Senior Manager of HR for Strategic Staffing.
## Additional Activities or Materials

### How are additional activities or materials rated?

If additional activities or materials are used to evaluate candidates as a part of the overall interview rating, then a rating rubric is required. The rubric must indicate the criteria by which the activity or materials will be evaluated. If an assessment is automatically graded by a computer application, then a separate rating rubric is not needed.

Examples of additional activities or materials include:
- Skill assessments
- Microteaches
- Philosophy statements
- Writing samples
- Work samples
- Public Forums

Rating criteria will depend on the purpose of the additional activities and what knowledge, skills, and/or abilities are being evaluated.

Some considerations for criteria are:
- For knowledge about a topic or process – how well did the candidate explain or demonstrate a concept so the audience could understand; how well organized was the information?
- For skills or abilities – what level of proficiency was demonstrated, perhaps on a numbered scale, or descriptive scale?
- For overall composure – how well did the candidate speak, relate to the audience, handle questions?
- For use of materials – were the materials appropriate, used well, explained if necessary?

### How do additional activities or materials factor into the interview rating?

They are part of the total interview results package. Additional activities or materials ratings are added to the interview scores to arrive at the total score.

### Can additional activities or materials make or break a candidate’s chances?

Yes, considering they are rated with a score, then the score can either help the candidate be ranked as a Preferred Candidate or finalist, or the score can prevent the candidate from further consideration.