

**GUIDELINES FOR INTERVIEW SCHEDULING AND
SELECTION (Revised 11/2017)**

Human Resources Role:

1. Human Resources (HR) verifies refill authority.
2. HR reviews SEBAC/RM requirements. At any point in the recruitment process a SEBAC/RM candidate may be identified who has greater rights to a position and therefore will take precedence over any selection process.
3. HR reviews the essential functions of the job and any specific selection criteria for the position with the hiring manager to determine appropriate posting information.
4. HR will work with the DAS liaison to develop a recruitment plan and initiate the [JobAps](#) process for posting and recruitment.
5. HR will complete the following action steps in JobAps:
 - a) Send notification to all candidates regarding their candidate status.
 - b) Work with the hiring manager to determine any necessary clarifying or supplemental questions that will assist in identifying the appropriate interview pool ensuring that selection for interview is done without discriminating against any particular race/sex group.
 - c) Enter the interview scheduling times for candidate responses.
 - d) Enter ongoing candidate status changes as the interview/selection process unfolds.
6. The Interview Panel Lead will review [Personnel Memorandum 2005-4](#), the Interview Selection Report, "[Determining the Best Qualified Candidate for the Position](#)" and these Guidelines with each panel member, as well as the most current goals from the Department Affirmative Action Plan.
7. HR will ensure all candidates identified for interview are eligible and meet any posted, job specification or contractual criteria for eligibility.

Interview Panel Role:

1. There should be a lead interview panel member who coordinates and implements these guidelines. Typically, the lead panel member is the hiring manager. The panel should consist of at least 2 people and diversity in the panel members is preferred when possible. The lead panel member notifies HR of the panel members.
2. The lead panel member will coordinate development of the opening statement, ground rules for the interview, interview questions and acceptable responses with HR. They may review the job specification and /or essential functions of the job to develop questions. Interview questions should be "behavioral based" to the maximum extent possible but questions do not have to be exclusively "behavioral based". In behavioral interviews, the interviewer asks candidates to recall specific instances where they were faced with a set of circumstances, and how they reacted. Typical behavioral interview questions are:
 - a) "Tell me about a project you worked on where the requirements changed midstream. What did you do?"
 - b) "Tell me about a time when you took the lead on a project. What did you do?"
 - c) "Describe a time you had to work with someone you didn't like."
 - d) Tell me about a time when you had to stick by a decision you had made, even though it made you very unpopular."
 - e) "Give us an example of something particularly innovative that you have done that made a difference in the workplace."
 - f) "Have you ever witnessed a person doing something that you felt was against company policy? What did you do and why?"

3. The lead panel member will coordinate interview scheduling availability with the panel. HR will enter the interview time options into the JobAps system for candidate scheduling.
4. The lead interview panel member will notify Affirmative Action (AA) prior to scheduled dates for the interviews so that Affirmative Action can arrange to observe the interviews.
5. The panel members should review the appropriate labor contract, if applicable, and be familiar with any terms or conditions relevant to the selection process.
6. If the posting requires additional materials, such as performance appraisals, the panel members should determine how the additional materials will be considered in the selection decision.
7. The lead panel member will be responsible for reviewing application materials in the JobAps system and provide information to the panel members.
8. The interviews should be conducted in the same manner for every candidate. As best as can be accomplished, questions need to be asked by the same person and in the same order and same manner for each candidate. At the start of each interview, panel members should introduce themselves and read the prepared introduction statement to each candidate. Included with this introduction statement should be a statement that advises the candidates to answer each question to the best of their ability and to assume that none of the panel members know anything about them. When AA and HR representatives are sitting in to monitor/observe, they need to clearly introduce themselves as **not** being a part of the panel, but rather that they are there to monitor the process of the interview. They must also confirm they will not be evaluating the candidates nor having any input into the selection at all.
9. **Follow-up questions are permitted to clarify a response but not to lead the candidate.**
An example of an impermissible leading question would be to prompt a candidate who is struggling to provide an example of project management by saying, “How about your experience handling project X?” An example of a clarifying question would be to ask a candidate that just answered the question by saying they managed project X by saying, “Can you explain what you did on project X”, or “What do you mean when you say you managed project X?” Both these questions are acceptable as they provide clarification for the interview panel to better evaluate the response in order to compare candidate qualifications. Interview panelists need to be sure that similar clarification questions are asked of all candidates who respond similarly.
10. If a time limit has been set for the interview, it should be stated and enforced.
11. If the panel chooses to provide written interview questions for the candidates to read during the interview, the questions must be similarly provided to all candidates. It will be the panel’s responsibility to ensure that candidates do not remove the interview questions from the interview room and to collect any notes the candidate may have written to themselves about the question content. A candidate is able to bring materials to the interview that demonstrates a work product; however, the candidate **cannot** bring reference materials to use in responding to questions.
12. The final interview question should provide an opportunity for candidates to share any information that wasn’t conveyed through their interview responses, for example, “Is there any additional information you would like to offer for consideration?” The panel may provide an opportunity for the candidate to ask questions which typically relate to the expected timeframe for a selection decision. Questions from the candidate regarding the selection criteria, comparison of candidates or the candidate’s performance in the interview are inappropriate at the time of the interview.
13. The panel must inform candidates that they cannot share information regarding the interview questions and/or responses during the selection process.
14. Lead Panel Member provides candidates with [Policy EX.0-26](#) “Employment of Relatives”; [Governor Malloy’s ethics letter](#) and [sign off](#); [Guide to Code of Ethics](#); and [Request for Information from Employer](#) forms (external candidates). Completed forms are retained with the recruitment file.
15. Panel members should be writing down each candidate’s actual response/answer to the questions to enable them to determine who is the most qualified. Panel members should not record a personal opinion about the responses; however, **known inaccuracies** or other **factual** comments related to the responses can and should be included with the interview notes and become part of the evaluation of the candidates.

After All Interviews Have Been Completed:

There should be NO discussion regarding any of the candidates until the end of all interviews and only AFTER each panel member has independently ranked the top candidate(s).

1. At the conclusion of all interviews, the panel members should review their notes, the applications and any other materials of each candidate independently of the other panel members and identify their recommendations for the top candidate(s) in order of first, second or third choice (when possible) and in consideration of any terms and/or conditions (i.e., seniority) specified in the labor contract as appropriate.
2. If the selection is a lateral transfer, selected by seniority or governed by SEBAC/Reemployment or a collective bargaining agreement, it should be noted on the selection report.
3. Once the panel has independently identified their top choice(s), they then compare their selections with each other. If the panel is in agreement, there is little need for discussion; with the exception of preparing the narrative documentation for each of the interviewees.

If there is disagreement, then the panel will collaborate to reach a consensus of the top candidate(s).

Preparing the Interview/Selection Report:

1. The Lead Panel Member coordinates the completion of the Interview Selection Report (ISR) and ensures the comments on the ISR reflect the consensus regarding the candidates of the panel. All panel members sign the ISR prior to submitting to the HR liaison for review.
2. All applicants, whether or not interviewed, must be listed on the Interview Selection Report.
3. Avoid using words such as: “limited”, “some”, “excellent” when writing up the selection report without providing the facts to support their usage. Instead, explain the actual criteria utilized to make the judgment that the qualification is “limited” or “excellent”, etc. The panel needs to be specific as to just what it is that makes the person “limited” or “excellent”.
For example: “Limited knowledge of policy and procedure” is not acceptable while “Candidate had limited knowledge of policies in that he was able to identify the existence of a policy but not its specific contents or purpose” is acceptable OR “Limited ability to operate equipment” is not acceptable while “Candidate recently acquired CDL but has no relevant work experience driving” is acceptable.

After Approval of the Interview/Selection Report:

1. HR obtains SEBAC unit approval.
2. HR completes background checks as appropriate.
3. Job offers are made by the HR liaison.
4. Lead Panel Member gathers all panel member’s notes and candidate application materials to be retained with the interview selection report in the recruitment file in HR. The interview panel should be prepared to provide feedback to candidates inquiring about their non-selection by giving examples of interviewing challenges and possible guidance for future interview activity. The panel members do not have to review each and every question and response with the candidate.
5. HR and the Lead Panel Member ensure the job posting, interview questions and acceptable responses, and other material related to the recruitment process are included in the recruitment file and retained by HR for record management.
6. After HR makes the job offer and it is accepted, HR sends letters to non-selected candidates with a copy to be retained with the recruitment materials.