

## Interviewing Guidelines

It is important to create a welcoming and inclusive environment for applicants during the interview process. While the search committee's purpose is to evaluate the applicant's qualifications for the position, the applicant is also assessing the college to determine if this opportunity is right for them.

The purpose of an interview is to better assess and understand a candidate's skills, experience, and background. The interview should also provide an opportunity for the candidate to gain a better understanding of the College, culture, and expectations of the position.

### The Interview

- Initial interviews should be conducted via virtual technology. Please see Virtual Interviewing Tips.
- Be aware of common unconscious biases that can adversely impact the hiring process, both for applicants and for the College. (link to doc).
- The interview should include introduction of committee members, brief explanation of the process and general information about the position. The candidates should be provided an opportunity to ask questions and be informed of the next steps.
- Core Interview Questions should be asked of all candidates during the initial interview. For subsequent interviews, additional interview question structure may be used.
- Maintain a balance between active note taking and active listening. Note taking should be limited to important or key responses allowing the interview team to remain engaged in the interview. A designated note-taker can be used and is strongly encouraged.
- Discuss and note candidate strengths and weaknesses immediately after the interview.

### Core Interview Questions

- A core group of interview questions should be developed based on job-related criteria and the essential skills required for the position. These questions should align directly with what will define success in this role.
- The core group of questions must be asked of each candidate. This will allow for a comparative evaluation and ensure that the interview process is consistent for all candidates.
- Follow-up questions can be asked to clarify answers or address a candidate's individual experience or skills. Use neutral probes if more specifics are needed, "tell us more about that".
- Include behavioral or competency-based questions to allow candidates to demonstrate their potential for succeeding in this job by providing specific examples of how they have

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handled similar situations in the past. This technique is based on the premise that one of the best indicators of a candidate's future job performance is past job behavior. (HRSTM has a list of behavioral based questions for reference).

- Include question(s) related to the candidate's experience with diversity, equity and inclusion. (HRSTM can provide sample questions)

### Additional Tailored Interview Questions

- Questions may be tailored to learn more about an individual applicant's specific skills and experience; however, these questions must be related to the required job qualifications and/or competencies and have a pre-defined purpose.
- If using tailored questions with one candidate, they should be used for each candidate being interviewed.
- Tailored questions must be reviewed and approved by the HRSTM recruiter in advance of the interview.

### Teaching Demonstrations and/or Presentations

- Consider conducting an initial screening interview to narrow the pool of candidates before requiring a teaching demonstration or presentation.
- Specific instructions about the teaching demonstration or presentation should be given to each candidate including the topic, length of time allowed for the presentation and the technology available (if in person).
- Define and prioritize the criteria to be used to evaluate the teaching demonstration.
- Consider having students involved in the process.

### Assessments (skills evaluations/exercises, writing samples, etc.)

- Assessments may be used to determine whether a candidate has the necessary skills to perform required qualifications of the job.
- Assessments are conducted by HRSTM typically through our third-party vendor, eSkill. The use of eSkill helps to ensure a valid, accurate assessment of skills. No testing should be created and conducted without HRSTM review and approval. Please work with your HRSTM Recruiter to facilitate skills assessments.

### Documentation

- The search chair, on behalf of the committee, will provide a written summary to the hiring manager, documenting the strengths and weaknesses of each candidate interviewed. Notes from individual committee members will be collected and destroyed. The committee summary will serve as documentation for the official recruitment record. In

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the event of a tiered interview, each interviewer will provide a list of strengths and weaknesses to the hiring manager.

- Also include any backup documentation used in evaluating the candidates (e.g. rubric or evaluation summary for teaching demonstrations/presentations.)
- The strengths and weaknesses must be job-related and based on specific information ascertained during the interview.
- The list of strengths and weaknesses provided by the search committee, or interviewers, will be required and submitted as a part of the final recruitment packet.