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# Guidelines

## INTERVIEW PANEL

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### OVERVIEW

Any band 5 position and above requires an interview panel (positions below band 5 may also find it useful to have a panel but it is not required). It is the responsibility of the supervisor/manager and/or panel chair to select, train, and organize the interview panel. The chance of a successful hire is increased if the panel is well prepared and conducts a thorough and legal interview based on the criteria of the job.

The panel chair will be in contact with the panel to:

1. Train the panel
2. Select interview questions
3. Select initial candidates for interview
4. Interview candidates
5. Discuss and assess candidate qualifications and recommend to hire

### SELECTING THE PANEL

- There should be 3 to 5 panel members (including the panel chair), and the panel should be diverse (gender, race/ethnicity, and age –at least one panel member **must** represent a minority).
- It is generally preferable to have an odd number on the panel.
- Subject matter experts (SME's) may be selected to represent various areas that interact with the position.
- Panel members should be of the same or higher pay band than the position being recruited (justification and approval required if panel member is of lower pay band or reports to the position).

### TRAINING THE PANEL

- Review the position description and job posting to identify the job focus and most important Knowledge, Skills and Abilities (KSA's).

Review minimum requirements (panel chair may want to prepare a minimum requirement bullet list document so that panel member may easily check applicants qualifications against it – remember, EEO will **not** approve candidates that do not meet the minimum requirements).

- Review [Behavioral Interviewing](#) techniques and questions (see Supervisor's Toolkit for behavioral interview video and sample [behavioral questions](#)).
- Review [Legalities](#)
- The same questions should be asked of each candidate.

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## TRAINING THE PANEL CONTINUED

- Discuss note-taking (it is fine to take notes but should be explained to the candidate that you are just recording what they are saying so that you will be able to remember it more clearly).
- Discuss interview schedule and timing (generally leave approximately 15 minutes between interviews to complete evaluations and discuss the candidates).
- Ask Panel Members to individually:
  - Review every application for KSA's and minimum requirements.
  - Select a specific number of candidates (panel chair may determine the #) that are qualified
  - Force rank the selected candidates and send to Panel Chair who will compile a composite list of candidates (see Candidate Selection Form).

## SELECTING INTERVIEW CANDIDATES

(use room with computer and projector if possible)

- Briefly discuss candidates that majority of panel have selected (panel chair should highlight on Candidate Selection Form).
- Have each panel member discuss their top candidate (who is not on highlight majority list). Pull up each application on screen.
- “Round Robin” until all candidates are discussed and interview candidates have been selected.
- Distribute final interview questions, interview format, and interview location and times.
- Distribute the compiled interviewer bio information for proofing

## INTERVIEWING THE CANDIDATES

- **Prior to the Interviews**
  - Meet with panel approximately ½ hour before first interview to:
    - Review format, procedures, and answer any questions.
    - Distribute Interview Evaluation form.
- **General interview guidelines**
  - Greet candidate in common lobby. (it is ideal to have two doors to the interview area so that one candidate can leave without being observed by another).
  - Introduce candidate and ask each interviewer to introduce themselves.
  - Explain to each candidate the format of the interview.
  - Conduct each of the interviews in a consistent manner using the prepared format and questions (but allowing for probes if necessary).
  - After the questions, ask each candidate if they would like to add anything.
  - Ask the candidate if they have any questions (the chair should field the questions and ask another panel member to answer if appropriate).
  - Discuss the next steps (do not make any promises!).

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## EVALUATING AND SELECTING FINAL CANDIDATE

- **After each interview:**
  - Briefly discuss the panel's initial recommendation of candidate meets criteria or does not meet criteria.
- **After all interviews:**
  - Discuss Interviews
  - Select the candidate who most closely meets the criteria of the job.