

Interview Guidelines

Employment Law Review

It is illegal to discriminate in employment and hiring based on the following factors:

- Age, race, color, sex, or national origin
- Disabilities (where the person can perform the essential functions of the job)
- Arrests or convictions where such does not relate to the job
- Marital status
- Pregnancy, childbirth, or number of children
- Veteran status
- Religion

The questions below are inappropriate and can lead to an illegal, discriminatory action; these questions (or any similar ones) should never be used. Interviewers have the responsibility to represent the university appropriately in all hiring actions. Personal information volunteered by a candidate should not be used in making a hiring decision.

- Are you married?
- How old are you?
- Are you pregnant?
- Do you plan on having children?
- Is your spouse employed?
- Are you from around here?
- Where do your parents live?
- Where is your family from?
- Do you have any disabilities?
- Do you have any health problems?

Design the Interview

1. Know the purpose and requirements of the position.
2. Understand the current and forecasted needs of the department.
3. Prepare key questions to seek a clear understanding of the candidates and their abilities.
4. Invite relevant employees to participate in the interview process to gain the value of multiple viewpoints.
5. Consider the quality of the candidate's experience and plan to be a good host.

Conduct the Interview

1. Represent the university and yourself well by conducting professional, legal interviews.
2. Use the same core questions for all applicants to allow for comparisons.
3. Combine the core questions with unique, spontaneous ones (follow-up) to learn more.
4. Allow applicants sufficient time to ask their own questions.
5. Allow for some silence and time to think on both sides of the conversation when needed.
6. If a candidate goes off subject or rambles, tactfully interrupt and redirect the conversation.
7. Stay within the planned time for the interview to avoid impacting other participants.
8. Avoid any interruptions to the interview and focus your attention on the applicant.

Evaluate the Candidate

1. Evaluate each applicant soon after the interview.
2. Avoid using distracting information which may be interesting but ultimately irrelevant.
3. Treat candidates as unique individuals and assess them on the merits of their abilities.
4. Assess the strengths and weaknesses of each individual.
5. Consider which qualifications can best be developed on the job and which need to come with the candidate.
6. Consider the balance of both short-term and long-term needs in making a decision.
7. Counsel together in a selection council and listen to all points of view.