



Office of Human Resources

INTERVIEW AND SELECTION PROCESS

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ABOUT THIS DOCUMENT

This document was prepared by Recruitment to standardize the Interview and Selection Process. It is a living document that will be updated as needed.

Table of Contents

I.	Interview Materials	3
II.	Interview Structure	3
III.	Organizing the Interview Questions	3
IV.	Successful Interview Techniques	3
V.	Interview Information Collection	3
VI.	Managing the Interview	4
VII.	Documenting Interview Comments	4
VIII.	Selling the Opportunity	4
IX.	Closing the Interview	4
X.	Interview Questions Do's and Don'ts	4-7
XI.	Questions You May Ask	5-7

I. Interview Materials

- a. All interviewed candidates must complete an online application on the Coppin Career website.
- b. Hiring Managers must complete the Referral/Selection form with all interviewed candidates listed on the form with an appropriate disposition code.
- c. All applicant materials must be submitted to the Office of Human Resources along with the completed Referral/Selection Form, interview questions, and a screening rubric from each search committee member.
- d. Applications of the final candidate and other candidates interviewed are not required to be sent with the final package.

II. Interview Structure - Why is structure necessary?

- a. Lends to validity by providing systematic coverage of content.
- b. Essential for accurate and consistent measurement.
- c. Promotes fairness by ensuring all applicants are treated equally.
- d. Facilitates a process that is efficient.

III. Organizing the Interview Questions

- a. Questions are organized by competency levels and are based on an analysis of the following: job duties, strategic direction of the department, and culture. Interviewer(s) should ask questions relevant to these topics and make a conclusion concerning the applicant's level of competency.

IV. Successful Interview Techniques

- a. Interviewing techniques alone will not result in a successful hire. To select high performers, the interview and selection process must define a high performer, including competencies.
- a. The following are techniques that may be used in the interview:
 - i. Open-ended questions
 - ii. Two-step probe
 - iii. The echo
 - iv. The compliment
 - v. Situational Questions
 - vi. One-step probe
 - vii. Pause or silence
 - viii. Comparison and contrast
 - ix. Use of examples
 - x. Self-disclosure

V. Interview Information Collection

- a. Each applicant should be provided the same preparation material and given the same questions. Follow-up questions can vary based on the applicant's answers, but it is important to ensure that candidates are asked the same questions on the initial interview. **Make sure that you probe for specific details in response to questions.** If the interview schedule includes meals and tours, ensure that internal candidates are not automatically excluded from these activities; this can be viewed as discriminatory if it allows other candidates an opportunity to "sell themselves" in a different setting.

VI. Managing the Interview

- a. The interviewer should control the interview. For group interviews, there should be a plan as to who will serve as spokesperson. Candidates should be given an opportunity at the end of the interview to ask questions.

VII. Documenting Interview Comments

- a. Proper note taking reduces the amount of information that the interviewer must hold in memory and ensures specifics can be used to evaluate the interview. Documentation regarding the search and evaluation forms is considered part of the process and in the State of Maryland must be retained for a period of 3 years.

VIII. Selling the Opportunity

- a. Be prepared to entice the hi-potential candidate(s) – Why should they want to accept this position?
- b. Know how to package your “problem areas” in the most positive manner
- c. Have information about benefits available
- d. Provide a strategic Plan or Annual Report
- e. Information on local community/housing information

IX. Closing the Interview

- a. Provide the candidate with an opportunity to ask questions. Outline next steps and conclude the interview.
- b. The evaluation form should have a ranking system and cover all the competencies needed to perform the position. Be aware of your personal biases; try to focus on specific behaviors and responses when weighing a candidate’s qualifications.

X. Interview Questions Do's & Don'ts

Name

Appropriate: “Is there any other name used for work or school that we should know in order to check on your work and education record? If yes, please provide a list.” This is best asked at point of serious consideration.

Inappropriate: Inquiries about the name that would indicate applicant’s lineage, ancestry, national origin or descent. Inquiries into previous name of applicant where it has been changed by court order, marriage, or otherwise.

Marital and Family Status

Appropriate: Whether applicant can meet specified work schedules is the only acceptable inquiry.

Inappropriate: Any inquiries indicating whether an applicant is married, single, divorced, engaged, dating, etc.

Age

Appropriate: Only applies in relation to hiring a minor.

You can ask:

- When the applicant graduated from high school.
- For dates of employment in each job held.
- Young people for proof that they are over the minimum age required for working papers.
- Applicant if they are under 18.

Inappropriate: Requirement that applicant produce proof of age in the form of birth certificate or baptismal record.

You cannot ask:

- Date of birth.
- Applicant their age.
- Use terms such as boy, girl, young or designate a preference for a specific age group (if it excludes persons over 40 years of age) when advertising job opportunities.

Citizenship

Appropriate: Statement that if hired, applicant may be required to submit proof of citizenship is acceptable, only if previously required in the position description and if approved through Human Resources or EO/AA office. Upon hire, all students, staff and faculty will be required to provide proof of eligibility to work in U.S., as required by the INS.

Inappropriate: "Of what country are you a citizen?" Whether applicant or his/her parents or spouses are naturalized or native born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his naturalization papers. Naturalization plans.

Disabilities

Appropriate: If applicant indicates that he/she is reasonably able to perform the essential functions of the job and is qualified, there should be no inquiry regarding disabilities.

Inappropriate: General inquiries (i.e., "Do you have any disabilities?"), which would tend to divulge disabilities or health conditions.

- *If applicant indicates he/she requires an accommodation to perform job duties and may be otherwise qualified, ask what accommodation is necessary and inform him/her that the request will be taken into consideration. Immediately after the interview, notify the Office of Equal Opportunity and Diversity.*

Ancestry or National Origin

Appropriate: Languages applicant reads, speaks or writes fluently, if job related only. Must be included in position description if required.

You can ask:

- What languages do you speak fluently?
- Do you have the Appropriate right to work in the United States and for what period of time? (You may ask for proof of this).
- Name and address of the person to be notified in case of emergency (You may ask after job offer).

Inappropriate: Inquiries into Applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.

You cannot ask:

- What country are you a citizen of?
- Are you a naturalized or a native born citizen?
- The applicant to produce their naturalization papers.
- About the applicant's lineage, ancestry, national origin, descent parentage or nationality.
- What language the applicant commonly uses.
- The name of any relative, such as parents, spouse, or minor children.

Education

Appropriate: Applicant's academic credentials, vocational, or professional education. School attended. Inquiry into language skills such as reading, speaking, and writing foreign languages, if job related only.

Inappropriate: Inquiry concerning racial or religious affiliation of a school. How foreign language ability was acquired is not permissible.

Experience

Appropriate: Applicant's work experience.

Convictions or Arrests

Inappropriate: Any inquiry relating to arrests or convictions.

Sex

Inappropriate: No inquiry is acceptable at CSU.

You cannot ask:

- Do you have children? If so, how old are they?
- Are you married, single, widowed, divorced?
- What does your spouse do for a living?
- Who lives in your household?

Inappropriate: Sex of the applicant. Any other inquiry that would indicate sex.

You cannot ask: *All Female Applicants*

- About their thoughts on career vs. marriage.
- About their husband's job or career plans.
- What was your maiden name?
- If they can type, unless typing is a requirement of the job.
- What kind of childcare arrangements do you have?
- Are you planning to have a family?
- What kind of birth control methods do you use?

Race or Color

Appropriate: No inquiry is acceptable at CSU.

Inappropriate: Applicant's race, color of applicant's skin, eyes, hair, etc., or other questions directly or indirectly indicating race or color. Applicant's height or weight.

Address or Duration of Residence

Appropriate: Applicant's address, if required for clarification purposes.

Inappropriate: Specific inquiry into foreign addresses which would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.

Military

Appropriate: Type of education and experience in service as it relates to a particular job.

Inappropriate: Type of discharge. Any political discussion on military intervention.

Organizations and Religion

Appropriate: Inquiry into professional or job-related organizations of which an applicant is a member, providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. What offices are held, if any? Simultaneously mention that the applicant should not name any organizations that may disclose race, religion, national origin or disability if this question is asked.

You can ask:

- What days or hours would you be unable or unwilling to work?

Inappropriate: The names of organizations to which the applicant belongs, if such information would indicate through character or name, the race, religion, color, or ancestry of the membership should not be asked.

You cannot ask:

- What is your religion?
- Are you able to work on Saturdays and/or Sundays because employers are required to make "reasonable accommodation" for an employee's religious observance or practice so long as it does not cause "undue hardship" on the conduct of the employer's to make it almost impossible to claim.
- What church do you attend?
- Do you believe in prayer in school?

XI. Questions You May Ask

Questions related to past job:

1. What was your manager's title and what was your manager's function?
2. Tell me about the people you hired in your last job. How long did they stay with you, and how did they work out?
3. What is the most important accomplishment, achievement or innovation you brought to your current/prior job?
4. Exactly what were you responsible for in your current/prior job?

5. Describe a typical day on the job?
6. Did you ever initiate any changes in the way the work was performed?
7. What kind of problems did you encounter on your job? How did you solve these problems?
8. What did you like most about your job?
9. What did you like least about your job?
10. Was your work ever criticized? If so, in what way? Did you improve?
11. What was your reason for leaving?
12. If you could change anything you wanted to about that company, what would it be?
13. Of all of your previous jobs, which one did you like the best? The least?

Questions related to motivation:

1. Why did you select this type of work?
2. What do you want to be doing three years from now?
3. What do you want to be doing ten years from now?
4. What do you want to be earning two years from now?
5. What do you hope to gain from a higher education organization like ours?

Questions related to stability:

1. I notice that you are/were working for (). Why did you decide to work there?
2. What was your original career objective?
3. How have your original career plans changed over the years?

Questions related to resourcefulness:

1. When you ran into a problem you couldn't solve, whom did you go to?
2. How did you change the scope of your previous job?
3. What was the most difficult work problem you have ever encountered and how did you solve it?

Ability to work under direction of others:

1. How well do you think your manager does his/her job?
2. What did your manager compliment you for? What did he/she criticize you for?
3. How much of your work was done on your own? As a part of a team?
4. Which aspect did you enjoy more and why?
5. How would you supervise people if you were the manager?

Personal beliefs and self-evaluation:

1. What do you feel are your outstanding qualities?
2. What are your two weakest points as an employee?
3. If you had a problem or a complaint on your previous job, how did you handle it?
4. Do you think that by handling it in this way that it was successfully resolved?
5. Why did you like or dislike this process?

Aptitude and Cognition:

1. How did you go about making an important decision?
2. What are some of the things your company might have done to be more successful?

3. Why do you think we should hire you?
4. Where do you think the leadership strength lies in your company?
5. What characteristics might differentiate you from other candidates?

XII. Selecting a Candidate

Fair employment practice requires that recommendations for selection/non-selection be related to job criteria that were posted/advertised. All selection/non-selection information must be submitted to the Office of Human Resources in order to comply with affirmative action regulations. Offers of employment may not be made, nor will Human Resources process information prior to receipt and approval of the Referral/Selection Form.

1. Reasons for Selection:

Why was this specific candidate selected; try to be as objective as possible

- a. List notable qualifications (ex. Harvard MD, Director of Surgery Department)
- b. Notable educational degrees/certifications beyond the position requirements (ex. Engineering degree/background, MPH)
- c. Notable experience (ex. with patients, managing a staff, conducting research, teaching medical students)
- d. Publications
- e. Compatible or unique research interests that would be of benefit to the University
- f. Great accomplishments
- g. Other extraordinary information worth mentioning

2. Reason for Non-Selection:

- a. What qualities did the candidate(s) lack; try to be as objective as possible. These qualities can be in comparison to the selected candidate and/or the needs of the positions.
- b. Not qualified
- c. Candidate declined offer
- d. Educational or professional interests are not compatible or consistent with the position being offered
- e. Lacks research or expertise in field
- f. Lacks management experience

If you must resort to a more subjective response based on a candidate's attitude or behavior, ask, yourself the following question: "What" is the attitude/behavior being displayed and "why" is that not the attitude/behavior of our ideal candidate.