

## Interview and Hiring Checklist and Instructions for Managers

Mgr	TO DO:
<b>A</b>	<b>Establish interview plan during the recruitment process to include:</b>
	Interview questions with scoring plan
	Any additional selection tools such as: Assessments Exercises Written/oral exams Additional agency requirements (BCI, drug test, etc.)
	Interview panel members if a panel is used
	Interview schedule - time allotments/dates if known
	Discuss with and/or submit the interview plan to your HR representative
	HR will review and consult with you regarding the interview plan to determine legality and alignment with ideal candidate, expected competencies, and KSAs
<b>B</b>	<b>Prepare and conduct interviews</b>
	Schedule interviews, prepare materials packets for interview panel and candidates
	Conduct interviews using only the selection / assessment tools that have been reviewed by the HR representative
	Collect all interview materials and retains for return to HR.
	Make a decision based on job-related criteria as to the candidate(s) that will move forward in the selection process and documents.
<b>C</b>	<b>Post Interview Actions</b>
	Conduct reference checks using the candidate's reference release and the Employment Reference Check form
	Complete, or verify completion of, any other agency required checks
	Determine finalists and obtain agency approvals
	Update candidate status information in the system and contact the HR representative to discuss the potential hire
	HR will provide consultation and recommendation to the hiring manager regarding potential job offer(s) to candidate(s).
<b>D</b>	<b>Hiring and Recruitment closeout</b>
	Extend verbal offer of employment. Notify HR of acceptance or any changes to original offer.
	HR extends written (electronic) offer of employment letter through the system
	<b>Any changes to the offer must be discussed between the Manager and HR and rectified</b>
	Enter any final updates of the hire/reject status for each applicant in the system.
	Send the interview and assessment documents to HR

This is a quick resource document. Your HR Representative can train/coach you on the following. Please don't hesitate to ask!

## **Preparing for the Interview**

The interview plan should be established during the recruitment process and must be reviewed by the HR representative prior to interviewing.

The interview plan should include:

- Interview questions with scoring plan
- Additional selection tools such as:
  - Assessments
  - Exercises
  - Written/oral exams
  - Additional agency requirements (BCI, drug test, etc.)
- Interview panel selection if one is used
- Interview schedule - time allotments/dates if known

HR reviews and consults regarding the interview plan to determine legality and alignment with ideal candidate, expected competencies, and KSAs. Interview questions and assessments must be lawful, job related, and compliant with fair employment practices and governing laws, statutes, rules, as well as DHRM examination standards.

Clerical staff may aid with scheduling, packet preparation, job candidate check-in, issuing the reference release form for signature, issuing pre-interview questions (if applicable), etc., prepare packets for the interview panel, etc., before the interview.

Ensure that an appropriate amount of time is allotted for each job interview, considering the number of questions you will ask, and considering the need for a few minutes to review a candidate's responses and score them according to established criteria before the next candidate is interviewed.

## **Conducting the Interview**

- The hiring manager conducts interviews using only the selection / assessment tools that have been reviewed by the HR representative. The interviewer(s) may ask follow up questions directly related to the current interview question to elicit more or corresponding information; these must be documented.
- The interviewer(s) are required to interview all applicants on the schedule. No-shows or variance to the schedule must be documented.
- The hiring manager should let the candidate know of post-interview expectations, such as timeframes for a decision to be reached, background checks, drug testing, etc.
- Collect any interview materials such as the interviewee's copy of the questions, signed reference release form, and any requested documents such as a list of references, proof of professional certification, etc. Keep all documentation for return to HR with the interview results.

## Post Interview Actions

Determine finalists by factoring in the following:

- Score the candidate's responses by comparing them to the criteria established beforehand
- Add any additional, pre-approved, job related criteria such as examination(s) scores
- Makes a decision based on job-related criteria as to the candidate(s) that will move forward in the selection process
- Conduct reference checks using the candidate's reference release (from the system or references and release form) and the Employment Reference Check form.
- Conduct any other agency required checks such as BCI, etc., if required prior to offer of employment
- Obtain any agency approvals
- Ensure that you keep ample, clear documentation on each of the above actions that you take

Before any job offer is made, consult with your HR Representative regarding the candidate(s) you are considering for hire. The HR Representative will provide consultation prior to job offer(s) to candidate(s). This process can be verbally or in writing. You will be asked to:

- Review the interview and selection process
- If appropriate, discuss reasons for request to hire the desired candidate(s)
- Discuss salary and any other agency specific criteria regarding extending an offer

Again, keep documentation of these discussions for the recruitment file.

The HR representative will provide instructions regarding hire offers.

- Any negotiation of salary (beyond what was previously discussed with HR) should be reviewed with the HR representative
- Any offer that is declined, either verbally or a written offer letter, or changed (such as start date), should be documented in the recruitment and the HR representative notified
- Additional offers from the same recruitment should follow the same procedure of consultation before extending an offer as well as documentation

Document applicants' interview results in the online recruitment system and in your recruitment file.

All documents related to the recruitment will be sent to the HR representative to close out their recruitment file. This should include:

- Invitation(s) to interview(s) sent including dates sent and to which candidates; Interview schedule and/or agenda;
- Candidate scoring and ranking document with justification(s) and offer request;
- Original interview question sheets and scoring from all panel members.
- Signed Reference Release Forms if applicable and reference check notes;
- Assessments to include:
  - Copy of assessment(s) conducted;
  - Dates conducted;
  - Candidates' completed assessment(s) with scores.

Any personal information associated with the recruitment record should not be saved or sent over with the other recruitment records.