

Hiring Process & Conducting Interviews

The purpose of this document is to provide general information about the interview process, including the forms that are to be used when conducting job interviews. The intent is to ensure fairness, defensible outcomes, and consistent interview practices throughout the department of Infrastructure & Sustainability.

General Guidelines

1. The Hiring Manager should ensure the job description is accurate prior to posting. It is recommended that the job description be updated annually or when the requirements for the position change to meet the department goals and objectives. Job descriptions should not be changed to enable an applicant to be eligible for a position. Changes that alter the role and adversely impact the current incumbents should also include a plan to address the potential skills gap. These instances should be rare. Work with your HRBP to confirm any changes.
2. When the job opening transaction is entered, the hiring manager must add their direct supervisor to the posting as well.
3. Hiring Managers may interview only those applicants whom the Talent Acquisition team has deemed eligible for the position in question. Talent Acquisition will provide Hiring Managers with a list of eligible candidates.
4. In most cases, interviews are to be conducted by a panel, typically between 2 and 5 members. The panel must include the Hiring Manager and, if possible, a member from GTHR. Other panel members may include the second-level manager/supervisor, person in the same job, and/or other individuals who are familiar with the position or will work directly with the selectee.
5. The interview process for a given position must be consistent, meaning the panel must remain the same, if at all possible. Applicants must be asked the same questions, and applicants must be rated using the same screening criteria and scale.
6. Hiring Managers must *not* inform any candidate how they ranked during the interview process, nor provide any feedback about the interview, unless the feedback has been discussed with and approved by the senior leadership or Human Resources Manager. Partner with your HRBP to assist with discussing and setting career goals for your team.
7. Below are the aspects of the Hiring Process. Refer to <https://hr.gatech.edu/faqs-about-hiring>.
 - a. Consultation
 - b. Recruiting
 - c. Create the Requisition
 - d. Review the Resume
 - e. Interview and Selection
 - f. The Offer

8. Virtual interviews should be conducted without distractions and panel members must be on camera. Advance notification must be given to candidates with the link and instructions to the platform for the interview. Backgrounds should be professional and preferably Georgia Tech branded. <https://swag.gatech.edu/digital-swag/video-conference-backgrounds> or <https://swag.gatech.edu/digital-swag>

Documents to be Used when Interviewing

At least two documents should be used during the interview process, including first and/or second interviews: 1) Interview Questions and 2) Individual Evaluation Form. Information about each document is as follows:

Document 1 - Interview Questions:

- Hiring managers must develop interview questions for their position vacancies prior to scheduling interviews. Hiring Managers may consult with their Human Resources Representative for sample questions or assistance, when necessary.
- Hiring Managers may forward interview questions to their Human Resources Representative for review and approval prior to conducting interviews.
- All questions must be related to the position and/or the candidates' ability to perform the job or meet position requirements. Questions about the candidate's personal life or lifestyle, demographic data, or any other factor that is unrelated to the job are strictly prohibited.
- In most cases, 8-10 questions are sufficient, and should include a combination of standard, behavioral, situational, and/or technical questions. Consult with GTHR for examples.
- The interview questions should be followed by a space for notes and a rating scale of 1 to 5 (1=Unsatisfactory, 2=Below Average, 3=Average, 4=Above Average, and 5=Exceptional). The scale permits interviewers to rate or score the candidate's response to each question, by circling one of the five numbers.

Document 2 - Individual Evaluation Form:

- After each interview, panel members must complete an Individual Evaluation Form to rank the candidate's overall qualifications for the position. Each panel member must complete a form for each candidate.
- The evaluation form permits the candidate to be ranked in additional, job-related categories that may or may not have been identified directly through individual questions (e.g., the candidate's level of enthusiasm, education/credentialing, demeanor, etc.). The categories permit such information to be assessed in totality. The rating scale is 1 to 5, the same as the scale used for the interview questions.

- The evaluation forms should be completed *immediately* after the interview while the candidate's behavior, interaction, and responses are readily familiar or fresh on the mind.
- An Overall Score must be totaled at the bottom of the evaluation form by adding scores from the interview with scores from the additional categories.
- Ratings correspond with options in MSS Recruiting. Utilize scoring (“average, exceptional, etc.) when recording interview results.

Interview Documents

A central location for all candidate interview documents should be established by each Division leader. All Interview documents must be maintained for 3 years.

Contact your HR Partner for questions.