



A Respectful and Fair Interview Process

Responsibilities of the Interview Committee:

It is the Interview Committee's role to **provide personal insights and individual perspectives on all candidates to the Superintendent.** These insights will assist the Superintendent in making a final decision and recommendation to the Board of Education.

Confidentiality: Do not discuss what either applicants or interviewers say during the interview process. This allows people to be candid and ensures respectfulness. Candidate information is classified as private data by law and cannot be shared with others outside of the interview committee. Think about how you will respond when you inevitably get asked about who interviewed for the position, how individual candidates performed during the interview, or other questions pertaining to the interview process. You will be asked to sign a confidentiality agreement stating that you understand that you are bound by data privacy requirements and agree to maintain confidentiality about information shared during the interview process.

During the Interview:

- **Ask the question exactly as it is written** so as to not confuse the candidate and to ensure a respectful and legally compliant interview. You can follow up after a response if you feel that a candidate has misunderstood the question or if you need further clarification to understand their answer. The panel facilitator will interrupt the candidate if necessary to ensure the interview is completed within the time frame allotted.
- **Stay curious.** If you withhold your evaluation until after the interview process, you will learn more about the candidate and see them in a different light.

Research shows that we often make interview decisions within minutes of the candidate's initial appearance, which does not lead to high quality decisions.

- **There may be more than one right answer.** Do not assume that an answer different from yours is wrong. The questions should be subjective enough for the candidate to share his or her wisdom without the need to second guess the interview committee.
- **Know your biases.** Common biases are body size, height, regional speech patterns, age and gender.

After the Interview:

- **Be familiar with the needs of the position.** This is the basis for making your decisions and should direct the discussion. If you are unfamiliar with the duties of the position, then take the time to read over the job description before the interview.
- **Complete the comment sections of the question form and select your top candidates without discussion or side conversations.** This allows all interview committee members to respond initially from their own perspective. Once you have completed your selection form, then you may enter into a full group conversation about the candidates. You may change your selections if you feel differently after your full group discussion, but do not make changes to simply appease the committee. **Important Note:** All written notes and application materials will be collected at the end of each interview and maintained by Human Resources for the time required by law. In the event of any legal action regarding the interview process, such documents will be provided to the claimant's representative.
- **Focus first on the candidate's strengths.** Your charge is to recommend the strongest candidates. If you focus entirely on weaknesses, or concerns, then there is danger that you will simply end up with the candidate with the fewest concerns – as opposed to the strongest candidate.