

Interview Prep:

- **Define Success:** Review the job description and identify the top 3-5 competencies required for the role.
 - **Choose Questions:** Review the suggested list of questions provided by the Human Resources team to help you identify potential success in the role.
 - **Review Resume:** Identify specific areas for clarification, such as employment gaps, career changes, or specific technical skills.
 - **Structure the Interview:** Plan to follow the **80/20 rule**—the candidate should talk 80% of the time, and you should talk 20%. Practice “Active Listening” to follow up on answers that need more explanation.
 - **Set the Scene:** Prepare a quiet, private, and comfortable environment. If you are conducting a virtual interview, test video conferencing tools. Silence cell phone, turn email off, and close your door (or find a space that provides private setting.)
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Interview Do's and Don'ts

- **DO** ask the same core questions to every candidate to ensure fairness and consistency.
- **DO** use follow-up probes (e.g., "What was your specific role?", "What was the outcome?").
- **DO** take notes based on facts, not subjective opinions (e.g., "Candidate has 5 years of Python experience" not "Candidate seems nice").
- **DON'T** ask questions about personal life, protected characteristics (age, race, religion, sexual orientation), or family status.
- **DON'T** make hiring decisions based on a "gut feeling" or "cultural fit" that could mask unconscious bias.



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Legal vs. Illegal Questions Table

Topic	DON'T ASK (Illegal/Risky)	DO ASK (Legal Alternatives)
Age	"How old are you?" / "When did you graduate?"	"Are you over the minimum age of 18?"
Family	"Do you have children?" / "What are your childcare arrangements?"	"Are you able to work our scheduled hours?"
Marital	"Are you married/planning to have kids?"	"Are you able to travel/work overtime as required?"
Origin	"Where are you from?" / "What is your native language?"	"Are you authorized to work in the U.S.?"
Religion	"What church do you go to?" / "What holidays do you take?"	"Are you able to work weekends/required shifts?"
Health	"Do you have any disabilities?" / "Have you ever filed for workers' comp?"	"Can you perform the essential functions of this job with or without reasonable accommodation?"
Name	"Is that your maiden name?"	"Have you worked under another name?"
Finances	"Do you own or rent your home?"	"This role handles cash. Are you able to be bonded?"
Arrests	"Have you ever been arrested?"	"Have you ever been convicted of a [specific job-related] crime?"

Post-Interview

- **Debrief:** Immediately document your notes and score candidates based on the pre-defined competencies.
- **Interview Evaluation:** Complete the interview evaluation you will receive in UKG to formally document your scoring and next steps for the candidate.
- **Be Timely:** Inform candidates of the next steps and timeline to maintain a positive candidate experience. Remember, all candidates have a limited “shelf-life” and need feedback in no less than 48 hours, preferably within 24 hours.