The following is designed to assist the hiring authority/search committee prepare for the interview by providing information on guidelines, techniques and requirements for this segment of the process.

1. Preparing for the Interview

   - Schedule a time and location for the interview that will limit the number of distractions or interruptions.
   - If utilizing a search committee, see the policy on [Search Committees](#) and place the dates/times of any search committee meeting on the [Public Calendar](#). Search committee meetings are subject to the Sunshine Law, see [USF System Policy 0-107](#).
   - Review all paperwork (resume, application, work samples, official USF personnel file, etc.) for the candidate.
   - Prepare a list of interview questions to help you compile the information you will need to make a valid decision (see Sample Interview Questions for samples of behavior/competency-based interview questions).

2. Setting the Tone

   - Confirm with the candidate that they are here to interview for XYZ position, in XYZ department and restate the advertised hiring range (if appropriate) and ensure that they orally confirm their understanding of this.
   - Give a high level overview of the scope of duties and responsibilities associated with this position.
   - Make the candidate aware of what you do at USF and how your position relates to the position for which s/he is interviewing.
   - Provide information about your organizational structure.
   - Notify the candidate that you will be taking notes.
3. Avoiding Discrimination

- Be aware that Equal Employment Opportunity laws and regulations, state laws and USF policy prohibit discrimination against applicants on the basis of age, race, color, religion, sex, disability, national origin, marital status or sexual orientation. More information can be found on the DIEO website.
- Ask only position-related questions to help you evaluate skills and qualifications. If the question does not relate directly to the job or the work to be done, you should consider carefully before asking it.
- Below are a few examples of interview Dos and Don’ts.

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>Example of Illegal Questions</th>
<th>Possible Legal Alternatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military Service</td>
<td>What type of discharge did you receive?</td>
<td>What type of education or training did you receive while in the military? In what branch of the armed services did you serve?</td>
</tr>
<tr>
<td>Age/Date of Birth</td>
<td>What is your date of birth? When did you graduate from high school?</td>
<td>If hired, can you provide proof that you are at least 18 years of age?</td>
</tr>
<tr>
<td>National Origin</td>
<td>Where were you/your parents born? What is your native language? Are you a US citizen?</td>
<td>Are you authorized to work in the United States? Will you now or in the future require sponsorship for employment in the US?</td>
</tr>
<tr>
<td>Race/Color/Origin/Sex/Gender/Addresses/Worker’s Comp</td>
<td>All questions are illegal</td>
<td>None</td>
</tr>
<tr>
<td>Personal</td>
<td>How tall are you? How much do you weigh? What is your mother’s or father’s name?</td>
<td>Are you able to perform the essential functions of the job you are applying for?</td>
</tr>
<tr>
<td>Disability</td>
<td>Do you have any disabilities? When did you lose your eyesight/leg/hearing?</td>
<td>Are you able to perform the essential functions of this job with or without a reasonable accommodation?</td>
</tr>
<tr>
<td>Marital/Family Status</td>
<td>Are you married or do you have a partner? What are your child care arrangements? With whom do you live?</td>
<td>Would you be willing to relocate, if necessary? Do you have any responsibilities or commitments that would prevent you from meeting specified work schedules?</td>
</tr>
<tr>
<td>Affiliations/Religion</td>
<td>What clubs or organizations do you belong to? Do you go to church?</td>
<td>What professional or other organizations that you belong to do you consider relevant to your ability to perform this job? Are you available to work on Saturdays and Sundays?</td>
</tr>
<tr>
<td>Reliability/Attendance</td>
<td>Do you own a car?</td>
<td>What hours and days are you available</td>
</tr>
</tbody>
</table>
4. Asking Effective Interview Questions

- Develop a structured interview format to help ensure consistency and comparability of information for each candidate.
- Do not try to fill silences during the interview. It is important to allow silence for thinking and reflection by the candidate. As a guideline, a good interviewer speaks 20% of the time and allows the candidate to speak 80% of the time.

5. Closing the Interview

- Give the candidate a chance to add anything else s/he thinks may be important for you to know in making your decision. This open-ended approach gives the candidate an opportunity to tell you things that you may not have asked which may be important to the evaluation and decision-making process.
- Leave enough time at the end of the interview for the candidate to ask you questions about the organization and the position.
- Make the candidate aware of the selection timeline going forward (second interviews, how s/he will be informed of the outcome of the interview).
- Thank the candidate for his/her time.

6. Documenting the Interview

Comments and notes about the applicant should not be recorded within Careers@USF. The data in Careers@USF is public record and is subject to the State of Florida Public Records Laws.

7. Conducting Reference Checks and Employment Verification

Obtaining complete job-related employment reference information is a mandatory step in the recruitment and hiring process. The time spent conducting reference checks will be far less than the time lost due to an employee with performance or behavior concerns. To ensure that employment practices are effective, the following procedures must be observed when obtaining or providing reference information. The Employment References Policy can be viewed in its entirety at:

http://regulationspolicies.usf.edu/policies-and-procedures/pdfs/policy-0-616.pdf

The hiring manager is responsible for obtaining professional references before making a final hiring decision. The hiring manager must contact at least three (3) of the candidate's references, one of whom must be the candidate's current immediate supervisor (the person to
whom the candidate has a direct reporting relationship). If the candidate is not currently employed, then the candidate’s most recent supervisor should be contacted.

It is also important to conduct an employment history verification for a new employee. Reference checks should attempt to obtain information including, but not limited to:

- Dates of employment • Position title • Position duties • Beginning and ending salaries • Training obtained • Job performance, including performance strengths and weaknesses • Attendance, including reporting to work at the scheduled time • Whether the candidate is eligible for rehire by the prior employer • Whether, if there was an appropriate position at the organization, the candidate would be considered for the position • Whether the candidate has been the subject of any workplace investigation or disciplinary action • Verification of any required licenses, certifications, or degrees • Reasons why the candidate left that employment • Whether there is any other job-related information about the candidate that might be otherwise relevant to the University’s decision whether to extend an offer of employment

The offer of employment is conditional upon verification of:

- College coursework or degrees earned from an accredited institution with an original transcript, written verification from the Registrar’s office or USF’s BANNER student records system.
- Licenses/certifications, typing test scores, certification and/or proof of attendance from vocational/technical school and proof of completion of sentencing and/or sanctions regarding drug conviction questions that were checked “yes” in the employment application.

The hiring authority shall select the candidate who best meets the needs of the university and record the reasons for the decision through Careers@USF by changing the applicant status. If a candidate is interviewed but not selected, the hiring authority shall record the reasons for non-selection through Careers@USF by changing the applicant status.