**Instructions for Interview Panels, LMC Model Form**

*League staff thoughtfully develops models for a city’s consideration. Models should be customized as appropriate for an individual city’s circumstances in consultation with the city’s attorney. Helpful background information on this model may be found in the* [*Hiring chapter of the HR Reference Manual*](https://www.lmc.org/resources/hr-reference-manual-chapter-2-hiring/)*.*

**Instructions for Interview Panels**

Thank you for agreeing to participate in a panel interview. Your role is to:

* Ask the assigned interview questions
* Observe and listen closely to the response provided by each applicant
* Take appropriate notes (see more information below)
* Evaluate the response against established criteria

We have provided some interviewing instructions below to help you. Please read through them carefully and ask questions of the Panel Interview Leader.

**General Guidelines:**

Ask the same questions to all candidates.

* Throughout the interview, you may ask appropriate follow-up questions related to the initial question. Refrain from asking leading or one-sided questions.
* Never ask questions that pertain to the age, citizenship, national origin, race, religion, sex, marital status/family, economic status, or personal future plans. **See** [“Do Not Ask” Questions.](https://www.lmc.org/resources/hr-reference-manual-chapter-2-hiring/%22%20%5Cl%20%22AddtlDocs)
* Never take notes mentioning personal characteristics or subjective qualities (i.e., candidate wore too much makeup) of the interviewee based on a protected status area (listed at the end of this document). Keep it job related; record only the content of the applicant’s answers, never any conclusions or opinions.
* Ask the interview questions to the applicant. If a candidate struggles with your question or you do not believe they are answering the question you asked, rephrase and/or follow-up with a tell-me-more question/statement.
* Do not accept any additional materials from the applicant during the interview. While some panels may wish to review any provided applicant materials during the interview, it is recommended not to retain these items in order to avoid misplacing or losing any candidate original work documents or certificates.
* Keep in mind what nonverbal communication you are sending, such as facial expressions, tone of voice, and body movements.

To begin the interview, the panel facilitator/lead will:

* Welcome the candidate and introduce each panel member.
* Thank the candidate for his/her interest in the position and for coming to the interview.
* Briefly describe the job and relevant organizational characteristics to allow candidates to become comfortable in the interview setting.
* Explain the interview process in a standardized way. This explanation may also be provided to applicants in writing. Be sure to let them know how long is allotted for the interview.
* Inform the candidate notes will be taken throughout the interview.
* Ask if the candidate has any questions before beginning.

When the last question has been asked and answered, let the candidate know you’ve asked all of your questions and inquire if he/she has any questions for your team.

* As appropriate, take turns answering the candidate’s questions about your organization.

To conclude, the panel facilitator/lead will:

* Summarize the next steps in the selection process.
* Escort the applicant out of the interview room and express appreciation for the candidate’s participation in the interview.
* If a city uses a rating sheet, allow time for the panel members to rate candidates and/or form independent impressions about each candidate in their own minds before discussing the results of the interview with other panel members.
* Lead a discussion of the panelists about how well the candidate met the established criteria for each question. Panel members will be asked to take turns being the first person to offer comments after each candidate.

While the city is not required to use a numerical rating system to rank job candidates in an interview, the city should be prepared to defend whatever system it uses to decide which interview candidate to hire. At a minimum, the city should be able to express a nondiscriminatory business reason for each hiring decision.

Protected status areas under MHRA and EEOC:

* Age
* Disability
* Race (including traits associated with race, including, but not limited to, hair texture and hair styles such as braids, locs and twists)
* Color
* Creed
* Religion
* National origin
* Sex, including pregnancy, childbirth, and disabilities related to pregnancy or childbirth
* Marital status
* Familial status
* Status with regard to public assistance
* Membership or activity in a local commission
* Sexual orientation, including gender identity or gender expression
* Genetic Information Nondiscrimination Act (GINA) of 2008