

Interviewing with Confidence

Creating an Interview Plan

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[Hiring Process Flow Chart](#)

Step 1: Understand the Process. Get familiar with Hilltop's hiring process by reviewing this flowchart. As a hiring manager, you'll play a key role in each step. Use this resource to prepare and set yourself up for success!

[Recruitment Process Checklist](#)

Step 2: Stay Organized This checklist keeps you on track throughout the hiring process. Review it before posting the job to plan your approach and ensure nothing is overlooked.

[Email PeopleOps](#)

Step 3: Consult with PeopleOps. Once you've reviewed the process, schedule a consultation with your PeopleOps team. Discuss the job description with your Business Partner, explore posting options with Generalists, and align on strategies to recruit top talent.

Interview Plan Template

- Designed to help hiring managers create a clear, structured, and equitable interview process
- Ensures consistency
- Reduces bias

Timeline:

Date/Date Range	Activity	Notes
	Post Job*	
	Review Applications	
	Notify unqualified candidates of declination	Via email
	Schedule Round 1 Interviews (or send Round 1 screening questions)	
	Schedule Round 2 Interviews for top [enter #] candidates	Via phone call
	Notify Round 1 low score candidates of declination	Via email
	Schedule Round 3 Interviews for top [enter #] candidates	
	Notify Round 2 low score candidates of declination	Personal phone call
	Schedule Round 4 Skills Demonstration for top [enter #] candidates	
	Notify Round 3 low score candidates of declination	Personal phone call
	Panel Debrief meeting/collect all notes and Decision Matrices	
	Make job offer	
	Once offer accepted, notify other candidates of declination	Personal phone call

*Extend post if we do not receive at least _____ qualified candidates

Structuring Interview Process

Questions to ask yourself:

- How many rounds will you have?
- What are you looking for in each round?
- Which interview/activity will each round be focused on?

Structuring Interview Rounds

Questions to ask yourself:

- Who will be the other interviewers in each round?
- How much time should be dedicated to each round?
- How many candidates should be moved to each round?
- Where will each round take place?
- How long will each round's activities take for the interview panel/candidate?

Defining Desired Attributes

Define desired attributes:

- Existing team needs
- Position Skill Needs

Determine the weight of each desired attribute:

- 1 = Nice to have
- 2 = Important to have
- 3 = Critical to have

Define the ratings scale

- 1 = Below Average
- 2 = Average
- 3 = Above Average

Decision Matrix Creation

Decision Matrix												
Step 1: Identify your needs for your team/the role		Step 2: Determine on a scale of 1-3 how important those needs are. 1 = nice to have, 2 = need to have, 3 = vital to have										
		Step 3: Rate candidates on a scale of 1-3 on determined needs. 1 = below average, 2 = average, 3 = above average										
Overall	Needs	Weight	Name	Subtotal	Name	Subtotal	Name	Subtotal	Name	Subtotal	Name	Subtotal
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
				0		0		0		0		0
80% of total score:												
		0		0		0		0		0		0

Selecting Questions

- Align questions to:
 - Be relevant to job, skills, or culture
 - Decision Matrix
- Use resources when selecting questions
- Ask open ended questions



Questions to Avoid

Personal information

Citizenship or National Origin

Religious Beliefs

Health or Disabilities

Family/Living Situation

Financial Information

Criminal History

Clubs/Organizations/Political
Affiliations

Previous wage information

Let's test it!

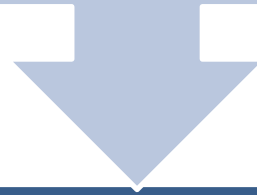
- Can you describe a time when you had to overcome a challenge at work? What was the outcome?
- Are you planning to have children soon?
- What interests you most about this position and our organization?
- What year did you graduate from college?
- How do you prioritize your tasks when juggling multiple deadlines?
- Do you live nearby, or would you have a long commute?
- What skills or experiences do you have that would make you successful in this role?
- Are you married, or do you have a partner?
- Can you share an example of how you contributed to a team project?
- How do you feel about working with younger or older colleagues?
- What strategies do you use to maintain organization and meet goals?
- Where were you born?
- What motivates you to do your best work every day?
- Do you have any medical conditions that could affect your job performance?
- How do you handle feedback or criticism? Can you share an example?
- What religion do you practice?
- What are your long-term career goals, and how do you see this position fitting into them?
- Do you go to church or any other religious service regularly?
- How do you approach learning new skills or adapting to new technology?
- Have you ever been arrested or convicted of a crime?

Interviewing with Confidence

Conducting Interviews

Preparation Steps

Review decision matrix and interview plan



Share materials with the interview panel:

Job descriptions

Applications/resumes

Questions

Calendar invites

Starting the Interview

- Create a welcoming environment
 - Written questions handout
 - Copy of Job Description
 - Describe Hilltop's Mission & Values
 - Describe Hilltop's programs & culture

Engaging during the Interview

- Show interest in candidate
- Actively listen
- Allow for questions throughout the interview
- Ask clarifying and probing questions
- Redirect from inappropriate topics

Concluding Interviews

- Provide time for the candidate to ask questions
- Discuss next steps
- Thank them for their time
- Help them exit the room/building

Effective Notetaking

What is noteworthy?

Use a template

Focus on key
points

Avoid subjective
commentary



Engaging while taking notes

Eye Contact

Make it a conversation



Storing notes securely for 1 year

Send to PeopleOps

Unconscious Bias during Interviews

- Discuss unconscious bias with your interview panel & how it can be mitigated

Common Types of Unconscious Bias

- **Affinity Bias:** Favoring people who are similar to ourselves.
- **Confirmation Bias:** Seeking information that confirms pre-existing beliefs.
- **Halo Effect:** Allowing one positive trait to influence overall perception.
- **Horns Effect:** Allowing one negative trait to overshadow everything else.
- **Stereotyping:** Generalizing traits based on a group.

Interviewing with Confidence

Making Decisions

Review

- Review pre-made decision matrix
- Review interview plan with what each rating means

Facilitating Panel Debriefs



Debrief Interviews

Avoid Recency Bias by scoring candidates
after each interview

Debrief individually or all at once

Discuss each candidate



Analyze Scores

Overall score

Explore discrepancies

Ask probing questions



Making the Decision

- Decision Matrices are a tool



Practice Time!

Feedback and Documentation

Communicate with candidates:

- Conditional Offer verbiage
- Declination verbiage
- Timing of communication

Documenting outcomes in UKG:

- Disposition applicants
- Select reasons for declinations

Next steps:

- Send interview notes to PeopleOps