



Human Resources Interview Process

HR (8.102)
Rev. # 0.1

Date 04/13/2023
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Purpose:

Outline the process for reviewing candidates and interviewing them in order to find the best fit and include the right people in the interview process in a timely manner. This includes the expectations for all those interviewed as well as the candidate.

Procedure:

1) Candidate Tracking and Reviewing:

- A) All candidates will be reviewed by HR initially and sent to managers and appropriate staff for review and comment.
- B) HR will document all applicants and candidates in the company Applicant Tracking System (ATS). This should include specific notes on conversations and feedback from managers and interviewers related to the candidate and their qualifications and fit for the role.\

2) Candidate Screening:

- A) HR will complete a phone screen or in-person/virtual screen of the candidates that meet all the qualifications and/or are approved by the manager. Notes will be sent to the manager to determine if an in-person interview will be arranged. If possible, salary expectations should be discussed at this time. All notes need to be documented in the ATS or other location where applicant information is stored.

3) Interview:

- A) HR will schedule all candidate interviews, working with the manager to get the right time and other interviewers.
- B) In-person: for all local candidates, the initial interview should be in-person with the hiring manager, HR, and other key staff. In addition to the manager, others may include the CEO, EVPs, Project Manager, Superintendent, and peers. The best number for interviews is between 2-4 people.
- C) Virtual: for candidates that are not local or cannot arrange to come in-person to meet for the initial interview, a video virtual interview will be set based on the same guidance as above. Utilizing video is an important part in making the interview as realistic as possible.

4) Preparation for Interview:

- a) HR will provide any notes as well as the candidates resume to the interviewers.
- b) Candidate information should be reviewed prior to the interview as well as a list of potential questions that the interviewer will ask.
 - 1) These should focus on Behavioral Based questions- giving specific information about how they have performed a specific task, demonstrated a certain behavior.



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- 2) Ask Open Ended questions that allow the candidate to talk about their experience.
- 3) Avoid asking any questions that would be discriminating in nature (ex. Are you married? Where do you go to church? How old are you? What nationality are you?) However, if the candidate offers information, interviewers may follow up with questions.
- 4) Interviewers should take notes to keep on file.
- c) Our staff should tell the candidate about the company culture, and the job specifically in the interview. Culture fit is an important part of the hiring.
- 5) It may be necessary to bring candidates in for 2nd interviews. Before hiring someone, who has only been interviewed virtually, Crain will pay for them to interview in person with key people on the team as well as meet others in the company. Additionally, if not all interested parties have had a chance to interview or there is additional information that needs to be gained from the candidate, we will host a 2nd in-person interview. This may include an overnight stay, bringing spouse/ family in, or other actions to assure the candidate and the company are the best fit.