



PANEL INTERVIEWS – BEST PRACTICES

Interview and selection best practices typically recommend one on one interviews to reduce the possibility of bias and groupthink. There are, however, circumstances where it's more effective to leverage a group interview. When a panel interview is used, follow these recommendations to ensure your interview remains fair, equitable and inclusive.

Prepare:

- Avoid panels of more than 2-3 people.
- Seek panel members from that have different backgrounds and personalities. Avoid homogenous panels.
- Assemble members that are as close to the same level as possible, to avoid authority dynamics.
- Assign an Interview Lead; someone to act as the facilitator during the interview.
- Prep the panel on why the role is open, what the hiring manger's priorities are, and what are the core skills and competencies they are looking for.
- Prepare a comprehensive list of areas to probe, including interview questions to ask, and then divide them amongst the panel members. Make sure that the questions are asked consistently of each candidate.
- Ensure that interview questions are predetermined and that each panel member has equal participation; there should not be one person dominating the conversation.
- Inform the candidate that the interview will be a panel style and share the background of each panel member.

Interview:

- Each panel member should introduce themselves to the candidate, giving the candidate an idea of their background and how they might work together.
- If in person: Ensure that everyone is comfortable and can see each other without feeling overcrowded. If via zoom: Use gallery style. Do not spotlight the candidate.
- Stay present in the interview. Do not check your phone or email, turn off your camera, or give anything but your full attention to the interview.
- Avoid seating panel members behind a big table or facing the applicant as if it were an interrogation.
- Only cover key competencies and questions that are established beforehand. Do not ask non-related questions.
- Give the candidates an opportunity to ask questions.
- Explain the follow-up process and timing.
- Do not discuss salary.

Evaluate:

- To avoid bias, panel members should evaluate the candidate independently and submit feedback before talking to others.