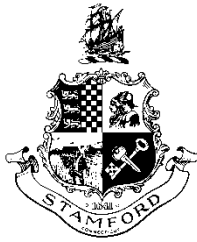


Mayor  
CAROLINE SIMMONS



THOMAS M. CASSONE  
DIRECTOR OF LEGAL AFFAIRS  
&  
CORPORATION COUNSEL

DR. PAULA A. RUSSELL  
DIRECTOR OF HUMAN RESOURCES

**CITY OF STAMFORD**  
**OFFICE OF LEGAL AFFAIRS**  
**HUMAN RESOURCES DIVISION**  
888 WASHINGTON BOULEVARD  
P.O. BOX 10152  
STAMFORD, CONNECTICUT 06904-2152  
Tel. (203) 977-4070 - Fax: (203)977-4075

## **Interview Guidance**

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### **1. Avoid Ranking**

- Tip: Avoid ranking candidates (e.g., placing candidates in order from best to worst). Ranking often leads to subjective judgments that are not tied to job-related criteria.
- Best Practice: Evaluate each candidate independently against the same objective, job-related qualifications or competencies.

*Note: If ranking is used despite this recommendation, it must be strictly tied to clear, measurable, and legally defensible criteria.*

### **2. Develop and Use Defensible Interview Questions**

- Tip: Interview questions must be directly related to the job.
- Best Practice: Develop a standardized set of interview questions that reflect the essential duties, competencies and skills required for the role. Interviewers must take objective, factual notes based on candidates' responses.

### **3. Transparency and FOIA Awareness**

- Tip: Interviewers should understand that their notes may be subject to FOIA (Freedom of Information Act) requests.
- Best Practice: Interview notes should be strictly job-related. Avoid personal impressions, subjective comments, and any information unrelated to the candidate's ability to perform the responsibilities of the role.

### **4. Clear Guidelines for Interviewers:**

- Tip: Interviewers must receive clear instructions on how to conduct interviews and document responses.
- Best Practice: Use a structured interview format in which each interviewer uses the same questions and has designated space to take notes based solely on candidate's responses. Subjective scoring or rankings should be avoided unless tied to established, defensible criteria.

By following these practices, the City ensures that the interview process remains consistent, objective and legally defensible, and while avoiding the risk of bias or procedural inconsistencies.