



Certifier Playbook: Interview Excellence Partnership (IEP)

FLIP26 Commitment: Fairness, Love, Integrity, Partnership

Purpose:

Your role as certifiers is to protect the interviewing standard, not to move people through quickly.

Certification confirms that the interviewer:

- Uses structured interview guides consistently.
- Uses the approved role-specific interview guides located in JazzHR or the intranet and does not deviate without HR approval.
- Prioritizes reliability and role-relevant signals.
- Probes effectively (does not accept surface answers).
- Listens more than they talk.
- Makes evidence-based recommendations aligned to the role.

Certification is earned, not time-based.

As certifiers, you are empowered to:

- Pause certification if standards are not met
- Require additional observed interviews
- Redirect or stop poor interview behavior in real time
- Withhold certification even if the interviewer is senior

Certification Criteria (Non-Negotiable)

An interviewer is ready for certification only when they demonstrate:

Structure

- Follows the interview guide without skipping core questions.
- Uses the scorecard during or immediately after the interview.

Reliability Weighting

- Clearly identifies tenure patterns, progression, and short stints.
- Does not “explain away” repeated short stops without evidence.

Probing & Listening

- Uses follow-up questions to clarify depth, not confirm bias.
- Allows candidates to finish answers before redirecting.

Decision Quality

- Can articulate *why* a candidate is a hire or no-hire using role criteria.
- Avoids gut feel as the primary justification.
- For roles requiring triangulated interviews, confirms that interviewers reached an aligned hiring decision supported by documented feedback.
- Interview decisions must be grounded in observed behavior and role criteria; assessment tools, where applicable, inform questioning but do not replace structured interviewing or reliability assessment.

Red Flags (Pause Certification Immediately)

- Repeatedly ignoring the interview guide.
- Over-talking or selling the role.





- Failing to probe vague answers.
- Downplaying reliability concerns.
- Defensiveness to feedback.

One miss = coach. Patterns = pause certification.

Certification Process (At a Glance)

1. For SM, GM, and above roles, confirm that triangulated interview requirements have been met prior to certification decisions.
2. Observe Tier II or Tier III interview.
3. Complete scorecard.
4. Conduct 15-minute feedback debrief.
5. Decide:
 - o **Certify**
 - o **Coach & re-observe**
 - o **Pause certification**

Document the decision.

Certification confirms readiness to interview independently. It does not mean 'good effort' or 'improving.'

New Hire Leaders (Certification Expectations)

Leaders newly hired or newly promoted into roles with interviewing responsibility are required to complete IEP certification before conducting interviews independently. During their onboarding period, new hire leaders may participate in interviews only under Tier I (HR-led demonstration) or Tier II (HR-supported co-interview) models.

Certification timing for new hire leaders is determined by readiness and cohort scheduling, not tenure or role seniority. Until certification is completed, HR support in interviews remains mandatory.

Certification Decision Examples:

Use these to stay aligned and consistent

CERTIFY

Scenario

- Interviewer follows guide.
- Probes tenure gaps appropriately.
- Uses scorecard.
- Clearly articulates hire/no-hire rationale.

Decision

You've demonstrated consistency and sound judgment. You're ready to interview independently.

COACH & CONTINUE

Scenario

- Strong structure but weak probing.
- Missed reliability pattern initially but corrected after feedback.

Decision

You're close. I want to observe one more interview to confirm consistency.

PAUSE CERTIFICATION



**Scenario**

- Repeatedly ignores reliability concerns.
- Relies on gut feel.
- Pushes back on feedback.

Decision

We're going to pause certification. The standard isn't about effort, it's about consistency.

NOT READY (After Multiple Attempts)**Scenario**

- No improvement after coaching.
- Defensive or dismissive of structure.

Decision

Interviewing will require continued HR support for now. Certification is paused. If this appears to be lack of effort/ urgency and not sheer inability, escalate to Ops Leadership.

