

# Recruiting

*Recruiting is how you find and acquire talent to join your team. Job descriptions list the roles and responsibilities of your open position to potential candidates, and help current employees be clear on what's expected of them. Review your job descriptions every 12-18 months to ensure they reflect current duties.*

***When it's time to interview candidates, follow these helpful tips:***

## Interview Tips and Tricks

<b>Be prepared.</b>	Know who you're interviewing--read over their resume ahead of time and familiarize yourself with their profile. Have a clear picture of skills and experience you're looking for so you can compare those with the resume and identify questions to ask. And of course, show up to the interview on time.
<b>Sell the company.</b>	You want to convince a strong candidate that this is the right place for them by helping them see how they will fit in. To do this, you need to know your organization and the job. Take some time to review your organization's profile and anticipate questions your candidates might ask.
<b>Be friendly, but not personal.</b>	Be warm--it helps put the interviewee at ease, and you're more likely to get a true glimpse of who they are. But don't get personal--don't ask questions that might create bias, either consciously or unconsciously.
<b>Ask open-ended questions.</b>	Avoid yes-or-no questions. Instead, ask questions that naturally encourage elaboration and that better help you understand whether the candidate is right for the role. Open-ended questions that typically start with "What," "How," or "Tell me about" are great for this.
<b>Keep it job related.</b>	Now is not the time to ask about which church they attend or what school their kids go to. If the candidate shares personal information, don't engage. Politely move on to the next question. This helps avoid the appearance of bias, which could present a liability for you.



## Be aware of your bias



### **Stereotyping**

When an employee is extremely competent in one area and is therefore rated high in all categories.



### **Inconsistency in questioning**

When an employee's one weakness results in an overall low rating.



### **First impression**

When an appraiser gives more weight to recent occurrences and discounts or minimizes the employee's earlier performance during the appraisal period.



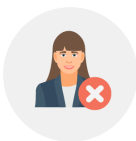
### **Halo/Horn effect**

When an appraiser gives more weight to the employee's earlier performance and discounts or minimizes recent occurrences.



### **Cultural noise**

When an appraiser's values, beliefs or prejudices distort ratings, either consciously or unconsciously.



### **Nonverbal bias**

When an appraiser believes that standards are too low and therefore inflates the standards in an effort to make them meaningful in their eyes. They may be reluctant to give high ratings.



### **Similar to me**

When an appraiser does not want to give low scores, so all employees are given high scores.