



General Hiring Tips

- a) Get clear on roles in the process. For example: how widely will you advertise, who will coordinate advertising, who will screen resumes, who communicates with the top candidates and with applicants who do not proceed in the process.
- b) Think through internal promotions: How will internal candidates be encouraged and evaluated, how will you keep confidentiality, especially if there are multiple internal candidates.
- c) Set up a separate email box for correspondence with applicants, and set up a shared file for the resume materials, interview notes and reference calls.
- d) Choose a hiring committee and get clear on the criteria for key priorities in evaluating candidates. Review the job description, the interview questions and clarify roles. Review ‘questions to avoid’ in interviews.
- e) If you get many qualified resumes, a short 20-minute screening phone call can help narrow down the top candidates for a longer interview. Choose 3 top questions to review with those candidates and share notes with the committee.
- f) Get clear on decision-making and building relationship with the eventual employee: Who has the final decision among top candidates, who will make the offer and negotiate salary, who will orient, train and mentor the new employee.

Interview Tips

- Suggested questions are meant to keep the discussion going, no need to ask every single question or in this order.
- Let the applicant do the talking. Don't give a roadmap for answering the questions.
- Pose both resume-specific and theoretical questions. (See resume for most recent job: role, skill sets, # employees, etc.)
- Try to be consistent with each candidate but feel free to add additional questions.
- Try a scoring system for note taking: Scoring is not scientific but gives a way to jot down impressions that more easily compared with others. Circle the number based on how closely you feel the candidate fulfills criteria or job skills, or how fully they address the set of questions.

1 Lowest match	2	3 Meets requirements	4	5 Highest match
Little or no experience	Might need to learn	Adequate skills	Solid / Area of Strength	Highest level of competency