



Module 2: The Recruitment Process

In the dynamic world of human resources, the process of recruitment and employment is a critical function. This involves a series of steps, from drafting job descriptions to finalising employment contracts, each requiring meticulous attention to detail and a deep understanding of organisational policies and legal requirements.

To begin, click the first lesson below, or the Start eLearning button above.



The Recruiting Process



Reviewing Resumes Quickly and Effectively



Preparing and Planning a Job Interview



7 Different Types of Interviews



Tips for Conducting an Effective Job Interview



Crafting Strong Interview Questions



Illegal Interview Questions



Ways to Reduce Interviewer Bias



Why and How to Follow up After an Interview



Knowledge Check



Module 2: Completed

The Recruiting Process



Finding the Right Fit

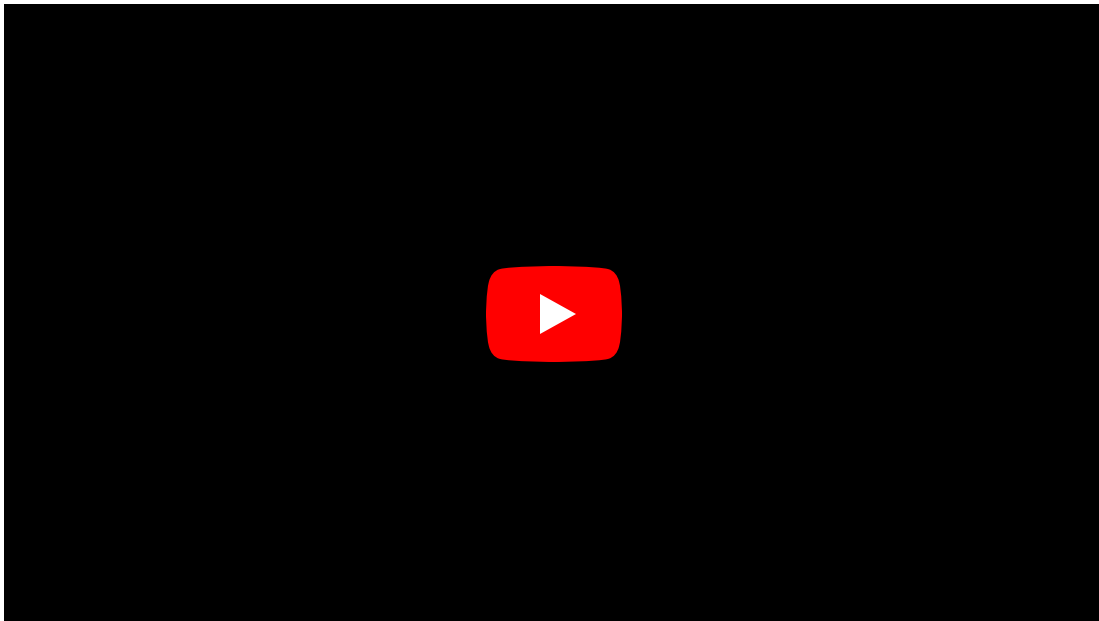
Have you ever tried on a pair of shoes that were the wrong fit? How comfortable were they? Did you think you could walk far in them?

And could you imagine taking winter boots to the beach on a hot summer day? Or, what about wearing high heels to go hiking?

In some ways, recruiting new employees is like finding the right pair of shoes. You need to find the right fit for the job—and the team.

Recruiting and hiring new employees is one of the most important activities of the human resources (HR) department. Hiring a person who is the wrong fit can cost you time and money, and put undue stress on your team. The right candidate will satisfy your business needs while also complementing your company's culture and advancing team goals.

In this lesson, you'll learn all about the recruiting process—including why it's important, do's and don'ts, and the five steps to recruit new employees.



The Recruiting Process

Watch this video to learn five steps to recruit new employees.

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Why Effective Recruiting Is So Important

Employees make up the frontline and backbone of your business. The people you hire might talk to your customers, code your product, and make strategic business decisions that impact the growth and direction of your company. Effective recruiting is essential for finding people who are skilled and will excel at the job as well as in your work environment. Effective recruiting impacts all areas of your business, including:

- Business performance
- Decision-making
- Employee retention and turnover
- Company culture

You aren't just bringing on a new person; you're bringing on their ideas, their attitudes, and their judgment, too.

The Recruiting Process

An effective recruiting process has five steps. These steps will walk you through the process of understanding your business needs, communicating an opportunity to potential candidates, setting up and executing a system for receiving and screening applications, and making your final selection. Click through this process and learn more:

Step 1

Determine the Job Need and Requirements

The first step of recruitment is to determine the business need for a new position and the requirements of the job. Meet with relevant stakeholders to discuss those needs, and ask questions such as:

- Why is this position needed?
- How does this position support larger organisational goals?
- What are the responsibilities of this position?
- What is not included in those responsibilities (what are the boundaries of the position)?
- What is the skill level required for this position?
- What are the qualifications or competencies required to succeed in this role?
- What is the salary range budgeted for this position?

These questions are equally important for creating a brand-new position or filling a vacancy of an existing role. It's crucial to critically evaluate and define a position's needs before advertising the opportunity publicly.

Step 2

Create a Job Posting

The next step is to document the position by creating a written job posting. There are three main components to your job posting—the company, the opportunity, and the corporate culture.

Introduce the company. First, start by introducing your company. Who are you? What makes you different? What do you do? And why does that matter? Do include your company mission statement. Don't get bogged down with too many details about how you execute it. The goal is to provide context about your company and inspire candidates who align with your mission—not give an entire rundown of your organisation.

Introduce the opportunity. Next, introduce the job opportunity. Start general and get more specific as you go. Share an overview of the position before listing specific responsibilities and qualifications. Be realistic and stick to the must-have qualifications to increase the size and diversity of your talent pool.

Describe the corporate culture. Finally, don't forget to describe the company's culture and work environment. Do highlight your company values, including those related to diversity and inclusion. Don't make claims that are false or misleading.

Step 3

Develop Your Recruitment Plan and Systems

Now that you've evaluated your needs and defined the position, the next step is to determine your recruitment strategy and develop the systems for implementing it. Think about logistics, including:

- **Who** is on your selection panel and what's the role of each person?
- **What** are the specific steps of the application process from beginning to end? For example, are there two interviews? Three? Is there a skills test?
- **When** are the cutoff dates for applications and decisions?
- **Where** will you advertise the opportunity? For example, will you hire external recruiters or use job boards, social networking sites, referrals, job search engines, or other recruiting channels?
- **How** will you receive and process applications? For instance, will you use an application form or ask candidates to email their resumes?

Discuss these questions with your selection panel. Walk through every step of the application process to make sure you don't miss anything.

Step 4

Source and Screen Applicants

After you've developed your plan, it's time to execute it.

Publish your job posting and start vetting candidates. Set specific goals for choosing candidates after each round of the application and interview process.

For example, your goals might include selecting 20 resumes from the initial applications, 15 candidates after the phone screening, 5 candidates after your first interview, and 2 candidates after the skills test, and then making your final decision after the last interview.

Stay focused on the job description, responsibilities, and requirements while making your screening decisions.

Step 5

Finalise Your Selection and Follow Up

The last step is to finalise your selection and follow up.

Meet with the selection panel to choose your top candidate. Finish any remaining background or reference checks, then send an official job offer.

Remember that there may be subsequent counteroffers and negotiations. So, you must get the offer signed and accepted in writing before following up with unsuccessful candidates.

It's important to close the loop with unsuccessful candidates. Be sure to thank them for their time when you let them know they have not been chosen.

"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not strategies."

Lawrence Bossidy

Organising and Participating in Selection Panels

This involves assembling a panel of individuals who can collectively assess the suitability of candidates for a role. The panel should ideally include individuals who have a thorough understanding of the role, the team, and the broader organisational context. The panel's role is to review applications, conduct interviews, and make hiring decisions.

Step 1

Identify the Panel Members

The first step is to identify who will be on the selection panel. This typically includes the hiring manager, a representative from HR, and potentially other key stakeholders or team members. It's important to ensure that the panel members have a good understanding of the role and its requirements.

Step 2

Define the Role of Each Panel Member

Each panel member should have a clear understanding of their role in the selection process. This might include reviewing applications, conducting interviews, assessing candidates against the selection criteria, and making hiring decisions.

Step 3

Training

Ensure that all panel members are trained in fair and effective selection techniques. This might include training on how to avoid unconscious bias, how to conduct effective interviews, and how to assess candidates against the selection criteria.

Step 4

Review Applications

The panel should collectively review the applications received for the role. This involves assessing each application against the selection criteria and shortlisting the most suitable candidates for interview.

Step 5

Conduct Interviews

The panel should conduct interviews with the shortlisted candidates. This involves asking a series of questions to assess the candidate's skills, qualifications, and fit for the role. All panel members should be actively involved in the interview process.

Step 6

Assess Candidates

After the interviews, the panel should collectively assess the candidates against the selection criteria. This involves discussing each candidate's strengths and weaknesses and reaching a consensus on the most suitable candidate for the role.

Step 7

Make Hiring Decisions

The final step is for the panel to make a hiring decision. This involves selecting the most suitable candidate for the role and offering them the position.

Summary

Remember, the goal of the selection panel is to ensure a fair and effective selection process. All panel members should be actively involved in each step of the process, and decisions should be made collectively to ensure the best outcome.

Recruitment Is a Two-Way Street

Recruiting isn't just about what a candidate can offer you, it's also about what you can offer them. The job market is a two-way street. It's competitive for both job seekers and employers alike. The best candidates likely have multiple job offers to consider, so it's crucial that you market your company effectively to attract the best talent.

Apply this idea to all of your interactions with potential candidates. Respond to all applications. Personalise all of your communications: make them human, friendly, and a reflection of your company brand or values. Make an effort to truly understand a candidate's personal and professional goals throughout your interviews. Finally, clearly communicate how your company can help candidates develop their skills and achieve their respective goals. Create a positive experience for every person who applies—regardless of if they are chosen.



Tell a story. Before you start the recruiting process, audit your website's about us, meet the team, or career pages. What story are you telling? Is your site up to date? What is the first impression you're making on potential candidates and what values are you communicating? Audit your website to tell a cohesive story about who you are, what you care about, what you do, and why it matters. Leverage your story to impress and attract the right candidates.

Check Your Understanding: Recruitment Do's and Don'ts

Complete the following sorting activity to review what you've learned and check your understanding of recruitment do's and don'ts. Drag each statement into the correct category below.

Do

Evaluate the needs of a position before creating the job posting

Highlight the company's mission and values

Establish specific steps, goals, and timelines for each phase of the process

Emphasise the benefits of working for your company

Get an accepted job offer in writing

Don't

Go into an in-depth history of your company and how it works

Assume that you're a candidate's only choice

Only follow up or respond to chosen candidates

Include a long list of job qualifications

Make false or misleading claims about the position or work environment

A Final Checklist

Recruiting is a crucial function of any business. You need to attract and hire the best talent to create the best product or offer the best services. Not only do you need to hire people who are skilled and able to succeed in the position, but it's also important that the job is a good fit for their goals, too. There are five steps in an effective recruiting process. Use this final checklist as a final review:

- Determine the job need and its requirements.** Meet with relevant stakeholders to discuss why a position is needed, how it supports business objectives, and what the realistic criteria are for filling it.
- Create a job posting.** Introduce the company, the position, and its workplace culture. Keep descriptions succinct and remember that you need to sell the company just as much as candidates need to sell themselves.
- Develop your recruitment plan and systems.** Develop a plan and determine the logistics for how you will execute it—including the who, what, when, where, and how.
- Source and screen applications.** Execute your recruitment plan and continue forward with the screening and interview process to narrow your pool of candidates.
- Finalise your selection and follow up.** Make your final selection and send an offer letter. Get the accepted offer in writing before following up with unsuccessful candidates.



Involve other employees in the process. Consider involving soon-to-be coworkers in the resume screening and interview process. For example, you might add a final interview between top candidates and those who will be working closest with the chosen candidate. That approach gives both sides a chance to get to know who they might be working with and develop a better sense of the workplace culture fit.



How to Write a Compelling Job Description

Creating a compelling job description is a crucial step in attracting top talent, especially in a competitive job market like South Africa. A well-crafted job description not only outlines the responsibilities and requirements of the role but also highlights what makes your organisation unique. By conducting a thorough job analysis, incorporating relevant keywords for SEO, and using inclusive language, you can ensure your job

listing stands out. Additionally, utilising storytelling techniques and clearly articulating the unique selling points (USPs) of your organisation can engage potential candidates and convey the impact they can make within your team. Remember, clarity and conciseness are key to making your job description accessible and appealing to a broad pool of qualified candidates.

Here are some key steps to write a compelling job description:

Job Analysis: —

The first step is to conduct a thorough job analysis. This involves an in-depth study of the job, examining all tasks and sequences of tasks necessary to perform the job, as well as the knowledge and skills needed for the position.

Relevant Keywords for Search Engine Optimisation (SEO): —

Incorporating relevant keywords in your job description is essential for maximising visibility and ensuring that qualified candidates find your listing.

Highlight Unique Selling Points (USPs): —

Highlighting your organisation's USPs in the job description helps differentiate your company from the competition.

Utilise Storytelling Techniques: —

Craft a narrative that paints a picture of the role's impact within the organisation.

Inclusive Language: —

Creating an inclusive job description is not just about fairness and diversity; it also enables organisations to attract a broader pool of qualified candidates.

Be Clear and Concise: —

Avoid jargon and overly complex language. Use clear, straightforward language to describe the role and its responsibilities.

Job Description: —

The job description should include the title and location of the role, what department the job is in/who the role reports to, key responsibilities and objectives, salary range and benefits, desirable soft skills, and the required education and training.



Remember, crafting a compelling job description is an art that requires attention to detail and a focus on engaging candidates. By using relevant keywords, highlighting unique selling points, and incorporating storytelling techniques, you can create job descriptions that resonate with top talent. Additionally, embracing inclusive language and avoiding biased language in job descriptions is crucial.



Complete the content above before moving on.

Reviewing Resumes Quickly and Effectively



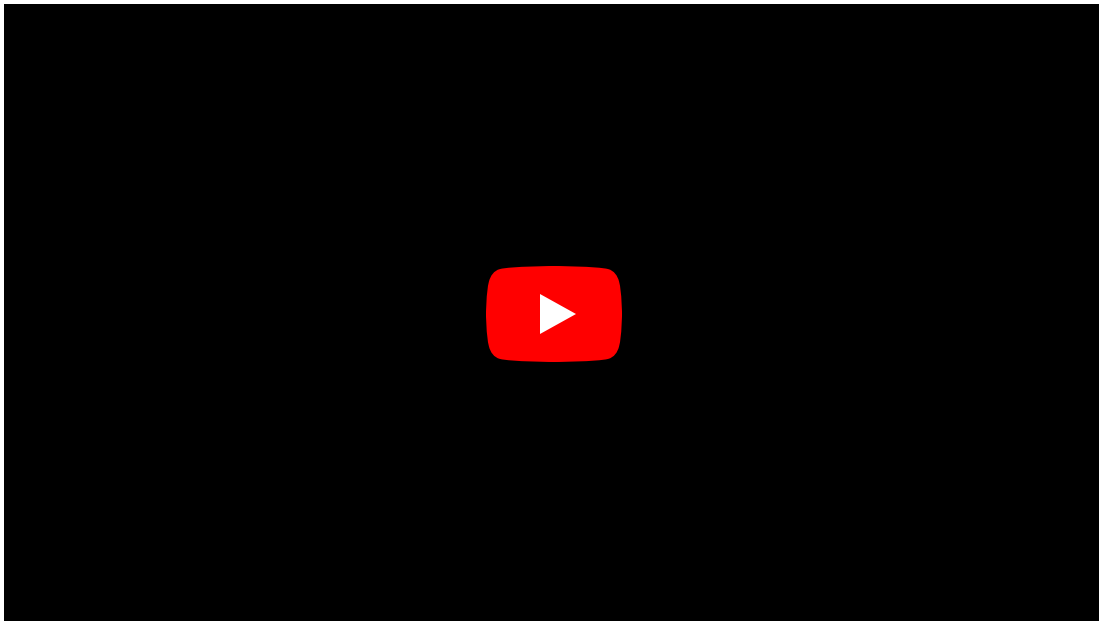
Introduction

Reviewing resumes can be a daunting task. As you've likely experienced, it's one of the greater bottlenecks in the talent acquisition process. And those entrusted with the job can spend hours whittling down an ever-growing stack of applications—looking for a few ideal candidates in a vast pool of options.

So, how can you streamline that process while still giving each applicant a fair and thorough evaluation? The trick lies in having a clear-cut system. You need to know where to start, what to focus on, and what checklist to follow so that you can find the best talent as quickly and efficiently as possible.

In this lesson, you'll learn how to review resumes by learning what resume screening is and how to utilise an effective three-step process for finding top talent.





Reviewing Resumes Quickly and Effectively

Watch the video to learn what resume screening is and how to use a proven three-step process for finding top talent.

[VIEW ON YOUTUBE >](#)

What Is Resume Screening?

In an ideal world, only qualified candidates would apply for open positions. But as you've likely already experienced, that's rarely (if ever) the case. So, to streamline the review process, it's necessary to screen resumes.

Screening resumes is about sifting through applications and matching a person's credentials to a job's requirements. During that process, you'll decipher whether a candidate has the proper qualifications, experience, and skills for an open position. And, based on those findings, you'll then compile a small list of capable candidates worth interviewing.

A resume is your first contact with a new applicant—
not your last. So, when screening resumes, there's
only one question you need to ask: *“Should I interview
this person?”*

Deciding Who Is Interview-Worthy

So, how do you decide which candidates are interview-worthy? To ensure that you review resumes quickly and effectively, you'll need to have a system—one that assures you don't overlook strong contenders or waste time on those who are underqualified. Thankfully, there's a consistent process you can follow to help guide those evaluations.

Screening Resumes in Three Steps

Screening resumes requires a three-step process—one that involves looking at both your minimum and preferred qualifications and preparing a shortlist of who to contact.

Click through this step-by-step interaction to learn more.

Step 1

Round One Review—Do They Meet Your Minimum Qualifications?

The first step of the review process involves quickly scanning all applications and confirming whether a candidate meets your *minimum* qualifications.

Minimum qualifications are must-have requirements. They're based on the bare skills and experience a person needs to succeed—and they're non-negotiable. Every job is different, but these qualifications will likely include essential factors listed in your job description as well as a candidate's general experience and professionalism.

Tip: Minimum qualifications are often referred to as “knockout factors” because those who don't meet them should be “knocked out” of the screening process. So, during this step, refrain from diving too deep into a resume or choosing “favourites”—which will only lead to wasted time and potential bias.

Step 2

Round Two Review—Do They Meet Your Preferred Qualifications?

Next, after removing candidates who lack the must-have requirements, it's time to separate the "good" from the "great" by asking yourself: *"Does this person meet our preferred qualifications?"* And, if so, how many of those boxes does the candidate tick off?

Your preferred qualifications will include a list of nice-to-have (nonmandatory) requirements that make someone an ideal employee. These factors will depend largely on the position you need to fill, but they may include items such as a person's accomplishments, supplementary skills, and helpful experiences. For example, if you're filling a highly collaborative position, then a preferred qualification may include prior experience working on a team.

As you work through this second step, count how many preferred qualifications each person checks off so that you can start making an objective list of top contenders.

Step 3

Prepare a Shortlist—Who Will You Interview?

Finally, it's time to add up the numbers, pick your top candidates, and prepare an interview shortlist. Your interview shortlist is made up of the best of the best—those candidates who are an ideal fit for your company and the open position.

To prepare that shortlist, rank all remaining resumes by asking: *“Who checks off the most preferred qualifications?”* Then, reach out to those top contenders for a phone or video screening, or an in-person interview.

Tip: How many people you decide to contact will vary depending on your recruiting needs, the number of applications you receive, and how much time you have to fill the role. But as a general rule, try to narrow down your list to the top 5 to 10 candidates.

Summary

When screening resumes, follow a three-step process so that you save time and remain as consistent and objective as possible.

First, filter out the candidates who don't meet your minimum qualifications. Then, rank applicants based on the number of preferred qualifications they meet. And, finally, prepare an interview shortlist of the top 5 to 10 candidates you'd like to interview.

Creating a Resume-Screening Checklist

When following the resume review process, it's helpful to have a checklist that you and your team can refer to—one that provides guidelines for your minimum and preferred qualifications.

In the next section, we'll walk you through some questions to ask as you make those first and second cuts.

CONTINUE

Round One Review

Your goal during the first review round is to focus on *basic* requirements. Only keep those candidates who can check off all of the boxes below:

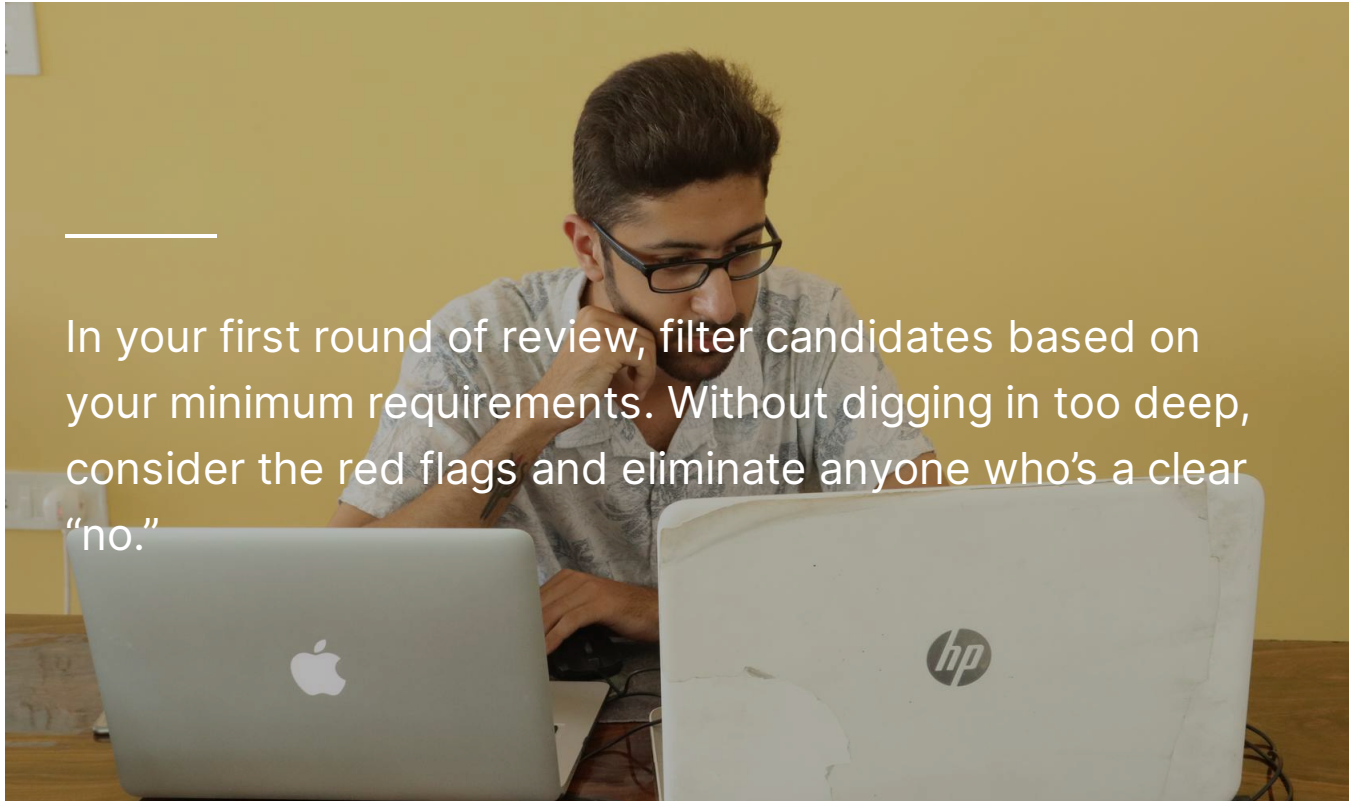
Are they professional? A resume is a person's chance to put their best foot forward. It will reflect a candidate's highest level of professionalism. So, if someone is making sloppy mistakes, it's a warning sign. Eliminate any resumes that include unprofessional content such as persistent formatting issues, unprofessional email addresses, and excessive grammar, spelling, or punctuation errors.

Do they have relevant experience? To move ahead, a candidate should have relevant work experience. How much experience will depend on the position (and whether it's a senior or junior role), but everyone should have at least a basic background that matches your needs. For example, if you're hiring a social media marketer and there's no mention of social media or marketing on the resume, then move that resume to the "no" pile.

Do they have the minimum skills? Much like experience, there are specific skills a candidate must have to succeed. For example, if you're filling an open IT position, the person needs to be familiar with certain technical equipment and programming languages. Look for keywords. Do they match the required skills listed in your job description? If not, then this person isn't a good fit.

Can they hold a job? Check the dates. How long does this person typically stay at a company? If every listed position has a short date span (such as 6 months or a year), then it's possible this person will give you that same treatment. A one-off instance isn't much to worry about, but if you see a clear pattern of job-

hopping, then that could be an indicator that an applicant may not be a stable employee.



In your first round of review, filter candidates based on your minimum requirements. Without digging in too deep, consider the red flags and eliminate anyone who's a clear "no."

2

Round Two Review

At this point in the review, you should have a sizeable list of potential candidates. To separate the top contenders from those who are merely average, you'll want to identify candidates who have a clear track record of success.

To help you during this second review, explore the checklist below. How many items can you check off?



Do you see upward development? Is each job on this candidate's resume a slight leg up from where they were before? If so, this person is likely someone who's driven and takes the initiative. Also, take a look at the individual employers. Has the applicant received promotions? If so, it means they have a history of success and have proven themselves to be a beneficial team member.



Are there demonstrable successes? An excellent candidate will do more than just describe their work history—they'll also prove those successes with quantifiable measurements. Instead of saying, *"responsible for closing sales,"* a strong candidate might say, *"closed R1M in sales within the first three months."* When reviewing resumes, look for fact-based numerical percentages, rand amounts, and data points. They're important because they show how an applicant has delivered value to past employers.



Does the candidate have supplementary skills? Beyond the bare minimum, check if the candidate has extra skills that might benefit the position or your company. Do they have a certification that might be helpful? Are they experienced with software that you've considered using? Determine any extra talent this employee might bring to the table and how that could add depth to the open position.



Will this person fit your company's culture? To fit in with your organisational culture, a candidate should have a similar work style and values. For example, if your corporate culture prides itself on innovation, then a candidate who's devised new initiatives will fare well. Or, if you depend on established regulations, it's helpful if an applicant shows prior success under strict oversight. So, ask yourself: *"Has this person worked in similar environments to ours, and are there indicators that they'll succeed under our management?"*

Deciding Whom to Interview

The more items you select from the above list, the more promising the candidate. However, unlike the first round of reviews, you might have some excellent candidates who are missing a few preferred qualifications. So, if your interview list is small, don't hesitate to reach out to those contenders. After all, some skills can be developed.



Remember, the final step of reviewing resumes is deciding whom you're going to interview, not whom you're going to hire. So, if you're stumped on a few candidates, you can still call them in—just be sure to make a note and raise your concerns during the interview.

How Should You Review These Resumes?

You have an open accounting position at your company and received close to 500 applications. What's the best process for reviewing these resumes as quickly and effectively as possible?

- First, I'll eliminate all resumes that don't meet the preferred requirements. Then, I'll make an interview shortlist based on the remaining candidates who meet our minimum qualifications.

- I'll read each resume in its entirety—tallying up the total number of preferred and minimum qualifications. Those with the most tallies will then move on to the interview stage.

- First, I'll make eliminations based on minimum qualifications. Then, I'll make an interview shortlist based on whoever meets the most preferred qualifications.

SUBMIT

Summary

Reviewing resumes is about finding the best candidates for an open position, and it's an essential piece of the talent acquisition process. However, narrowing down an

extensive list and deciding whom to interview can be stressful. So, to make that effort a little easier, it's important to follow a three-step process.

First, determine if a candidate meets your **minimum qualifications**, which are must-have requirements such as a candidate's professionalism, experience, skills, and job stability. Then, consider how many nonmandatory, **preferred qualifications** a candidate meets—such as whether you see upward career development, demonstrable successes, supplementary skills, and evidence of an organisational culture fit. And finally, add up the numbers, pick your top candidates, and **prepare an interview shortlist**.

By knowing what to look for in a resume and following the above process, you can give every resume a fair chance and uncover top candidates. And that can make all the difference when it comes to getting the best talent in the door.



Keep your reviews consistent. When reviewing resumes, it's tempting to get distracted by extra details, such as if you went to the same school as an applicant or have a similar hobby. But that information can prevent you from remaining objective. So, keep your reviews consistent by following the same three-step process for every applicant—remembering that the same rules should apply to everyone.



Complete the content above before moving on.

Preparing and Planning a Job Interview



Interview Prep Isn't Just for Job Candidates

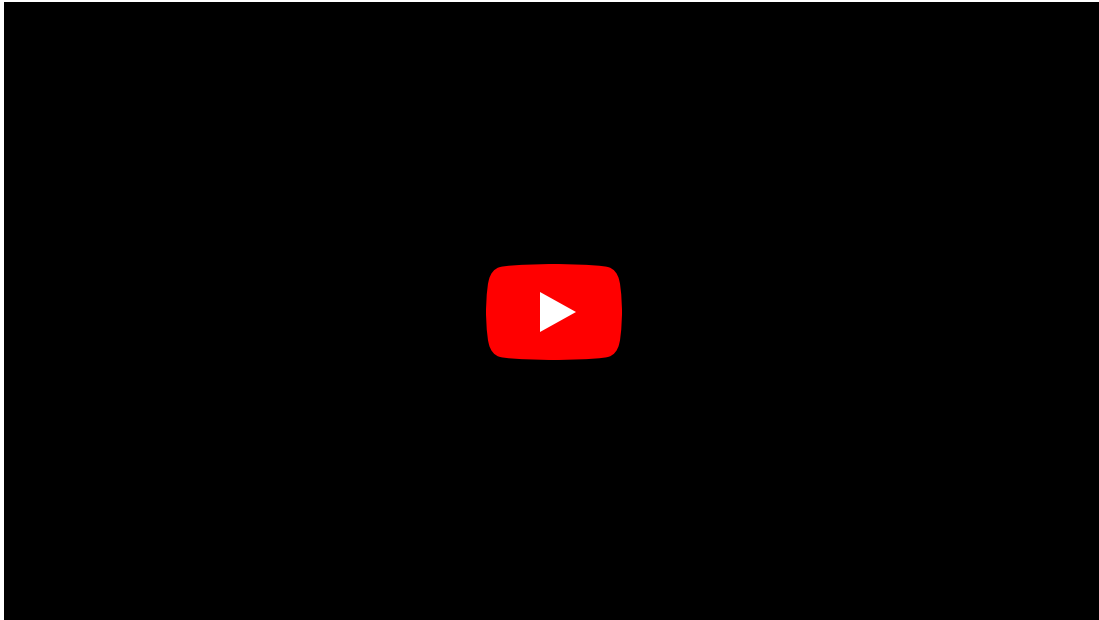
Employers sometimes forget that the job interview is a two-way street.

For you, the job interview helps you determine the best candidate for the position. For your candidates, the job interview helps them understand the position and get to know your company better. And you can bet the best candidates use the job interview to answer this question: Does this opportunity align with my personal and professional aspirations?

That last point gives you twice as much reason to invest in an effective interview process. Not only may a sloppy interview fail to elicit the critical insight you need to make sound hiring decisions, but it also may give talent the wrong impression of your company and fail to convince them to work for you. Worse, a sloppy interview process could open up your company to legal consequences.

The first step to conducting an effective interview is effective planning and preparation. In this lesson, you'll learn seven steps you should take before the interview starts to create a better experience for candidates and improve outcomes for your business.

 **YOUTUBE**



Preparing and Planning a Job Interview

In this video, learn the seven steps to prepare for an effective job interview.

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Did You Know?

Preparing for a job interview will help you choose stronger candidates. But did you know that it will also help protect you from potential lawsuits by unsuccessful candidates? Imagine if an unsuccessful candidate decided to sue your company for not being selected. Could you prove why the candidate you hired is a better choice? Could you provide the necessary documentation to ascertain fair hiring practices? Don't leave your company vulnerable to potential lawsuits. Create an interview process that is based on equal opportunities and objective decision-making.

7 Steps to Prepare for an Effective Job Interview

There are seven steps interviewers can take to prepare for an effective job interview. The time you invest in preparing for an interview can save you from potential headaches during or after the interview. Click on each step below to expand it and learn more:

1. Identify Your Needs —

First, you need to take a serious look at the requirements of the position and your business needs. Review the job description and its primary functions. What knowledge, skills, and abilities are necessary to succeed in this role?

Create a list that outlines these key competencies. For example, it might include list items like communication skills, proven leadership abilities, or project management experience. You'll use this list to help you make decisions in the following two steps.

2. Determine the Interview Structure —

Next, you need to determine how you want to structure the interview process. You need to decide:

- How many interviews will there be?
- What types of interviews will there be? (Examples: phone interview, in-person interview, group interview, or capability test.)
- What is the timeline for each interview? By what date will interviews be scheduled, and when will you communicate the results to candidates?
- Who is conducting the interview?
- What will the focus or the agenda for each interview be?

Answering these questions will give you an overall structure, or framework, for what the interview process will look like. Get as detailed with your answers to these questions as you can.

3. Prepare the Interview Questions —

Now that you've laid the foundation for your interview structure, you can move forward with preparing your interview questions.

It's essential to prepare your interview questions in advance so that you ask every candidate the same or similar questions. That will help you to avoid bias in the interview process—or unconsciously favouring one candidate over another. It will also help ensure that you don't leave out anything important.

Base your questions on the job requirements and key competencies that you identified in step one to make sure they directly relate.

4. Establish Criteria —

The fourth step is to establish criteria for comparing candidates.

In other words, how will you rank a candidate's answers to interview questions? Or, how will you assess a capability test that you've incorporated in the interview process?

Develop and communicate the interview criteria to interviewers in advance so that they're all on the same page. The ranking system will help interviewers take notes and avoid forgetting or confusing their impressions of several job candidates. It also provides documentation should you ever need to defend your hiring decision.

5. Research Candidates —

Almost every resource for job candidates tells them to research and get to know the company before the interview. So, why don't more employers follow this same advice?

When you ask interview questions that you could easily answer yourself by looking at the candidate's resume, you waste your time. You also could potentially leave the candidate with a bad impression of your company.

Review a candidate's resume at least 30 minutes before the interview. Use your knowledge to ask more productive and informed questions. For example, instead of asking what previous positions they worked at, you might ask a candidate to give an example of their accomplishments at a previous position. Or, you might ask them to expand on a specific item they listed in their resume.

6. Develop Your Company's Selling Points —

This next step is often overlooked by interviewers. Be prepared to answer questions about your company, and be ready to highlight your company's selling points.

Remember that you are using the interview to decide if you want to offer a candidate the job, but the candidate is also using the interview to decide if they want to work with you. You should be comfortable answering questions and talking about your company in a way that will impress candidates. Be prepared to discuss:

- The company's strategy, mission, and structure
- The company's accomplishments and what makes the organisation stand out
- A description of the work environment, company culture, and team values
- Team projects, direction, and goals
- Any exciting developments or plans within the company
- Benefits or perks of the job or working for the company
- What you and others like most about the team or company
- Why the previous employee left the position
- Challenges the person may face in the position and how your company will support them
- Why the position matters—the problem it solves and how it contributes to the company's mission

7. Communicate and Coordinate —

Finally, make sure to communicate and coordinate effectively with candidates and with everyone on the interview panel.

For the interview panel, that means getting everyone together for a meeting. Use the meeting to make sure everyone's evaluating the same skills and using the same criteria for their assessment. Also, make sure that panel members aren't accidentally repeating questions in different rounds of interviews.

For job candidates, that means communicating in advance what the interview process looks like. Tell candidates how many interviews there will be, the format of the interviews, and who will be conducting the interviews. Also, communicate timelines and let candidates know when they can expect to hear results from you.

"By failing to prepare, you are preparing to fail."

Benjamin Franklin

Practice What You Preach

A strong interview will deepen your understanding of a candidate's experience, accomplishments, and skill set. It will give you insight about a candidate's values and goals, and it will show you whether the candidate aligns with your company culture. However, an exceptional interview will also reflect and *demonstrate* your company culture.

If your company prides itself on putting people first, then the interview will reflect that. For example, you might translate this value into your interview process by choosing to respond to all applicants personally in place of an automated response. Or, you might invite various team members to participate in the interview to demonstrate your

company's flat structure. Consider how you might translate your company values and culture into your interview

CONTINUE

Check Your Understanding

Question 1 of 2

As an interviewer, in what situations should you prepare for a job interview?

- For management and leadership positions.
- For everything but entry-level positions.
- Whenever you have the time for it.
- Always.

SUBMIT



Complete the content above before moving on.

Question 2 of 2

Imagine you're the hiring manager of a startup company that values innovation and creativity. Which of the following examples is a practical way to demonstrate those values in your interview process?



Surprise the candidate with a group interview to keep them on their toes.



Take a completely unscripted and free-flowing approach to your interviews.



Opt to include a few brainteasers in your interview questions, such as giving the candidate one minute to think of as many different ways to use a paper clip as they can.

SUBMIT

Summary

Don't leave an effective interview or a good hiring decision up to chance. A little bit of preparation and planning can go a long way toward ensuring hiring success. Use the position's requirements to help you determine the structure of the interview process and to prepare your interview questions. Also, establish criteria for comparing candidates' interview responses ahead of time and make sure that everyone on your interview panel is on the same page. Create a stronger experience for your interview candidates by studying their resumes and communicating interview expectations in advance. Finally, don't forget that you are in the hot seat, too. Arrive prepared to answer questions about your company, and highlight why your company stands out from the competition and what makes it a great place to work.



Plan for potential interruptions. Schedule a 15-minute buffer before and after each interview to protect your interview time from meetings that run late and to avoid having to cut your interview short if it goes long. Also, if you're conducting a video interview, be sure to test your technology beforehand so that everything runs smoothly when you need it.



Complete the content above before moving on.

Lesson 4 of 11

7 Different Types of Interviews



Consider Your Options

Different types of interviews serve different purposes. For example, can you imagine if you conducted all 25 of your first-round interviews in person? It wouldn't be practical, would it? It's more efficient to start with phone or video interviews, so you can screen candidates and narrow your talent pool.

Likewise, you probably wouldn't rely on a phone interview alone to assess a candidate's technical skills. You might incorporate a skills or capability test instead.

Before you conduct an interview, it's important to consider your options and the strengths and shortcomings of each. In this lesson, you'll learn about seven different types of interviews—and their pros and cons. Use this guide to make your interview process more effective and tailor it to your unique industry and position needs.

 **YOUTUBE**



7 Different Types of Interviews

Watch this video to learn about the seven types of interviews as well as some key pros and cons of each approach.

[VIEW ON YOUTUBE >](#)

7 Types of Interviews

As you consider the different types of interviews, keep in mind that you don't have to limit yourself to one choice. You can mix, match, and blend approaches as you see fit.

The upcoming sections will cover the following seven interview types:

- The Phone Interview
- The Video Interview
- The In-Person Interview
- The Panel Interview
- The Group Interview
- The Meal or Drinks Interview
- The Capability Test

Besides choosing your interview type, you'll also need to decide how many interviews are appropriate. For example, an entry-level position may only require two rounds of interviews, whereas an upper-management position may require three or four. Review the position and its requirements to help you in your decision-making.

CONTINUE



1. The Phone Interview

First, let's talk about the **phone interview**. Phone interviews are often used in the early stages of the interview process because they require the least amount of time and effort to conduct. Click on the tabs below to explore the pros and cons of the phone interview:

PROS

CONS

- Fastest, cheapest, and most efficient way to conduct an interview
- Requires the least amount of effort from both you and the candidate
- Ideal for screening candidates early in the hiring process
- Ideal for making first cuts in a large pool of qualified candidates
- Helps you assess a candidate's phone manner
- Lets you reach long-distance candidates
- May reduce interviewer bias

PROS

CONS

- You can't read a candidate's body language
- More difficult to build rapport
- More challenging to assess a candidate's interpersonal skills and corporate culture fit



Don't hesitate to keep phone interviews short. If it's the very first interview and you still have a large pool of candidates to narrow down, you might schedule 20-30-minute calls to make the first cut.



2. The Video Interview

Next, the **video interview** uses video conferencing software like Teams, Skype, Zoom, or Google Hangouts, which allows you to see a candidate without actually meeting in person. It blends the efficiency of a phone interview with the face-to-face component of an in-person interview. Video interviews are another ideal tool for narrowing the talent pool in early rounds of the interview process. Consider the pros and cons of a video interview by clicking on the tabs below:

PROS

- It's the fastest, cheapest, and most efficient way to conduct an interview—next to the phone interview
- You can reach long-distance candidates
- It feels more personal than a phone interview and helps build rapport

CONS

PROS

CONS

- Bad signals, background noise, or technical issues can often interrupt video interviews
- The process requires more effort than a phone interview—you must appear more focused and present on-screen than over the phone
- It's more difficult to read a candidate's body language, interpersonal skills, and corporate culture fit in a video interview than in an in-person interview



Don't let technical issues interrupt your video interviews.

Choose and test your video conferencing software well before reaching out to candidates. Provide candidates with details about how to use the program and what to expect. Also, ask candidates to test their tech in advance so that you can both be present for the entirety of your scheduled time together.





3. The In-Person Interview

The **in-person interview** is the traditional type of job interview. Candidates are asked to come to the workspace in person to interview individually. An in-person interview gives you a strong sense of a candidate's personality, interpersonal skills, and corporate culture fit. An in-person interview requires more time and effort, so it is best reserved for top candidates who are in the middle to final rounds of interviews. Click on the tabs below to expand and explore more pros and cons of the in-person interview:

PROS

- Fewer distractions and interruptions
- You can read the candidate's body language
- You can better assess the candidate's interpersonal skills and culture fit
- Easier to build rapport
- Both the candidate and the interviewer are more focused and more present
- Ideal for more in-depth interviews after your potential talent pool has been narrowed down to your top choices

CONS

PROS

CONS

- Requires more time and effort than a phone or video interview
- More difficult for long-distance candidates
- More susceptible to interviewer bias



4. The Panel Interview

Let's move on to the **panel interview**. A panel interview describes when multiple people interview a candidate at the same time. For example, the manager and team members of the position may participate in a single interview and equally weigh in on the hiring

decision. A panel interview can be conducted over a phone or video conference call—or in person. It allows you to get the whole team involved so that you can see how the team and the candidate interact. For more pros and cons, click on the tabs below:

PROS

CONS

- Provides both the team and the candidate a better sense of corporate culture alignment
- Gives both the team and the candidate an opportunity to meet who they may be collaborating with, and insight into how they would interact
- Helps to counteract interviewer bias by considering multiple perspectives in the decision-making process
- Saves time by having multiple people involved in a single interview
- Ideal for assessing top candidates in the late stages of the interview process

PROS

CONS

- Requires more time, effort, and cost since more team members are involved
- May feel intimidating for the job candidate
- May be difficult to coordinate multiple schedules
- Different panel members may assess candidates based on different criteria
- Panel discussions or decisions are prone to groupthink
- Panel members may disagree, or it may be difficult to collect and translate notes from multiple people into a single decision
- Panel members may accidentally repeat questions or talk over each other

Align Your Panel Members

Your panel members need to be on the same page. It's worth the extra effort to hold a meeting with all of your panel members well before the interview. Discuss and create shared criteria for evaluating candidates. Develop a structure or agenda for the interview and decide who will be asking what questions in what order. Finally, consider how panel members may submit their notes before hearing feedback from other panel members to avoid groupthink.



5. The Group Interview

Next, we'll introduce the **group interview**. In a group interview, you bring together multiple candidates to be interviewed at the same time. Group interviews are typically

conducted in person and are the most nerve-wracking for job candidates. However, they are designed to see how candidates respond to pressure and interact with others. They're also ideal to use as a screening tool for quickly narrowing down a large pool of candidates. Click the tabs below to learn a few more pros and cons:

PROS

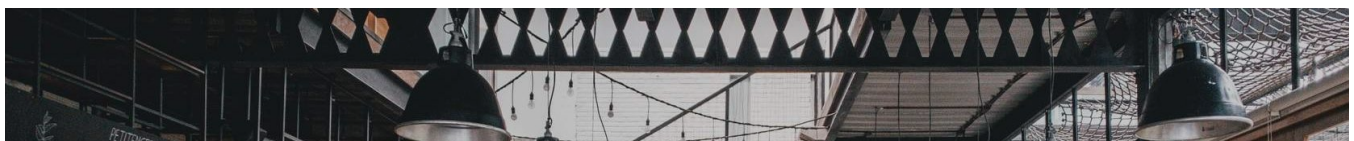
CONS

- Saves time by allowing you to interview multiple candidates at once
- Gives you a sense of how candidates perform under pressure
- Provides insight into how candidates interact with others and might fit with your company culture
- Ideal for screening or reducing the pool of candidates early in the interview process

PROS

CONS

- Strong personality types may dominate the interview
- May favour extroverts over introverts
- Limits how much you can learn about an individual candidate
- It's often the most intimidating type of interview for candidates





6. The Meal or Drinks Interview

The **meal or drinks interview** is up next. This is an in-person interview, but it's conducted in a more casual setting outside of the company or workspace such as over lunch, dinner, or coffee—or even cocktails.

You might consider this type of interview if you want to help put the job candidate at ease, encourage a more conversational interview, or determine what a candidate might be like in a social setting or while representing your company at networking events and client meetings. You can conduct a meal or drinks interview one-on-one, or you can include multiple members of your team. For more pros and cons, click on the tabs below:

PROS

- Feels more casual, conversational, and personal
- May put the candidate at ease

CONS

- Candidates may respond more openly and honestly
- Reflects your high value on company culture
- Gives you a sense of what a candidate is like in a social setting or while representing your company in client meetings or at other work-related events

PROS

CONS

- Background noise may be distracting
- You will be disrupted during the interview, such as when giving your order or receiving your food and drinks
- More difficult to follow a structured interview process, which leaves greater risk for interviewer bias and missed questions
- Alcohol may impact a candidate's performance—as well as your interviewing skills and judgment

Remember: It's Still an Interview

Both you and the candidate must remember that the meals or drinks interview is still an interview. You must act professionally and appropriately. Consider scheduling this type of interview over breakfast, lunch, or coffee and avoiding alcohol to stay focused. Also, while this type of interview may feel more conversational, you should still stick to a predetermined set of questions that you ask all candidates. That will help you to maintain consistency and prevent interviewer bias in the process.





7. The Capability Test

The last type of interview we'll cover is the **capability test**. A capability test is when you give a candidate an exercise, assessment, or assignment that closely mirrors the day-to-day work they'd be performing if hired for the position.

With this type of interview, you don't have to take a candidate at their word for being an excellent communicator or experienced project manager. You can see an example of their work and assess their skills yourself. For example, you might ask a candidate to write a sample social media post or blog article, give a presentation, take a live coding test, complete a technical questionnaire, or even work with you for a day. You can assess both the pros and cons of the capability test by clicking on the tabs below:

PROS

CONS

- It's based on a candidate's objective performance and minimises interviewer bias—you can even remove the names from assessments to further reduce bias while evaluating the

results

- Allows candidates to demonstrate their abilities and gives you a work sample that's tailored to the position
- More difficult for candidates to fabricate or exaggerate their skills
- Shows you how a candidate's skills may translate to the specific functions of the position

PROS

CONS

- Requires more time and effort from candidates
- May feel intimidating to candidates
- The constraints—or lack of constraints—on the assessment may not mirror real life



Try to make a capability test as relevant and accurate as possible. What are the primary duties or skills required for the position? How can you create a practice assessment, exercise, or assignment that is relevant to those duties or that truly applies those skills?

CONTINUE

Which Type of Interview Is Best?

An approach that works for one company may not work for another, just like what works for a healthcare position may not work for a sales position. The right type of interview is the one that best suits your company, industry, team, corporate culture, and the position. The hiring team and upper management should work together to review the knowledge, skills, and abilities required for the position and determine the best interview process to assess them.

Check Your Understanding

Review a few of the critical differences between the seven types of interviews by completing the matching activity below.

≡ The cheapest, fastest, and most efficient type of interview

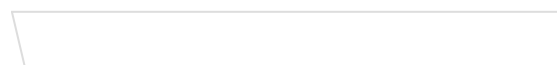
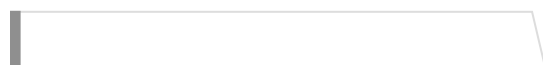
The Phone Interview

≡ Encourages the candidate to open up and give more candid responses

The Meal or Drinks Interview

≡ Best option for including multiple team perspectives in the hiring decision

The Panel Interview





Often used for the final interview when you want to talk to final candidates in-depth

The In-Person Interview



A performance-based interview that minimises interviewer bias

The Capability Test



A screening interview that can also assess how candidates interact with others

The Group Interview



The personal feel of a face-to-face interview and the efficiency of a phone interview

The Video Interview

SUBMIT

Summary

Choosing the right number and types of interviews in your hiring process can make or break your success in determining the right candidate for a position. Consider the job criteria and your company culture. Then, ask yourself questions like: What type of interview will best measure that criteria and a candidate's culture fit? How can I balance efficiency with quality? And what is a logical succession for interviews? Review all of your options to make a more informed decision when choosing whether to use:

- The Phone Interview
- The Video Interview
- The In-Person Interview
- The Panel Interview
- The Group Interview
- The Meal or Drinks Interview
- The Capability Test



Keep interviewer bias at the forefront of your considerations. Consider how different types of interviews might leave more or less room for unconscious bias, or accidental discrimination, and take steps to minimise it.



Complete the content above before moving on.

Tips for Conducting an Effective Job Interview



It Takes Two to Tango

Think about the times when *you've* interviewed for a job. Can you recall any differences you noticed between companies or interviewers? What style did you appreciate the most? Or, what threw you off?

Perhaps you remember a time when the interviewer made you feel like you were just having a conversation. Or, maybe you were disappointed when you showed up to a meeting in which the interviewer didn't seem to know you at all.

Reflecting on your own interview experiences should be a good reminder that an interview is not one-sided. It takes two to conduct an effective interview—the job candidate and the interviewer. In this lesson, you'll learn five essential tips for conducting stronger interviews. Use these tips to become an interviewer who creates an environment that empowers the best candidates to succeed.





Tips for Conducting an Effective Interview

Watch this video to learn five tips for conducting an effective job interview.

[VIEW ON YOUTUBE >](#)

Interview Goals

Before we dive into the five tips for conducting a stronger interview, it helps to know your goals. Here are a few goals to aim for in your role as the interviewer:

1

Introduce the company. Introduce the company and its mission. Give the candidate highlights of who your company is, what makes you stand out, and what you care about.

2

Review the role. Clarify the role, its expectations, and how it fits within greater company goals.

3

Get to know the candidate. Get to know the candidate's relevant experience, accomplishments, and the unique skills that they could bring to the role.

4


Assess the corporate culture fit. Give the candidate a sense of the company's culture and values, and assess whether the candidate aligns with or would be a positive addition to that culture and those values.

5

Create a positive experience. A final, often-overlooked goal of the interview is to build rapport. Aim to make candidates feel comfortable and give them a positive experience interacting with your company. Even unsuccessful candidates are potential customers, partners, and champions of your brand.

5 Tips for Conducting Effective Interviews

With these goals in mind, you can move forward with the five essential tips for conducting stronger interviews. Most hiring managers can't devote all of their time to interviewing. They have other tasks and responsibilities competing for their time. However, that's no excuse to just wing it or neglect cultivating your interviewing skills.



Prioritise conducting interviews that are polished, professional, and give you the insight you need to make smart hiring decisions.

Do Your Homework

The first tip happens before you conduct an interview. Do your homework to create a smooth interview experience and avoid common interview mistakes.

Here's what doing your homework entails. Always review a candidate's resume and application before the interview. Use what you learn to inform your interview questions. Go beyond the questions that you could answer yourself—such as a candidate's name or previous job title. Create a set of standard questions that you can ask all candidates in the same order. A structured interview will allow you to compare candidates more accurately. It also promotes fair hiring practices.

Use the following checklist to make sure you're well-prepared to conduct the job interview:

- I am prepared to explain the company's mission, highlights, and structure.
- I have reviewed the job description and qualifications.
- I have established criteria for assessing candidates based on skills, knowledge, and experience required for the job.
- I have prepared a standard set of interview questions that reflect these criteria.



I have reviewed the candidate's resume or other application materials.



I have communicated the qualifications and criteria for assessing candidates to all interview panel members.



The interview panel members know who will be asking what questions.

Know How to Start and End the Interview

The next tip also contributes to your preparation for the interview. Always know how you're going to start and end the interview.

The first and last impression you make on talent is especially important. The first thing you say in an interview sets the tone and context for everything that follows. Start on the right foot by giving a warm introduction and setting clear expectations. Introduce yourself and any other interview panel members. Set up who the company is, review the role and what you're looking for, and let the candidate know how the interview will be structured.

You can also end an interview on a strong note by leaving time for questions, followed by a final recap of next steps and timelines. Also, don't forget to thank the candidate for their time.

You might say something like this: *"Thank you for taking the time to meet with me today. It was wonderful to get to know more about you and your background. So, let's*

talk about the next steps. We will be interviewing through the end of this week, and you'll hear from me by the end of Wednesday, October 2."



Set expectations at the beginning and end of every interview. In the beginning, tell the candidate what they can expect or what the agenda and goals of the interview will be. At the end, review next steps and timelines for moving forward in the hiring process.

3

Make Candidates Feel Comfortable

Interviews are nerve-wracking, and some candidates may struggle more than others. Remember that not every position requires candidates to be a stellar spokesperson and demonstrate charisma. So, do what you can to make all candidates feel comfortable in the interview and create an environment where they can present their best selves. Click on the tips below to learn strategies for putting candidates at ease:

Start With Warm-Up Questions —

Don't start with a brainteaser or the most difficult question on your list. Use warm-up questions to ease your way into the conversation with a candidate. Warm-up questions should still be relevant to the interview, of course. But they should also be easier for candidates to answer—and help to boost their confidence.

For example, ask a question like, "What attracted you to this position?" Or, ask a simple question about a candidate's accomplishments. That will give them a chance to talk about positive topics and warm up to more challenging subjects or questions later.

Use Encouraging Body Language —

Pay attention to your body language during an interview. Greet the candidate with a smile. Face the individual and maintain eye contact while you're talking. Also, try nodding your head, leaning in, and saying a few words of encouragement or acknowledgment while the candidate is speaking to show that you're listening and want to hear more.

Take a Conversational Tone —

The best interviewers can make an interview feel like a conversation, rather than an evaluation. A conversation is a back-and-forth interaction. Don't confront the candidate with rapid-fire questions. Leave space between questions, so you can genuinely react to what the candidate is sharing with you. For example, after a candidate tells you about the work they accomplished in social services, you might make a comment about how rewarding that must have been for them before segmenting to the next question. A conversational tone also means avoiding overly formal, stuffy, or inflated language.

Warning! A conversational tone does not mean going off script from your predetermined interview questions. Your interview can be structured and take a conversational approach. The two are not mutually exclusive.

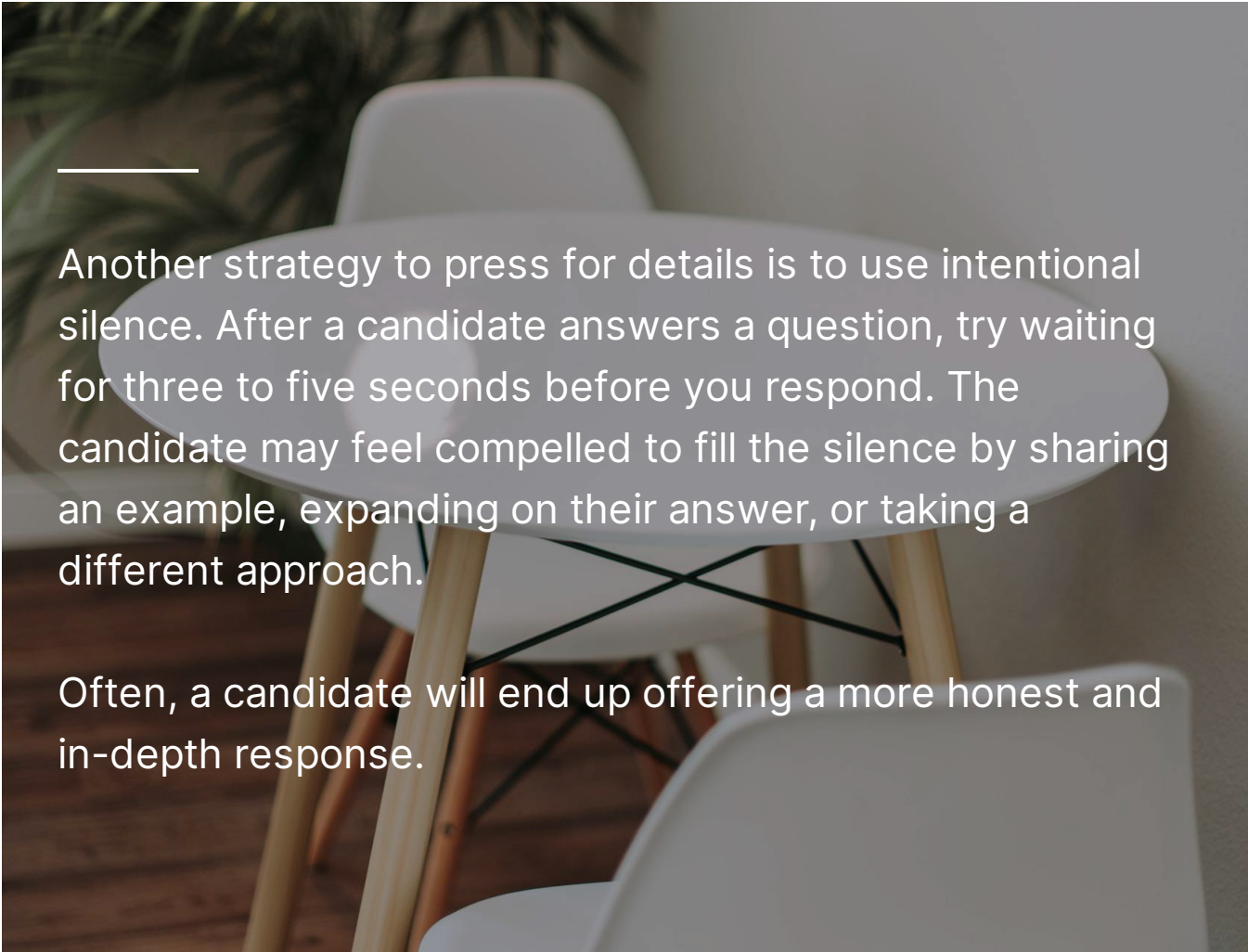
Press for Details

The fourth tip is to press for details. This tip is about asking targeted questions that will help you elicit more specific, tangible, and in-depth answers from candidates.

A specific example of how a candidate approached a project in their last position is more telling than a general statement like, *"I'm an experienced project manager"* or *"I have exceptional project management skills."*

Don't place all of the responsibility on the job candidate. Ask for examples. Press for details by asking questions like why, how, and what. To get more specific responses, you need to ask more specific questions, such as:

- Can you expand on that?
- Can you give a specific example?
- How did you achieve that?
- What was your strategy?
- What did you learn?



Another strategy to press for details is to use intentional silence. After a candidate answers a question, try waiting for three to five seconds before you respond. The candidate may feel compelled to fill the silence by sharing an example, expanding on their answer, or taking a different approach.

Often, a candidate will end up offering a more honest and in-depth response.

Incorporate a Capability Test

Finally, consider incorporating a capability or skills test into your interview process. All interviewers are prone to bias. Assessing candidates with an objective capability test is one of the best ways to combat bias. Even better: Ask human resources staff to remove candidates' names from tests so that the performance information you evaluate is anonymous.

The most effective way to evaluate a candidate's written communication skills is to ask them to write a sample piece, just like the best exercise for evaluating a candidate's presentation skills is to ask them to create and give a presentation.

Develop a skills test, exercise, or other practical assessment that mirrors the job. Candidates can demonstrate their skills, and you can get a much better sense of their work.

CONTINUE

Check Your Understanding

Take the following quiz to review what you've learned and test your understanding.

Question 1 of 5

A candidate arrives for their interview, and you introduce yourself while giving her a big smile and a warm handshake. You ask if she'd like any coffee before being seated. What's the best way to start your interview from there?

-
- Ask a warm-up question.
 - Explain the structure and goals of the interview.

- Ask if she has any questions for you.
- Start with a brainteaser.

SUBMIT



Complete the content above before moving on.

Question 2 of 5

You're interviewing for an administrative position that will help with business operations. You can tell that the candidate is nervous. You notice that his hands are trembling and he stumbles over his words a few times. What do you do?

- Identify the candidate as unfit for the position.
- Tell the candidate that he's doing a great job and there's nothing to be nervous about.



Ask about his hobbies, recent books that he's read, or other unrelated questions to make him feel at ease before you return to the real interview questions.



Ask a question that allows him to expand on his strengths. Smile and lean in as you listen to his response.

SUBMIT



Complete the content above before moving on.

Question 3 of 5

Imagine that you ask a candidate to talk about their experience with developing communications strategies. The candidate gives a general response. How might you press for more meaningful details?



Ask the candidate to focus on their most successful strategy. Ask them to explain their approach, share the results, and describe what they think made it so successful.

- Ask the candidate if they can be more specific.
- Rephrase the question.

SUBMIT



Complete the content above before moving on.

Question 4 of 5

True or False. An interview is a conversation. The most effective interviewers take a freeform approach and ask different questions to different candidates.

- True
- False

SUBMIT



Complete the content above before moving on.

Question 5 of 5

When does an effective interview begin?

- Before the interview.
- As soon as the candidate arrives.
- With the first thing you say to a candidate.
- When you ask the first question.

SUBMIT



Complete the content above before moving on.

Summary

Different interviewers may have different interview styles to some extent. However, there are also best practices that every interviewer should employ:

- **Do your homework.** Arrive at the interview prepared to represent your company and ask insightful, informed questions that reflect the position.
- **Know how to start and end your interview.** Set clear expectations about what the interview will cover as well as next steps and timelines for the interview process.
- **Make candidates feel comfortable.** Start with warm-up questions, use encouraging body language, and take a conversational tone.
- **Press for details.** Ask specific questions to get more specific responses.
- **Incorporate a capability test.** Consider how you can give candidates the opportunity to demonstrate their skills through a capability test or practical exercise.



Take notes. Take notes during or immediately after an interview depending on whether you conduct it over the phone or in person. Interviewing a lot of candidates can make your interviews feel like a blur and cause you to confuse candidates or forget important information. Notes can help you remember

your initial impressions and identify information to circle back to in follow-up interviews.

CONTINUE

Crafting Strong Interview Questions



Asking the Right Questions

A good interview—like a good conversation—depends on asking insightful questions. Questions steer the direction of the interview. They can lead you to a dead end, or they can reveal new layers of a candidate’s experiences, passions, goals, attitudes, skills, and character.

Asking the right questions can also shed light on discrepancies between reality and how a candidate portrays themselves on paper. You don’t want to find out later that the person you hired isn’t actually the team player you thought they were.

So, how do you craft strong interview questions? What different types of questions might you ask? And how can you tailor your questions to the position to gather the information you need? You’ll learn the answers to all of these questions—and more—in this lesson.





Crafting Strong Interview Questions

Watch this video to learn about the four types of questions you can ask in a job interview.

VIEW ON YOUTUBE >

What Makes a Good Interview Question?

There are hundreds—even thousands—of questions that you could ask in a job interview. So, how can you determine which ones to use in your interview process?

Good interview questions are characterised by the following three traits:

1

Relevant. A good interview question is relevant. It's tailored to the company and position. Every question has a specific purpose that relates to the needs of the team or the job.

2

Creative. An exceptional interview question is also creative. It does not elicit a canned response from candidates. It reflects the company culture and causes the candidate to provide a truly insightful, comprehensive, or telling response.



3

Consistent. Finally, good interview questions are consistent. That means you ask every candidate the same questions in the same order. Consistency minimises interviewer bias. It provides a more accurate framework for comparing candidates, and it makes it easier to maintain compliance with fair hiring laws.



Interview questions must be legal. Good interview questions are also legal. You cannot ask questions that are discriminatory in nature. That includes, but is not limited to, questions about race, colour, national origin, religion, gender, sexual orientation, marital or pregnancy status, disability, and age. Seek legal counsel to determine whether a question is legal to ask.

Asking Closed vs. Open Questions Interview Questions

You can also determine what interview questions to ask by reviewing the different categories and types of questions. Let's start by examining two categories of questions—open and closed questions. Expand the rows below to learn about the differences between these question types:

Closed Questions —

Closed questions can be answered with a few words or a short, finite response. A question that can be answered with a yes or no response is a classic example of a closed question.

More examples of closed interview questions might include:—

- How many years of experience do you have as an X?
- Are you willing to relocate for the right position?
- Have you ever worked remotely before?

- What are your salary expectations?

When to use them: Ask closed questions if you want to know specific information or gather facts from a candidate quickly. Or, use them to set up an open question. For example, you might start with a closed question, and then prompt the candidate to explain their response.

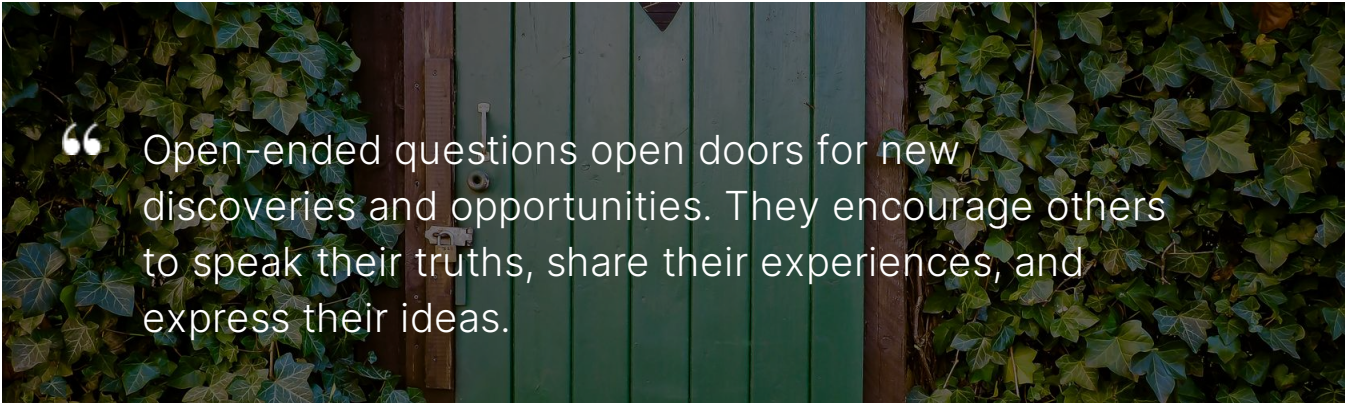
Open Questions —

Open questions cannot be answered with a few words or a simple yes or no response. Open questions generate descriptive answers and encourage discussion.

Examples of open interview questions may include:

- Why are you interested in this position?
- Can you describe a time when you demonstrated strong leadership skills?
- What's the biggest challenge you've faced at work, and how did you overcome it?
- What motivates you?

When to use them: Ask open questions to understand a candidate's thought processes, attitudes, and personality. Use them to gain a deeper understanding of a candidate's accomplishments, experiences, and skills. Most interviews will have more open than closed questions, especially in the later stages of the interview process.



“ Open-ended questions open doors for new discoveries and opportunities. They encourage others to speak their truths, share their experiences, and express their ideas.

4 Types of Interview Questions

You can determine whether it makes sense to use open or closed questions in an interview. You can also determine what types of questions to ask. There are four main types of interview questions, and each one serves a different purpose for your interview. Click on each type to expand it and see the examples below:

Job Knowledge —

Job knowledge questions ask about or assess a candidate's education, experience, industry knowledge, or technical skills. They may also ask about a candidate's experience with specific tools and technologies related to the position.

Examples of technical questions include:

- What programming languages are you familiar with?
- How do you discern a credible source from a non-credible source?
- What training do you have in X?

When to use it: Ask job knowledge questions to assess whether a candidate has the professional knowledge and practical skills to succeed in the role or perform required tasks.

Situational —

Situational questions ask a candidate to explain how they would respond to hypothetical scenarios that they are likely to encounter on the job. These questions typically involve a "*What if?*" or "*What would you do?*" component. For example, you might ask:

- What would you do if an employee disagreed with your strategy?

- Imagine that a customer asks you for a refund. What do you do?
- Say that we hire you as project manager. What would be the first thing you'd do to streamline processes?

When to use it: Ask situational questions to better understand how an employee might approach job-related situations and problems.

Behavioural —

Behavioural questions ask a candidate to describe past work experiences or past behaviours. Examples of behavioural questions include:

- Describe a time when you've worked effectively under pressure.
- Tell me about a time when you had to make a difficult decision. How did you approach it?
- Have you ever gone above and beyond what was asked of you or required of your position?

When to use it: Ask behavioural questions to use past actions to predict future behaviours. These questions also give you a more comprehensive understanding of a candidate's work history and job-related experiences.

Self-Evaluation —

Finally, **self-evaluation** questions ask a candidate to share their opinion, working preferences, or job-related values. Examples of self-evaluation questions include:

- What type of environment do you prefer to work in?
- On a scale of one to five, how would you rate your interpersonal skills?
- How would you describe your management style?

When to use it: Ask self-evaluation questions to get to know how a candidate sees themselves, and whether a candidate's preferences or aspirations fit within your company and the position.



Which Type of Question Is Best?

There is a time and a place for all of the different types of interview questions. It just depends on the company's preferences, the position, and your team's needs. What matters most is that you determine your interview questions ahead of time and make your decisions intentionally.

4 Steps to Craft Tailored Interview Questions

Now that you know the different types of questions available to you, your next question may be: How do I actually formulate my questions? Click through the following steps to learn how to craft relevant interview questions tailored to the position.

Step 1

Review

The first step is to review the key job requirements—or the knowledge, skills, and abilities (KSAs) necessary to excel in the position. Focus on the must-have qualifications.

Step 2

Translate

Once you have a list of the required KSAs to perform the job, you can move on to step two. Translate your KSAs into questions.

For example, say that strong communication skills is a key job requirement. Review the four types of interview questions and consider how communication skills would translate into each type of question, such as:

- **Job knowledge:** What are the key requirements for effective communication?
- **Situational:** Imagine that a customer is struggling to understand how to use the product. How might you communicate instructions to them?
- **Behavioural:** Can you give me an example of a time when you had to communicate a big change to your team? How did you approach it?
- **Self-evaluation:** How would you describe your communication style?

Step 3

Choose

Next, review all of the questions that you've brainstormed and choose the best ones. Remember that your interview should ideally incorporate a variety of job knowledge, situational, behavioural, and self-evaluation questions.

Step 4

Sequence

Finally, put your questions in a logical order or sequence. Start with easier questions before working your way up to more challenging questions. That will help candidates to gain confidence and get comfortable before tackling the tough ones. Also, try to group similar or related questions. That will make the transition between questions more natural.

Use the STAR Technique

You can also use the “STAR” technique to craft behavioural questions. A behavioural question should ask about one of the following items that create the acronym STAR:



S

Situation

Set
the
scene



T

Task

Describe
the
purpose



A

Action

Explain
what
you did



R

Result

Share
the
outcome



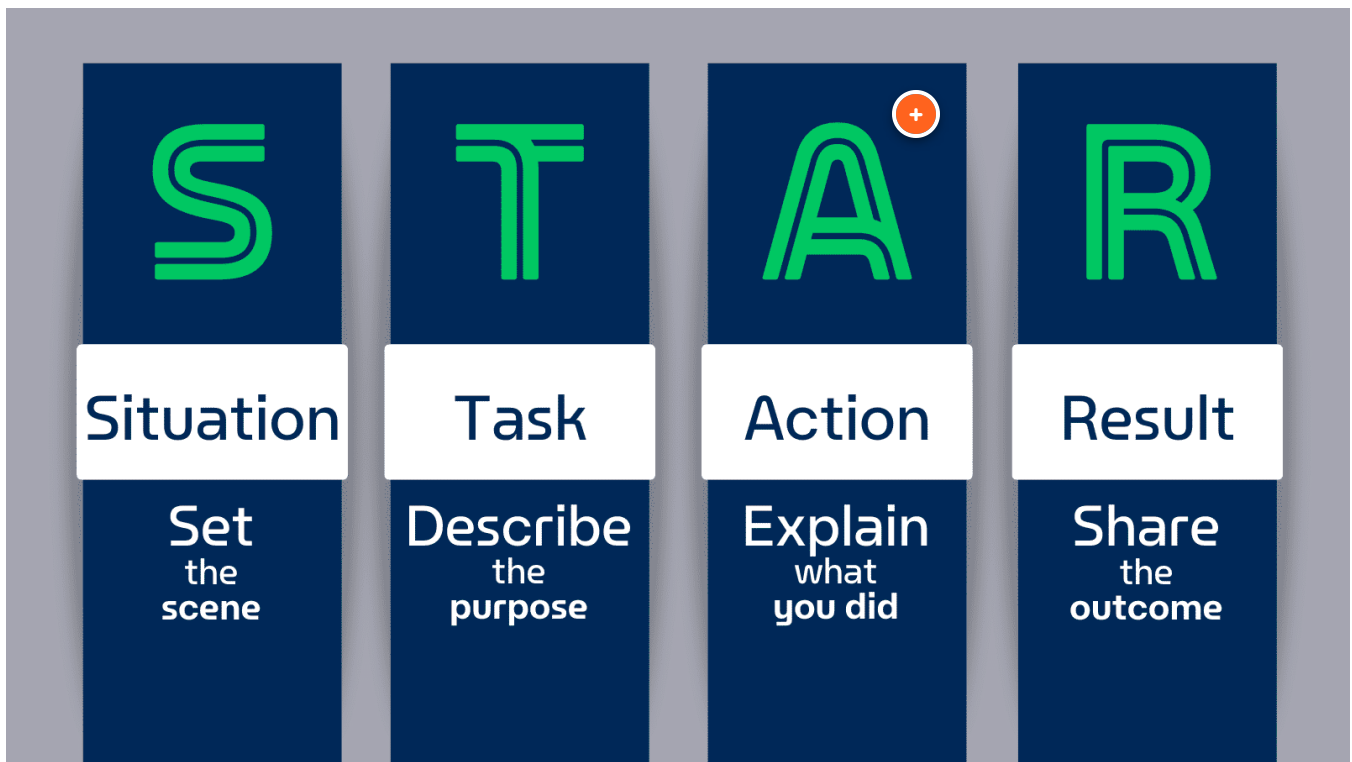
Situation

Ask the candidate to describe a specific event.



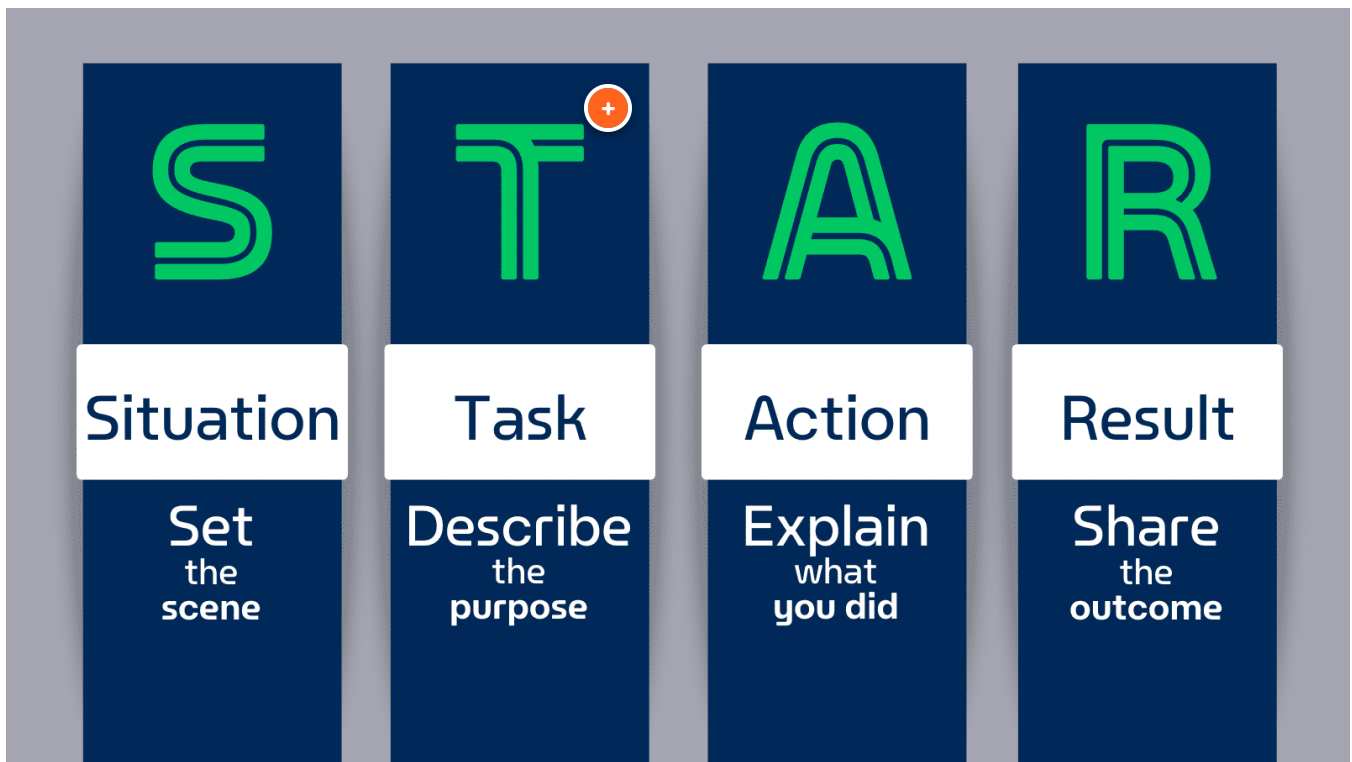
Result

Ask the candidate to describe the results achieved.



Action

Ask the candidate to describe the actions they took.



Task

Ask the candidate to describe the tasks involved.

Check Your Understanding

Check your understanding of the four types of interview questions by completing the following sorting activity. Read each question and sort it into the correct category below:

Job Knowledge

What are the main practices of Scrum project management?

What are the key elements to optimise conversion rates per pay-per-click?

Pitch our product to me as if I were a potential customer.

Situational

How would you respond to criticism of your work?

What would you do if you and a coworker disagreed on a key project element?

How would you handle a client who asks for a feature beyond project scope?

Behavioural

Have you ever made a mistake at work? How did you handle it?

Describe a time when you had to create something new. What was your process?

Tell me about a time when you had a measurable impact on a company.

Self-Evaluation

How does this position fit within your personal or professional goals?

What management style do you prefer?

Do you prefer to work on a team or independently?



Summary

Asking strong interview questions is essential to make informed hiring decisions. The questions you ask—or fail to ask—in an interview will help you identify the candidate who is the right fit for the job. They will help you build an accurate picture of that person and their skills. Review the job qualifications and translate them into your interview questions. Consider if it makes sense to use a job knowledge, situational, behavioural, or self-evaluation question—and aim to vary the questions you ask throughout the interview. Finally, remember to ask all candidates the same questions. That will help level the playing field for all the candidates you're interviewing. And it will give you a better foundation for comparing their qualifications and assessing their potential.



What's missing? After you've culled a list of interview questions, take a moment to review what you have and ask: What's missing? Solicit the help of team members, managers, or other interview panel members to get their perspective, too. Their unique experiences and positions within the company may enable them to spot gaps or elements you've overlooked.

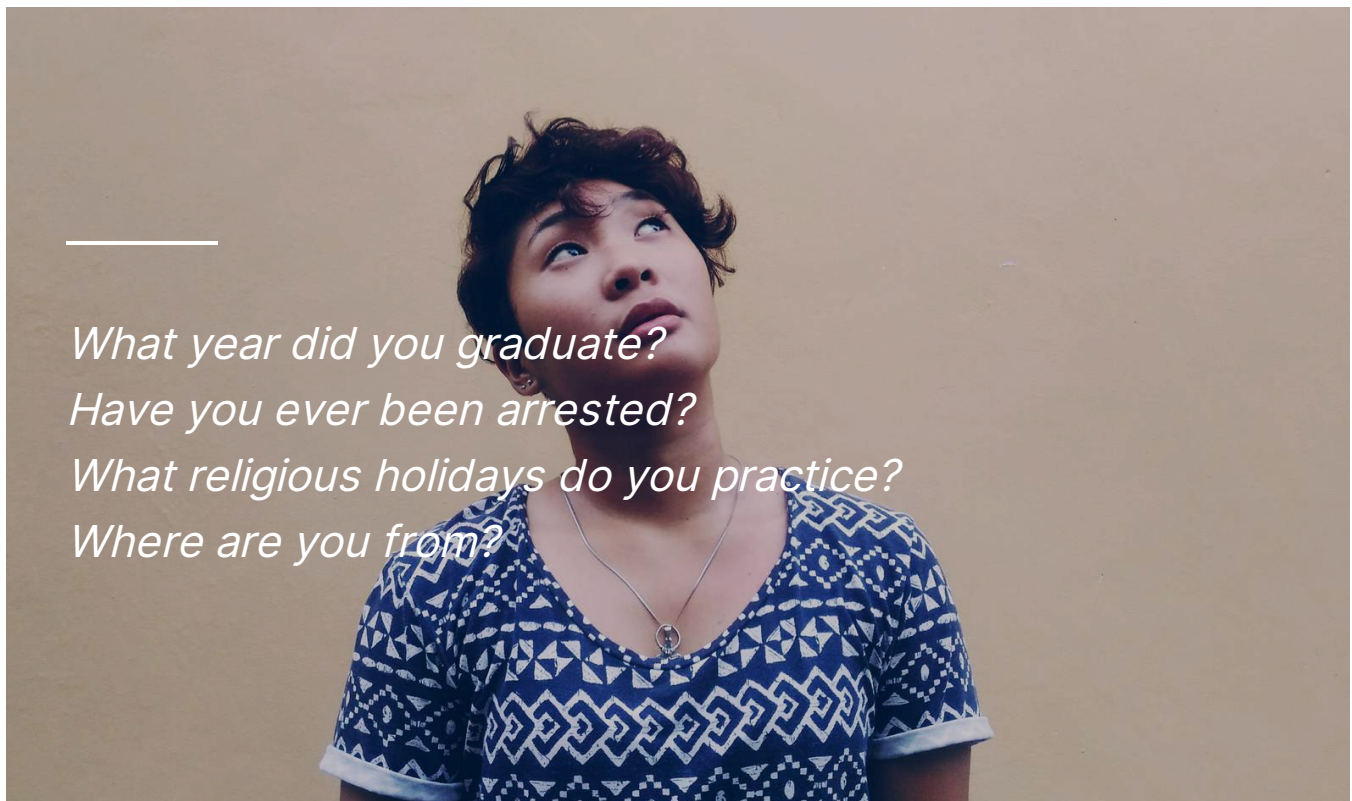


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Illegal Interview Questions



These interview questions may seem innocuous, but did you know that they're illegal? Asking these questions in an interview could get you fired or leave your company vulnerable to a discrimination lawsuit.

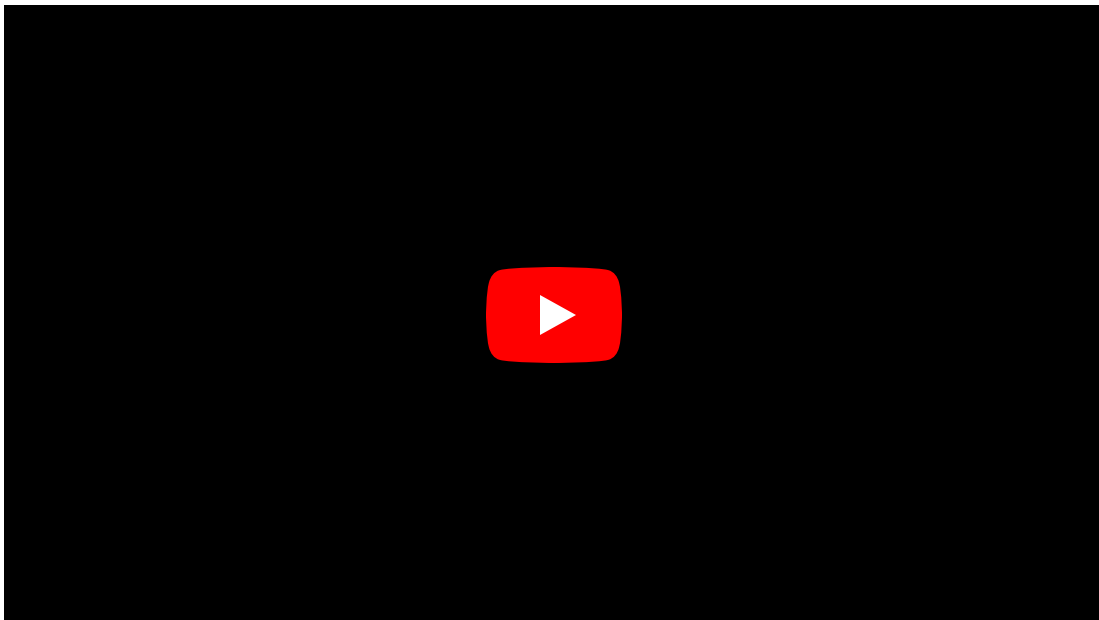


As an interviewer, it's your legal responsibility to stay up to date with fair hiring practices and job discrimination laws. That includes arming yourself with the knowledge

and training you need to distinguish legal interview questions from illegal ones.

This lesson will give you an introduction to illegal interview questions and provide you with some legal alternatives. You'll learn what types of questions to avoid and strategies for spotting red flags and maintaining compliance with job discrimination laws.

 **YOUTUBE**



Illegal Interview Questions

In this video, you'll learn about some of the most common examples of illegal interview questions and how to avoid them.

[VIEW ON YOUTUBE >](#)

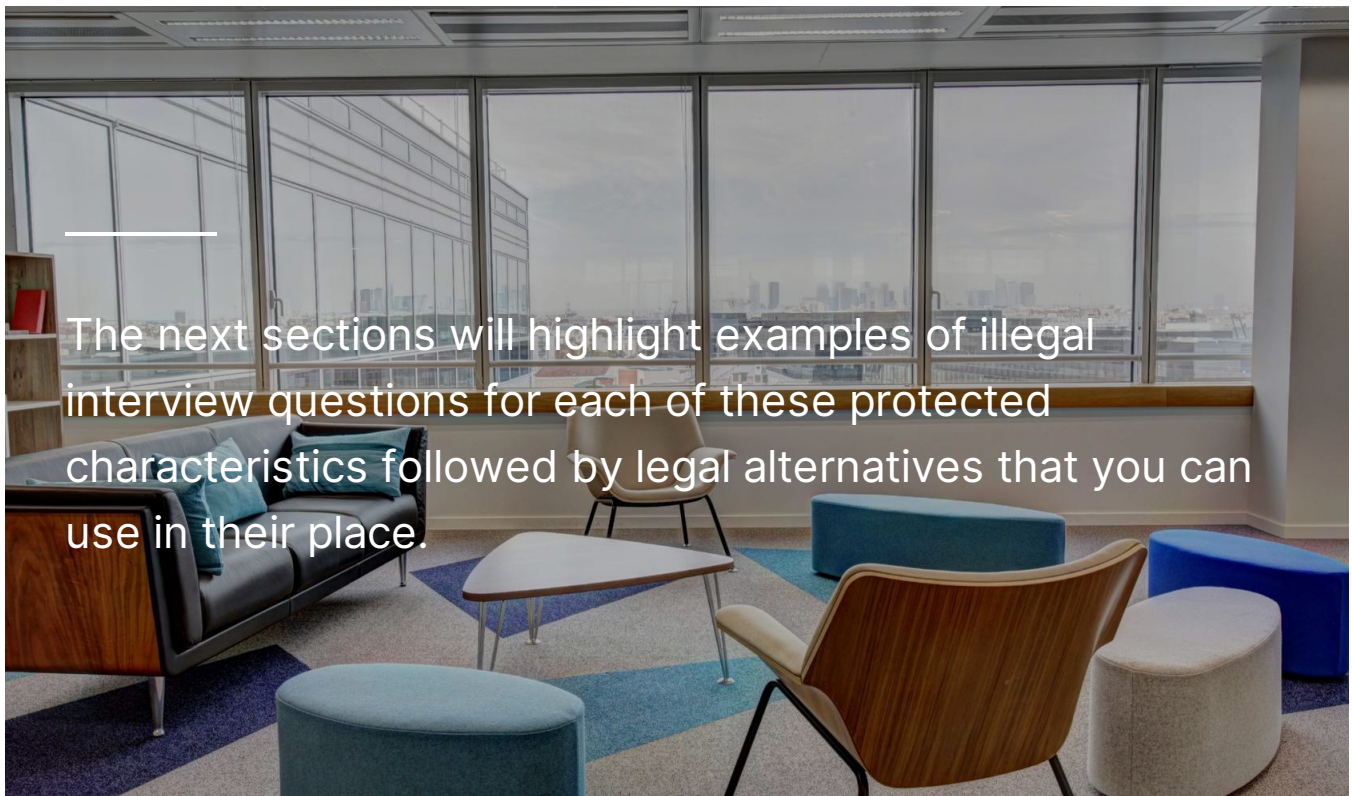
Why Are Certain Interview Questions Considered Illegal?

The Constitution of South Africa, 1996, Chapter 2: Bill of Rights, protects employees from job discrimination based on age, sex, race, colour, religion, and other legally protected characteristics. The purpose of these laws is to ensure that all employees and job applicants have equal opportunities in the workplace or the job market. They help to protect certain classes of people from adverse treatment based on characteristics that have nothing to do with their qualifications or ability to perform a job. That's why asking interview questions that require a candidate to reveal these protected characteristics may be used as the basis for job discrimination, and are considered illegal.

An Overview of Illegal Interview Questions

Illegal questions include those that ask a candidate to reveal a protected legal characteristic. As a general rule of thumb, that means you cannot ask a candidate a question about the following information:

- Age
 - Sex or Gender
 - Race, Colour, or Ethnicity
 - Religion
 - National Origin
 - Disability Status
 - Marital or Family Status
 - Military or Arrest Record
-



1

Age

South African laws prohibit discrimination against job candidates who are over the age of 40. Some local or national laws may also protect younger candidates from age discrimination. Avoid questions that require a candidate to reveal their age directly or indirectly. Click on the tabs to see some examples below:

Illegal Questions

- How old are you?
- What year were you born?

- What year did you graduate high school/college?
- How long have you been in the workforce?
- How much longer do you plan to work before retirement?

Legal Alternatives —

- Are you 18 years old or over?
- Do you have the required experience for this position?

Sex or Gender

Any question related to sex or gender is inappropriate and illegal for a job interview. Try removing the part of the question that mentions or refers to sex or gender. Instead, replace it with the objective knowledge, skill, or ability that relates to the job. Click on the following tabs to see more examples:

Illegal Questions —

- How do you feel about supervising a team of mostly men/women?
- This position requires someone who demonstrates predominantly masculine/feminine traits. Will this be an issue?

Legal Alternatives

- Tell me about your experience in managing teams.
- One of the key competencies required for this position is X. Can you tell me about a time when you demonstrated this competency?

Race, Colour, or Ethnicity

There is never a reason you would need to ask a candidate about their race, colour, or ethnicity in a job interview. Asking these types of questions is automatically a red flag and puts your company at risk for a discrimination lawsuit. Click on the following tabs to expand and learn more:

Illegal Questions

- What is your race/ethnicity?
- What colour is your hair, skin, or eyes?
- Are you a member of a minority group?

Legal Alternatives —

None. There are no legal alternatives for asking about a candidate's race, colour, or ethnicity. Focus on asking questions about the specific qualifications and skills required for the job.

Religion

Human resources staff members or hiring managers may accidentally ask an illegal question about a candidate's religious affiliations while trying to determine work or holiday schedules. You can avoid this mistake by swapping the following illegal questions for a legal alternative. Click on each one below to expand it:

Illegal Questions —

- What is your religious affiliation?
- What religious holidays do you observe?
- Do you belong to a club or social organisation?

Legal Alternatives —

- What days are you available to work?
- Can you work on the days required in our schedule?
- Are you a member of a professional or trade group that is related to our industry or this position?

National Origin

While companies must ensure that candidates are legally authorised to work in the country, they cannot ask questions about a candidate's national origin or citizenship. Click to expand on the following examples of illegal questions as well as the right way to determine whether a candidate is legally authorised to work.

Illegal Questions

- Are you a S.A. citizen?
- Where are you from or where were you born?
- Where are your parents from?
- Where do you live?
- Is English your first language?
- What is your native language?

Legal Alternatives

- Are you legally authorised to work in South Africa?
- What languages can you read, speak, or write fluently? *(If fluency in a particular language is required for the position.)*

Disability Status

You cannot ask whether a candidate has a physical or mental disability. It's also inappropriate to ask about a candidate's health condition, drug and alcohol use, or past injuries or illness. However, you can ask about a candidate's ability to perform the essential functions of the job. Click on the following tabs to see specific examples of illegal questions and their legal alternatives:

Illegal Questions

- What's your medical history?
- Do you have any disabilities or medical conditions?
- Have you ever been diagnosed with a mental illness?
- Have you ever been to rehab or have you ever been diagnosed with alcoholism or drug addiction?
- When was the last time you used drugs?

Legal Alternatives

- The job has the following physical demands. Do you have any concerns?
- Are you able to perform the essential responsibilities of the job with or without reasonable accommodation?
- Are you willing to take a mandatory drug test upon hire?

Marital or Family Status

It's also illegal to ask a candidate about their family or marital status—including whether a candidate is pregnant or is planning to start a family. Click on the tabs below to see more examples of illegal questions and how to legally ask about a candidate's potential scheduling conflicts:

Illegal Questions

- Do you have any children?
- Are you married?
- Are you planning to start a family?
- Are you pregnant, or do you plan on becoming pregnant in the next year?
- What kind of childcare arrangements have you made?

- What does your spouse do for a living?

Legal Alternatives —

- Can you work overtime? *(If overtime is required for the position.)*
- Do you have any commitments that may prevent you from being able to work regular work hours or meet the mandatory attendance requirements?
- Are you willing to relocate for the position? *(If necessary.)*

Military or Arrest Record

Finally, there are special protections for veterans as well as candidates who have a criminal history. For veterans, you cannot ask about future deployment, military injuries, or their type of military discharge. For candidates with a criminal history, you can only ask about criminal convictions for employment purposes. Click on the following tabs to learn more:

Illegal Questions —

- What is your criminal history?
- Have you ever committed a crime?

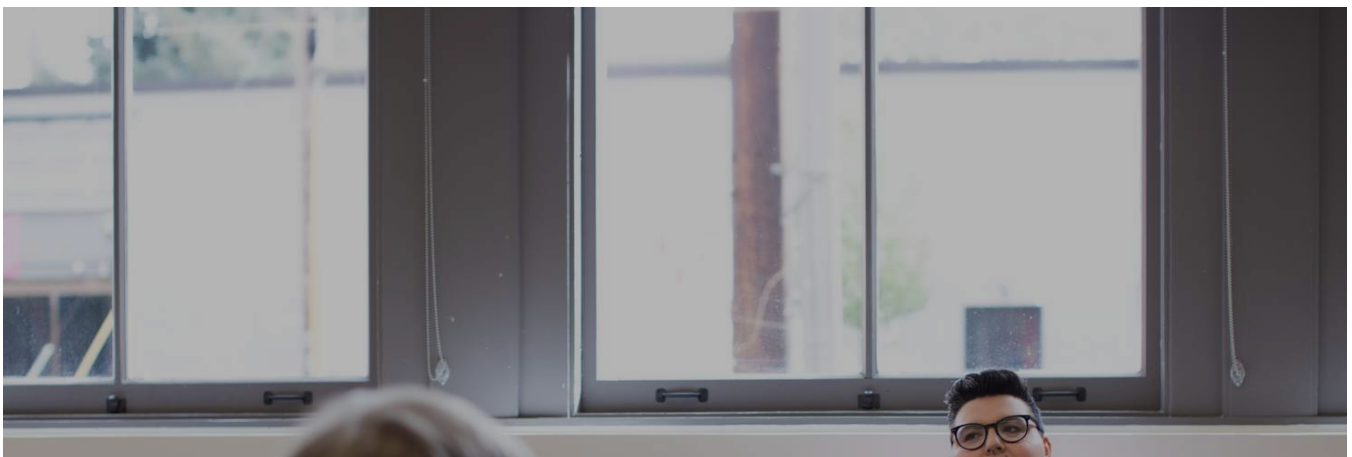
- Have you ever been arrested?
- What type of military discharge did you receive?
- Will you be deployed again?

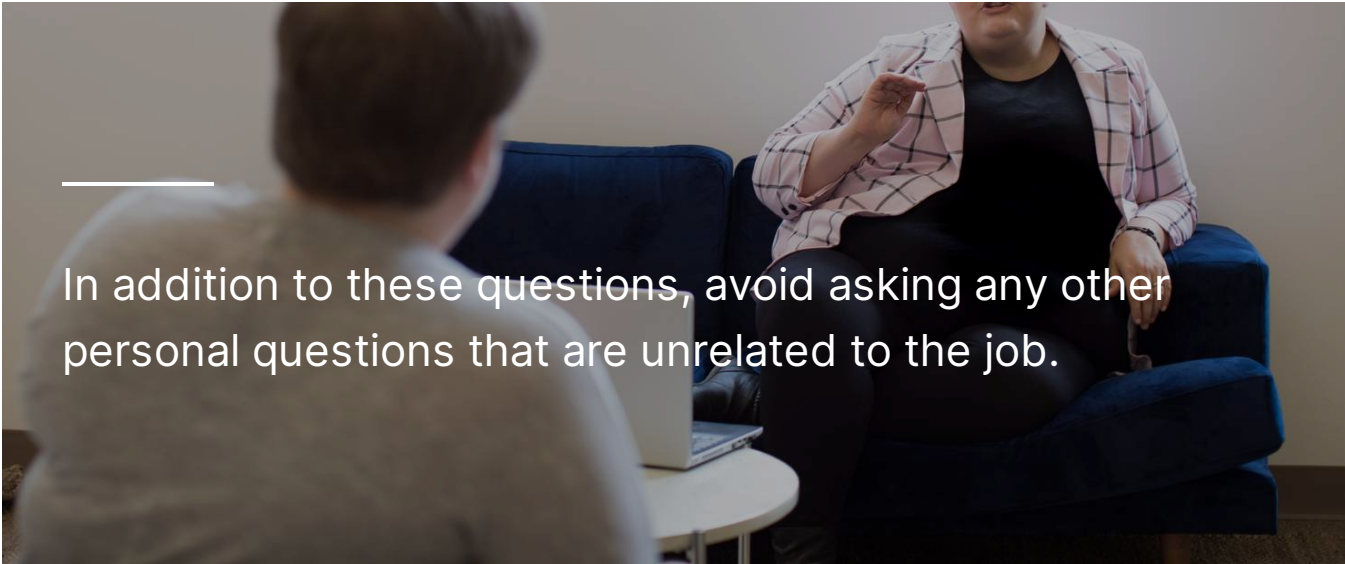
Legal Alternatives —

- Have you ever been convicted of a crime? *(If a crime may interfere with a candidate's ability to perform the job.)*
- Are you willing to take a background check upon hiring?
- What type of training or education did you receive in the military?



Disclaimer! This list of illegal questions is not exhaustive, and it is not designed to replace legal counsel. There also may be differences between local and national labour laws. Seek legal advice to ensure compliance with anti-discrimination laws.





In addition to these questions, avoid asking any other personal questions that are unrelated to the job.

Is My Question Legal? Use This Checklist

As you think about the questions that you want to ask in an interview, ask yourself: What do I really need to know or understand? For example, do you really need to know a candidate's medical diagnosis or disability? Or, are you actually trying to understand whether the candidate can perform the essential functions of the job?

You can use the following checklist to help assess whether your question is relevant and legal for a job interview. Ask yourself if the question is directly related to:

- Required job knowledge
- Required job skills
- Predetermined education or experience required for the job
- A candidate's ability to perform the essential functions of the job
- Mandatory work hours or days

If your question or its phrasing does not directly relate to an item on this checklist, then mark it as a red flag. Seek a legal opinion or conduct further research to determine whether your question is discriminatory. Or, ditch the question altogether if it isn't job-related or essential to ask in the job interview.

Check Your Understanding

Do you think you can spot the difference between a legal and illegal interview question? Review what you've learned and check your understanding by completing the following sorting activity.

Legal Interview Question

How would you describe your management style?

Are you willing to travel for work up to 50% of the time?

Can you fluently speak, read, and write in English?

Can you lift at least 50 pounds?

Tell me about a time when you demonstrated strong communication skills.

Are you legally authorised to work in South Africa?

Illegal Interview Question

Where are you from?

Have you ever been arrested for a crime?

Do you have any disabilities that may affect your ability to work?

Are you a member of any clubs or social organisations?

Do you plan to start a family within the next five years?

When did you finish college?

What's your ethnicity?

How do you handle working
on a team with mostly
women?

Summary

Even the most experienced recruiters and hiring managers may accidentally ask illegal interview questions. That's why it's so important to stay up to date with your local, state, and federal anti-discrimination laws as well as to review your list of interview questions with these laws in mind. Avoid any questions that require a candidate to reveal their age, sex, gender, race, colour, ethnicity, national origin, religion, marital or family status, disabilities, arrest record, or protected military record. Instead, stick to questions that relate directly to the knowledge, skills, and abilities required to perform the job. While your intentions may be harmless, a slip of the tongue is still grounds for firing or a discrimination lawsuit.



Write a list of interview questions beforehand. Structured interviews are known to be more effective, and more legally defensible, than unstructured interviews. Write your interview questions down beforehand. You can use this list to stay organised and double-check for illegal questions. Stick to this list during the interview to avoid making a mistake.



Complete the content above before moving on.

Ways to Reduce Interviewer Bias



The Secret Life of Interviewer Bias

Say that you're interviewing a prospective job candidate. You start with some small talk to help the candidate warm up. Looking at their resume, you notice they went to school in Durban, where you grew up. You chat about this connection and discover a shared love of sea sports before moving on to your real interview questions.

Now, compare this to an interview with a candidate who doesn't have that shared connection. Perhaps the small talk feels a little stiff or awkward. Or maybe you simply can't relate to the person's interests in photography or gardening.

Would you end up evaluating these two candidates equally? We'd like to think so, but it might not happen. The reality is that we're naturally drawn to people who remind us of ourselves. We unconsciously favour people who look, act, speak and think like us, just like we automatically make snap judgments about others based on how we categorise them.

These hidden biases pose a real challenge in an interview and can lead to unfair or discriminatory hiring practices. In this lesson, you'll learn ways to

reduce your bias as an interviewer so that you can promote diversity, inclusion, and objectivity in your interview and hiring processes.

 **YOUTUBE**



Ways to Reduce Interviewer Bias

Watch this video to learn five ways to reduce interviewer bias.

[VIEW ON YOUTUBE >](#)

One of the first ways to combat interviewer bias is to learn more about how biases work.

How Biases Work

Bias happens when an interviewer makes an assumption about a job candidate based on readily observed criteria rather than objective qualifications. For example, an interviewer may believe that one gender is a better fit for a particular position than another. Or, they might assume that one candidate is more responsible based on their race or ethnicity.

These biases can be based on a wide range of criteria such as age, skin colour, weight, education, gender, religion, and social status. The common denominator is that *none* of these criteria have anything to do with the candidate's knowledge, skills, qualifications, or ability to perform the job.

Common Sources of Bias

Here are some common sources of potential bias in an application or interview. Flip each flashcard below to reveal how that source may potentially lead to bias:

Appearance

Interviewers may make assumptions based on a candidate's height, weight, the colour of their skin or hair, or their attractiveness.

Stereotypes based on gender or

Name

A candidate's name may reveal their gender or race and lead to stereotyping.

School

Interviewers may favour candidates from particular schools. Schools may also be linked to race, social class, or religion.

Graduation dates or the number

Hobbies, Interests, or
Volunteer Work

These may reveal a candidate's religion or age—or an interviewer may have preconceived notions about people with certain hobbies.

How to Reduce Interviewer Bias

It's impossible to get rid of bias completely, but there are ways to reduce it. Review the following checklist to learn a few, actionable ways that you can reduce bias as an interviewer:



Don't be the only interviewer. Consider including relevant team members or managers on the interview panel to increase the number and diversity of perspectives.



Ask every candidate the same questions. Stick to the script. Ask every candidate the same interview questions in the same order. Structured and consistent interviews leave less room for bias.

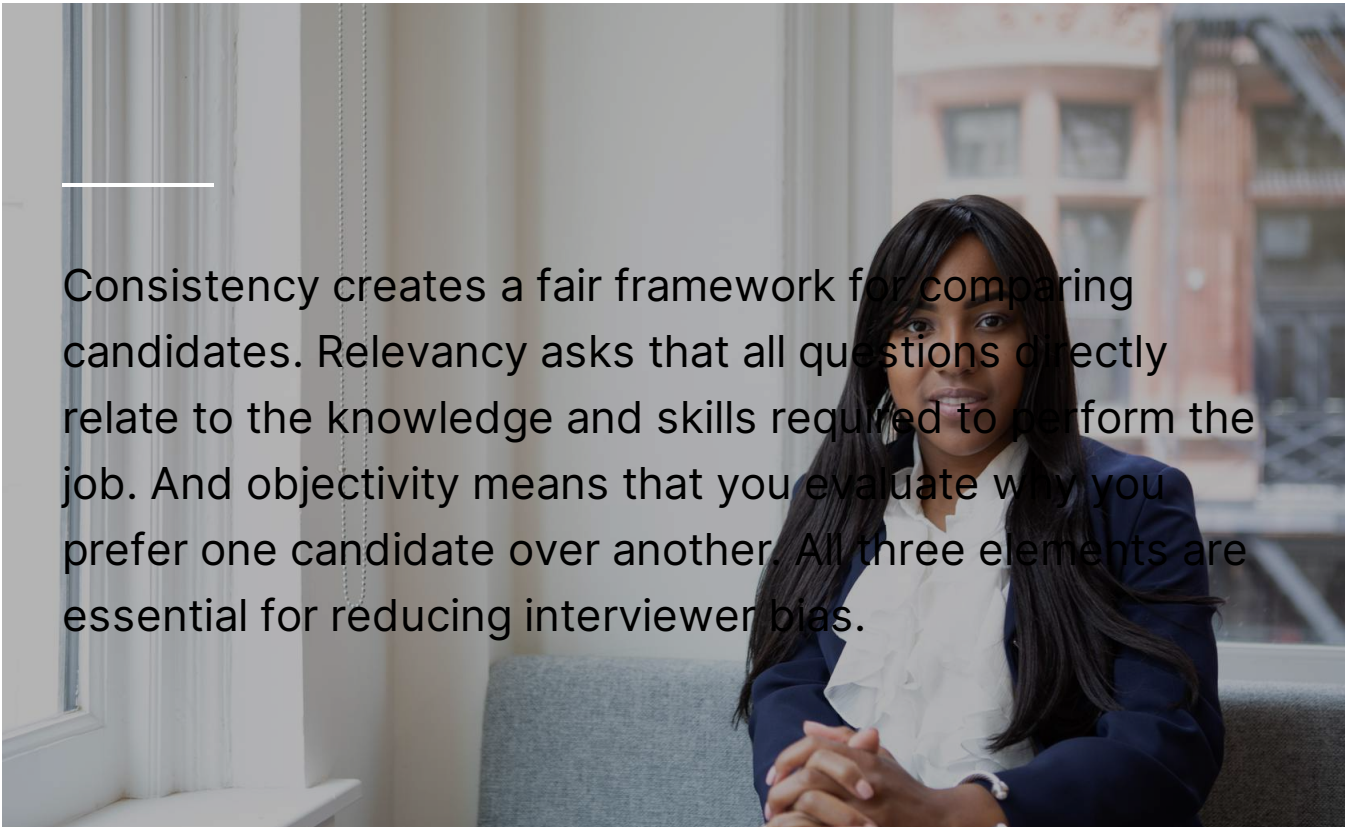


Consult the hiring criteria. Also, base your interview questions on the specific knowledge, skills, and qualifications that are required for the job. Avoid questions that relate to a potential source of

bias—such as a person's hobbies or school. Review your hiring criteria and keep it visible as you evaluate candidates.



Critically evaluate your reasoning. Ask yourself why you are selecting one candidate over another. Are your reasons objective? Are they based on specific job qualifications? Think critically about whether a certain characteristic would really impact a candidate's job performance—or if it could be a reflection of your own assumptions and biases.



Consistency creates a fair framework for comparing candidates. Relevancy asks that all questions directly relate to the knowledge and skills required to perform the job. And objectivity means that you evaluate why you prefer one candidate over another. All three elements are essential for reducing interviewer bias.

De-Identified Hiring Techniques

De-identified hiring techniques offer another strategy for reducing interviewer bias.

De-identified hiring involves removing demographic information about a candidate that

may lead to interviewer bias. Click on the following three examples to learn more below:

Strip Demographic Information From Resumes —

One way to practice de-identified hiring is to strip demographic information from resumes. Ask a colleague who isn't interviewing the candidate to remove the name of their school, graduation date, or other demographic information that may lead to bias. Or, ask applicants to leave certain information off of their resume and job application.

Start With a Phone Screening —

A face-to-face interview is difficult to control for bias. So, try to reduce bias in earlier stages of the interviewing process by starting with a phone screening interview. A phone screening may help to reduce early bias based on a candidate's appearance.

Add a Capability Test —

Another way to reduce bias is to add a skills or capability test before you get to the face-to-face interview. Again, this is a way to help you focus on performance, rather than personal opinions or preferences, to narrow your top candidates. Consider asking an outside colleague to remove names from the capability test so that you can assess performance more objectively.

Reducing Bias Is a Continuous Process

Finally, it's more constructive to approach reducing bias as a continuous process rather than a onetime effort. Adding one extra interviewer isn't going to remove all bias from

your interviews, just like taking one training course isn't going to cure you of bias. Keep talking about bias with your human resources team and interview panel members. Identify what biases you may be susceptible to and brainstorm strategies for minimising them. You can also test different strategies for reducing bias and collect metrics about the diversity of candidates before and after implementing those strategies. Find out what works best for your team and keep improving and iterating as you go.

Check Your Understanding

Test your understanding of what to do—and what not to do—to reduce bias as an interviewer. Drag and drop each item into the correct category below.

Do

Consider removing demographic information from resumes

Add a phone screening or capability test before a face-to-face interview

Base questions on the specific job qualifications

Ask yourself whether a certain characteristic actually impacts job performance

Don't

Ask different questions to
different candidates

Ask about a candidate's
hobbies or interests

Be the only interviewer

Trust your personal opinions,
feelings, or gut instincts

Give preference to candidates
who remind you of yourself

Summary

All of us are biased. So, it's not surprising to find out that interviewers can fall victim to the same stereotypes, assumptions, and snap judgments that we all make. However, that's no excuse to accept or ignore our biases. Seek opportunities to learn more about

unconscious bias, talk about it as a team, and train your interviewers in unbiased interviewing techniques. Ask every candidate the same questions, develop questions that are directly relevant to the job qualifications and responsibilities, and consider implementing de-identified interview techniques. Also, keep asking, Why? Why are you selecting one candidate over another, and is that reasoning based on the candidate's ability to perform the job?



Be slow and deliberate in your decision-making. Interviewers often jump to conclusions or make their minds up about a candidate early in the interview. Slow down. Resolve to set aside judgments until the very end of the interview—after you consult your notes and the job criteria.



Complete the content above before moving on.

Why and How to Follow up After an Interview



Imagine This

Imagine that you're interviewing for your dream job. You're excited, and you can't help but start imagining your new life in this new role. The interviewer tells you that they'll be in touch over the next few days. Expand the rows below to reveal what happens from there.

Days Pass —

A few days pass without a word. *"Should I reach out?"* you wonder. *"I don't want to bother them."* So, you decide to send a thank-you letter.

Weeks Pass —

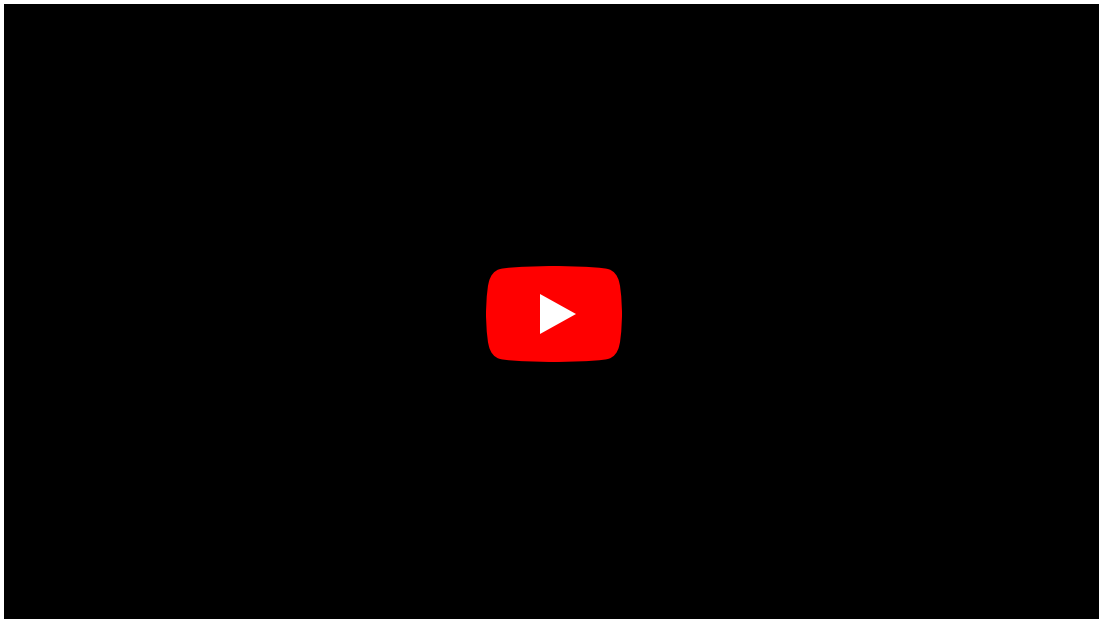
A week passes, and you start to worry. You send a follow-up message. After two weeks, you wonder if you should start looking at other options.

A Month Passes —

Nearly a month goes by, and then you get an automated email telling you that you weren't selected. Not only are you devastated—but now you're angry. After all of the time and heart you've invested in the process, couldn't the employer at least have had the courtesy to tell you personally and promptly that you didn't get the position?

Unfortunately, this is the reality that many job seekers face when interviewers fail to follow up appropriately. In this lesson, you'll learn why follow-up is important as well as what to say and how to do it effectively.

 **YOUTUBE**



Why and How to Follow Up After an Interview

Watch this video to learn why and how to follow up with unsuccessful job candidates.

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3 Reasons Why You Should Always Follow Up

Following up with successful and unsuccessful candidates is a crucial step in closing the hiring loop and creating a positive experience with your company. Take a look at the top three reasons you should always follow up:

1

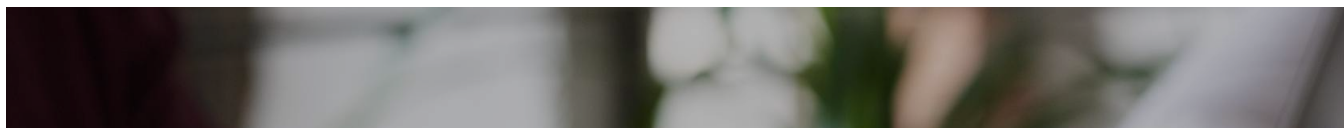
Show common courtesy. Job candidates invest a lot of time, effort, and emotional energy into their applications and interview prep. They often have to shift their schedules or step outside of their comfort zones. Show them the same level of courtesy, respect, and integrity by giving honest and timely feedback.


2

Protect your brand image. People talk. Unsuccessful candidates tell their friends and family about their experience. They may even post about it online or give an unflattering review of your company on a recruiting site. Make sure that every touch point with your company is a positive one. Don't let a bad review deter qualified candidates from applying in the future.

3

Nurture your talent pipeline. A candidate who isn't a good fit for the position that's currently open may be the right fit for a future opportunity. Candidates who have a positive experience with your hiring process are more likely to apply again for future roles. That means following up can help you fill positions with the right people faster.





You should always let job candidates know the results of an interview as soon as possible—regardless of whether the candidate was successful or unsuccessful.

How to Follow Up With Unsuccessful Candidates

It's no fun delivering bad news. But the sooner you tell candidates that they were not selected, the sooner they can move forward with finding the right fit.

Be transparent, but sensitive, with how you deliver the message. Communicate the rejection clearly, kindly, and professionally. Expand the rows below to learn more about what you should say:

Thank you for your time. —

Open your follow-up email by thanking the candidate for their time. You might also comment about your positive experience in the interview. For example, you might say:

"Hi [insert candidate's name],

Thank you for taking the time to meet with our team about the [insert name of role] with [insert company name]. We enjoyed learning more about you."

You were not selected. —

After a brief opening, swiftly transition into the main point. State that the candidate has not been chosen. Consider adding a short reason for selecting another candidate, but keep it to a single sentence. For example:

- *“However, we’ve decided to move forward with a candidate who has direct experience in a startup environment.”*
- *“The competition was strong. We have selected a candidate whose qualifications more closely match the position.”*

Notice that these examples deliver the news in clear and plain language. There is no question whether the candidate is still being considered. If a reason is provided, it is short and objective.

Good luck in your search. —

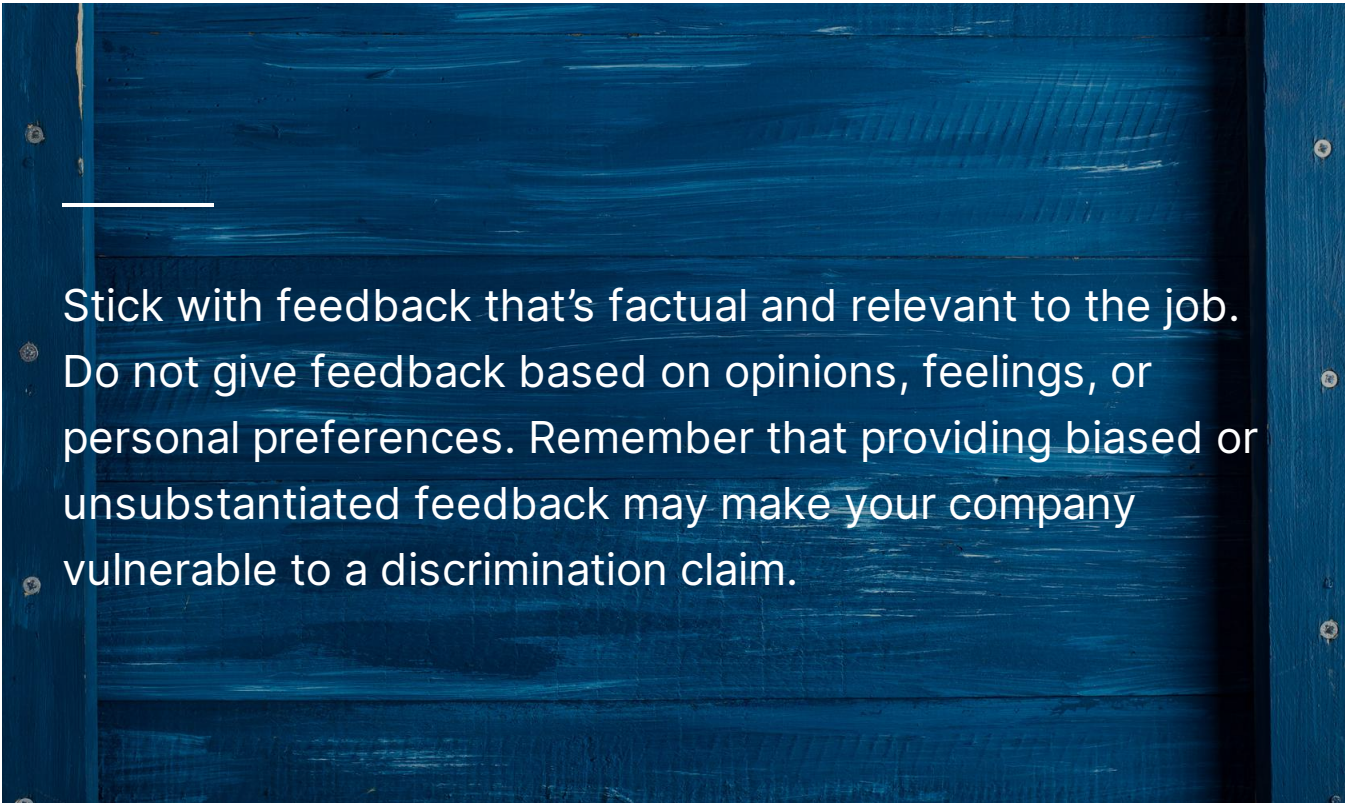
Tell the candidate that you wish them luck in their job search or their future, professional endeavours. Express your goodwill for their success.

You're encouraged to apply again. —

Finally, if you believe a candidate could be a good fit for your company, but just not for this position, you might also add a line that encourages them to apply to future opportunities. You might say, *“We will be posting more opportunities in the coming months. We hope that you will keep us in mind and consider applying again.”* Or, you might direct them to another opportunity that better matches their skill set.

Should I Offer Feedback to Unsuccessful Candidates?

You are not required to provide feedback to candidates. However, some interviewers may choose to offer it because they genuinely want to help the candidate improve their chances of being hired in the future. You can consider including a line in your follow-up email that says, *"I am happy to answer your questions if you would like specific feedback on your application or interview."* If a candidate takes you up on your offer, then give feedback that's professional, objective, and fair. Focus on activities, responses, and skills that the candidate can change or improve. Good feedback is specific and actionable.



Stick with feedback that's factual and relevant to the job. Do not give feedback based on opinions, feelings, or personal preferences. Remember that providing biased or unsubstantiated feedback may make your company vulnerable to a discrimination claim.

What Should a Job Offer Include?

On the other hand, you'll also need to follow up with the job candidate that you've selected to make an official job offer. Job offers should be sent in writing. Every human resources department and role will be different. However, you can refer to the following checklist to review the basic information that every job offer should include:

1

Job title, description, and responsibilities. Give the official job title along with a description of the role and a list of primary responsibilities. Also, include the name of the supervisor to whom the candidate will report.

2

Compensation and benefits. State the position's starting salary or hourly pay details. Also highlight any employment benefits, such as health insurance, retirement options, wellness benefits, or others.

3

Terms of employment. These are any rules or conditions of employment that the candidate must agree to follow. Include company policies and any necessary employment agreements such as non-disclosure agreements, non-compete agreements, intellectual property agreements, and at-will employment agreements.

4

Starting date and signature. Finally, don't forget to set the starting date and ask for a candidate's signature to indicate that they accept the job and its terms of employment.



Double check a job offer before you send it. Ask colleagues or consult a lawyer if you have questions. Once a job offer is sent and signed, the candidate will expect that you're able to uphold it.

Check Your Understanding

Now that you know the right way to follow up after an interview, complete the following sorting activity to check your understanding.

Do

Follow up with all candidates
as soon as possible

Thank candidates for the time
and effort they've invested

Encourage candidates to
apply for future opportunities
that fit their profile

Be professional, sensitive, and
clear in a rejection letter

Don't

Skip following up with
unsuccessful candidates

Offer feedback based on
opinions, feelings, or personal
preferences

Go into a lot of detail about
why a candidate wasn't
chosen

Feel obligated to give
feedback on an interview

Summary

Follow up with job candidates after an interview to provide closure and improve their application experience with your company. It's the respectful—and professionally responsible—thing to do. Unsuccessful candidates can turn into customers or supporters of your brand. They may also be selected for future opportunities with your company that better match their skill sets. So, treat them accordingly. A follow-up can be as simple as a short email that thanks a candidate for their time, informs them they haven't been selected, wishes them good luck in their job search, and encourages them to keep checking your website for opportunities. Candidates will appreciate your transparency and be more likely to share a good impression of your company.



Communicate expectations. You can decide to follow up a day, a week, or even two weeks after an interview. You can take more or less time to make decisions as you need. However, what matters most is that you communicate those expectations to your candidates. Make a habit of telling candidates at the end of

the interview when they'll hear back from you. Then, either keep your word or send an email to update candidates about delays.



Complete the content above before moving on.

Lesson 10 of 11

Knowledge Check



Module 2: Review Questions

Question

01/05

Which of the following is a key responsibility when organising the recruitment process?

- Planning company events
- Developing job descriptions and posting job advertisements
- Managing employee attendance
- Conducting performance evaluations

Question

02/05

What is an essential task when participating in the recruitment process?

- Organising team-building activities
- Planning company finances
- Conducting initial candidate screenings and interviews
- Handling employee grievances

Question

03/05

Which of the following demonstrates the ability to organise and participate in selection panels?

- Scheduling and coordinating panel interviews
- Managing payroll
- Organising company outings
- Conducting market research

Question

04/05

What is a critical aspect of participating in selection panels?

- Planning the company's annual budget
- Monitoring employee attendance
- Organising training sessions
- Evaluating candidates based on predefined criteria

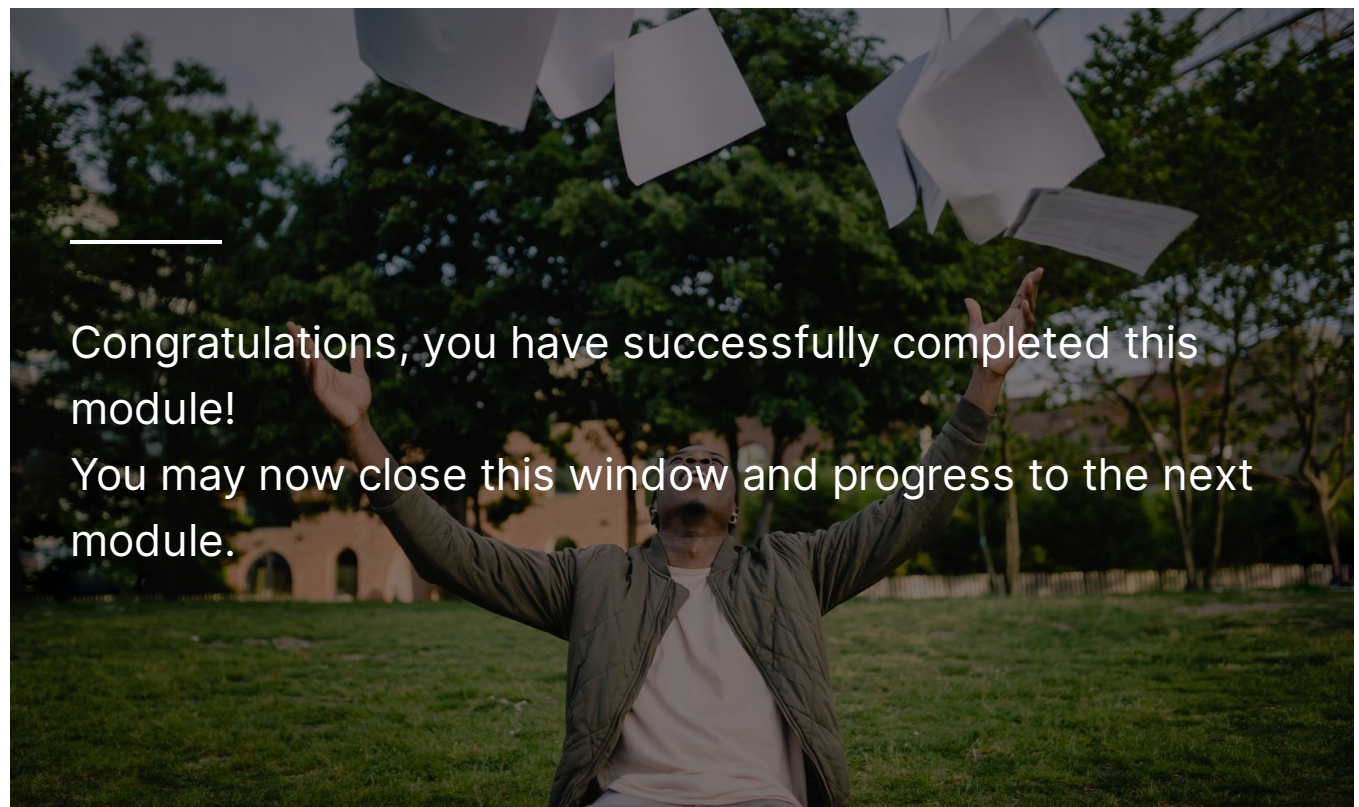
Question

05/05

Which activity is part of taking responsibility in the recruitment process?

- Planning company events
- Developing and implementing recruitment strategies
- Managing employee benefits
- Conducting disciplinary hearings

Module 2: Completed



Congratulations, you have successfully completed this module!
You may now close this window and progress to the next module.