

A photograph of two business professionals shaking hands in an office setting. The man on the left has curly hair and is wearing a light-colored shirt. The woman on the right has long blonde hair and is wearing a dark, ribbed turtleneck sweater. They are both smiling and looking at each other. The background shows a wall with several colorful sticky notes. The entire image is overlaid with a semi-transparent blue filter.

E-BOOK

# Hiring Manager Interview Guide

Valuable information to help hiring managers, recruiters, and senior-level executives increase the effectiveness of their candidate interviews, analysis, and decision-making.

 **Broadleaf**



# Introduction

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Interviews are critical in the hiring process; if done properly, they can determine if potential candidates meet the requirements of the job. This E-Book covers the steps that must be taken before, during, and after an interview. Learn about:

- Diversity hiring and reducing bias
- Interview prep and dos and don'ts
- Legal guidelines
- Behavioral interviewing
- The STAR method
- Video interviews

Obtain the information you need to make the right hiring decisions with Broadleaf's latest E-Book!

# 57%

of recruiters use strategies to attract diverse candidates\*

## Workplace Diversity

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Workplace diversity has become top-of-mind for organizations across the country. With more collaborative and team-oriented cultures, today's companies are tasking their recruiters and talent acquisition teams to attract diverse candidates. Studies have shown that the composition of a diverse workforce presents significant competitive advantages for businesses, including:

- Broader perspectives and ways of thinking
- Greater creativity and innovation
- Higher performing teams
- Increased profitability
- Reduced employee turnover
- More effective customer service

### Diversity Hiring Definition:

When companies recruit individuals with a collective mixture of differences and similarities that include individual characteristics, values and beliefs, experiences, and backgrounds.

# Diversity Hiring Strategies

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To address this growing priority, talent acquisition teams have gotten creative to attract diverse candidates. Here are some strategies to promote an inclusive recruitment approach:



**Cut down on the number of qualifications required for the role** – Experts like Sheryl Sandberg have studied the different ways in which men and women apply for jobs. She discovered that men apply for positions if they meet 60% of the requirements—whereas women only apply if they align with 100% of them. By limiting the number of qualifications within the job description, you will likely see more female candidates who choose to apply.



**Implement candidate scorecards into your recruitment process** – An easy and effective way to make the recruiting process fairer for people of all backgrounds, this will also enable your team to get on the same page in terms of the criteria that they are seeking for the role.



**Remove racial and gender biases from your job descriptions** – Utilizing gender-inclusive language and neutral pronouns will go a long way in attracting—and not alienating—female candidates from applying for jobs. Avoid words and phrases implicitly biased against specific races or ethnicities, such as requiring “strong English skills,” “an ivy-league education,” or “clean/neat hairstyles.”

# Diversity Hiring Strategies

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**Encourage—and even incentivize—referrals from current employees** – Promoting your workers to spread the word about open opportunities within your organization is a perfect way to diversify your talent network.



**Strip resumes of candidate names to eliminate potential biases from the recruiting process** – This will help to evaluate individuals solely on their qualifications and experience.



**Conduct skill-based and behavioral assessments** – These assessments present a great way to quantify aspects of the recruiting process.



**Leverage social media channels to target diverse candidates** – Post open positions to diversity groups on sites like LinkedIn to maximize your recruiting efforts.

# Reducing Bias in Your Hiring Decisions

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Knowledge  
is Power

Unconscious bias is when your brain makes judgments based on your upbringing, background, and past experiences and can have an impact on your decision-making. Many organizations offer training that hiring managers and recruiters can participate in to improve their understanding of unconscious bias. The first step to mitigating bias in your hiring process is knowing the different types you may be experiencing.

- **Similarity Bias** – When someone prefers what is like them vs. what is different.
- **Halo or Horn Bias** – Allowing one trait, both positive (halo) or negative (horn) to overshadow other traits.
- **Prototype Bias** – A preconceived idea of who should be cast in specific roles.
- **Conformity Bias** – When views are influenced by the views of a larger group.

# Interview Prep Worksheet

## Interview Information

Candidate's Name:	Position:
Date:	Hiring Manager:
Time:	Interviewed By:

## Before the Interview

**#1** - Determine job specific competencies/skills/knowledge to focus on during the interview. Prepare behavioral questions to pose to your candidate that will provide data and evaluate the candidate on these job-specific criteria. Focus on what is relevant to the job.

### Key Criteria:

1.
2.
3.
4.
5.

**#2** - Coordinate questions if there are multiple interviewers.

**#3** - Include general questions to provide a strong overview. All questions must pertain to the position. Focus on the most relevant experience that relates closely to the position (job/experience/dates).

- What were your major responsibilities/duties?
- Did your major responsibilities/duties change?
- What did/do you like best about the position?
- What did/do you like least?
- Why did you (or why are you planning to) leave?

**#4** - Select questions that reflect your company's values.

**#5** - Review the candidate's resume and document examples of skills, related work experience, and red flags/areas to probe.



# Interview Dos and Don'ts

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Spend  
**80%**  
of the time  
listening!

## Do:

- Prepare ahead of time.
- Ask open-ended questions beginning with who, what, why, where, and how.
- Avoid interrupting the candidate.
- Spend 80% of the time listening.
- Keep it legal!
- Questions and notes should be job-related only.
- Remove biases. Keep an open mind and collect behavioral examples.



## Don't:

- Ask for prohibited information.
- Ask leading questions.
- Ask theoretical questions.
- Ask interpretive questions.
- Ask "Yes/No" or multiple-choice questions.
- Ask irrelevant questions.

# Legal Don'ts When Speaking with a Candidate

Below are some types of questions that are not legal to address during an interview.

## **The Civil Rights Act of 1964 - Title VII**

Prohibits discrimination based on race, color, religion, sex, sexual orientation, gender identity, gender expression, nationality, pregnancy, marital status, and family status.

## **Age Discrimination in Employment Act - 1967**

Prohibits discrimination of all people over the age of 40. In many states, age discrimination is prohibited against all people—not just those over age 40.

## **Americans with Disabilities Act – 1990**

Protects all citizens with disabilities of any kind. Employers must provide reasonable accommodation and jobs must reflect bona fide occupational qualifications.



# Legal Don'ts: Questions to Avoid

<b>Gender</b>	<ul style="list-style-type: none"><li>• Do you have children?</li><li>• Are you married, single, widowed, or divorced?</li><li>• What does your spouse do for a living?</li><li>• What is your Maiden name?</li><li>• Who lives in your household?</li><li>• What are your thoughts on career vs. marriage?</li><li>• What kind of child-care arrangements applicants have?</li></ul>
<b>Race</b>	<ul style="list-style-type: none"><li>• What is your race?</li><li>• Where are your parents from?</li><li>• Can you submit a photo with your application?</li></ul>
<b>Religion</b>	<ul style="list-style-type: none"><li>• What is your religion?</li><li>• Are you able to work on Saturdays and/or Sundays?</li><li>• What church do you attend?</li><li>• Do you believe in prayer in school?</li></ul>

<b>Age</b>	<ul style="list-style-type: none"><li>• What is your date of birth?</li><li>• How old are you?</li><li>• When did you graduate high school/college?</li><li>• Using terms such as boy, girl, young, or designating a preference for specific age</li></ul>
<b>National Origin</b>	<ul style="list-style-type: none"><li>• What country are you a citizen of?</li><li>• Are you a naturalized or native-born citizen?</li><li>• Ask for naturalization papers or first papers before start date</li><li>• Applicant's lineage, ancestry, national origin, parentage, or nationality</li><li>• What language the applicant commonly uses?</li><li>• The name of any relative, such as parents, spouse, or minor children</li></ul>
<b>Disabilities</b>	<ul style="list-style-type: none"><li>• Do you have any physical defects?</li><li>• What is your eyesight?</li><li>• Have you ever collected worker's compensation?</li></ul>
<b>Compensation</b>	<ul style="list-style-type: none"><li>• What is your past, current, or most recent salary?</li><li>• <i>Familiarize yourself with your state and city current legislation regarding compensation.</i></li></ul>

# During the Interview

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**Provide introduction** – names / titles

**Be a good host** – offer water, business card

**Explain the structure of the interview**



- I'll ask a series of questions related to the job
- I'll give you background on the job and the organization
- You'll have the opportunity to ask any questions
- I'll explain next steps
- Total interview time will be \_\_\_\_\_
- I'll take notes during the interview

**Ask prepared job and core competency interview questions**

**Pay attention to legal dos and don'ts**

**See prep work in the "Interview Prep" section** – use a separate page to take notes.

**Provide a realistic job preview**

Don't oversell the job – be honest and enthusiastic!

- Core responsibilities and qualifications and level of responsibility
- Expectations in first 90 days
- Training requirements
- Success criteria
- Team structure and culture
- Stakeholders
- Resources
- Challenges
- Promotion opportunities

**Answer candidate questions**

**Conclude the interview**

- Next steps
- Don't make promises!
- Thank the candidate

A large, dark blue circular graphic on the right side of the page, containing white text.

**Sell the  
job & the  
company**

# Behavioral Interviewing

The behavioral interviewing technique is used by employers to evaluate a candidate's experiences and behaviors to determine their potential for success. This approach is based on the belief that past performance is the best predictor of future behavior. In fact, behavioral interviewing is said to be 55 percent predictive of future on-the-job behavior, while traditional interviewing is only 10 percent predictive. The interviewer identifies desired skills and behaviors before posing open-ended questions and statements to elicit detailed responses from the candidate.

**55%**

predictive of future  
on-the-job behavior

# The STAR Method

The STAR method enables candidates to respond to a behavioral-based interview question by discussing the specific Situation, Task, Action, and Result of the situation they are describing. This method can be used to probe more deeply into a candidate's response to job-related interview questions.

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## Situation

Ask a candidate to describe a situation that they were in or the task that they needed to accomplish.



## Action

Ask the candidate to describe the *how*. What are the specific steps they took to address the situation? Emphasize the part that the candidate played in the process.



## Task

Focus on the goal that the candidate was trying to accomplish.



## Result

Understand the outcome of the actions. What happened? How did the event end? What did the candidate accomplish? What did they learn?

# Pacing the Interview

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## Not enough information

To access the candidate's past performance, complete STARs. Ask follow-up questions. Show encouragement.

- Tell me more about your specific role in ...
- Describe that situation more specifically
- What exactly did you do?
- Why? Why did...?
- When? Where?
- What alternatives did you consider?
- What was the outcome?
- How did it turn out?
- Provide a specific example.
- What were your responsibilities?
- What did you learn from the experience you had with ...?
- If you had it all to do over again, what would you do differently?
- How are you using the knowledge you gained from this experience now?

## Too much information

- Establish ground rules
- Interrupt / redirect
- Transition to another question
- Discourage lengthy answers



**Use silence  
to your  
advantage**

# Video Interviewing Dos and Don'ts

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## Do:



Dress appropriately



Have a professional background



Test your audio, video, and internet



Be personable

## Don't:



Take a call in a loud setting



Move the camera too much



Turn off your video



Record the meeting

# After the Interview

Summarize your decision based on behavioral questions and a job skills assessment. Provide your Talent Acquisition team with a completed Key Criteria Evaluation Form for each final candidate following the interview.

Always follow up with candidates who were not selected for the position to show courtesy and respect. This is critical in increasing the possibility that they will apply for future opportunities.





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