

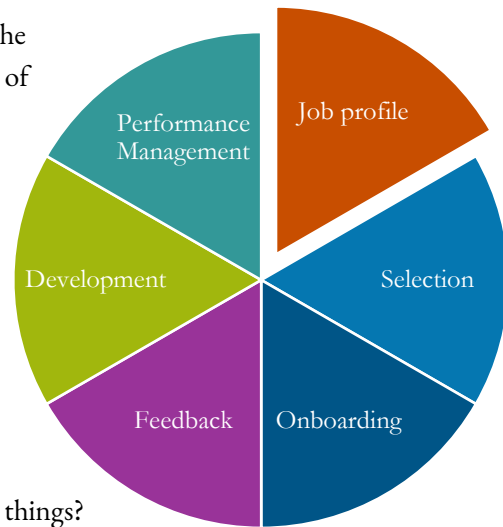
# Leading Hiring Best Practices

## Employee Lifecycle

According to Korn Ferry (2015), a leading global consulting firm, there are many aspects of the employee lifecycle to consider and how all these areas (job profile, selection, onboarding, feedback, development, and performance management) connect.

The job profile sets the foundation for the employee lifecycle. The following questions should apply when considering each aspect of the employee lifecycle.

- Job profile: What does a successful candidate look like?
- Selection: Do candidates have the skills? Are we interviewing based on the job profile?
- Onboarding: How can we accelerate performance?
- Feedback: Does the employee know how they are perceived?
- Development: How can we help them grow?
- Performance management: Are we measuring the right things?



## Unconscious Interviewer Biases

According to Bogardus (2007) unconscious interviewer bias is unknowingly holding and displaying, based on stereotypes, preconceived notions, or personal preferences that influence judgment and decision-making. There are many ways to avoid bias. Women in Science and Engineering Leadership Institute (2012), recommend:

Screen every candidate **fairly** and **consistently** based on qualifications identified prior to beginning the search. An interviewer who graduated from the same college may select a candidate who did so too, even though the candidate's qualifications are not best for the position. This is an example of similar to me bias.

Search committees and interview panels must have a **documented, business-related reason** for candidates' ratings which relate back to the job description and/or advertisement. An interviewer may assume that a woman would not be able to successfully perform in a job that requires frequent lifting of packages weighing 50 pounds. This is an example of stereotyping bias.

Each interview must be consistent in format and **comply with all applicable anti-discrimination and equal opportunity laws**. Any allegations of discrimination should be immediately referred to the Office of Institutional Equity for guidance. All advertisements should include EEO statement.

Have a **clear understanding** of interview questions that may or may not be asked. Prepare interview questions in advance of reviewing candidate materials.

## Aspects of the process

According to the Korn Ferry (2015) hiring process framework, there are three aspects to consider in the recruitment process: prepare, conduct, and evaluate. First, preparation is important for each aspect of the hiring process and sets your recruitment up for success. Second, conducting each aspect with a standard and consistent process can also influence the candidate's experience. Third, evaluating your actions helps improve your process each time. There are tools and templates available to support each aspect of the process on the Human Resources website.

### *Screening and Selection Process*

- Define the **department's need** and the **ideal candidate**
- Prepare a **behavioral** and **competency-based** job description
- Conduct a **thorough intake** with your recruiter
- Establish a **recruitment plan** with your recruiter
- Open the position for recruitment, post on **Duke's career website, professional and diverse organizations**
- Utilize a matrix to **screen all applicants** fairly and consistently

### *Interview Process*

- Ask the **same behavioral and competency-based interview questions** for each candidate in the **same sequence**
- According to Korn Ferry (2015), there are **four dimensions of interviewing** to assess what their experience says about their ability to perform the role:
  - Have they seen others do it?
  - Do they understand it?
  - Have they grown or changed?
  - Have they done it before
- There are **structured probing questions** to ask candidates as follow-up to their responses:
  - How did they approach it? How did you do it?
  - Explain your thinking. Why did you do it that way?
  - What was the result/impact?
  - What did you take away from this?
  - Describe a time when you used those lessons.
- Evaluate each interview by **assessing each question** on a scale that identifies:
  - Does not meet requirements
  - Falls short of requirements
  - Meets requirements
  - Exceeds requirements
  - Far exceeds requirements

## Reference Check Process

Fu (2020) identified five best practices for conducting reference checks:

Notify the candidates	<ul style="list-style-type: none"><li>• Make it clear in the job posting that references are required. Refer to Duke Reference Check policy for guidance</li></ul>
Get consent	<ul style="list-style-type: none"><li>• Before you contact references, ask the candidate for consent</li></ul>
Be intentional	<ul style="list-style-type: none"><li>• Collect feedback from participants in the hiring process and have predetermined questions identified</li></ul>
Confidentiality	<ul style="list-style-type: none"><li>• Ensure the candidate's references are aware that their responses will be confidential</li></ul>
Avoid questions about a candidate's personal life	<ul style="list-style-type: none"><li>• Questions about age, familial status, religion or country of origin could be perceived as discriminatory</li></ul>

## Evaluate the Search Process

To support a continuous improvement mindset, the search committee should assess their performance by asking the following:

Did the committee utilize the resources effectively?	
Did we attract a highly talented, diverse applicant pool?	
How did candidates perceive their experiences?	
What parts of the process worked well?	
What parts of the process can be improved?	

## Resources

Bogardus, A. (2007). Professional in Human Resources Certification Study Guide. Wiley Publishing.

Duke University Human Resources. (n.d.). [Tools and Templates](#).

<https://hr.duke.edu/managers/recruitment/tools-templates/>

Duke University Human Resources. (n.d.). [Reference and Background Check Policy](#).

<https://hr.duke.edu/policies/reference-background-checks/>

Fu, E. (2020, September 30). [A Guide to Reference Checks: Questions to Ask, Best Practices and More](#). Indeed.

<https://www.indeed.com/lead/a-guide-to-reference-check-questions>

Korn Ferry. (2015). Interview Architect. Korn Ferry Public Certifications.

Women in Science and Engineering Leadership Institute. (2012). [Reviewing Applicants](#). University of

Wisconsin-Madison. [https://wiseli.wisc.edu/wp-content/uploads/sites/662/2018/10/BiasBrochure\\_3rdEd.pdf](https://wiseli.wisc.edu/wp-content/uploads/sites/662/2018/10/BiasBrochure_3rdEd.pdf)