



Manager's

# Field Guide

to Recruiting

# ▶ How to use: Manager's Field Guide to Recruiting



## WELCOME!

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The Manager's Field Guide to Recruiting is a collection of worksheets intended to aid you through the recruiting, interviewing, and hiring process. Each of these worksheets will present you with a unique scenario where you will have a chance to reflect on and practice your own recruiting methods. They will also supply you with useful information, resources, and guiding tips to help you improve on and better understand your role in creating an inclusive, equitable recruiting process.

Once completed, these series of worksheets should be used as a reference as you embark on your journey as a hiring manager for open roles on your team. For that reason, we highly recommend you print or save each worksheet as a PDF for your own records.



**WARNING:** Before continuing please ensure you have completed the pre-requisite course, *Interviewing Skills Training*, as some baseline concepts are reintroduced here. Haven't completed it yet? - [Click here to begin!](#)



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# Fostering Empathy in Recruitment



## OBJECTIVE:

Develop an understanding of the critical role empathy plays in recruitment and cultivate openness to adopting practices that prioritize inclusivity, in turn enhancing both the candidate experience and hiring outcome.



“Empathy has been proven to be an invaluable asset in any corporate setting, especially regarding recruitment. Studies have found that a recruiter's ability to empathize with candidates and current employees can lead to increased job satisfaction, better team dynamics, and improved performance. In addition, when recruiters take the time to understand where applicants are coming from—their backgrounds, experiences, and perspectives—they can build deeper connections with candidates, resulting in stronger relationships. Moreover, an empathetic approach during recruitment helps foster trust between employers and prospective hires”

- *The Value of Empathy in Recruiting: Why it Matters More Than Ever, LinkedIn 2023*

## **Prompt 1: Personal Experiences**

**Reflect on a time when you were a job seeker. Consider the emotions, challenges, and expectations you had during that process. What aspects of the interview process stood out to you as positive or negative? How did the experience influence your perception of the company and its values?**

## **Prompt 2: Empathy in Hiring**

**Explore the concept of empathy in the recruitment process. What does it mean to truly understand a candidate's perspective? Consider how empathy can positively impact candidate experience and, ultimately, the success of the hiring process.**

### **Prompt 3: Inclusive Recruiting**

**Reflect on your experiences with inclusion in hiring. Consider how diverse perspectives and backgrounds can contribute to a richer work environment. How has embracing inclusion enhanced creativity and innovation within your team?**

## **Prompt 4: Learning from Others**

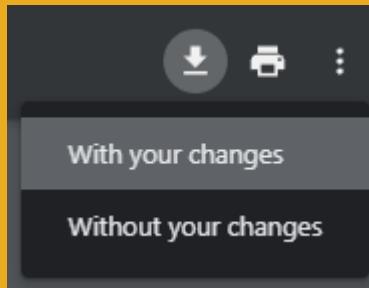
**Think of an instance where you learned a valuable lesson from a colleague or team member during the hiring process. How did incorporating new techniques or ideas enhance the overall recruitment experience or outcome?**

## Prompt 5: Action Plan

**Now that you've had a chance to reflect on your individual experience as a jobseeker as well as your experiences interviewing others, develop an action plan that will help you foster greater empathy in hiring. What 2-3 strategies or techniques can you commit to incorporating in your processes?**

# Completed!

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# Job Description Requirement Analysis



## OBJECTIVE:

Enhance your ability to think critically when developing, evaluating, and refining job descriptions. Through this exercise, you will gain a better understanding of the importance of carefully assessing job requirements and refine your ability in creating effective, inclusive job postings. This strategy will ultimately help to generate a more robust candidate pool better aligned to the role's success.



## **INSTRUCTIONS:**

1. Review the sample job description for a universally common role. Consider the key outputs expected.
2. “Determine whether each pre-requisite should be assigned to the “Required” or “Not Required” category.
3. For each pre-requisite, justify why it belongs to the category you assigned it to. Consider factors such as job function, role impact, and organizational needs.
4. Reflect on how each pre-requisite contributes to the success of the role. Consider whether it is essential for achieving key job responsibilities and objectives.
5. Explore alternative ways to achieve the desired outcomes without certain pre-requisites. Consider whether skills or experiences could be developed on the job rather than being pre-requisites.
6. Following your analysis, compare your “Required” and “Not Required” selections to the answers provided.

# Scenario Job Description

**Job Title:** Operations Coordinator

**Location:** Needham, MA

**Company:** Tripadvisor

**Job Summary:** We are seeking an experienced Operations Coordinator to join our growing team. The ideal candidate will be responsible for assisting in the day-to-day operations of the organization, ensuring smooth workflow and efficient processes.

## Responsibilities:

- Coordinate and manage administrative tasks to support daily operations.
- Assist in the development and implementation of operational policies and procedures.
- Monitor and maintain inventory levels, ordering supplies as needed.
- Collaborate with cross-functional teams to streamline processes and improve efficiency.
- Prepare reports and presentations for management using Google suite tools.
- Assist in project management activities, including scheduling and resource allocation.
- Provide support for special projects and initiatives as assigned.

## Requirements:

- 1+ year of experience in an operations, project management, or administrative role.
- Proficiency in Google suite (Docs, Sheets, Slides).
- Specific industry experience (travel and/or technology).
- Certification in operations management.
- Fluency in a second language.
- Strong organizational and multitasking skills.
- Excellent communication and interpersonal abilities.
- Ability to work independently and collaboratively in a fast-paced environment.
- Bachelor's degree in Business Administration or related field.



## Inclusive language matters:

Using gender neutral language can increase the number of applicants by 42% (Indeed.com). For example, instead of “He/she will be responsible for...” use “The ideal candidate will be responsible for” or “They will be responsible for”

## Pre-Requisite Review

### 1+ year of experience in an operations, project management, or administrative role.

Select one:

Why did you make this selection?

### Proficiency in Proficiency in Google suite (Docs, Sheets, Slides).

Select one:

Why did you make this selection?

### Specific industry experience (travel and/or technology).

Select one:

Why did you make this selection?

## Pre-Requisite Review

### **Certification in operations management.**

Select one:

Why did you make this selection?

### **Fluency in a second language.**

Select one:

Why did you make this selection?

### **Strong organizational and multitasking skills.**

Select one:

Why did you make this selection?

### **Excellent communication and interpersonal abilities.**

Select one:

Why did you make this selection?

## Pre-Requisite Review

**Ability to work independently and collaboratively in a fast-paced environment.**

Select one:

Why did you make this selection?

**Bachelor's degree in Business Administration or related field.**

Select one:

Why did you make this selection?





## Key Observations

**So, how did you do?** Compare your required and not required selections to this:

### Required:

- 1+ year of experience in an operations, project management, or administrative role.
- Proficiency in Google suite (Docs, Sheets, Slides).
- Strong organizational and multitasking skills.
- Excellent communication and interpersonal abilities.
- Ability to work independently and collaboratively in a fast-paced environment.

### Not Required:

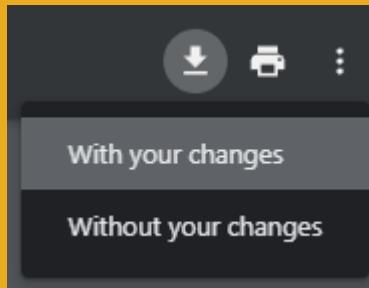
- Specific industry experience (travel and/or technology).
- Familiarity with CRM software.
- Certification in operations management.
- Fluency in a second language.
- Bachelor's degree in Business Administration or related field.

Throughout this exercise, hopefully you've learned that focusing on the specific objectives and key outputs of a role are necessary in order to discern between experiences/skills that are required versus those that aren't. It's also really important to be thoughtful about the role's key job responsibilities when writing the job requirements section of the Job Description. This helps ensure transparency with candidates and employees around key functions and is a best practice for compliance with legal standards. By outlining all essential job functions and distinguishing between necessary and non-essential qualifications, you will create job descriptions that are comprehensive, more inclusive, and in turn yield a stronger, more robust candidate pool better aligned to the role's success. As a rule of thumb, each criteria should tie back to an outlined responsibility.

## Worksheet #2

# Completed!

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# Interview Panel Design



## OBJECTIVE:

Streamline your interview process by implementing a focused approach to stakeholder involvement, reducing inefficiencies and improving decision-making speed. By identifying Critical Interviewers whose input is paramount to the role's success, this exercise will teach you how to optimize your interviewing process, ensuring both internal alignment and a positive candidate experience.

## INSTRUCTIONS:

For this exercise, consider a role that you're occasionally in market for. Following the prompts below, outline your interview panel:

- **Step 1:** Identify the Role
- **Step 2:** Identify Potential Interviewers
- **Step 3:** Prioritize Critical Interviewers
- **Step 4:** Assign Optional Interviewers Alternative Roles

## Step 1: Identify Role

## Step 2: Identify Potential Interviewers

Potential Stakeholder	Names:
Position's Manager	
Position's Peers	
Position's Business Stakeholders	
HR Team Members	
Other	

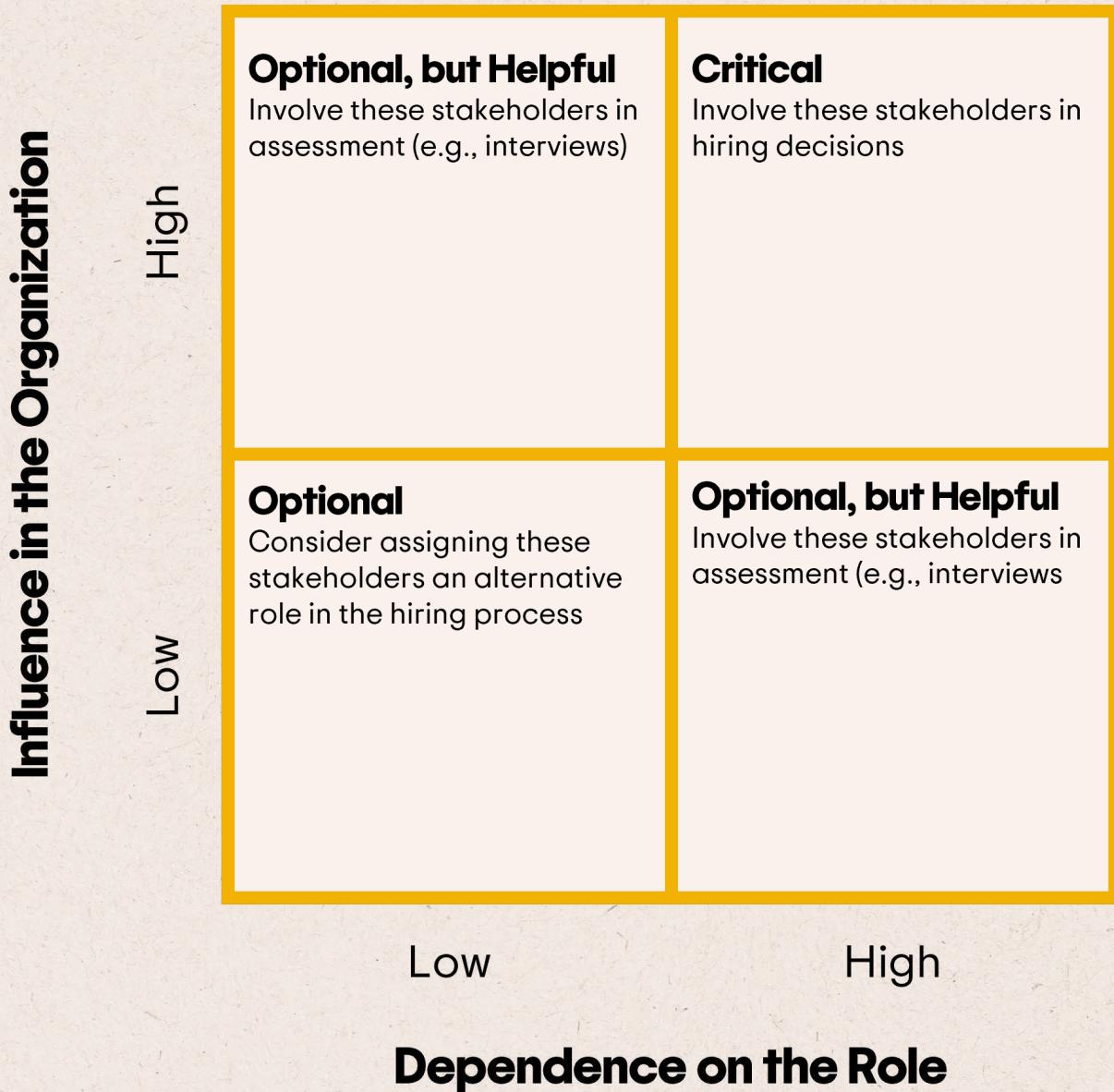


### Projecting Inclusivity:

76% of employees and job seekers report an inclusive workplace as an important factor when evaluating companies and job offers (D&I Workplace Survey, Glassdoor 2020)". As a hiring manager, think about how you will project a culture of inclusivity during the interview process.

## Step 3: Prioritize Critical Interviewers

Use the 4-Grid and question prompts below to prioritize the Critical Interviewers from your list of Potential Interviewers.



### Questions to Gauge Influence in the Organization

- Is this stakeholder in a position of authority?
- Does this stakeholder own budget for the role?

### Questions to Gauge Dependence on the Role

- Will the stakeholder have to work with the new hire on a day-to-day basis?
- Do they have business outcomes tied to the new hire's performance?

## Step 4: Assign Optional Interviewers Alternative Roles



### Before you begin:

**Because optional stakeholders may still want a role in the hiring process, consider providing them with an alternative role so that they can still be involved without creating inefficiencies. Potential roles include:**

1. **Needs Analysis** – This stakeholder should thoroughly understand the role, and can help provide input during needs analysis and job scoping.
2. **Second- or Third-Choice Interviewer** – This stakeholder acts as a backup interviewer for when you are unavailable, or as an informal guide for the candidate during interviews.
3. **Onboarding Partner** – This person can help onboard the new hire into his or her new role.

### Needs Analysis:

### Second- or Third-Choice Interviewer:

### Onboarding Partner:



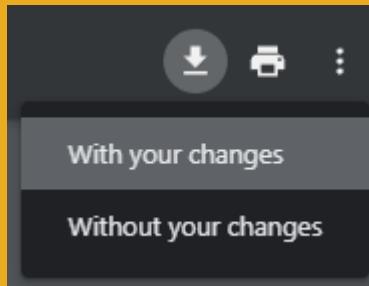
## Key Observations

- **Recognizing** the importance of Critical Interviewers in the hiring process enhances decision-making and reduces unnecessary involvement, leading to a more efficient process.
- **Streamlining** stakeholder involvement ensures that only essential contributors participate in the interview process, expediting the hiring timeline and minimizing candidate waiting periods.
- **Prioritizing** the involvement of Critical Interviewers contributes to a smoother, more organized interview experience for candidates, positively impacting their perception of the organization.
- **By focusing** on the input of Critical Interviewers, the likelihood of selecting the most suitable candidate for the role is increased, ultimately leading to higher-quality hires.



# Completed!

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# Candidate Application Review



## OBJECTIVE:

Develop impartial evaluation skills when reviewing applications by focusing solely on a candidate's qualifications and being mindful of your potential unconscious biases.

## INSTRUCTIONS:

For this exercise, your goal is to assess the resumes of Candidate A and Candidate B, both applying for an Operations Specialist position. **At a high level, this role involves overseeing and optimizing operational processes, working with cross-functional teams, and contributing to strategic initiatives aimed at enhancing overall business efficiency.**

Review both resume submissions; consider each candidate's experience and other details. Based on the high level information provided, which candidate would you choose to interview?

# Candidate A

## Summary:

Dynamic professional with a proven track record in [Industry]. Over 8 years of progressive experience, demonstrating expertise in [Key Skills]. A strategic thinker with a focus on driving business success through effective leadership and collaboration.

## Work Experience:

Senior [Job Title] [Current Company], [City, State] [Date Started] - Present

- Implemented [Innovative Strategy], leading to a 25% increase in [Measurable Outcome].
- Managed a team of [Number] professionals, fostering a culture of excellence.
- Spearheaded cross-functional projects resulting in improved efficiency and cost savings.

[Previous Job Title] [Previous Company], [City, State] [Date Started] - [Date Ended]

- Successfully led the [Key Initiative], achieving [Specific Goal].
- Streamlined [Process] to enhance operational efficiency and reduce errors.
- Developed and executed training programs, contributing to team skill enhancement.

## Education:

- Master of [Degree], [University], [Year]

## Certifications:

- [Certification 1]
- [Certification 2]



# Candidate B



## Summary:

Versatile professional with a diverse background in [Different Industries]. Demonstrated ability to adapt and thrive in dynamic environments. Proven success in [Key Areas], with a passion for creative problem-solving and innovation.

## Work Experience:

Project Coordinator [Current Company], [City, State] [Date Started] - [Date Ended]

- Coordinated and managed [Project], resulting in a 30% improvement in [Measurable Outcome].
- Collaborated with cross-functional teams, bringing diverse industry perspectives to project planning.
- Developed and implemented [New Initiative], contributing to overall process improvement and leading to a 25% increase in [Measurable Outcome].

[Previous Job Title] [Previous Company], [City, State] [Date Started] - [Date Ended]

- Played a key role in [Key Initiative], achieving [Specific Goal].
- Established and maintained strong relationships with clients, exceeding customer satisfaction targets.
- Initiated and led [Community Outreach Program], enhancing the company's social responsibility efforts.

Gap Periods: [Date Ended] - [Date Started]

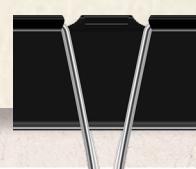
- Pursued professional development opportunities, including [Training or Skill Development].
- Engaged in volunteer work with [Organization/Community].

## Education:

- GED of [School], [Year]

## Certifications:

- [Certification 1]
- [Certification 2]



**Question:** which candidate would you choose to interview? Why?



### Did you know?:

*“More than 80% of people who started a new job in the past year came from a different occupation”*

- LinkedIn Report, 2023.

With the emphasis on skills-based hiring, stats like this are the new norm. As a hiring manager, stay ahead of the talent demand by embracing nontraditional and nonlinear candidate experiences when there is overlap of transferable skills.



## Key Observations

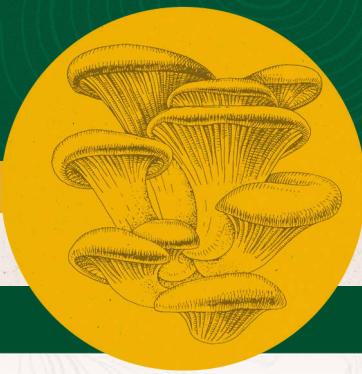
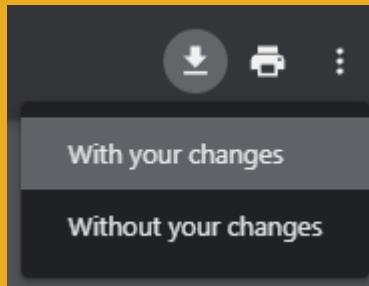
Did you think that Candidate A and Candidate B would both warrant an interview? **If so, you are correct!** Both resumes underscore experiences in the 3 areas pre-qualified above: optimizing operational processes, working cross-functionally, and contributing to strategic initiatives, thus making each candidate viable to move forward to the interview process.

In the future, when you work with a recruiter to align on candidates to interview for your role:

- **Recognize** the potential for candidates to have acquired the valuable skills and experiences in any number of unrelated industries, or outside of traditional employment such as through professional development or community engagement activities
- **Focus** on candidates' transferable skills and competencies relevant to the role, acknowledging that diversity of experiences can contribute to a candidate's overall suitability for the position and the organization at large
- **Challenge** bias and assumptions about the significance of perceived job hopping, resume gaps, and nonlinear career trajectories; allow candidates to share their rationale behind career movement, and recognize the potential for candidates to have utilized periods for personal and professional growth, demonstrating adaptability and initiative

# Completed!

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# Managing Conflicting Interview Feedback



## OBJECTIVE:

Facilitate resolution and alignment on a candidate's suitability for a role on your team, following conflicting feedback from the interview team.

## INSTRUCTIONS:

For this exercise, review the feedback from each interviewer on your panel. As the hiring manager, outline the approach you would take to determine the correct hiring decision and ensure transparency and fairness in the process.



## Interviewer 1 (Strongly Recommends Hiring)

*“Overall, I was highly impressed with the candidate’s performance during the interview. They demonstrated a strong understanding of the role requirements and showcased relevant experience and skills. Namely, their experience in [X ROLE at X COMPANY] where they achieved [X] is a direct tie to our work. Their responses were articulate and demonstrated a clear alignment with our team’s goals and values. I believe the candidate has the potential to make significant contributions to our team, and I strongly recommend moving forward with their candidacy.”*

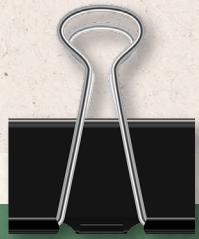


## Interviewer 2 (Strongly Recommends Hiring)

*“I wholeheartedly recommend hiring the candidate. Throughout the interview, they exhibited a high level of competence and confidence in discussing their experiences and qualifications.*

*They demonstrated a track record of achieving [X] during their time at [X COMPANY] which will be beneficial as we embark on this work. I was particularly impressed by their thoughtful responses to my questions and their enthusiasm for the role. I believe the candidate has the right blend of skills to excel in the position, and I am confident in their ability to add value to our team.”*

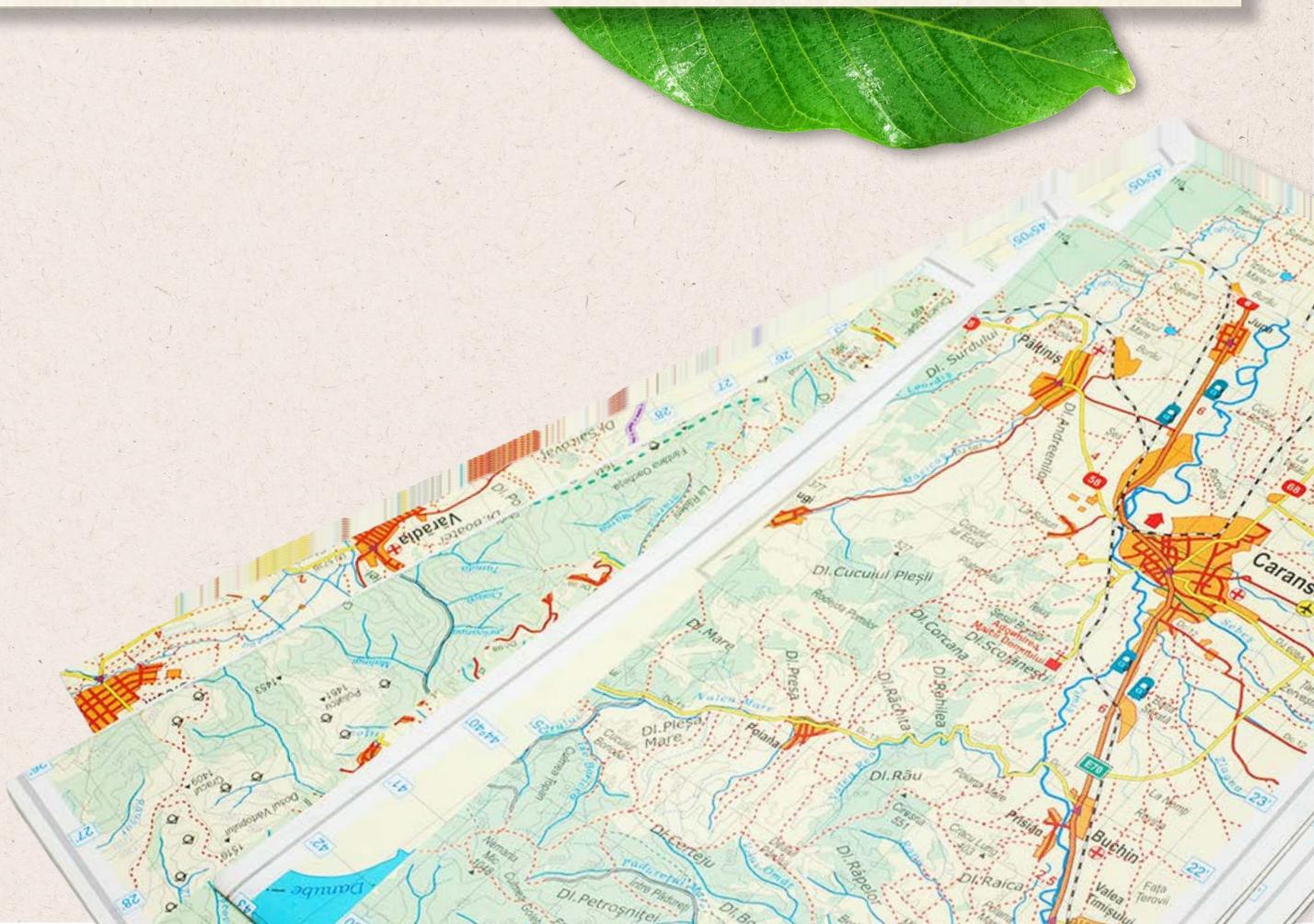




## **Interviewer 3 (Does Not Recommend):**

*While I acknowledge the candidate's strengths and qualifications, I have some reservations about moving forward with their candidacy. Throughout the interview, I noticed certain areas where their responses lacked depth, particularly in addressing specific situational questions.*

*Additionally, there were instances where I perceived a disconnect between their experiences and the team's needs. I believe we should carefully consider these concerns before making a final decision however, I do not recommend we proceed with this candidate.*



**Action Plan:** Outline the approach you would take to determine the correct hiring decision and ensure transparency and fairness in the process



## Key Observations

As a hiring manager, you should expect that you will occasionally receive conflicting feedback from panelists on your interview team. Here are a list of points to consider to support making the right hiring decision in these scenarios:

1. Review the feedback provided by each panel member. Note down the specific points of agreement and disagreement.
2. Identify any common themes or patterns in the feedback from all panel members. What strengths or weaknesses are consistently mentioned?
3. Reflect on the conflicting opinions expressed by the panel members. Consider the rationale behind each viewpoint and its potential impact on the hiring decision.
4. Put yourself in the shoes of each panel member. What factors might be influencing their differing opinions?
5. Decide whether reaching out to panel members for clarification is necessary. Does their feedback follow the formula for acceptable feedback as outlined in Interviewing Skills Training? Is it clear with pointed examples from the interview, or broad with general statements? What specific questions would you ask to better understand their perspectives?





## Key Observations (cont.)

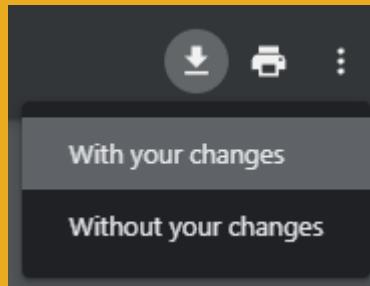
6. Evaluate the credibility and expertise of each panel member. How will you weigh the feedback based on each member's role and responsibilities? Consider if the interviewer who gave conflicting feedback is on the team or is a stakeholder to the role. How does that impact your perspective and course of action?
7. Based on your analysis of the feedback, and any next steps you decide to take, make a decision on whether to proceed with hiring the candidate. Consider the overall fit with the team and organizational goals.
8. Prepare to justify your decision to the panel members, stakeholders, and the candidate. How will you communicate the rationale behind your decision effectively?



Did your action plan outline similar points to consider? Did you miss any key areas? Take some time to reflect on the process of managing conflicting feedback. Consider the insights you've gleaned from this exercise and how you can apply them in future hiring processes. Take your time to consider each step thoughtfully and leverage these considerations to enhance your decision-making skills as a hiring manager.

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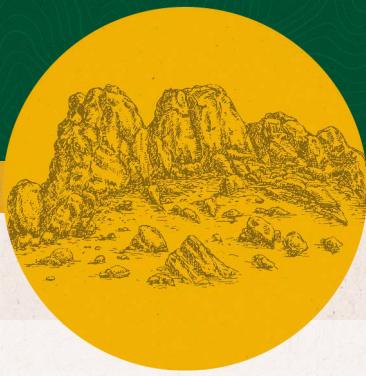
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# Candidate Selection



## OBJECTIVE:

Develop techniques to help you compare the strengths of two or more qualified candidates in order to select the most suitable individual for the role.

## INSTRUCTIONS:

You have just completed interviewing for your role. You met with 4 candidates, 2 of which have been assessed as equally qualified and stand out as strong contenders for the position. As the hiring manager, you are now faced with the challenging task of selecting the best candidate among them. What are the things you should consider to help you determine how to proceed?

On the next page, make a list of processes and/or considerations to help you determine the hiring decision.

**Outline potential steps you would take on the hiring roadmap below:**

- 
1. Review Candidate Profiles
  - 2.
  - 3.
  - 4.
  - 5.
  - 6.
  - 7.
  8. Make a Decision



## Key Observations

### 1. Review Candidate Profiles:

- Re-review the profiles and qualifications of the candidates.
- Consider what aspects of their backgrounds you should prioritize in your evaluation.
- Think about if any candidate offers both baseline knowledge as well as experience that supplements the existing team's and how that may strengthen outputs.

### 2. Consider Key Criteria:

- Re-align on the criteria and attributes you believe are most important for success in the role.
- Prioritize these criteria when comparing the candidates.

### 3. Conduct a Comparative Analysis:

- Now conduct a side-by-side comparison of each candidate's overall qualifications.
- Consider both hard skills and soft skills (e.g. embodying company values).

### 4. Consider Team Dynamics:

- Think through how each candidate would add to the dynamics of the existing team.
- Take into account things like team cohesion, collaboration, and points of difference.





## Key Observations

### 5. Assess Potential Impact:

- Consider the potential impact you foresee each candidate having on the team and the organization as a whole.
- Think through potential short and long term contributions.

### 6. Seek Input from Stakeholders:

- Solicit input from stakeholders involved in the interview process.
- Consider their perspectives as part of your decision making, whether similar or different to yours.

### 7. Consider Future Growth:

- Assess long-term potential and growth opportunities for each candidate within the organization.
- Consider the company's future needs and strategic direction as part of your thinking.

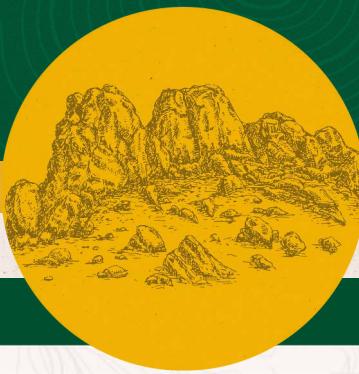
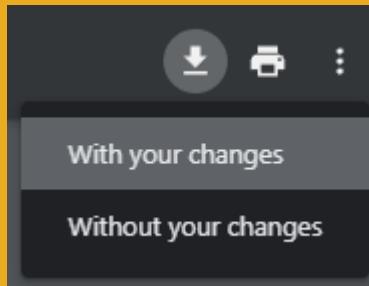
### 8. Make a Decision:

- Based on your analysis and considerations, determine which candidate to select for the position.
- Provide rationale to stakeholders to support your decision making.

These are just a few techniques to help you navigate candidate selection when there are two or more qualified candidates. Your thoughtful consideration will help ensure that you make the best choice for the role and the organization.

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# New Hire Onboarding



## OBJECTIVE:

Reflect on the importance of onboarding and the role you play to ensure a smooth transition for your new hire.

## INSTRUCTIONS:

Congratulations on finding your new hire! You're almost there! As you likely know, effective onboarding is crucial for setting your new hire up for success and fostering long-term engagement and retention. As our final reflection exercise, imagine yourself in the shoes of a new employee joining your team. Consider the following questions as you reflect on the significance of effective onboarding.

**1. What are the primary objectives of the onboarding process in our organization?**

**2. Think back to your own experiences as a new employee. What aspects of the onboarding process were most impactful for you? How did they contribute to your integration into the team and understanding of your role?**

**3. As a hiring manager, what role do you play in ensuring a smooth onboarding experience for new hires?**

**4. Consider the potential challenges or obstacles a new hire might face during the onboarding process. How can you proactively address these challenges and provide support?**

**5. Reflect on the importance of setting clear expectations for new hires regarding their job responsibilities, performance standards, and organizational culture.**

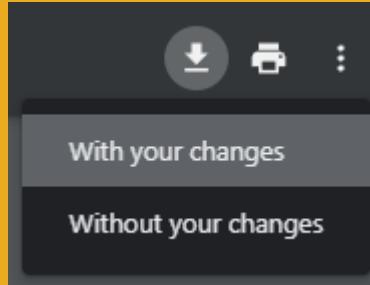
**6. How can you contribute to fostering a positive team environment and facilitating integration for new employees?**

**7. Action Plan:** Review the **current onboarding materials** and processes in our organization, and think about your role in driving continuous improvement in the onboarding process. What specific actions can you take to enhance the onboarding experience for your future new hires?



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# Congratulations!



**Congratulations on completing your Field Guide to Recruiting! In conjunction with Interviewing Skills Training, the exercises in this workbook have provided you with guiding tips to:**

- Develop effective and inclusive job descriptions through thoughtful pre-requisite analysis
- Organize efficient interview panels and improve decision-making speed by prioritizing critical stakeholders
- Evaluate applicants objectively based solely on how their qualifications align to the responsibilities in the job description
- Manage conflicting feedback on candidates and encourage consensus-building among your interview panel
- Select the most qualified candidate for the role and organization
- Onboard your new hire successfully

**We encourage you to reference these worksheets as you embark on your journey as a hiring manager for open roles on your team.**

