

DEBRIEF BEST PRACTICES

1	Decide who will be a part of the interview, as those people should also be a part of the debrief. Only people who have a legitimate purpose for interviewing this particular candidate should be a part of the interview and debrief. Although this group of people should be employees who will work directly with the candidate, the group should also be diverse to eliminate a biased final decision.
2	Keep your interview structured in order to fairly get a feel for each candidate. Sticking to a specific set of questions will test all applicants in the same way while also decreasing biased questions and subjectivity. Avoid leading questions or vague questions.
3	Have the debrief scheduled in person as soon as possible after the final event in interview and no later than 24 hours after. This will allow for quick turnaround time, while recollections are still fresh.
4	Invite your recruiter to support your debrief session OR assign someone who will collect all opinions and be able to summarize the group's collective thoughts into one final decision. The designee should ensure that only the most important details will make it through to determine the final decision.
5	Everyone should answer the question "Should we hire this person/advance this person forward?". Without qualifying candidates against each other, each candidate should be evaluated on their own skills and qualifications as well as what they can add to the existing team. By not comparing candidates, you also have a greater chance of eliminating bias.
6	Every person in the group needs to share their opinion about the candidate. The debrief is a time for everyone to benefit from other's perspectives, experiences and backgrounds and to collectively make the best decision possible. Once everyone has had a chance to share their thoughts on the candidate/candidates, that's when a decision can be made.

- ➔ Unconscious bias can enter at any time during this process, but most specifically during steps two and five. Acknowledge your own biases and how it could affect your hiring decisions.

Ex. Where candidate went to school, where candidate grew up, if the candidate has an accent, if they have similarities or differences to you

- ➔ As stated in step 5, it is important to notice what a candidate can add to an existing team. Rather than looking for someone who will fit the existing team or the right "culture fit", it is valuable to note qualities in which they can add value to the existing team. Meeting a candidate who shares similar beliefs, ideas and values of the company mission is good. However, meeting a candidate who has some of those attributes, but different points of view would be an asset to a company who seeks to improve inclusiveness and would be considered a "culture add".

Ex. Someone who was born in a different country, someone who has a physical disability, someone who identifies as transgender

When deciding if a candidate should move forward or not, ask the questions:

- Do they possess the qualifications (on paper) that are important and necessary in this role?
- Do they possess the skill set (off paper) that are important and necessary in this role?
- Can they add something valuable to the team?
- Can I see this person driving the culture at Novant?
- Do I have any hesitations that are directly related to how this person would perform in this role?