

RAC (Recruitment Advisory Committee):

1. Make recommendations to the committee chairperson and/or hiring authority regarding the most appropriate applicant.
2. Maintain absolute confidentiality of the selection process and do not discuss the process with anyone outside the interview process/recruitment advisory committee unless directed by the committee chairperson/hiring authority.

Common, but Unfair evaluation tendencies

In any situation where a person judges or evaluates another, there is a tendency to unconsciously apply one or more of the following:

1. **Halo Effect:** Tendency to evaluate an applicant's performance in one standard or category based upon an evaluation in another standard or category. (If a candidate arrives dressed to kill, gives a firm handshake, and answers the first question perfectly, you might be tempted to check the imaginary "Hired!" box in your mind. But make sure you pay attention to all the answers, and don't be swayed by a first impression)
2. **Horns effect:** Occurs when a negative perception is generalized to other aspects of the person. (For instance, candidates who are nervous at an interview can be generalized as always nervous, whilst the confident may be attributed as being skillful in all areas.)
3. **Similar-To-Me:** Tendency to treat candidates more favorably if they are perceived as being similar to the evaluator.
4. **First Impression:** Tendency to quickly reach an overall opinion of a candidate early in the interview.
5. **Contrast-Comparison:** Tendency to evaluate candidates against each other rather than against the selection criteria (minimum and preferred qualifications as listed in the position description).
6. **Primacy/Recency:** Tendency to evaluate candidates based primarily on responses or impressions occurring during the first or last part of an interview.
7. **Stereotyping:** Tendency to judge a candidate by group membership, such as race, sex, age, disability or other preconceived opinion.
8. **Centralizing:** Tendency to evaluate all candidates as average.
9. **Leniency:** Tendency to be generous during the evaluation process and to evaluate each candidate as being average or above average.
10. **Severity:** Tendency to restrict evaluations toward the lower end of the scale.
11. **Inferences about Motivation:** Assuming that we can know something about a person's motivation by inference from his or her life circumstances.
12. **Negative Information:** When trying to distinguish among well qualified candidates, searching for any negative information to disqualify a person, and therefore giving undue influence to a negative factor that may not make that much difference in later performance, or just might not have been obvious on another person's application.

Follow-up Questions during the Interview:

Be sure to avoid questions about the following candidate characteristics, or questions that could pigeon-hole someone into sharing these items:

- Ancestry, national origin, race, or color
- Gender or sexual orientation
- Marital status, information about the candidate's children, child-care arrangements or pregnancy
- Age, medical information or disabilities
- Political, religious or union affiliations
- Conviction or court records
- Transportation resources available or not available to them (you may ask about a Driver's License if listed as a minimum qualification and necessity to perform work functions)
- Financial status
- Any other information not related to successful work performance
- Current or previous salary

During the interviews, applicants should be evaluated based on their ability to demonstrate their skills, education, and experience as they relate to the position.

If a committee member becomes privy or has prior knowledge of information regarding an applicant's work history, background, experience and/or personal life, that information should not be disclosed to the committee prior to the candidate's interview. The information should only be disclosed during the final committee discussion and **only if** it is relevant to the position or addresses the applicant's minimum and/or preferred qualifications or behavioral competencies as they relate to the position.