WRITING JOB POSTS AND INTERVIEWING

How to describe a job clearly, find good candidates, interview fairly, and choose well.

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AT A GLANCE

- A clear job post attracts the right people and filters out the wrong ones.
- Interview every candidate with the **same core questions**, focused on **past behavior** and real skills.
- Follow **fair hiring rules**. Never ask about protected traits like age, religion, national origin, pregnancy or disability.

Why it matters

A good hire makes the business stronger. A bad hire costs time, money, customers and team morale. A simple, fair process improves your odds and protects you legally.

Writing the job post

Section	What to include
Title	A clear, common job title
About us	Two or three sentences on your business and values
The role	What they'll do day to day
Must-haves	Only true requirements, like licenses or key skills
Nice-to-haves	Helpful but not required
Pay and schedule	Pay range, hours, location. Some states require pay ranges.
How to apply	What to send, and by when

TIP

Keep requirements honest. Long lists of "must-haves" discourage good candidates, especially people from backgrounds that weren't given the same opportunities.

Where to find candidates

- Your network, customers and community groups
- Local job boards and online job sites
- Schools, training programs and workforce centers
- Referrals from your team
- Industry groups and trade schools

Interviewing

1. **Prepare 6 to 8 questions** and ask every candidate the same ones.
2. **Ask about past behavior**: "Tell me about a time you dealt with an upset customer. What did you do?"
3. **Test real skills**: a short paid trial shift, a sample task or a role-play.
4. **Describe the job honestly**, including the hard parts.
5. **Take notes** and score each candidate on the same criteria.
6. **Check references** for your top choice.

Questions you shouldn't ask

Avoid questions about age, race, religion, national origin, marital status, pregnancy or plans for children, disability, or other protected traits. You can ask whether someone is legally authorized to work in the US, and whether they can perform the job's essential duties.

> EXAMPLE
>
> **Tasha** asked every stylist candidate the same 6 questions, then did a paid 2-hour trial with a model client. One candidate interviewed brilliantly but rushed the trial. Another was quiet but careful, and her client loved the result. Tasha hired the second, who became her top earner.

Making the offer

- Make the offer in writing: role, pay, schedule, start date, and any probation period.
- Complete new-hire paperwork. See **O-01 Your First Hire: When and How**.
- Tell other finalists respectfully.

Common mistakes

- **Hiring the first person who seems nice.**
- **Different questions for different candidates.**
- **Skipping references or a skills test.**
- **Asking illegal questions,** even casually.

Your checklist

- ☐ Write a clear job post with a pay range
- ☐ Share it in at least three places
- ☐ Prepare 6 to 8 standard questions
- ☐ Plan a short paid skills test
- ☐ Score candidates on the same criteria
- ☐ Make a written offer

Where to go next

- **O-05 Managing Your First Team**
- **O-01 Your First Hire: When and How**
- **G-09 Building a Leadership Team**

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