



Recruiting and Selecting Recruitment Counselors

Recruiting and selecting the best recruitment counselors is one of the most crucial parts of recruitment preparation. This section outlines how to determine necessary recruitment counselor characteristics and skills. It also describes how to create an equitable selection process that will help identify the best women to serve as role models and mentors to the women participating in recruitment.

Note: [Recruitment Counselor Implementation Timeline](#) provides an ideal timeline for the entire recruitment counselor process. Please consider using that as a basis for a campus-specific timeline. That timeline should include time for the recruitment counselor selection process. Also remember selecting and training recruitment counselors can be time-consuming, so plan enough time for the recruitment team to recruit, interview, select and train recruitment counselors before recruitment.

Identifying Important Characteristics and Skills

The [College Panhellenic Recruitment Roles & Responsibilities](#) include the responsibilities of the recruitment counselor. Before the recruitment and selection process, the recruitment team should consider the “role” of the recruitment counselor, meaning the qualities a woman should exhibit to fulfill the role. The recruitment team should brainstorm a list of characteristics and use that list to create the recruitment counselor application and identify interview questions as part of the selection process. A few resources the team can use as a jumping-off point for the brainstorming session are the Panhellenic Creed and each sorority’s mission statement or open motto/creed. Select a few words that apply to the role of the recruitment counselor and identify behaviors that exhibit those roles.

In addition to characteristics and qualities, you should discuss which skills recruitment counselors should have. Although you can always teach skills through workshops, certain skills may come more easily for some College Panhellenic women than others. The recruitment team should develop a list of skills necessary for recruitment counselors and then categorize them, identifying which skills are most important and which are less important.

Examples of Connecting Behaviors to Values in the Selection Process

- “Stand for good scholarship” (from the [Panhellenic Creed](#))
 - » Is in good academic standing
 - » Articulates how she manages/balances her time
 - » Describes how she has sought knowledge through other experiences (internships, leadership roles and so on)
- “Maintenance of fine standards” (from the [Panhellenic Creed](#))
 - » Has not had judicial misconduct occurrences
 - » Can define the values of her sorority and how they relate to her own behavior
 - » Describes a time when she held a peer accountable



- “Service through the development of character inspired by the close contact and deep friendship of individual fraternity and Panhellenic life” (from the Panhellenic Creed)
 - » Can articulate the value of Panhellenic relations
 - » Has the desire to advance/develop the Panhellenic community
 - » Describes interactions she has had with the entire Panhellenic community, not just within her chapter

Creating an Application

Creating an application for the recruitment counselor selection process should be easy once the recruitment team has identified what it is looking for in recruitment counselors. The application should be separate from the list of interview questions and should include information that will help determine whether each woman applying is a good candidate for the role. Remember, the application is the applicant’s first impression. Here are a few questions to consider during this process:

- What is important to know about each applicant?
- What questions can help the recruitment team learn about the applicant’s perspective on her sorority experience, the College Panhellenic and her chapter?
- What questions will help determine whether the applicant can commit to this role?
- What questions will help determine whether the applicant has the characteristics, skills and attitude the recruitment team is seeking?

At minimum, the application should:

- Tell the applicant the qualities the recruitment team is seeking.
- Introduce the values-based approach.
- Ask open-ended questions to identify whether the applicant has the qualities and skills that have been identified.
- Introduce the applicant to recruitment scenarios to learn how she will deal with issues recruitment counselors commonly face.

Make sure to disseminate recruitment counselor applications at least **three weeks** before they’re due. This allows enough time to promote the opportunity, for women to complete the application and to have an appropriate person complete the recommendation form.

Tip: “Signing Off”

Consider asking the chapter president or advisor to sign the application as part of the process. By doing so, the president or advisor verifies the applicant is in good standing with her chapter academically, financially and socially.

What to Include in the Application Packet

- Introductory letter with the position description and outline of the selection process, including a timeline for selection
- The application that captures contact information and answers to open-ended, values-based questions that allow the opportunity to get to know the candidate and her interest in the position
- Recommendation form, which is submitted to the director of recruitment counselors to ensure honest opinions. The team may want to define who can submit this form on the candidate’s behalf.



Marketing and Recruitment

Not all campuses experience the same level of recruitment counselor interest. Some College Panhellenics receive a wealth of applications each year, while others scramble to get women interested in the role. Most College Panhellenics are likely somewhere in between, but no matter the interest, it's important to market and recruit skilled women to be recruitment counselors.

Recruitment teams can do this in numerous ways, including using a list of past fraternity/sorority leadership retreat participants, asking chapter presidents to nominate women for the role and then contacting them individually, or holding a recruitment counselor interest meeting.

Consider ways to connect with women who have the characteristics and skills identified for the recruitment counselor program and seek them out; ask them to apply and interview for the position.

When marketing the recruitment counselor role, you should include the expectations. Transparency is key. This includes everything from time demands to behavioral expectations, such as being values-based leaders and unbiased counselors. Setting expectations from the beginning will help limit the number of disingenuous applicants who are interested because they “want to get out of their chapter recruitment” rather than the women who apply for the right reasons.

Also communicate expectations with chapter presidents and advisors who might be promoting the opportunity within their chapters. They must understand the role and duties of a recruitment counselor as well as how important it is for the overall recruitment process to have skilled mentors in this position.

Tip: Representation

It is ideal to have at least one recruitment counselor from each College Panhellenic sorority represented on your campus. Some campuses may institute a policy requiring a certain number of applicants from each chapter or a certain number of recruitment counselors from each chapter. If your College Panhellenic has either policy, each chapter must provide qualified candidates, balancing the needs of the chapter with the needs of the College Panhellenic.

The Selection Process

Who does the selection?

The Recruitment Counselor Selection Committee usually includes members of the College Panhellenic Executive Board and the fraternity/sorority advisor. A committee of three to five members is sufficient. The committee should meet prior to interviews being conducted to make sure everyone is on the same page regarding the selection process and how to evaluate each candidate's application and interview. Creating a selection matrix is recommended. You can find more information about how to do that in this section.

In addition, as part of this process, the committee should identify how many recruitment counselors are needed. This number should be based on the recruitment style used and how many PNMs typically go through the process. For example, a recruitment counselor should have between 10 and 12 PNMs in her group to ensure she can provide adequate one-on-one attention to each PNM when possible. There should never be more than 18 PNMs per recruitment counselor, no matter how large the campus.



Selection matrix

As mentioned above, using a selection matrix to review applications and recommendation forms and conduct interviews will help the selection committee during the process.

To create a selection matrix, divide the matrix into sections that flesh out each characteristic and skill identified by the selection team. This allows the committee to evaluate each recruitment counselor candidate consistently and fairly.

Here is a sample selection matrix section:

	1	2	3	4	5
Understands personal and Panhellenic values	Candidate is unable to articulate her personal values or values of Panhellenic	Candidate can articulate basic personal values but not the values of Panhellenic	Candidate can articulate basic personal and Panhellenic values	Candidate can articulate personal and Panhellenic values in a comprehensive way	Candidate can articulate personal and Panhellenic values in a comprehensive way and relate those values to the role of a recruitment counselor

Remember, the committee should consider a candidate’s application, recommendation form and interview when evaluating where on the matrix her characteristic or skill level falls. In addition, be sure to include space for comments/notes on the matrix.

Scores based on the selection matrix help identify the top candidates. Review both the numbers and comments/notes as individuals tend to score information differently.

Interviews

As candidates submit their completed applications, schedule interviews so the Recruitment Counselor Selection Committee can meet the potential recruitment counselors face to face. The committee should see how these women interact when they are in new situations as well as when they are asked questions. PNMs are a curious group with a lot of

questions, so the interview will not be too far from the real experience.

During interview scheduling, make sure to communicate the logistics, including when and where each interview will be located and how the candidates will be contacted during the selection process.

Schedule 20 to 30 minutes for each candidate interview.

Next, create a list of questions to ask during the interview. Each committee member should have specific questions for candidates based on their applications. Having a generic list of questions is also helpful. Asking scenario-based questions that require a recruitment counselor candidate to use mentoring skills helps gauge her natural abilities in this area.



Tip: Scheduling Interviews

If candidates submit hard copies of their applications, they can sign up for an interview at that time. If they submit their applications electronically, they can sign up online via an electronic survey or Google document — whatever is best for the committee.

During the interview, the recruitment counselor candidate and the interviewers should introduce themselves and their roles as it relates to recruitment.

What is unconscious bias?

Bias is a prejudice either for or against someone, something or even a group as compared with another, usually in a way that would be considered unfair. Biases may be held by a singular individual, group or entity and can either have positive or negative consequences.

There are two types of biases:

1. **Conscious bias** (also known as **explicit** bias)
2. **Unconscious bias** (also known as **implicit** bias)

Note that biases, both conscious and unconscious, are not just limited to what we may generally think of, for example, ethnicity and race. Though racial bias and discrimination is documented often, biases can exist towards any type of social group. For more information on social identities, please see page 47. Age, physical abilities, religion, sexual orientation, weight and many other characteristics are subject to bias.

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social or identity groups and these biases stem from one's tendency to organize social "worlds" in to different buckets or categories.

Unconscious bias is more prevalent than conscious prejudice and is often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when juggling multiple tasks or when working under pressure trying to meet a deadline.

How does this relate to recruitment counselor selection? Unconscious social biases can play a part in recruitment counselor selection in a variety of ways. For example, you may have a positive bias with applicants where they are automatically perceived as qualified for the role of a recruitment counselor despite their application/interview, but they may not be the best recruitment counselor. On the other side of the spectrum, you may have a negative bias with some candidates, which means they could be overlooked although they maybe have had a strong application/interview.



Communicating with candidates

Finally, keep the candidate pool informed throughout each stage of the selection process.

Once the committee makes its selections, it must communicate with those who were selected and those who were not. For those who were chosen to be recruitment counselors, be sure to outline next steps — such as training and expectations. For those who were not selected, thank them for their enthusiasm to get involved in the College Panhellenic side of recruitment and encourage them to help their chapter leadership implement values-based recruitment practices.