

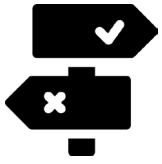
# The Equitable Interview Process



## DO

- Ensure all candidates are treated in a consistent manner - including meals, breaks, and informal banter. Establish a procedure for this, and follow it with each candidate.
- Develop an information packet to share with each candidate ahead of time, including a detailed schedule, a common set of instructions, and a document identifying the name and title of each person they will meet.
- Decide in advance what questions will be asked, what the intent of each question is, and who will ask each question.
- Provide a list of these interview questions in advance, to ensure candidates have the time to prepare thoughtful answers.
- Decide in advance whether your committee will engage in internet searches about applicants (research on high impact practices recommends against this). If internet searches are used, candidates must be given the opportunity to respond to any negative information found on the internet.
- Ensure each candidate is given opportunities for regular breaks (alone), as well as food and water.
- Ensure all interviewers have guidelines about which questions are acceptable to ask.
- Ask clarifying questions. Rather than assume you understood the interviewee's intent, follow up with inquiries that will help illuminate the point they are trying to make.
- Ensure each member of the committee asks at least one question of each candidate.
- Facilitate interactions with multiple constituent groups in multiple venues (students, staff, faculty; formal and informal)
- Ask candidates in advance about their access needs.

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## DON'T

- Rely on subjective impressions about a candidate's capabilities based on informal conversations with friends who know the candidate, or information harvested on the internet.
- Make determinations about a candidate's professional capabilities based on the perceived strength of their graduate program, or your experiences with that graduate program.
- Assume that teaching evaluations and letters of recommendation are a bias-free way to measure merit.
- Rank prematurely. Take the time to discuss each candidate's abilities and qualifications in relation to your pre-determined criteria.
- Rush the candidate, or your colleagues, through answers. This biases the process toward people who function best in spontaneous situations, and against more deliberative individuals.
- Discuss the candidates in small pockets during/ after the interview. This risks influencing the decisions of others and creates an environment of coalition-building.

