

Tips for Fair and Effective Interviewers

- **Increase your awareness.** Before interviewing, work on becoming more aware of your biases and comfort levels. Learn about different cultures and expand your relationships across difference at work and in your personal life, so you have more information and ease during an interview.
- **Be prepared.** To create a quality interview, you need to review resumés and other materials supplied. Pay attention to items on the resumé that you don't already know about, for example, an organization you may not have heard of or with which you don't have a positive association.
- **Focus on job-related criteria in the interview.** Familiarize yourself with criteria and competencies that have been identified for this particular job position. Don't substitute *your* preferences for the criteria.
- **Have a list of open ended, job-related questions** that will help you ascertain whether a person has the competencies for the position. This is important so interviewers can compare candidate responses and help identify and offset the impact of cultural diversity lens, discomfort, or bias on the evaluation of the candidate.
- **Behavioral interview techniques** can be useful because they help interviewers link questions to competencies, compare candidates responses, and move away from relying on “the gut”, personality, comfort and preference.
- **Ice breakers are fine.** The weather is always good; but the latest story on a controversial topic in the news is not a way to test a candidate's ability to express their views in a tense situation.

- **Don't get personal in the interview.** You can have an individualized, pleasant conversation without asking personal, invasive questions based on your curiosity or assumptions. There are some questions you have a right to ask only after the person is hired and you have made the effort to establish a mutually respectful relationship.
- **When you are completing your evaluation of the candidate go slowly to counter your biases;** ask yourself questions; what was your role in the interview?; what meaning are you making of the information?; what information are you assuming?
- **Be respectful. Don't be distracted.** Put things away, turn off your phone and focus on the candidate. It is important that everyone is treated with respect, because if you decide the person is not right for the job, they may have a friend or a colleague who would be right for the job, but who might not apply because of what they were told about the interview experience.
- **Don't dominate the conversation.** Ask questions so the candidate can tell you more about who they are and their job-related work experience.
- **Avoid Microinequities.** These are small, often unconscious, slights that offend, like "What kind of name is that?" or "For a ___ you have really accomplished a lot."
- **Be able to talk knowingly and comfortably about your organization's diversity initiatives.** Share this information with all candidates, not only the candidates who you think might be interested. People have many identities, sensitivities and associations, so you never know who you are interviewing.
- **Review** your organization's specific hiring and interviewing policies and practices, and the legal do's and don'ts regarding interviewing, and how to address accommodation issues with regard to candidates with disabilities.