

Inclusive Interviewing Practices

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Disclosures/COI

- none



Inclusive Recruiting

- 10/20/2020 Lunch & Learn – Lori Erickson & Kasey Hommel of HR
 - <https://etsu.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=ee3d13b9-7456-404b-97b8-ac5a013dc737>
 - [Where to start \(slide 6,7,8\)](#)
 - [Search practices \(slide 10\)](#)
 - [Inclusive language \(slide 12\)](#)
 - [Post-selection tips \(slide 15\)](#)



Before Any Interviews

- Ensure you have a well-trained search committee with diverse perspectives
 - Committee chair should explicitly remind the committee that some questions cannot be asked
 - Chair should instruct the committee that comments about candidate “fit” are a prime place for bias to creep in
 - Instruct the committee members that if a concern about “fit” cannot be articulated in terms of the position requirements, it is not valid



Before Any Interviews

- Also train your committee to...
 - Only make decisions based on what is known about a candidate, not based on assumptions or predictions (i.e., do not consider reviewer comments such as “They’ll only stay a year or two then will go back to school” or “They may want to have kids soon.”)
 - Search committee chair must be committed to explicitly rejecting these assumptions and redirecting to valid evaluation criteria when these or other inappropriate comments arise



Before Any Interviews

- Consider anonymizing applications
 - Remove names from applications (including CVs, letters, recommendations) for search committee review
 - You may need one member of the committee to perform this function
 - Helps avoid assumptions made based on candidate name such as possible gender or race
 - For faculty applications, remember to address names in the CV publication/presentation list as well



Before Any Interviews

- Think about bias in recommendation letters
 - Letters about women candidates may include more “doubt raisers”
<https://www.insidehighered.com/news/2018/06/19/study-finds-recommendation-letters-inadvertently-signal-doubt-about-female>
 - Letters about people of color may be shorter, less likely to emphasize individual leadership or other accomplishments, give applicants less agency, include more “doubt raisers”
<https://meridian.allenpress.com/jgme/article/13/3/335/464112/Race-and-Gender-Bias-in-Internal-Medicine-Program>



Before Any Interviews

- Consider providing interview questions in advance
 - Interview questions are probably not a good simulation of the situations in which the candidate would need to think on their feet
 - You can ask about situations when they've needed to respond quickly or didn't know what to do
 - May help candidates who are not “neurotypical” or whose first language isn't English
 - The point is to learn about the person, not to do a “gotcha” or make them sweat



Before Any Interviews

- Develop a set of interview questions
 - Make the questions relevant to the job description
 - Get committee input on draft list of questions
 - Plan to ask the same set of questions with each candidate
- Plan to make the interview experience similar for all candidates
 - Meet with the same people as much as possible, same questions, same amount of time per candidate



Before Any Interviews

- Plan your evaluation criteria
 - Develop a rubric using the job qualifications and duties
 - Have committee members rate each candidate on the same list of criteria
 - Search committee chair may want to review all evals first to identify outlier ratings that may need discussion
 - Review and discuss scores as a team
 - Discard ratings that are based on assumptions rather than evidence about the candidate



Accessibility - Interview Materials

- Ensure any materials you distribute in advance are accessible
 - Use header settings in Word to help with document accessibility
 - Don't provide any necessary information solely through images without alt text
- Consider accessibility during Zoom interviews as well
 - Ensure host turns on captioning/transcript option in Zoom



Accessibility – On-Site

- Make it standard to communicate the location of nearby accessible parking in messages arranging on-campus interviews
- If you are taking the candidate for a meal, make sure that location is accessible as well
- In arranging interviews, include a standard statement about contacting the committee chair if any accommodations such as ASL interpreting are needed
- Make it standard to ask if the candidate has any food requirements to consider



Accessibility – On-Site

- Don't steer all candidates to the stairs – take the lead in taking the elevator
- Ensure bathroom/rest breaks are part of the agenda
- Know where gender neutral restrooms and lactation rooms are nearby
- Provide for basic needs such as water
- If a presentation is required, make sure microphones are available for the speaker and for audience questions



Be Honest

- When candidates ask about diversity at ETSU and in the region:
 - Be honest about limited diversity in the region
 - Don't say “we're colorblind” or “once you're here we're all family”
 - Be concrete about how you will onboard and support the hired candidate
 - Find out if there are specific questions about or needs in the community you can help connect them to
 - Have a real plan for supporting candidates' career and advancement



Resources

- [ETSU Recruitment & Hiring](#)
- [HR training on running an inclusive search](#), ETSU HR reps
- [“7 Practical Ways to Reduce Bias in your Hiring Process,” Harvard Business Review](#)
- [“Conducting Inclusive Faculty Searches: A Concise Guide,” Georgia State University](#)
- [Diversity Recruiting Resources](#), UNC Charlotte Advance, list of job boards and affinity organizations (PDF)
- [Articles Pertinent to Diversity](#), UNC Charlotte Advance

