



**5 WAYS TO**

# **Create a Fair Interview Process that Drives Diversity & Inclusion**



**HARPER & GRAY**  
Talent solutions that put diversity and inclusion first

# Implement these 5 tips into your business to improve the diversity of your talent pipeline and create a best in class candidate experience.

**Holistically improve your interview process and remove unconscious bias.  
Assess the inclusiveness of your process and identify areas for improvement.  
Record your answers in the self-evaluation box.**

## **1. Sourcing: Job Description – Criteria**

Review your job descriptions with rigor and ensure that the criteria that you are asking for is absolutely necessary. Have you included anything in the job specification that could inadvertently exclude candidates from non-traditional sources?

A common example of this is requesting a Bachelors degree. Ask yourself if this is absolutely necessary or could you instead place an equal amount of emphasis on candidates with related experience.

A small tweak like this could allow you to access underrepresented groups e.g more African American candidates. Current statistics show that of the African Americans in the labor force just 32% hold a Bachelors Degree.

**Action: Consider where else could you add flexibility to your Job Description and how that would impact your talent pool?**

### **SELF-EVALUATION**

## **2. Sourcing: Job Description – Language**

Ensure that you review the Job Description with a critical eye and remove language that invites gender bias.

For example words like "competitive", "aggressive" or "salesman" would potentially turn women off from applying for your role. There are lots of resources out there that can help you neutralize the language in the job description and it's well worth the extra step. At the very least consider sharing the description with both a male and female in the team and ask them to flag any language that doesn't seem neutral.

**Action: Review some historic Job Descriptions and consider where there is room for improvement.**

### **SELF-EVALUATION**

### 3. Screening: Candidate Selection

Be intentional during this process and self-reflective. Often we develop a “gut feel” about a resume within 30 seconds of scanning it and this is where unconscious bias can begin to creep in. Record the factors that are influencing your decision making – dismissing candidates based on the school they went to, GPA or educational attainment is a clear example of conscious or unconscious bias at play. Other factors such as dismissing candidates with career gaps, “too much experience” or candidates with a non-traditional career trajectory can all reflect bias in your process.

Keep an open mind to non-traditional backgrounds and challenge yourself to interview candidates that you wouldn’t ordinarily short list.

A blind hiring process can be a great way to combat these factors. This means removing anything that could create bias – names, schools, or number of years of work experience.

**Action: Consider your methodology to screen resumes and identify at least 2 ways to eliminate bias from the process.**

#### SELF-EVALUATION

### 4 Evaluation: Interview Process

To achieve a truly objective interview process it is imperative that there are multiple interviewers involved in the process who reflect clear diversity of thought. For example, if your panel consists of all white males, can you bring in someone from another team or get an objective third party to assist?

The criteria for the role should be established clearly upfront as well as the corresponding competencies. Questions should be behavioral or situational to ensure that the candidate has a consistent framework to demonstrate their skills, experience and competency. Rating each candidate on a simple numeric scale (for example 0-5) works best to keep the process fair.

**Action: Assess your most recent interview process and identify one action you could take to ensure it is fair and objective.**

#### SELF-EVALUATION

## 5. Evaluation: The Debrief

Immediately after the interview record your feedback. It's important to sort through that feedback and separate impressions vs. the evidence that you collected during the interview. Impressions are subjective and are once again susceptible to bias creeping into the process. Be aware that personal preferences can quickly create a "halos and horns" effect that can easily cloud your decision making. Assuming there was a base level of professionalism and courtesy from the candidate then likeability should not factor into your decision making.

Refer to the objective scores that you gave the candidate and the competency framework that you predefined. Relay your feedback to the rest of the panel using this same format.

**Action: Think back to the last interview process that you participated in and identify one potential area of bias in your previous decision making. How will you change this going forward?**

### SELF-EVALUATION

**Let's partner to create a fair and equitable future for everyone...**

We connect the best talent with forward-thinking companies that genuinely embrace diversity and inclusion. We don't cut and run. We'll support you during the entire process including interviewing, onboarding, and integration of talent into the team.

**...and change the status quo *together*.**

**SCHEDULE A CALL**



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