



Inclusive Interviewing Best Practices for Supervisors

Best Practices Overview:

- **Talent Acquisition Team (Interviewers)- This team should consist of the hiring manager/supervisor, members from the future hire's team, and a colleague from another team (if possible):**
 - Provide this team with an anti-bias training ahead of the scheduled interviews (National Park Service Implicit Bias Training [HERE](#)).
 - Don't make assumptions. For example, the assumption that having a college degree = having the right soft skills and those without a degree won't have those skills.
- **Process:**
 - Identify the core qualifications for the internship.
 - Identify the core skills based on your position description.
 - Develop questions to ask every candidate.
 - It's critical to an inclusive interview to ask the same set of questions for every applicant; this reduces the likelihood of bias and makes it easier to compare data between candidates.
 - Complete a scorecard/ranking rubric for each candidate.
 - **Please reference the rubric on the last tab in the Inclusive Interviewing Questions spreadsheet.**
- **Inclusive Best Practices:**
 - Name-blind protections: assign applications a number instead of by name.
 - You can also take out any addresses, name of the college they attended, and discuss gaps in work rather than making assumptions.
 - Beware of previous job-holder comparisons, don't necessarily use the last successful intern in the position as your benchmark.
 - Invoke a consistent screening process: determine a set amount of time to review each application, record at least one good takeaway from every application, and avoid skimming resumes which invokes bias in reviewing resumes.
 - Resist social media checks.
 - Maintain your enthusiasm for each candidate, and hold to the same schedule for responses and contact times for each candidate.
- **Scorecard or Ranking Rubric:**
 - Should be prepared using the core skills and qualifications listed according to the job they are interviewing for.
 - Be sure to complete the scorecard/rubric right after the interview.
 - **Again, please reference the rubric on the last tab in the Inclusive Interviewing Questions spreadsheet.**
- **Create a welcoming environment by:**
 - Giving the candidate best practices for interviewing virtually before the interview (you can find a list of best practices for Zoom/virtual interviews [HERE](#)).



- Finding a quiet and comfortable place to host the interview on your side (no distractions/people walking in and out).
- Offer candidates the option to interview using their smartphone, which will give them more freedom to interview from a place they are comfortable.
- Video Interviewing Advantages: more easily ADA compliant, just listening to audio lessens bias, safe.
- Video Interviewing Disadvantages: Background judgement, need access to technology.
- **Interview Questions: what types of questions should I ask?**
 - Start off with a brief explanation about the program and your specific site.
 - You should reiterate the stipend, start date, housing options at your site, and any hiring authorities attached to the position.
 - “How” questions- Asking “how” a candidate handled situations in the past.
 - Open-ended questions: These types of questions allow candidates the opportunity to showcase their transferable skills.
 - Avoid asking single answer questions, and using too much jargon and abbreviations in your questions (for example: DOI, Friends Group, JHA’s, CLP, etc.)
 - **Please reference the Inclusive Interviewing Questions spreadsheet for suggested interview questions.**