HERC: Asking the Right Questions: Crafting Inclusive Interviews
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Questions to ask instead of not to ask

Best practices:
- Avoid vague questions
  - Why happen?
    - Think that open-ended, wide-ranging questions give candidates the best chance to give great answer
    - Treat interviews like quizzes (there is a correct answer)
    - Think we'll know what we want when we hear it
    - They'll tell us what we want to hear – better to ask directly
  - Why shouldn't
    - Opens door for preconceptions to enter
    - Use preconceptions to make sense of things when quite see or hear
    - Have more info than we can process, we use our preconceptions to help us structure our memories
    - Start looking at behavior and interpreting that behavior
- Be direct and focused on specific criteria
- Draw out specifics and behaviors (experience, imagine)
- Short & easy to understand
- Eliminate opportunities for bias
  - What is the "right" answer?
  - What is the "wrong" answer?
  - How will info gained help decide who to hire?

Why are we asking the question?

Plan
- What does success look like?
- What information do I need to get from the interview?
- What are other options for getting the information?
- Will the information from this question fill in any of the blanks on the table of criteria?
- What information does the candidate need?

Go through interview as if you were the candidate

Table
- Columns
  - Areas of responsibility (e.g., fiscal & budget administration)
  - Essential functions (e.g., advises dean with regard to policies…)
  - Skills (e.g., ability to read, analyze & interpret…) – before or after interview
  - Source of information (resume, skills test, interview, references)
- Interview – how, not what

Follow-up question when answer doesn't answer question as envisioned – thanks for that answer, we're really interested in…

Evaluating responses – what does a good answer look like rubric

Give candidates questions beforehand but be careful of loooong questions
- Conversation vs. oral exam/quiz
- Feel more welcome
- Addresses English as a second language issues
- **Topics, experiences want to know about**
- Paste question in chat if online

Ability to answer questions in 3 – 5 minutes

Examples of vague
- "large" – 8? 10? 50?
- "coordination" – what is?
- "communication" – mode? Frequency? Style?

Tell me about a time that you…

Bad question: Why are you interested in this job?
- Interviewer goals – understand the position, enthusiasm
- Candidate goals – please the committee, show enthusiasm
- Candidate pitfalls – out-of-date info online, rambling trying to read audience
- Internal candidates have advantages

Bad question: Why are you the best candidate?
- Some demographic groups raised not to brag
- Guess what the committee wants
- "best" requires assumptions

This job involves… What are your strengths? What skills do you bring to the position?

Review interview questions as a whole – fewer is better