

# The Interview Process

## What To Do

1. Standardize the process.
2. Ask job-related questions.
3. Determine what the applicant has done in previous jobs that make him/her able to do the advertised job.
4. Determine only the job-related educational experience the applicant has had.
5. Analyze what problems the applicant had on previous jobs and what he/she liked or disliked.
6. Determine relevant skills and knowledge.
7. Ascertain accomplishments in previous jobs.
8. Look for evidence of job stability.
9. Determine progression in prior employment.
10. Check reasons for leaving previous jobs.
11. Inquire about job interests and goals.
12. Break the job down into functions, and determine whether the applicant can perform each or most of the functions.
13. Explain the job to the applicant in as great detail as possible.
14. Review the application with the applicant to ensure accuracy.
15. Ask about references.
16. Tell applicants that they will be required to show proof of authorization to work in the U.S., if they are hired.
17. Tell applicants about the days and hours of work and specific physical requirements of the job. You may ask if they can do the work “with or without reasonable accommodations.”
18. Have all raters judge the candidates independently; where possible, use panel interviews.
19. Include women and minorities among the interviewers.
20. List the candidates’ qualifications.

21. Use a standardized rating form.
22. Be consistent with all applicants.
23. Determine (and document) legitimate, job-related reasons for each hire or rejection.
24. Most important: give strong consideration to qualified minorities and women.

### **What Not To Do**

1. Do not ask the applicant's age unless you can prove that it is relevant to the job.
2. Do not ask to see a birth, naturalization, or baptismal certificate before employment.
3. Do not ask about arrests. (Under our judicial system, you are presumed innocent until proven guilty. Arrests without convictions are meaningless.)
4. Do not ask questions about convictions unrelated to the job requirements (e.g., gambling convictions of an applicant for pipe fitter).
5. Do not ask about the applicant's religious denomination or religious affiliation; church, parish, synagogue, mosque, temple, etc.; pastor, minister, priest, rabbi, lama, murshid, or other spiritual leader; or religious holidays observed.
6. Do not inquire about an applicant's financial condition, including credit rating, prior wage garnishments, charge accounts, bank accounts, or outstanding loans, etc.
7. Do not ask whether the applicant owns or rents a home (indicates economic status).
8. Do not ask about car ownership or about how the applicant will get to work, unless owning a car is a job requirement.
9. Do not make general inquiries about disabilities. Inquire only about the applicant's ability to perform the specific job, with or without reasonable accommodation.
10. Do not ask about height and weight unless you can prove that a minimum or maximum height or weight is required to perform the job.
11. Do not ask whether the applicant is married, single, divorced, separated, engaged, or widowed.
12. Do not inquire about a change in name through marriage or court order.
13. Do not ask names and relationships of persons with whom the applicant resides.
14. Do not ask the type or condition of military discharge or require an applicant to produce military discharge papers before employment.

15. Do not ask the applicant whether he/she ever served in the armed forces in another country.
16. Do not ask about an applicant's lineage, ancestry, national origin, descent, place of birth, native language, or about the national origin of the applicant's parents or spouse, whether they are native-born or naturalized citizens, or the dates they became citizens.
17. Do not ask the applicant's father's surname or mother's or wife's maiden name, or where a parent or spouse resides.
18. Do not ask how an applicant acquired the ability to read, write, or speak a foreign language.
19. Do not ask how an applicant spends his/her spare time, or to which organizations he/she belongs, including country clubs, social clubs, religious clubs, fraternal orders, etc.
20. Do not ask any questions about pregnancy or medical history concerning pregnancy. (Note: the EEOC has ruled that to refuse to hire an applicant solely because she is pregnant amounts to sex discrimination.)
21. Do not ask the number and ages of children or about the applicant's family responsibilities or childcare arrangements.
22. Do not ask an applicant how large a family he/she plans to have, or if he/she uses birth control.
23. Do not ask an applicant's sex or gender.
24. Do not ask about an applicant's color or race.
25. Do not require an applicant to submit a photograph with his/her application.
26. Do not request the names and addresses of any relatives other than those working for your organization.
27. Do not ask the applicant how long he/she intends to work.
28. Do not ask general questions about high school or college degrees unless you can prove the educational achievement inquired about is necessary to perform the job.
29. Do not ask the applicant what his/her previous address was or how long he/she lived there.

– Adapted from Office of Affirmative Action Workshop, November 2003