TIPS FOR THE INTERVIEW PROCESS

Selecting Candidates to Interview

Build in several checkpoints at which you make a considered decision about whether you are satisfied with the pool of candidates you have generated.

No application should have just one reader; all members should read all applications.

Use predetermined selection criteria to rate applications on minimum and preferred qualifications. Develop your final shortlist by taking the top candidates across different criteria.

Plan to interview more than one woman. Interviewers evaluate women more fairly when there is more than one woman in the interview pool.

Prepare written documents that describe the reason(s) for rejecting candidates.

Notify those not selected for further consideration.

Inviting Candidates to Campus

Send candidates complete and diverse information about the university, the community, and issues that may be relevant to candidates in a variety of circumstances. This information can be provided in a list of websites; also consider sending booklets, pamphlets, etc. in hard copy.

Make sure all travel arrangements are made promptly and efficiently. Make it clear how candidates will be reimbursed for any charges they incur.

Ask candidates if they have particular individuals or resources they wish to visit when they are on campus, and arrange for such visits ahead of time, if possible.

Send candidates the final schedule and list of arrangements.

Arrange for candidates to be picked up at the airport by individuals who will make a favorable impression and be able to set the candidates at ease.

Provide candidates with contact information for one or more individuals who will be able to help with last-minute questions or travel problems.

Managing Campus Visits

Use the campus visit as an opportunity for the department to communicate:

• You are seriously interested in the candidate’s scholarly credentials and work;
• This is a good place to come because it is intellectually lively;
• This is a good place to come because it has a variety of family-friendly policies.

Distribute information about potentially relevant policies (dual career, maternity leave, modified duties, etc.) to all job candidates regardless of gender.

Share the departmental retention plan for new hires with candidates during their visits.

Consider how the department will represent itself as a place in which women faculty can thrive. Some things that may make the department more attractive to women are:

• Clear and public policies and procedures for evaluation and promotion
• Mentoring resources for junior faculty in general and female faculty in particular
• An explicit plan to promote gender equity within the department

Give the candidates a tour of the department, the campus, and the community.

While campus visits should be as similar as possible for all candidates, provide candidates with the opportunity to visit specific individuals of interest to them. In particular, arrange a visit at the Margaret Sloss Women’s Center for women candidates.
Give the candidates a chance to interact with the department’s faculty in multiple venues, from formal seminar presentations to informal discussions and social events.

Focus on the candidate’s ability to perform the essential functions of the job and avoid making assumptions based on perceived race, ethnic background, religion, marital or familial status, age, disability, sexual orientation, or veteran status.

Avoid leaving candidates alone with faculty who may be hostile to hiring women and minorities. If a candidate is confronted with racist or sexist remarks, take positive and assertive steps to defuse the situation. Be sure there is a practice in place in the department for dealing with the expression of racist or sexist attitudes, and that the candidate is made aware of it, if the situation arises.

Use a set of common questions with all candidates to allow comparative judgment and ensure that crucial information related to the position is obtained.

Introduce women and minority members of the department to all candidates, not just women and minorities. If you do not have women or minority faculty in your department, set up meetings with women in related fields.

To ensure equity, consider providing all candidates with a complete list of things it would be possible for them to discuss in the course of negotiations. These might include:

- Course release time
- Lab equipment
- Lab space
- Renovation of lab space
- Research assistant
- Clerical / administrative support
- Discretionary funds
- Travel funds
- Summer salary
- Moving expenses
- Assistance with partner / spouse position
- Other issues of concern to the candidate

Consider appointing an advocate or mentor to help candidates throughout the negotiation process and help him or her to secure the best possible package.

If a candidate has a spouse or partner who will need placement help, try to help arrange interviews or other opportunities for the spouse or partner as early in the hiring process as possible. Be familiar with university resources to support these efforts.

**Finalizing the Search**

Solicit written remarks from those who met with or interviewed candidates.

Document the search process and final candidate rankings.

Arrange a second visit for the top candidate.

Personally call or email all finalists not selected as soon as the candidate selected has accepted the position offer. Follow up with a formal letter.

Evaluate the search process for what went well, what didn’t go well, and how to make the next search better. Report these findings to appropriate administrators.