

### **Being Mindful of Implicit/Unconscious Bias before the interview**

#### **First Impression**

- Does your first impression of a candidate impact your overall impression of the interview? This may give undue benefit or harm to the candidate's chances of selection. Ex. The way a candidate greets you at the start of the interview.

#### **Halo/Horn Effect**

- This one can be two-sided: you may find one good trait and it will favor the candidate based on this trait (the Halo Effect). Adversely, you may find one negative trait and use that as a disqualifier (the Horn Effect).

#### **Contrast Effect**

- You may be tempted to compare candidates against one another rather than on the job requirements and values that we want from each individual candidate.

#### **Personal Identification**

- Do you only identify with the candidate on a personal level, rather than evaluating the candidate as a whole?

#### **Inconsistency**

- Check to see if you are asking a different sets of questions to interview for the same position based on appearance based on race/gender/sexual orientation/appearance/background/school

### **Strategies during the interview to mitigate implicit/unconscious bias**

#### **Common identity formation**

- Ask interviewee questions about interests and activities that you share in common (Focus on a shared, common identity between YOU and the interviewee)

#### **Perspective taking**

- Take the perspective of the interviewee to check for potential implicit biases based on perspective (are there any other possible interpretations?)

#### **“Consider the opposite”**

- When data seem to point to one conclusion, briefly look for data supporting the opposite conclusion before making a final decision

#### **Tips for the writing up your interview evaluation:**

- **Give evidence (from the interview)** to explain and back up your rating.
- Make sure to give everyone—or no one—the benefit of the doubt.
- Do not insist on likeability, modesty, or deference from some but not others.
- If you comment on “culture fit,” “presence,” or other vague concepts, start with a clear definition of what you mean and keep track to ensure such concepts are applied consistently.
- Give honest feedback to everyone who is evaluated—otherwise there is uneven evaluation