

Framework 8: Reviewing Interview Questions and Processes

OBJECTIVE

Remove bias from the selection process.

KEY OUTCOME/USES

A structured interview process that minimises bias

WHY IT MATTERS

It can be challenging to remove our own biases, even if and when we're aware of them. There are ways to minimise bias in the interview process.

REFERENCE TO THE MAIN TOOLKIT

Selection of entrepreneurs

FRAMEWORK

1. Review your existing interview process and identify the parts that may promote bias:
 - How much judgement is required from the interviewers? Are all interviewees asked the same questions? How do we currently assess whether an answer is good or bad?
2. Revise your interview process to address the issues identified:
 - All applicants answer the exact same set of questions. This makes comparing applicants' answers easier, and levels out the playing field.
 - Capture answers in a consistent way across all interviews. This can be done via a rubric, taking notes etc. Ensure that if you use a rating system you detail your reasoning for allocating a specific score.
 - Agree on in advance what a great, acceptable and poor answer to each question looks like.
 - Have individual interviews to avoid groupthink. Or have group interviews where each interviewer is required to share their thinking prior to sharing with the group.
 - Have diversity in the people who are interviewing the enterprises.
3. Every time you make a change, test it and adapt as needed.