Select and Complete First Round Interviews

1. Use a Top 5 Skills scorecard to select applicants to invite to first round interviews.

Step 1: Review applications.

Interview Selection Scorecard

For candidates whom you consider inviting for first round interviews, make an initial assessment of the Top 5 Skills based on their resume and cover letter. The rating scale is as follows:

1. Minimal evidence of this area of skill/acumen
2. Low evidence
3. Moderate evidence
4. Strong evidence
5. Exhibits complete mastery of this skill/extremely high acumen
N/A. No information available to assess this skill area

Refer to this list of Top 5 Skills here for easy reference when reviewing candidates:

Desired skills/acumen	1. (copy directly from the list you've finalized) 2. 3. 4. 5.

Candidate Name for Potential 1st Interview	Skill Area #1:	Skill Area #2	Skill Area #3	Skill Area #4	Skill Area #5	Candidate Age* *(Fill in later by HR)*	Candidate Race/ Ethnicity* *(Fill in later by HR)*	Candidate Gender* *(Fill in later by HR)*	Candidate Disability* *(Fill in later by HR)*
J. Doe									

*These are important to track because they are the four most common types of employment discrimination.[1] Of course, you can add in any other demographic information that enhances your ability to recruit a fully diverse team.

Step 2: Run a quick anti-bias check on the candidate pool selected for a first-round interview. AFTER you have filled out the list of potential interviewees and selected interviewees from the list, do a quick anti-bias check. Ask an HR team member who is NOT on the hiring committee to add demographic information for the candidates you selected. Ask them to share the summary (gray box info only) with you, without attaching it to specific candidate names. Why do we need to do it this way? We should try to keep the "blind selection" in place as long as possible, while also doing checks for implicit bias along the way.

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[1] https://www.eeoc.gov/data/charge-statistics-charges-filed-eeoc-fy-1997-through-fy-2021

Step 3: If you do not have a diverse pool of candidates to invite for interviews, consider reassessing your applicant pool to see if you missed people who are equally qualified. In this step of the hiring process, affinity bias can be especially strong, so note if your interviewees seem very similar to those who are selecting the candidates from the pool.

Step 4: Gather the resumes and cover letters from the candidates you are inviting to the first interviews. Before sharing them with anyone on the hiring team, remove/black out information that reveals their demographics (name, graduation dates, etc.) unless it is embedded in the core experience of the candidate (e.g., leader of the Women's Employee Resource Group). Again, try to keep the process "blind" as much and as long as possible, which will reduce the opportunity for implicit age (and other) bias to sneak into your team's decision-making.

Step 5: Plan first round interviews

First Round Interview Schedule

Remember that the best practice is for non-majority candidates to be interviewed first. For candidates who are more likely to encounter implicit bias in the hiring process, we don't also want to layer in the natural bias to favor and "anchor on" to the candidate who interviews first.

Interview Order	Candidate Name	Candidate Interview Schedule	Interviewer Panel Members
First			
Second			
Third			
Fourth			
Fifth			
Sixth			

Standard First Round Questions and Interview Scorecard

Remember that research suggests that to reduce potential for implicit bias in assessing candidates, it's best to do the first interview via phone (not video or in person), and with a consistent panel of interviewers rather than by one individual.

All interviewers should use the same questions in the same order. Interviewers should jot a score on the rubric immediately after the responses and can jot notes for all areas immediately after the interview concludes.

When creating the interview questions, focus exclusively on assessing the top skills your team has defined as key to success in the role. Resist the natural inclination to have personal conversations and small talk, which make it much more likely to trigger implicit biases. To test skills, "Rather than ask 'How comfortable are you with Excel?' say, 'Here's a data set. How would you find out X?' For more-complex skills, such as project management, pose a problem or a task that candidates are likely to encounter on the job and ask them to describe in detail how they would handle it." Define follow-up questions on each skill area using best practices from behavioral interviews, with examples here to guide you.

The rating scale is as follows:

1. Minimal evidence of this area of skill/acumen
2. Low evidence

3. Moderate evidence
4. Strong evidence
5. Exhibits complete mastery of this skill/extremely high acumen

Skill or Type of Acumen	Interview question(s) to assess this skill/acumen area	Rating on this skill/acumen level based on the responses to these questions	Jots to help me remember details when the hiring committee convenes
[List your 1st key skill/area of acumen here]	1. Tell me about a time when you had to... 2. Tell me more about...	1 2 3 4 5	
[List your 2nd key skill/area of acumen here]	1. I'm going to describe a problem. Tell me how you'd approach it. 2. Tell me more about...	1 2 3 4 5	
[List your 3rd key skill/area of acumen here]	1. One of the key tasks in this role is... How would you approach it? 2. Tell me more about...	1 2 3 4 5	
[List your 4th key skill/area of acumen here]	1. I'm going to describe a problem. Tell me how you'd approach it. 2. Tell me more about...	1 2 3 4 5	
[List your 5th key skill/area of acumen here]	1. One of the key tasks in this role is... How would you approach it? 2. Tell me more about...	1 2 3 4 5	

Selecting Candidates to Advance to the Next Round

As hiring manager, meet with those on the interview panel to discuss the results. For each of the Top 5 Skills, identify and discuss who are the top three candidates. Once you have done so for all five of the top skills, identify which candidates performed the strongest overall. These are the candidates whom you'll invite to continue to the next round.

Resist the natural tendency to discuss each candidate holistically before discussing the next candidate. By instead focusing on each key skill area to compare candidates' relative strength, you will reduce the likelihood that implicit bias will affect your assessment of the candidates.

Skill #1: [List here]	Interview rating	Indicate Top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	
[Candidate #5 name]	1 2 3 4 5	
[Candidate #6 name]	1 2 3 4 5	

Skill #2: [List here]	Interview rating	Indicate Top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	

Complete Second Round Interviews

1. Plan Second Round Interviews

Second Round Interview Schedule

Remember that the best practice is for non-majority candidates to be interviewed first. For candidates who are more likely to encounter implicit bias in the hiring process, we don't also want to layer in the natural bias to favor and "anchor on" to the candidate who interviews first.

The same set of interviewers should interview the candidates, ideally in the same order.

Candidates often appreciate interviewing with the hiring manager last, when they can apply what they learned from earlier conversations and can ask questions about the role and the team that have arisen during earlier conversations. This timing also helps give the manager the chance to ensure every candidate's final interview experience inspires them to feel positive about the organization, the role and their potential direct manager.

Interview Order	Candidate Name	Candidate Interview Schedule	Interviewers
First			Panel #1: Panel #2: Hiring Manager
Second			Panel #1: Panel #2: Hiring Manager
Third			Panel #1: Panel #2: Hiring Manager
Fourth			Panel #1: Panel #2: Hiring Manager

2. Select Second Round Interview Questions

Standard Second Round Questions and Interview Scorecard

All interviewers should use the same questions in the same order. Interviewers should jot a score on the rubric immediately after the responses and can jot notes for all areas immediately after the interview concludes.

The rating scale is as follows:

1. Minimal evidence of this area of skill/acumen
2. Low evidence
3. Moderate evidence
4. Strong evidence
5. Exhibits complete mastery of this skill/extremely high acumen

Advice from the first round of interviews applies again here: When creating the interview questions, focus exclusively on assessing the top skills your team has defined as key to success in the role. Resist the natural inclination to have personal conversations and small talk, which make it much more likely to trigger implicit biases. To test skills, "Rather than ask 'How comfortable are you with Excel?' say, 'Here's a data set. How would you find out X?' For more-complex skills, such as project management, pose a problem or a task that candidates are likely to encounter on the job and ask them to describe in detail how they would handle it." Define follow-up questions on each skill area using best practices from behavioral interviews, with examples here to guide you.

Candidate Name:			
Interviewer Name:			
Skill or Type of Acumen	Interview question(s) to assess this skill/acumen area	Rating on this skill/acumen level based on the responses to these questions	Jots to help me remember details when the hiring committee convenes
[List your 1st key skill/area of acumen here]	1. Tell me about a time when… 2. Tell me more about… 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 2nd key skill/area of acumen here]	1. Tell me about a time when… 2. Tell me more about… 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 3rd key skill/area of acumen here]	1. Tell me about a time when… 2. Tell me more about… 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 4th key skill/area of acumen here]	1. Tell me about a time when… 2. Tell me more about… 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 5th key skill/area of acumen here]	1. Tell me about a time when… 2. Tell me more about… 3. If you could do it again, what would you do differently?	1 2 3 4 5	

Final Hiring Team Meeting Agenda

Create and use a clear agenda for the final hiring team meeting

As hiring manager, it is your role to ensure that the final team review and decision-making process is bias-free and efficient. Keeping to a structured agenda can accomplish both.

Agenda Item	Goal/ Outcome
Refresh of the Top 5 Skills list.	• Ensure shared understanding on the criteria, so we can use them fairly and consistently across all candidates.
Introduce the summary spreadsheet of all interviewers' rubric scores for interviews and work assignments.	• Explain how we will use this data.
Review summary of scores for each Top 5 Skills area: • **Skill Area #1:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #2:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #3:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #4:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #5:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area.	• Identify which candidates will bring the most to each of our Top 5 Skills/Areas of acumen. • Identify areas where we need further discussion due to inconsistencies. • **Why do we need to do it this way?** "It's best to compare candidate responses horizontally. That is, if you interview five candidates, compare each of their answers on question one, then each answer on question two, and so on... [These] comparative evaluations not only help us calibrate across candidates but also decrease the reflex to rely on stereotypes to guide our impressions."[1]
Self-check for any areas where candidates interviewed may have experienced implicit age bias and/or other types of implicit bias. • Ask about each candidate specifically, and what may trigger implicit bias among the hiring team members. • This is a key point to make note of any "waivers" you've given to these candidates and chosen to advance candidates who are not the strongest based on the criteria we defined and agreed to at the outset. Are you comfortable with this "waiver" or want to circle back to discussion?	• Reduce potential for bias to negatively affect our best decision.
Full discussion of the top two candidates who show highest results in Top 5 Skills/Acumen. Before beginning discussion, ask each member to jot their own thoughts on the following for each candidate: • Assumptions I make about the candidate • Concerns I have about the candidate • Strengths I see in the candidate	• Consider the top two candidates holistically and decide on who to offer the role.
Decision on who to offer the role.	• Ensure team buy-in to the decision. • Determine next steps with candidates.

[1] https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews

Dear [Name,]

While your official offer letter is coming separately, our team wants to share with you a few thoughts on why we think you belong here.

Whether telling us about [insert an example from a story interview], reflecting on [insert an example from a story in an interview] or sharing that you [insert something from an interview story], we can tell that you have the skills and acumen that will enable you to succeed in this role.

Moreover, we have a belief that with you on our team, our entire team will think more creatively, collaborate more productively and make better decisions. When you told us about [xxx] and how you creatively addressed [name a part of the work assignment], we could see that you bring a unique perspective that will make our team stronger. In short, we look forward to learning with and from you, and to helping you learn throughout your career with us.

Our interview process is designed specifically to help us — and you as a candidate — focus on the role and how it advances the purpose of our organization. With that said, we're sure you have questions about what it's really like to work on our team and in our organization. You are welcome to reach out directly to any member of the hiring committee with any questions you still have, to our HR partners to better understand our benefits and policies (and how people really use them) and to the leaders of our ERGs for fresh perspectives on what it's like to work here. [Insert list of ERG leaders/contacts here.] We already believe you belong here, but we want you to feel confident about that before you choose to join us.

All the best,

[Hiring Manager Name]

Define the Role

1. Choose a role

This could be a role for which you are currently hiring, one you are designing as an addition to your team or maybe your own, so it's easy to hire a replacement when you get promoted.

Job Opening Basic Information

Title of the role: _____

Hiring manager name: _____

Type of hire:

❑ Replacement for currently defined role

❑ Replacement for role being redefined during this hiring process

❑ Hire into a new role

*The type of hire is important to keep in mind as you define the Top 5 Skills in the following steps. If it is #1 or #2 above, gather input from team about the skills they believe are most critical to succeed in this role.

2. Carefully draft definitions of the Top 5 Skills for this role

These should be specific skills *or* types of acumen that will enable the new hire to be successful in the role. Keep these as succinct as possible, as you will be using them in many ways throughout the rest of the hiring process. If you really can't stick with five, you can add up to eight skills. Keep in mind that more than five will create more work for your team throughout the process.

Top 5 Skills/Acumen Areas Needed to Succeed in this Role DRAFT

As hiring manager, draft the top skills or types of acumen you believe are critical to success in the role.

Skill or Type of Acumen	How might the candidate show they have this?	Why is this a key to success in the role we are hiring?
(try to stay to 5, but up to 8 is ok)		

Top 5 Skills/Acumen Areas Needed to Succeed in this Role FINAL

Vet the drafted Top 5 Skills with the full hiring team to ensure everyone is on the same page and understands each one. This is *very important* because the hiring team will interview to assess a candidates' work samples and determine the final candidate assessments against these specific skills/acumen requirements. Take time to have a meeting to discuss and confirm before moving ahead in the process. Copy the final version here:

Skill or Type of Acumen	How might the candidate show they have this?	Why is this a key to success in the role we are hiring?

3. Draft a job description

The job description should be concise, reflect the final Top 5 Skills and use the best practices described in this guide. Remember that the more qualifications you list, the less likely you are to receive applications from candidates who assume they need to have all of these to successfully compete for the role. Stay focused on the most important qualifications. Take care to use non-biased language and images, and to signal inclusion of all ages and career phases in the benefits and policies area, as explored earlier in this guide.

Job Description DRAFT

As hiring manager, draft the job description.

Job title	
Job responsibilities	
Desired skills/acumen	1. (copy directly from the list you've finalized in Step 2) 2. 3. 4. 5.
How to apply	
Salary range	
Benefits and policies	
About our organization	

Job Description FINAL

Solicit feedback from your hiring team on the draft job description. If appropriate, also solicit input from the members of your team who will be peers of this new hire. Paste the final job description here:

Job title	
Job responsibilities	
Desired skills/acumen	1. (copy directly from the list you've finalized in Step 2) 2. 3. 4. 5.
How to apply	
Salary range	
Benefits and policies	
About our organization	

Summary: Second Round Interview and Work Sample Scores

Step 1: As the hiring manager/HR partner, gather all rubrics from the interview team to synthesize the scores each candidate received from each member of the hiring committee.

Skill #1: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #2: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #3: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #4: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #5: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Step 2: As hiring manager (or with assistance from your HR partner), check the demographics of each candidate (age, race, gender, etc.) and scan for patterns that raise questions about potential implicit bias within the hiring effort so far. Does one hiring committee member have patterns you want to better understand? Are you surprised at the demographics of the top scoring candidates? Are there any conversations you want to have with hiring committee members before you finalize and share these results with the team in the team meeting?

Step 3: Bring this summary to share live in the hiring committee meeting; do not share beforehand. This ensures that reactions and conversations provide input for all members of the hiring team in the decision-making process. The best practice would be to create a slide for each Top Skill Area results table and reveal the next only when the first has been discussed and top candidates identified. In addition, paper-based copies of this sensitive HR information can be hard to track and destroy afterwards.

Request and Assess a Work Sample from Second Round Candidates

1. Design a work assignment that is a brief, unfussy way for candidates to demonstrate that they have these Top 5 Skills

Signal to candidates that you respect their time and are looking to understand how they can show and apply the desired skills/acumen listed in the job description. Specify that the assignment should only take 60-90 minutes total. This is a work sample, not a project output you would expect from a current team member. Having candidates *show* you how they work is much more valuable than simply asking them to *tell* you how they work. Ideally, all candidates have submitted their work sample before any of them participates in a second round interview. In any case, ensure that no candidate has an unfair advantage by finishing their second round interviews before starting their work sample, unless all candidates have this advantage. A staggered interview process could result in a candidate's unfair ability to apply what they learned in interviews to the work sample project.

"Show Don't Tell" Work Assignment

The purpose of the assignment	This assignment is intended to help us understand your strengths and ability to apply the core skills we believe are necessary to succeed in this role. It is intended to be a short 60- to 90-minute exercise that gives us a sense of how you gather information you need, how you think, how you work and how you communicate your ideas. We do not expect an exhaustive, perfect deliverable. Think of it as a way we can see what you can do, rather than simply assess what you've done to date in your past professional and academic life.
How we will assess it	The full hiring team, including everyone with whom you interview, will review your submission. They will each assess it against a rubric of the top skills we believe will enable you to succeed in this role. These include: [list your Top 5 here].
How do we use it in our hiring process	When the team discusses your candidacy, they will draw on your resume, their interview with you and their review of this assignment.
The assignment	The assignment: [Describe your assignment clearly here. Be sure it is designed specifically so the candidate can show, and you can assess, the strength of the Top 5 Skills your hiring team believes will help them succeed in the role.] Guidelines: • You may gather information in any way that works for you. We expect that any analysis, writing or development of the deliverable is solely your work and completed without asking others to suggest, review and/or edit. You'll have plenty of time in the role to show us how you collaborate — this assignment should help us understand how you work as an individual. • Please plan to spend only 60-90 minutes preparing and creating the deliverable.
If you have questions	If you have any questions as you work on this, please don't hesitate to reach out to [add name and email here.]
How to submit it	Please submit it to [name, email] by [5 p.m. PT on July 1, 2023.] In the body of the email, please include the following statement: "This work represents solely my own efforts. I did not ask other(s) for advice, input, editing or assistance in producing it. The estimated total time that I spent in all aspects of this assignment, including research, preparation, drafting and finalizing it — is [xxxx.]"

2. Use a standard rubric to assess the work assignment

The rubric is designed to guide each hiring committee member through a structured assessment of the Top 5 Skills/Areas of Acumen that defines a new hire's success.

When you provide the work assignment sample to the reviewers, do not attach the candidate's name, instead assign each sample a number that's easily traceable. As always, we are trying to "blind" as much of the assessment as possible to reduce the likelihood of bias creeping in.

Work Assignment Scorecard

Each reviewer should use a copy of this scorecard to review each candidate's submission.

Candidate:			
Skill or Type of Acumen	**Notes on evidence in this assignment of this skill/ acumen area**	**Rating on this skill/acumen level based on the responses to these questions**	**Jots to help me remember details when the hiring committee convenes**
[List your 1st key skill/area of acumen here]		1 2 3 4 5	
[List your 2nd key skill/area of acumen here]		1 2 3 4 5	
[List your 3rd key skill/area of acumen here]		1 2 3 4 5	
[List your 4th key skill/area of acumen here]		1 2 3 4 5	
[List your 5th key skill/area of acumen here]		1 2 3 4 5	

Step 2: Screening

Assess how well candidates match the role requirements

■ **Test the output of any automated resume screening and ranking tools. Do they advance an age-representative proportion of your applicant pool? If not, check the settings and filters and adjust them as needed.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. When determining keywords for automated resume screening, include terminologies that may have been common in the past 15 years, rather than only those that are the current workplace jargon for the core skill that will enable success in the role.

2. If software or AI tools are used to screen or rank applicants, ask to see a report that shows the age distribution of all applicants compared to the age distribution of the candidates it recommends or ranks highly. If these are not similar, ask to see the top 10 applicants from each decade of age range in order to broaden the pool you are considering. These tools are helpful but can inadvertently encode age bias — or explicitly screen out candidates with more experience than the job description requires.

Communicate with all applicants in a clear, timely manner

■ **Reach out to all candidates with updates on their status at each step of the hiring process, and provide a way to reach a team member if they have questions.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. Every candidate, but especially those from older generations, values prompt, clear communication about their application, and after each interaction they have with your organization or team. Older candidates in particular often appreciate specific feedback, which they can use to improve their continued candidacy or to allay concerns that they are being passed over because of their age.

2. Older candidates are often especially comfortable with phone calls and are likely to be quickly responsive via email — so be sure to include an email that accepts replies.

Check qualifications of candidates who have applied

■　**Set your hiring team up to make great decisions by broadening whom you invite to interview, and postponing triggers of unconscious bias for as late in the process as possible.**

I use this best practice:　☐　**Consistently**　☐　**Sometimes**　☐　**Not Yet**

1. **Insist on a group of qualified candidates** from a broad range of experiences and perspectives. Whether you are working with recruiters or doing the hiring yourself, make it clear from the outset that you want true diversity. Research shows that the odds of hiring a woman are 79 times as great if at least two women are in the finalist pool, while the odds of hiring a nonwhite candidate are 194 times as great with at least two finalist minority applicants.[30] This dynamic is also in play for older candidates.

2. **Use technology** to anonymize candidates for as long as possible. Research shows age bias starts as soon as the employer becomes aware of the candidate's age. It suggests that using online applications rather than in-person applications, and an online assessment of ability to meet specific job requirements that provides a numerical score to select interviewees, can delay the start of age bias.30 Software programs can help "blind" the resumes before you review them, so you won't have indicators of age, race or gender.[31] These technologies can be valuable in your selection of candidates to invite for interviews. "Batching" resumes using best practices can result in more diverse hires without any drop in candidate quality.[33]

3.**Resist the urge to look up candidates** on social media, which can trigger many different unconscious biases — wait and do that scan only for your top candidate after your final candidate interviews and before you make an offer if you really need to as part of their background check.[34]

4. **Interview candidates who may seem overqualified.** You can ask up front why they want the role, and what they hope to learn in the role. Candidates who appear "overqualified" are often older candidates. They can bring a "bonus" set of expertise (both functional and relational) that creates immense value for your whole team. They likely have personal reasons that make the role exciting — a chance to apply their expertise in a new industry, to work in a high-growth organization, to swap a long commute for a shorter one, or to work in a better culture. Don't assume — ask!

30 https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams
31 https://www.forbes.com/sites/patriciagbarnes/2020/01/06/age-discrimination-starts-when-an-employer-becomes-aware-of-an-older-workers-age/?sh=37b110d519ce 32 https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
33 https://hbr.org/2020/07/research-a-method-for-overcoming-implicit-bias-when-considering-job-candidates
34 https://www.shrm.org/topics-tools/news/hr-magazine/hiring-age-ageism

Conduct candidate assessments

■ **Use the results of candidate assessments carefully.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. **If your organization uses aptitude or personality testing in screening applicants,** remember that these tools can inadvertently screen out highly qualified older candidates if they focus on skills that are perceived to be more common among younger workers, or assess skills that are not needed to succeed in the role.[35]

2. **To ensure you aren't missing out on highly qualified candidates in your interview pool,** you can ask to see the top 10 candidates from each age bracket and consider broadening your selection considerations. Remember that assessments can create legal risk for employers.[36]

35 https://xobin.com/blog/pre-employment-assessment-test-eeoc-compliance/#:~:text=3.,the%20role%20specifically%20requires%20it.
36 https://www.shrm.org/topics-tools/news/talent-acquisition/hiring-assessments-get-trouble

[Candidate #3 name]	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	
[Candidate #5 name]	1 2 3 4 5	
[Candidate #6 name]	1 2 3 4 5	

Skill #3: [List here]	Interview rating	Indicate Top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	
[Candidate #5 name]	1 2 3 4 5	
[Candidate #6 name]	1 2 3 4 5	

Skill #4: [List here]	Interview rating	Indicate Top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	
[Candidate #5 name]	1 2 3 4 5	
[Candidate #6 name]	1 2 3 4 5	

Skill #5: [List here]	Interview rating	Indicate Top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	
[Candidate #5 name]	1 2 3 4 5	
[Candidate #6 name]	1 2 3 4 5	