

Interview Recommendations & best practices

Summary	Best Practice Examples	Gaps / Barriers and opportunities identified in your organisation.
<p>a) In addition to reasonable adjustments as required, have you considered interview accessibility?</p> <p>b) How will you ensure the interview panel is as diverse as possible and includes an independent panel member? -Monitor the makeup of interview panels and report this to your Recruitment Team. This monitoring is part of the BNSSG system EDI action plan.</p> <p>c) Panels should clarify how scoring should be done prior to interviewing including how a rating on each criteria will be decided by each individual panel member in their initial scoring, which should closely follow the criteria set out in the success profile for</p>	<p>Example: NHS Employers created a list of questions to ask yourself before and during the interview to ensure you create an inclusive environment - see section on 'interview accessibility'. See also these tips for inclusive acts before and during the interview.</p> <p>Example: North East London Foundation Trust (NELFT) trained all panel members in unbiased decision making and to encourage confidence to challenge unfair decisions (see page 8 of NELFT's 2020-2025 Equality, Diversity & inclusion Strategy).</p> <p>Example: Derbyshire Healthcare Foundation Trust's Recruitment Inclusion Guardians scheme.</p> <p>A BNSSG diverse interview panel pool is in development and will be launched in Autumn 2022. To access this pool please contact bnssg.inclusion@nhs.net. Provide the chair with a 'bias information' sheet as part of recruitment paperwork.</p> <p>Review the HEE Values Based Recruitment Framework</p>	

each post. (SOURCE: Roger Kline No More Tick Boxes)

d) Panel members should be reminded at the start of each interview (by the chair or the HR representative) of the risks of bias and the importance of always being conscious of the risk of slipping into stereotypes. (SOURCE: Roger Kline No More Tick Boxes)

e) Panels members should be made aware that both the order of interviews and length of the interview process can increase the likelihood of cognitive shortcuts leading to increase of bias. (SOURCE: Roger Kline No More Tick Boxes)

f) Consider if your organisation make it compulsory for all panel chairs to have inclusive recruitment training before they can chair a panel? Good practice would be for at least recruiting manager and/or (all) chair of recruitment panels to have fairer recruitment training.

g) Panel members should be encouraged to challenge the chairperson is essential to avoid conformity bias. (SOURCE: Roger Kline No More Tick Boxes)

h) Panel members should be made aware that at any point in the interview process (not when a candidate is in the room) they should be expected to interrupt the process if they think there is a significant issue of bias emerging. (SOURCE: Roger Kline No More Tick Boxes)

i) Candidates and interviewers should be provided with a handout (interview protocol sheet) beforehand (with the interview invitation) detailing expectations. (SOURCE: Roger Kline No More Tick Boxes)

j) Have you considered providing a printout (or electronic version) of interview questions at the beginning of interviews to help candidates to structure their answers.

-this supports neurodivergent applicants.

-could you provide interview questions in advance?

k) Consider performance-based questions or behavioural/value interview questions as they are a strong predictor of how successful a candidate will be at the job. (SOURCE: Roger Kline No More Tick Boxes)

l) Panel member should ask every person who is interviewed the same list of questions. (SOURCE: Roger Kline No More Tick Boxes)

m) Provide to recruiters a protocol sheet/operation procedure highlighting. (SOURCE: Roger Kline No More Tick Boxes)

Protocol sheet /operation procedure should highlight:

- Not to penalise candidates for being able to demonstrate less examples of stretch opportunities.
- Not penalise candidates for staying in a role too long or moving too quickly or over qualified or taking on different sideways role.
- Be wary of drawing inference (to conclusion) based on gaps in a CV or a slower pace of career progression.
- Beware of attaching too much significance to the number of stretch opportunities candidates may have had or the pace of their career development.
- To examine and broaden the definitions of success used (in success profile for example), and then by asking what each person adds to the team being recruited to teams.
- Understand Diversity can enable differences in knowledge, information, models of thinking, (heuristics) which may give better outcomes on tasks.
- Not to ask applicant's health or disability including neurodiverse applicants (except for certain specific reasons) until an applicant has been offered the job or has been selected into the pool of applicants to be offered a job when a position arises.

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| | <ul style="list-style-type: none">▪ Ask all interviewees not just Disabled candidates the same questions, such as "How would you perform this required task."▪ Avoid creating a different environment for candidates who are "different".▪ To not discuss candidate performance before scoring. | |
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