The purpose of applicant review and interviewing in the hiring process is to evaluate and assess candidates for a particular job role in order to make informed decisions about their suitability for the position. Both activities serve different purposes but are equally important in selecting the right candidate for the job.

Preparation Produces Validity and Effectiveness
It takes, on average 47-60 days to move a pool of candidates through the applicant review and interview process. Having all of your assessment materials prepared in advance will enable you to manage a process that is effective and efficient.
- Determine the critical success factors of the job.
- Make a list of qualities, skills and types of experience to use to screen resumes and job interview candidates.
- Rank—according to the job specifications—the most important qualities, experiences, education and characteristics that a successful candidate would possess.
- Decide on the applicant screening questions.
- Select specific interview questions to determine whether an applicant possesses the critical success factors.
- Decide the type of interview process that will be used.
- Determine who will interview the candidates.
- Plan the interview and the follow-up process.

Application Review (Screening)
The purpose of this stage is to identify and shortlist candidates who meet the basic qualifications and requirements for the position. Reviewing applicants allows recruiters and hiring managers to assess each candidate's skills, experience, and qualifications to help determine if an applicant should be interviewed.
- Create a scoring rubric based on knowledge, skills, and abilities listed in the position description. Do not include categories on your rubric for which information is not available in an applicant's materials.
- Consider masked resume reviews which removes all non-essential demographic information. A
- Encourage all reviewers to think through their biases and how that may affect their scoring.
- Including multiple reviewers can help alleviate individual bias in decision making.
- Incorporate skills assessments to measure skills and qualifications more objectively. But remember to tell candidates your aim: to mitigate resume-based bias, not solicit unpaid work.

Interviewing
The purpose of interviewing is to assess how well a candidate might perform in the role by evaluating their knowledge, problem-solving abilities, communication skills, values and overall suitability for the organization.

Interviews may take different forms, including phone or video interviews, one-on-one interviews, panel interviews, behavioral interviews, situational interviews, case studies, and formal presentations, depending on the organization's preferences and the role's requirements.
- Create a scoring rubric based on knowledge, skills, and abilities listed in the position description.
- Ask standard, fair questions to all candidates that avoid bias and discrimination in your interviews. Focus on the knowledge, skills, and abilities for the role and ask questions to help assess a candidate's aptitude in these areas.
- Have the interviewers state their pronouns during introductions. Do not explicitly ask candidates to share their pronouns as this could unintentionally force them to disclose information that they are not required to provide an employer.
- Consider providing interview questions in advance and/or using live-action scenarios in interviews to assess a specific skill. This can help level the playing field for candidates who do, or do not, "interview well."
- If asked during Q&A, be honest with candidates about the position, your organizational makeup, culture, and work towards diversity, equity, and inclusion. Allow candidates to decide for themselves if your organization and the role are a good option for them given accurate information about what their experience may be like.

Resources:

- [Recognizing Bias in the Hiring Process](#)
- [11 Ways to Avoid Interviewer Bias in Your Selection Process](#)
- [6 BEST PRACTICES FOR CREATING AN INCLUSIVE AND EQUITABLE INTERVIEW PROCESS](#)
- [Why Should You Use Skill Assessments? Here Are The Top 5 Reasons](#)
- [Viewpoint: Stop Lying to Job Candidates About the Role](#)