

Best Practices in Candidate Assessment

Applicant Review

Refer to the SSEP for a search when reviewing applicants. Be sure to maintain fair practices and empower search committees to properly assess candidates based on merit demonstrated in the application.

Fair Review of Applicants

Structure Combats Bias

- Use rubrics reflecting desired qualifications.
- Ensure consistent interview itineraries for all candidates.

Think About All Candidates

- Use multiple reviewers.
- Decide order of preference before extending offers.

Protect the Process

- Does the process protect the ability of more vulnerable faculty to vote according to their judgment?

Reminders

- Academic hiring at the University is a multi-step process. Please make sure you give yourself, the search committee, the department/school, and local HR ample time to complete all required steps. Speeding through the process generally results in errors that add weeks to the hiring process.
- Please email candidates from within ASR. The system logs all correspondence.
- Evaluators cannot both serve on the search committee and write letters of recommendation for applicants within the pool.
- All standard searches should list the complete search committee in the evaluator section of the posting.

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Interview Questions

Exercise extreme caution in asking questions that may touch on a protected class. The following guidelines outline allowable statements or questions and those to avoid on various topics. Contact EOCR if you have questions on what is or isn't allowable.

Topic	Allowable Statements/Inquiries	Statements/Inquiries to Avoid
Name	Whether the applicant has worked under a different name.	Inquiries about the name that would seek to elicit information about the candidate's ancestry or descent. Inquires about name change due to a court order, marriage, gender transition status, or otherwise.
Birthplace	See "Citizenship" below.	Birthplace of applicant, spouse, parents, or other relatives.
Citizenship	Statement that employees must be eligible to work in the U.S.	Any inquiries about citizenship or whether the applicant is, or intends to become, a U.S. citizen.
Residence, Nationality	Place of residence. Length or residence in this city.	Specific inquiry into foreign addresses that would indicate national origin and/or nationality of an applicant. Whether applicant owns or rents home.
Age	Can inquire whether an applicant meets minimum age requirements, or state that proof may be required upon hiring, or that hiring is subject to verification of minimum age.	Cannot require that applicant state age or date of birth. Cannot require that applicant submit proof of age before hiring. Any questions that may tend to identify applicants over 40 years of age.
Sex/Gender Identity	Inquiry or restriction of employment is permissible only when a Bona Fide Occupational Qualification (BFOQ) exists.	Any inquiry that would indicate sex of applicant. (Sex is not a BFOQ because a job involves physical labor, such as heavy lifting beyond the capacity of some women.) Applicant's sex cannot be used as a factor for determining whether an applicant will be "satisfied" in a particular job.

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