



# Developing a Fair Hiring Framework and Inclusive Interviewing Practices

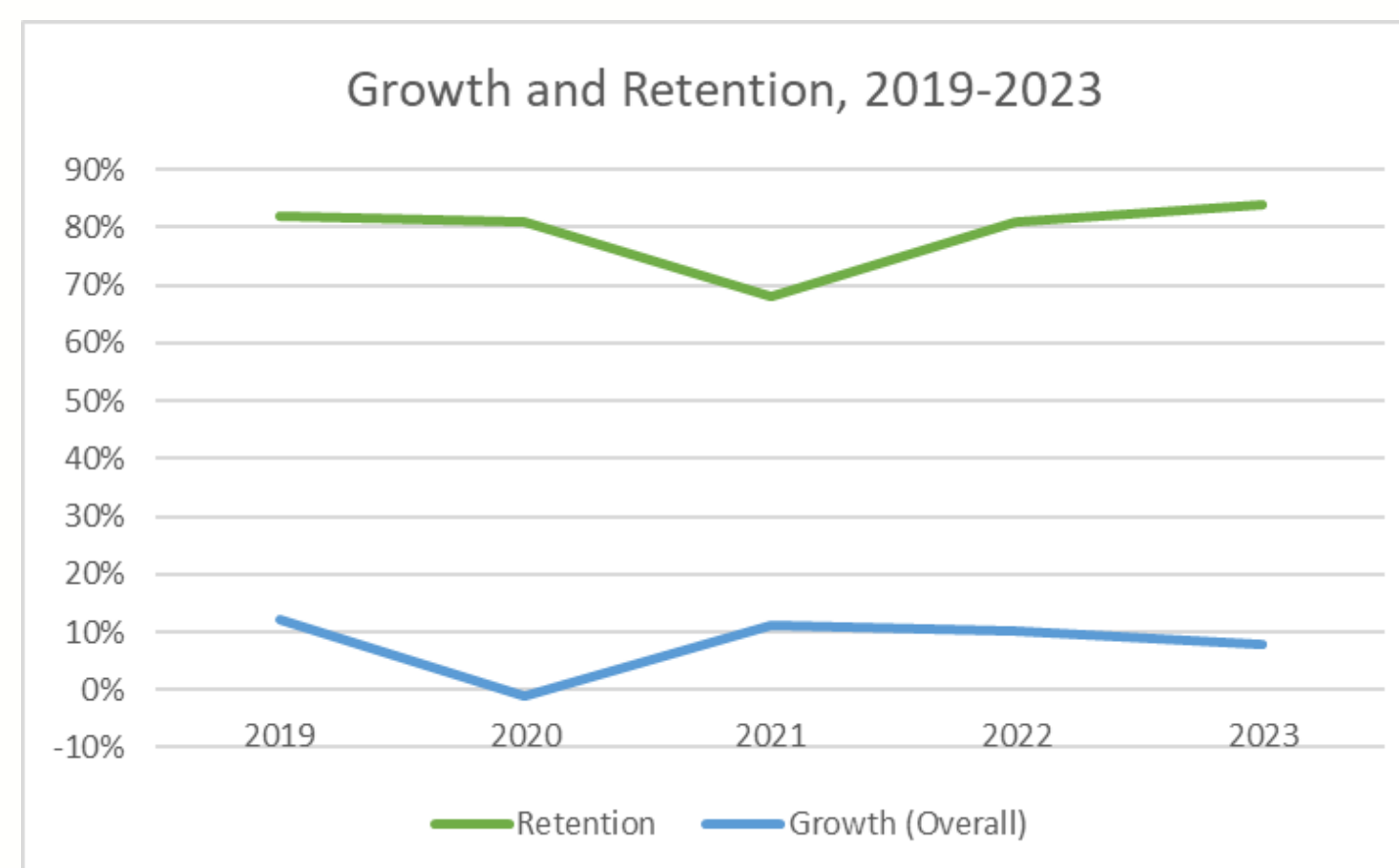
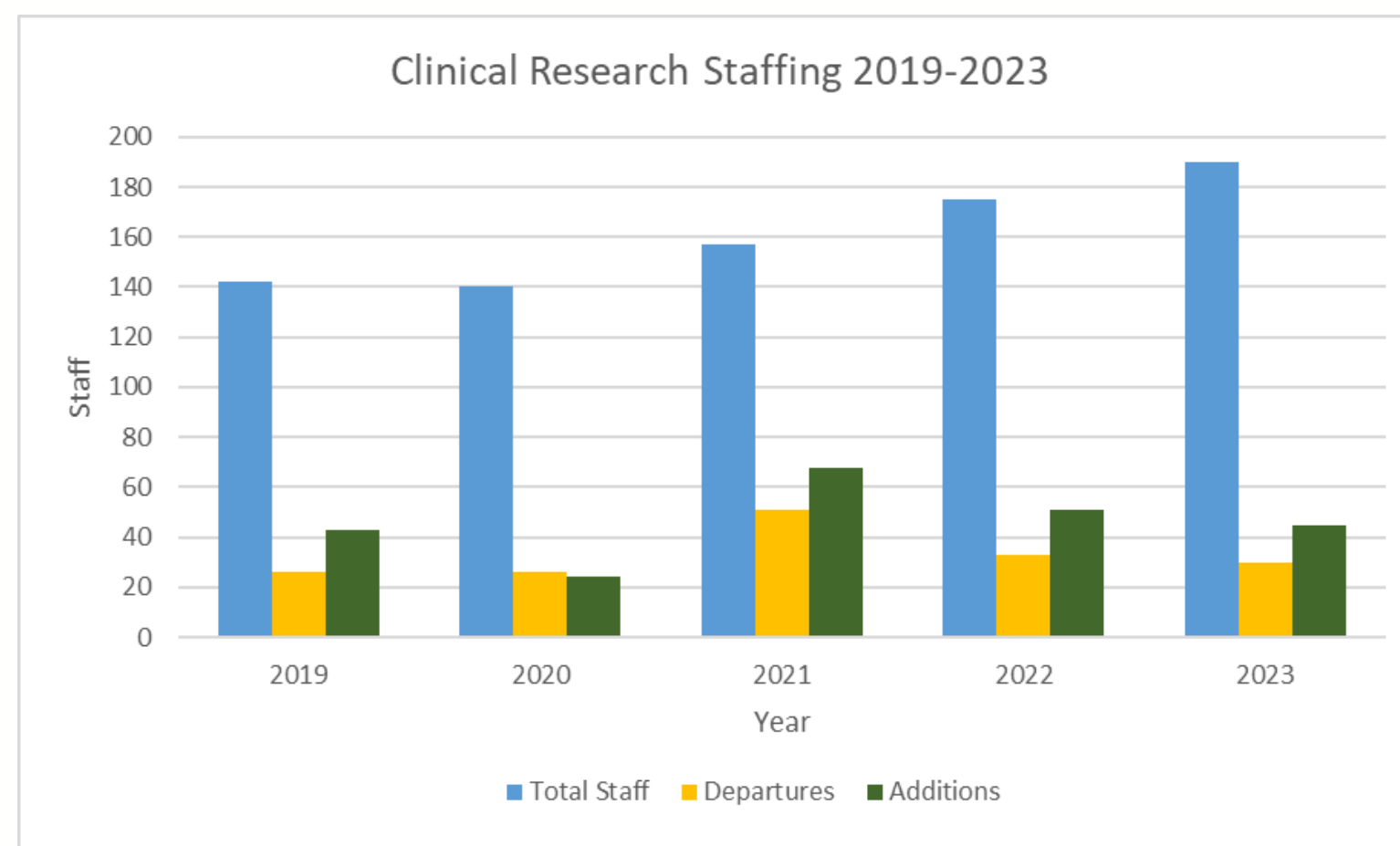
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## Background

- A diverse, equitable, and inclusive workplace is a priority for our National Cancer Institute- Designated Comprehensive Cancer Center.
- Available literature suggests that unstructured interviews and hiring processes can be unreliable job performance indicators and increase the risk of bias.<sup>1,2,3</sup>
- By intentionally building structure and equity into our hiring process, we work to create a diverse, equitable, and inclusive workplace.
- We want everyone to have a fair and equal opportunity, guided by structure and objectivity.
- OHSU Knight Cancer Clinical Research has **21 disease programs**.
- While we have an overall high retention rate and consistent growth, both metrics are impacted by inclusion and equity.

**8 Roles Examined**  
**180+ Staff Trained**



## Objectives

- Create a uniform hiring structure that promotes fair and equal opportunities to employment candidates at OHSU Knight Cancer Institute while acknowledging the innate unconscious biases and hiring prejudices of interviewers.
- Tailor the hiring evaluation to the job description rather than the candidate's likability and team fit. This would ideally increase employee retention as it would encourage suitable pairing of job ability and job responsibility.
- Strengthen practices that support our institution's commitment to diversity, equity and inclusion, as well as OHSU's mission to develop a diverse community of faculty, students, and staff. Part of that work is to ensure that we are recruiting, hiring, retaining, and fostering an anti-racist, safe, and belonging learning community and workforce.
- Collect metrics and feedback for future process development and improvement.

## Methods

<b>Question Set by Role</b>	Questions should be consistent over time and across candidates to ensure everyone has the same opportunity to speak to their qualifications and experience.
<b>Manager Reviews CV</b>	Having the team not review the CV allows for anonymity and means the candidate will be evaluated based on actual skills rather than assumptions. This means that each candidate goes into the interview process with equal opportunity.
<b>Screening Call</b>	Confirms the role the candidate applied for while also gathering pertinent information for managers.
<b>Questions Sent 2 Days Ahead of Interview</b>	Sending the interview questions beforehand allows more preparation time for the candidate to provide more comprehensive answers, creating a more accessible interview process.
<b>Manager Interview</b>	Assess hard skills to evaluate whether the candidate is qualified for the role
<b>Team Interview</b>	<ul style="list-style-type: none"> <li>A set amount of team members and roles helps structure the interview process.</li> <li>Including pronouns during introductions and Webex names during the interview to perpetuate organizational culture of inclusivity.</li> <li>Pasting the interview questions into the chat allows the interviewee to see the question and continue with their train of thought and answer accordingly</li> </ul>
<b>Evaluation in Real Time</b>	Evaluating in real time and restricting response changes helps reduce recall biases and prevents interviewers from altering evaluations based on previous/future responses from the candidate.

## Results

### Successes

- Interviewers and candidates have expressed appreciation for limiting the number of people in the meetings. This created a more intimate/comfortable environment and helps ensure that the appropriate people are attending.
- By sending the questions ahead of time, candidates felt they could be more authentic/transparent and 'stay true to their self' (i.e., did not feel the need to embellish responses to impress interviewers). The types of questions being asked also provided an opportunity to convey relevant experience to highlight their specific skills.
- From the interviewer perspective, sending questions out 48 hours before the interview, the quality of answers from the candidate is enhanced (i.e., the candidate seems more prepared and articulate).
- Eliminating the need to meet post interview & providing responses in real time improves hiring timeline efficiency and reduces bias.
- Feedback from OHSU's Center for Diversity and Inclusion was positive and enthusiastic for the suggested changes and interventions

### Room for Improvement

- Internal feedback from interviewers suggests that additional work could be done to finesse the scoring rubric as there is concern that some of the scoring weights might over/underemphasize skills that might lead to qualified candidates being overlooked.
- Internal feedback also suggested that some of the questions are too technical, misleading, unclear and still potentially create bias in the hiring process.

### Summary

Overall, this process provides more structure and clarity around the hiring process which has been beneficial for both the interviewer and interviewee. Feedback will continue to inform next steps with this process.

## Future Directions

- Prioritize further improvement and adaptation of the hiring process based on feedback and evaluation metrics.
- Continue to foster a culture of divergent thinking and openness to new perspectives to further enhance the recruitment and retention of diverse talent.
- Explore strategies to expedite the recruitment process without compromising quality or inclusivity.
- Implement tools for long term impact assessment to evaluate the effectiveness of the new hiring framework in achieving diversity, equity, and excellence in in clinical research operations.
- Scale our approach to a broader range of positions and teams across OHSU.

## References & Acknowledgements

Knight Cancer Inclusive Interviews Working Group  
OHSU Center for Diversity and Inclusion  
Knight Cancer Clinical Research Quality & Administration  
Knight Cancer Clinical Research Managers Knight Cancer  
Leukemia Research Program Knight Cancer Research RN  
Group

<sup>1</sup> DeVaul R.A., Jervey F., Chappell J.A., Caver P., Short B., & O'Keefe, S. Medical School Performance of Initially Rejected Students. *JAMA*. 1987;257(1):47-51. doi:10.1001/jama.1987.03390010051027  
<sup>2</sup> Dipboye, R. L. (1994). Structured and unstructured selection interviews: Beyond the job-fit model. *Research in personnel and human resources management*, 12, 79-123.  
<sup>3</sup> McDaniel, M. A., Whetzel, D. L., Schmidt, F. L., & Maurer, S. D. (1994). The validity of employment interviews: A comprehensive review and meta-analysis. *Journal of applied psychology*, 79(4), 599.