- DO avoid asking illegal questions that violate an applicant’s privacy.

Instead of...
“What is your race?”

“Do you have any Disabilities?”

“How old are you?”

- DO be sure to ask open-ended questions.
Some examples are:

“If you could have the perfect job, what would it be?”

“What is an example of a time when you were really motivated at work?”

“What are two examples of long-term and short-term goals you have set for yourself? And how successful have you been at accomplishing them?

Post-Interview and Selection

• Create a standard grading matrix for evaluating and choosing candidates according to their qualifications to further add credibility to the selection process.
  - This will help protect against complaints of bias.

• Conduct reference checks of top applicants’ current or previous employers with a standard set of questions to verify an applicant’s employment history and qualifications for the job.

Equality is one of the most fundamental principles of our nation’s heritage.
The Equal Opportunity Programs Office provides center-wide leadership and advice on issues of civil rights, equal employment opportunity, diversity, and reasonable accommodations.

For more information, please contact:
Equal Opportunity Programs Office
Goddard Space Flight Center
Building 8, Room 445
Greenbelt, MD 20771
Main Number: (301) 286-7348
Fax Number: (301) 286-0298
What is a Fair Selection Process?

- A fair selection process consists of an interview, supervisor, or any other selection official judging applicants on their ability to do the job, not on the basis of their race, color, sex (which includes pregnancy, equal pay, gender identity, change of sex, sex stereotyping, transgender status and sexual orientation), age, national origin, religion, genetic information, disability (physical or mental), or EEO activity.

- A fair selection process is important because it contributes to a business’ bottom line by adding credibility to the selecting official’s decisions. A fair selection process also improves the NASA brand as an equitable and model employer.


Pre-Interview & Recruitment Process

- **Job Analysis.** A job analysis sets the foundation for outreach, recruitment, and selection actions and should be the first step in the recruitment process. It is a systematic procedure for gathering, documenting, and analyzing information about the content, context, and requirements of the job to identify the essential functions of the position and the necessary competencies, knowledge, skills, and abilities (KSAs) required.

- **Vacancy Announcement.** Before the interview itself and after the job analysis has been established, an integral part of the hiring process is the vacancy announcement. The vacancy announcement should only contain job related criteria with no unnecessary requirements that would exclude anyone from the job requirements.

- **Interview Panel/Selection.** Feedback from multiple diverse individuals is a key step for ensuring a fair interview process. A committee should be diverse in terms of age, gender, ethnicity, and work experience. It is also important to pick members who can understand the job in question, objectively evaluate the applicants, actively participate in the discussions, and maintain confidentiality.

The Interview Process

- **Interview Preparations.** Create a set of standard questions that apply to the job description. Use open-ended questions to gain more information about your candidates and to make the interview more effective. Be sure to ask each applicant the same questions to ensure equitable comparability between interviews.

- **Interview Preparations (continued).**
  - Create a uniform note-taking rubric for each panel member to use during the interview.
  - Read all documents provided by the applicant prior to the interview to be informed of their background.
  - Provide equal employment opportunity, diversity, and bias sensitivity information or training to panel members to ensure objectivity.
  - Inform all the panel members of their responsibilities during and after the interview process. Remind each member to be attentive during the interview and thorough in their note taking.
  - Find a quiet location to conduct the interview to ensure privacy.

- **Conducting the Interview: Do’s & Don’ts**
  - **DO** take notes as you listen to the candidate to refer back to later during the selection process.
  - **DON’T** write down notes that are not relevant to the applicant’s qualifications for the position.
  - **DO** be friendly and honest with your applicant. Encourage them to share their experiences and ask questions.
  - **DON’T** share information about the applicant to anyone other than members of the interviewing panel and the selection official.
  - **DO** be aware of bias. Research shows that interviewers try to avoid applicants that are unlike themselves.
  - **DON’T** make general assumptions about an applicant based on their race, socio-economic status, disabilities, sexual orientation, etc.
  - **DO** Consider Veterans Preference and Schedule A for Special Hiring Authorities.