

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

Instead of...	Ask...
"What is your race?"	"Are you authorized to work in the U.S.?"
"How old are you?"	"Are you over the age of 18?"
"Do you have any Disabilities?"	"After reviewing the job description, are you able to perform all the essential function of the job?"

- **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.



Equal Opportunity Programs Office

EOPO: Striving For Excellence, Achieving Results

Margareth J. Bennett

Director

Llauryn D. Iglehart

Deputy Director

**EEO Compliance Program
Management Directive 715 Program
Special Emphasis Programs**

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**

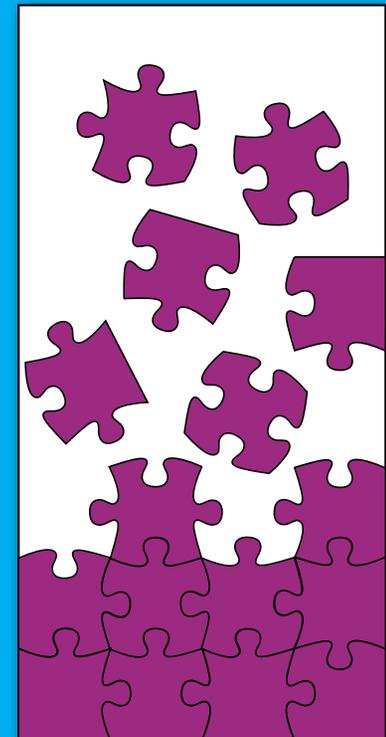
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**Equal Opportunity
Programs Office**

**Conducting a
Fair Selection Process**



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