

Interview Rubrics: Hiring with Diversity in Mind



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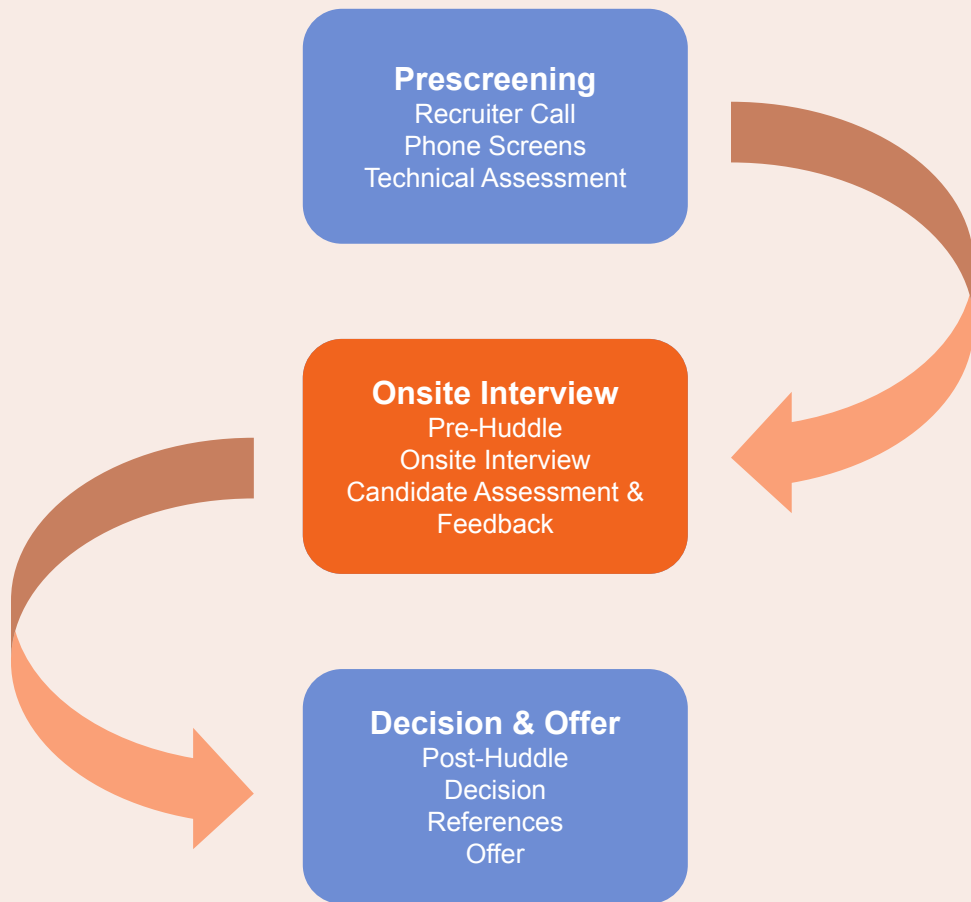
What is an Interview Rubric?

An Interview Rubric is a scorecard that sets forth the desired skills and qualifications for a given role, and scores all candidate interview responses against the same set of job-based criteria.

Etsy uses an interview rubric to ensure fairness and consistency in hiring and to proactively mitigate potential unconscious bias.

The Hiring Process

We will be focusing on the Onsite Interview portion of Etsy's Hiring Process.



Sample Interview Rubric

High Level Overview
Link to Interview Question Bank on [Motherboard](#).

Core Competency	Technical Skills	Effectiveness	Collaboration	Problem Solving	Leadership	Management
Key Element 1	Commitment to your craft	Minimizing waste	Embracing differences	Digging deeper	Optimism and resilience	Strategic planning and alignment
Key Element 2	Domain expertise	Initiative	Teamwork	Critical thinking	Strategic thinking and vision	Team empowerment and management
Key Element 3	High-quality work product	Prioritization	Relationship building	Creativity	Direct and effective communication	People development and coaching
Key Element 4	Continuous improvement	Scoping and planning	Clear communication	Decision making	Decisiveness	360 communication
Key Element 5		Execution	Empathy	Implementation	Accountability	Team building and hiring

TECHNICAL SKILLS	Weak	Satisfactory	Great
Commitment to Your Craft			
How do you keep up to date with trends and best practices in your field?			
Tell me about an article or book that you recently read about a subject in your field.			
Domain Expertise			

Using the Rubric:

How to construct a fair & consistent hiring process

Core Competency	Technical Skills	Effectiveness	Collaboration	Problem Solving	Leadership	Management
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Key Element 2	Domain expertise	Initiative	Teamwork	Critical thinking	Strategic thinking and vision	Team empowerment and management
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Using the Rubric:

How to construct a fair & consistent hiring process

EFFECTIVENESS	Weak	Satisfactory	Great
Minimizing Waste Tell me about a time when you identified an opportunity for a process or product to be improved. What was the situation? What did you do about it? Tell me about a time when you were able to make a process more efficient. Time is a precious resource. Tell me about your organizational system for managing your time.			
Initiative Tell me about the last time that you undertook a project that demanded a lot of initiative. Tell me about a time when you made a valuable work improvement and how you implemented it.			

Defining candidate interview performance expectations

EFFECTIVENESS	Weak	Satisfactory	Great
Minimizing Waste Time is a precious resource. Tell me about your organizational system for managing your time.	Does not articulate a system and does not share professional examples.	Articulates some system with professional examples.	Articulates a robust and flexible system with professional examples.
	I don't really know - I have so much going on that it can be hard to keep track of.		

How do I use the Interview Rubric during an Onsite Interview?

Onsite Interview Best Practices

Help every candidate have the best interview experience possible while ensure you are getting all of the information you need to make an informed assessment.

Introductions

**Acknowledge interview format
& note taking**

**Avoid conversation unrelated to
Rubric questions**

**Only ask questions from the Rubric & have
follow-up questions prepared**

**Make an assessment of how the candidate
performed**

**Submit timely feedback that is based on
questions asked and responses given**

Types of Biases

These are the types of bias that we encounter most frequently in hiring and interviewing practices.

From LinkedIn course: [Unconscious Bias](#)

Affinity Bias: a positive response to someone who is similar to us.

Perception Bias: The tendency to form stereotypes and assumptions about certain groups that makes it difficult to make an objective judgement about individual members of those groups.

Halo Bias: Approving all of a person's actions because of their past praiseworthy actions, education or professional pedigree.

Horn Bias: Closely related to the halo bias, a form of cognitive bias that causes one's perception of another to be unduly influenced by a single negative trait.

Confirmation Bias: Seeking out and retaining information that confirms our initial perceptions, ignoring contrary information that is presented.

Groupthink (also known as the bandwagon effect): When the desire for harmony or conformity in the group results in incorrect decision making.

Let's practice!

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Let's practice!

- Pick a partner at your table, ask each other the interview question and write down your notes for their answer (have some fun with it!)
 - How would you rate their answer according to your rubric?

Discussion

- What was it like using the interview rubric when you asked the question?
 - Was it difficult or easy?
- If you don't currently use Rubrics, how easy or difficult do you think it would be for you to implement this into your organization?

Thank you!
Q&A