

APPENDIX I

20 Tips for Interviewing Multicultural Candidates

1. Interview.	Inform candidates of the interview process before they arrive. If appropriate, give them a written handout that outlines the process and gives them general topics that they may anticipate being questioned about. This will be particularly helpful for individuals who are more reflective and can benefit from pre-thinking.
2. Be sure interview questions are free of culture and value bias.	For example, asking an applicant to describe his/her conflict style and approach may be problematic with individuals who value harmony and rarely find themselves in conflict or resolve the conflict internally rather than with the other person.
3. Keep your language gender neutral and culturally appropriate.	Have an awareness of preferred greetings or honorifics. If you are not familiar with the pronunciation of names or the order in which they should be used, check with a cultural informant or ask the individual.
4. Be cautious of jargon or culture-specific metaphors.	Particularly with persons for whom English is a second language. For example, avoid use of phrases such as "hit the ground running," "give me a hand," "walk the talk."
5. Be aware of what biases are operating.	As you evaluate interviewees and their responses. Suspend those that are not clearly job related. For example, be aware of attitudes you have regarding accents, communication styles (circular vs. linear, direct vs. indirect), tone and volume of speech, and degree of formality.
6. Use a culturally diverse interview panel	This will help minimize potential bias.
7. Consider using interviewers from target communities.	Including people from outside the organization.
8. Train interviewers in effective interviewing	Include legal requirements, language, and culturally appropriate behaviors. For example, asking personal questions (marital status, ages of children, health status, and so on) is not appropriate and often not legal. Help interviewers understand a range of communication styles and nonverbal behaviors that can be successful in work settings. Also help interviewers take care not to evaluate behaviors or responses solely on the interviewers' personal preferences.
9. Provide a comfortable physical environment	Interview space: Be sure it is accessible to physically challenged individuals, for example, that the facility for interviews is accessible to wheelchairs, aisles are wide enough and free of obstructions, and noise levels are minimized. If you are testing applicants, be sure you know ahead of time if they need any special accommodations.
10. Allow time to get acquainted with the interviewee	Before beginning the formal interview make time to get acquainted with the interviewee. This will help all applicants feel more at ease and will be particularly helpful to applicants who have a strong value for relationships.
11. Avoid using acronyms or abbreviations	Avoid using organizational titles, programs, divisions, and processes.
12. Provide feedback to unsuccessful finalists	This will assist them so they can improve in future interviews.
13. When interviewing someone who has an accent, be honest	If you have not understood, ask them to repeat in a way that accepts responsibility for not hearing rather than placing the blame on their speech.
14. Clarify your understanding by restating what you have heard.	Don't rely on your perceptions of what is being said.
15. When interviewing someone who has an accent, don't raise your voice.	It doesn't improve communication and can be offensive.
16. When interviewing someone for whom English is a second language, listen patiently	Allow them to complete their thoughts. Don't interrupt, speak for, or interpret their ideas.

APPENDIX I (CONT.)

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17. Be aware that maintained eye contact is not a universal value.	If someone is avoiding eye contact, make an effort to identify why.
18. Acknowledge if you lack information or have stereotypes about disabilities.	Ask the applicant to identify their abilities as they relate to the job for which they are being considered.
19. Ask interview questions that allow the applicant to discuss their achievements in a group context.	In cultures that are group oriented, bragging or taking credit for successes may not be perceived as appropriate.
20. Allow interviewees to solve work-related problems in writing.	Providing some problems ahead of time so applicants can bring them to the interview will be helpful for individuals who are more effective when given time to reflect.