FUF's Internship Program

Tips for more inclusive recruitment with a focus on diversity

SELECTION

If possible, interview all candidates. If that is not possible:

- Make clear **selection criteria** before you start reading applications, e.g. 3–5 core competencies that candidates selected for interviews should meet.
- Write down what counts as evidence for each competency (think broadly as candidates are young/inexperienced – consider e.g. **non-profit commitments, languages, extra jobs**).
- Review the **representation** in your shortlist – do the candidates selected for interviews reflect a diversity of backgrounds and perspectives? If not, consider adjusting your selection.

Structure the screening of applications

- Create a simple **scoring template** based on the criteria above and use it when reviewing applications.
- Review all applications in the same way to ensure a fair assessment.
- Be aware of first impressions – revisit and double-check your initial assessments. First impressions can influence how we interpret the rest of an application. Make sure your evaluation is based on relevant competencies and evidence, not on gut feeling or a single detail.

INTERVIEW

Develop a question template where the core is the same for all candidates

- The template should be based on the advertisement/requirements profile.
- Ask open-ended questions.
- Ask case questions or scenarios to understand how the candidate reasons.

Create a clear interview structure

- Start by briefly describing the structure – this creates security and better conditions for the candidate.
- Same interview length.
- Ask follow-up questions consistently so that all candidates have an equal opportunity to develop their answers.
- The same opportunities to ask questions.
- Be clear about the next steps – what happens after the interview and when the candidate can expect feedback.

Make sure at least two people interview

- Have different responsibilities/look for different things in the interview.
- Discuss your impressions only after both of you have made your own assessment (to reduce the impact on each other).

ASSESSMENT

Value potential – not just experience
Intern recruitment should focus on learning ability and potential. Look, for example, for curiosity, reflection skills, initiative, and the ability to learn from mistakes. Also consider who would benefit the most from the opportunity – and how your recruitment can help open doors for more people.

Reflect on bias in assessment
Have you favored someone who is similar to yourself? Have you interpreted the same behavior differently depending on the candidate? Are you talking more about "personal chemistry" than substance? Use your scoring model and concrete evidence – not gut feeling.

Reflect on your contribution to increased diversity
How can you, through your recruitment, contribute to broadening perspectives and representation in the organization. Which candidates are at risk of being rejected – and why?

Do you want extra support in recruitment? FUF can help with:

- **Develop interview questions** – We help you formulate interview questions based on role profile and desired competencies, to ensure that you obtain relevant information and can make fair comparisons between candidates.

- **Quality-assured your interview guide** – We review your interview structure and question template to ensure a consistent, structured and fair process – which reduces the risk of unconscious bias and strengthens the quality of the assessment.

- **Participate as a co-interviewer** – FUF can participate in interviews as extra support and contribute an additional perspective in the assessment of candidates, especially with a focus on potential, learnability and inclusive selection.

- **Selection and screening advice** – We support you in defining relevant selection criteria and structuring the screening of applications, so that you ensure a transparent, competency-based and inclusive selection process.

Please get in touch if you are curious about how we can support you further – we will be happy to tell you more and develop a proposal tailored to your needs.