

A GUIDE TO INCLUSIVE INTERVIEWING & HIRING PRACTICES IN SOCCER

Not every soccer club or organization has the resources to hire a full-time HR department, so we're here to help. This guide can serve as a helpful tool for your club/organization's hiring practices.

GENERAL PRACTICES

Creating hiring practices that are conscientious and fair will ensure you are giving every candidate an equitable opportunity. Plus, your interview process will tell potential candidates what your club/organization values in communication, policies and inclusivity, as well as its core values overall.

- Seek out candidates from a variety of sources. If the candidate pool lacks diversity, strategize targeted efforts to increase it.
- Have each candidate go through the same process on each step – this includes the same interviewers, questions, time spent, etc.
- Ensure your questions abide by the **U.S. Equal Employment Opportunity Commission** policies on age discrimination, pregnancy discrimination, religious discrimination, sexual orientation and gender identity discrimination, race/color discrimination and more ([tip sheets found here](#)). Some excerpts below:
 - [Pregnancy discrimination](#), Under the PDA, an employer cannot refuse to hire a woman if pregnancy, childbirth, or a related medical condition was a motivating factor in the adverse employment action. This is true even if the employer believes it is acting in the employee's best interest. An employer may not discriminate based on an employee's intention or potential to become pregnant.
 - [Sexual Orientation and Gender Identity \(SOGI\) Discrimination](#), The law forbids sexual orientation and gender identity discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.
 - [Race/Color discrimination](#), Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.
- Provide an agenda for the candidate prior to the interview.

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- Check your bias before you begin the interview (listen in on these talks on bias "[Checking your Bias in Interviewing](#)" and "[Allyship: Unconscious Bias and How to Overcome It](#)", plus access [training on bias](#) and [resources on bias](#)).
- Consider the job qualifications you list are absolutely necessary and are clear of any potential barriers for an underrepresented candidate who would be a great fit for your org. E.g. education level.
- *Recommended:* Ensure each candidate speaks with various people inside your organization/ club, even staff in roles that will report to the new hire. This ensures that you are gathering insight on the candidate from diverse perspectives.
- *Recommended:* To help mitigate conformity bias, avoid debriefing whoever met with the candidate as a group. Group debriefs can lead to interviewers evaluating candidates based on the feedback of others and not their individual experience with the candidate.
- *Recommended:* Create questions for the candidate that learn more about their soft skills and not only their technical skills.
- *Recommended:* Ensure the language in your job description is inclusive; for example, use multiple pronouns “she/he/they.”
- *Recommended:* Spend extra minutes reviewing the candidate’s resume and applicant materials to ensure you are framing questions that give them opportunities to speak to experiences they can draw more detailed answers from.
- *Recommended:* Have alternative ways to engage candidates whose first language is not English.
- *Recommended:* Consider there are multiple “right” answers to your questions. This is where unconscious bias can come into play. Stay curious and ask follow-up questions. See question bank for examples.
- *Recommended:* Don’t assess candidates for “culture” fit but instead ask specific questions on your core values to learn how they’ve demonstrated those values in past work/academic experiences.

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APPLICABLE USE CASES FOR THIS DOCUMENT

Some clubs and organizations may not have the HR personnel on staff to support building out a complete interview process. These are some roles that might benefit from using this guide.

- Club directors
- Head coaches
- College coaches
- Athletic directors
- Youth club presidents
- Directors of technical coaching

INTERVIEW QUESTION TIPS

- Stay curious. Use follow up questions that start with “What,” “How,” or “Tell me more!” e.g. “How did that go?” “How long did it take?” “How did you deal with that?” “What was the impact?” “What motivated you?” “What did you learn?”
- Find a combination of behavioral-based questions and job-technical questions as it is relevant to a candidate's experience:
 - “What are three ways you can add value to this role or the club/organization?”
 - “How does your academic experience doing ‘XYZ’ set you up for success in/translate into this role?”
 - “Hypothetically, how would you approach this scenario?”

THIS DOCUMENT IS ACCESSIBLE ON THE WIS WEBSITE IN THE FOLLOWING PLACES:

- Jobs board
- Post inside of “NEWS” in the member portal
- Slack pinned in the #jobs channel