

Attorney Interview Toolkit





Ice Miller Attorney Interviewing Packet

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Associate Callback Interview Assessment Form

EVALUATIONS ARE TO BE COMPLETED IN VI. YOU WILL RECEIVE A LINK AFTER THE INTERVIEW

Remember: Be aware of unconscious bias!

Our unconscious bias can affect the hiring process in ways that disadvantage the Firm.

- Make sure to give everyone, or no one, the benefit of the doubt
- If you waive objective requirements, do so consistently and require an explanation
- If you comment on culture fit, start with a clear definition and apply concepts consistently

1. Was the candidate prepared for the interview?
2. Did the candidate's responses reflect a knowledge and understanding of Ice Miller?
3. Behavior based questions assessments (Excellent/Average/Poor):
 - a. Commitment to Continuous Learning/Curious
 - b. Self-Directed/Motivated
 - c. Problem-Solvers/Creative
 - d. Client service orientation/strong communication and relationship skills
 - e. Flexible/Adaptable
 - f. Teamwork/Collaboration
 - g. Manage people/processes
 - h. Diversity & inclusion
4. Does this candidate have all of the role specific requirements for this position?
 - a. If not, what requirement(s) is the candidate lacking?
5. What attributes does this candidate have that positions them for success at Ice Miller? (refer to categories listed above and provide details)
6. What challenges, if any, do you anticipate for this candidate if they join Ice Miller?
7. Do you recommend extending an offer:

Yes, Definitely.

No, Please Don't.

Maybe, but would like to see more candidates and gather more information.
8. Additional Comments: (if candidate specified a practice area interest, please include here)



On-Campus Interview Assessment Form

EVALUATIONS ARE TO BE COMPLETED IN VI. YOU WILL RECEIVE A LINK AFTER THE INTERVIEW

Remember: Be aware of unconscious bias!

Our unconscious bias can affect the hiring process in ways that disadvantage the Firm.

- Make sure to give everyone, or no one, the benefit of the doubt
- If you waive objective requirements, do so consistently and require an explanation
- If you comment on culture fit, start with a clear definition and apply concepts consistently

1. Is this candidate diverse? (student of color, LGBTQ, person with disability) Yes No
I don't know
2. Do you recommend this candidate for a callback interview? Yes, definitely No
Maybe
3. If "yes, definitely", what set this candidate apart from others?
4. If maybe, what holds you back from answering "yes, definitely"?
5. If you are not recommending a callback, why not? Be specific. Are you being consistent in evaluating candidates?
6. In what city is this candidate interested in working? _____
7. Did this candidate demonstrate a knowledge and understanding of Ice Miller? Yes No
8. Did the candidate convincingly express a reason(s) for their interest in Ice Miller? Yes No
9. Did the candidate convincingly express an understanding of Ice Miller's commitment to diversity and inclusion? Yes NO
10. Did the candidate ask thoughtful and reflective questions about Ice Miller? Yes No

Sample On-Campus Interview Questions

Personal

1. Tell me about yourself.
2. What is something interesting about you that is not on your resume?
3. What do you do for fun, in your free time? Tell me about your interest in [something listed in the Interests/Hobbies section].
4. Why did you choose to come to law school?
5. What brings you satisfaction in work?
6. What is something you're very proud of?
7. What do you think you are most in need of developing to be successful in your career?

Resume/Transcript

1. What's your favorite class in law school been so far?
2. Tell me about the extracurriculars that you find most enjoyable. Why?
3. Why did you decide to work at/for [Employer] this summer? What did you like/not like about that experience?
4. What did you like most/least about working at/for [any past employer]? Why did you leave [any past employer]?
5. If there are any gaps on the resume: What did you do during X period of time?
6. Tell me about the most interesting or challenging project you worked on in the past/ this summer. Why was it interesting/challenging?
7. Tell me about a [research] assignment you had this summer. What was it? How did you approach it? What was your conclusion?
8. Tell me a bit about your work background, and then give me a description of how you think it relates to our current opening.
9. Tell me about your present or last job. Why did you choose it? Why did you, or why do you, want to leave?

Knowledge of/Interest in Ice Miller

1. Why do you want to work at Ice Miller?
2. Which office of Ice Miller are you interested in? (*only necessary if not addressed in cover letter*)
3. What practice area(s) do you think you're interested in pursuing? Why?
4. What are your expectations of working in a large law firm?
5. What factors are most important to you in deciding on an employer?
6. How have your past work experiences prepared you to work for a law firm?
7. What are you most looking forward to in working for a law firm like Ice Miller?
8. After learning about this opportunity, what made you take the next step and apply for the job?

Diversity & Inclusion

1. What have you done to prepare yourself to work with people who are different from yourself?
2. Tell me about a time you worked with someone who was different from yourself. What was that experience like for you?
3. What have you done to enhance your knowledge and skills related to diversity and inclusion?
4. What is your approach to enhancing your understanding of people from different backgrounds and cultures than your own?
5. What does it mean to you to have a commitment to diversity and inclusion?
6. How do you envision/define a workplace that is committed to being a diverse and inclusive one?
7. What does an ideal workplace look like to you? Describe your ideal workplace.

Final Questions (see sample list of commonly asked questions)

1. What questions do you have for me?
2. What can I tell you about Ice Miller?
3. What would you like to know more about Ice Miller?



Common Questions Summer Associates/Lateral Candidates Ask

1. Can you tell me what attracted you to Ice Miller/what keeps you at Ice Miller?
2. What is most unique about Ice Miller?
3. How would you describe the firm's culture?
4. What are the firm's plans for the immediate future? Are there plans to expand? How do you think the firm will change over the next five years?
5. What is it like to work in the firm's largest office/smallest office/satellite office/headquarters office? How do the offices work together?
6. What do you think is the greatest challenge about working at Ice Miller?
7. What do you like most about working here? What do you like least about working here?
8. How would you describe your work-life balance?
9. Please tell me more about your practice area. How did you become interested in your practice area? How has it changed over your career?
10. What kinds of matters/cases are you currently working on? What does an ordinary day look like for you?
11. Can you tell me about the most memorable matter you've worked on? What made it memorable?
12. What makes for a successful summer associate/associate at Ice Miller?
13. What do you think is required to perform well here?
14. What kind of training can I expect?
15. Tell me about the feedback and evaluation system. How will I know if I'm performing well? What kind of feedback system does the firm have?
16. Tell me about pro bono opportunities at the firm. Do a lot of attorneys do pro bono? Will I be able to do pro bono as a summer associate?
17. How are work assignments distributed to summer associates? To Associates? Are there opportunities to shadow?
18. Will I work with the same partners/practices or will I be assigned to projects across practices/partners over the summer?
19. How much responsibility is given to junior attorneys?
20. What are the business development expectations for junior attorneys?
21. How long is the partnership track?
22. What is the firm's history of hiring summer associates into full time associates?
23. Are summer associates hired directly into practice areas? Are full time offers for specific practice areas? How are they assigned?
24. When can I expect to hear a decision?
25. Do you have any concerns about my candidacy that I can address for you?

Sample Knowledge/Skills/Abilities (KSAs)

1. Continuous Learning/Curious

Ice Miller seeks candidates who:

- Understand the importance of constructive feedback and use it to improve
- Seek out opportunities to learn more and enhance their skills
- Adapt to changing responsibilities; want to grow professionally

2. Self-Directed/Motivated

Ice Miller seeks candidates who:

- Historically seek out challenging opportunities
- Demonstrate a desire to learn more and improve skillsets, even at the risk of failure
- Think about the greater context of a problem or project and how to advance them
- Consistently go beyond what is asked of them

3. Problem-Solvers/Creative

Ice Miller seeks candidates who:

- Identify and analyze issues or problems appropriately and can identify creative and/or strategic solutions
- Explain issues and analysis clearly and concisely
- Continue to move projects forward even when faced with less than ideal circumstances

4. Client Service Orientation/Strong Communication and Relationship Skills

Ice Miller seeks candidates who:

- Listen to others and try to understand their perspectives; handle disagreement and difficulty well
- Confront issues and problems with tact in an effort to successfully resolve them
- Deliver answers to questions in clear and concise manner and with appropriate speed and volume

5. Flexible/Adaptable

Ice Miller seeks candidates who:

- Succeed in a fast-paced, dynamic environment
- Demonstrate an ability to respond to changes
- Prioritize work appropriately and demonstrate flexibility when circumstances change

6. Teamwork/Collaboration

Ice Miller seeks candidates who:

- Have experience working well with others on a team
- Display leadership abilities, but do not need to dominate or always be in charge
- Understand the importance of diversity and inclusion and seek out ways to make all team members feel a “sense of belonging” and value in their roles

7. Manage People/Processes

Ice Miller seeks candidates who:

- Have experience managing a diverse group of people
- Explore opportunities to improve systems and processes; avoid complacency and acceptance because “it’s always been done that way”
- Commit to professionally developing team members and motivating them so the team and its individual members function at the highest level

8. Diversity & inclusion

Ice Miller seeks candidates who:

- Have experience working with people from backgrounds different from their own
- Understand the importance of diversity and inclusion and seek out ways to make all team members feel “a sense of belonging” and value in their roles
- Take advantage of opportunities to further develop their knowledge and understanding of people who are different from themselves

Sample Behavioral/KSA-Focused Interview Questions

- 1. Continuous Learning/Curious**
 - a. How have you advanced your skillset/knowledge in the past year?
 - b. What organizational and technology changes have you gone through with your current/last employer? How did you handle that change?
 - c. How has your current position evolved since you started? How did you handle the added responsibilities?
- 2. Self-Directed/Motivated**
 - a. Tell me about a time when you identified a problem with a process. What steps did you take to improve the problem?
 - b. Tell me about a time you went “above and beyond” on a project?
 - c. Give me an example of a new idea you suggested to a supervisor or team in the past year. What steps did you take to implement your idea?
- 3. Problem-solvers/Creative**
 - a. Tell me about a time you had to solve a significant problem or business challenge? What was the problem or challenge and how did you go about solving it?
 - b. Provide an example of when you’ve had a setback on a project or task. How did you overcome it?
 - c. Tell me about a time when you didn’t have all of the information you needed to complete a project. What was the project and the missing information? What did you do? How did you handle this?
- 4. Client Service Orientation/Strong Communication and Relationship Skills**
 - a. Tell me about a time when communication was very important to completing a task or project. How did you choose to communicate? What steps did you take to make sure all parties were kept well-informed?
 - b. Tell me about a time when something went wrong on a project or at work. How did you communicate about the issue and resolve it?
 - c. Tell me about a time when you were proud of the level of assistance or service you provided someone?
 - d. Give me an example of a time when you were able to successfully persuade someone to see things your way. How did you achieve this?
- 5. Flexible/Adaptable**
 - a. Tell me about a time when you didn’t think you could accomplish everything you needed to in the designated timeframe. What did you do? How did you handle that?
 - b. Tell me about a time you failed at something. What was it and what did you learn from that experience?
 - c. Tell me about a time when your circumstances changed in a way you didn’t anticipate? How did you adapt and what did you learn from the experience.
- 6. Teamwork/Collaboration**
 - a. Tell me about a time when you had to work closely with someone whose personality was very different from yours.
 - b. Can you tell me about your most recent experience working with a team? What was your role? How did you interact with the other team members?
 - c. Have you ever worked with team members who were in a different location? How did you communicate and execute projects?
- 7. Manage People/Processes**
 - a. Tell me about the most dynamic team you’ve managed. How did you ensure the team was operating efficiently at its highest level?
 - b. Tell me about a process you manage and how you’ve improved it.
 - c. Have you ever been hired to manage an existing team? How did you develop the professional relationship and transform the team?
- 8. Diversity & Inclusion**
 - a. How has your previous work or school experience prepared you to work with people from cultures and backgrounds different from your own?
 - b. Tell me about a time when you worked with people from cultures and backgrounds different from your own. What did you think was important about your role working with someone different from you?
 - c. What have you done to enhance your knowledge about diversity and inclusion?



Sample Questions and Rubrics to Evaluate Candidates

The pages below are designed to allow you to use during the interview and include a section to take notes

Goal: To evaluate candidates more objectively to reduce unconscious bias and in-group favoritism in interviews

How: Determine in advance consistent criteria upon which to evaluate candidates and ask similar questions of all candidates targeted at assessing them for these characteristics

Method: Behavioral based interview questions are premised on the belief that past behavior is predictive of future behavior. While there is no one specific kind of individual who is successful at Ice Miller, there are certain attributes we will use this year to assess candidates.

Below are sample questions and rubrics that will help you assess for these characteristics:

1. Continuous Learning/Curious
2. Self-directed/Motivated
3. Problem-solver/Creative
4. Client Service Orientation/Strong Communication and Relationship Skills
5. Flexible/Adaptable
6. Teamwork/Collaboration
7. Manage People/Processes
8. Diversity & Inclusion

Continuous Learning/Curious

Ice Miller seeks candidates who:

- Understand the importance of constructive feedback and use it to improve
- Seek out opportunities to learn more and enhance their skills
- Adapt to changing responsibilities; want to grow professionally

Sample Questions:

1. How have you advanced your skillset/knowledge in the past year?
2. What organizational and technology changes have you gone through with your current/last employer? How did you handle that change?
3. How has your current position evolved since you started? How did you handle the added responsibilities?

Rubric:

Excellent	Average	Poor
Takes opportunities to learn new things; pushes self beyond comfort zones	Has only a modest interest in learning new things; does not want to be pushed beyond comfort zone	Does not take responsibility for learning new things; resists anything beyond comfort zone
Seeks out, accepts, and understands the importance of constructive feedback; responds appropriately	Accepts constructive feedback; response is sometimes appropriate and sometimes inappropriate	Does not appreciate constructive feedback; responds inappropriately
Strongly motivated to grow professionally; seeks out opportunities to advance in level of responsibility	Moderately motivated to grow professionally; sometimes seeks out opportunities to advance in level of responsibility	Not motivated to grow professionally; prefers to know and maintain specific level of responsibility

Notes:

Self-Directed/Motivated

Ice Miller seeks candidates who:

- Historically seek out challenging opportunities
- Demonstrate a desire to learn more and improve skillsets, even at the risk of failure
- Think about the greater context of a problem or project and how to advance them
- Consistently go beyond what is asked of them

Sample Questions:

1. Tell me about a time when you identified a problem with a process. What steps did you take to improve the situation?
2. Tell me about a time you went “above and beyond” on a project?
3. Give me an example of a new idea you suggested to a supervisor or team in the past year. What steps did you take to implement your idea?

Rubric:

Excellent	Average	Poor
Candidate drives towards increasingly difficult and challenging tasks; thrives while challenged by difficult, complex tasks	Candidate’s drive towards increasingly difficult and challenging tasks is average; expresses interest in complex and difficult work, but enthusiasm is average	Candidate’s drive towards increasingly difficult and challenging tasks is poor; does not demonstrate the perseverance for complex and difficult tasks
Demonstrates a strong interest in and ability to advance projects to the highest level	May have a desire to advance projects to the next level, but does not demonstrate a knowledge of how to	Does not have a history of interest in advancing projects to the next level
Has strong ability to think about the greater context of a problem or project	Has modest ability to think about the greater context of a problem or project	Does not think about the greater context of a problem or project

Notes:

Problem-Solver/Creative

Ice Miller seeks candidates who:

- Identify and analyze issues or problems appropriately and can identify creative and/or strategic solutions
- Explain issues and analysis clearly and concisely
- Continue to move projects forward even when faced with less than ideal circumstances

Sample Questions:

1. Tell me about a time you had to solve a significant problem or business challenge? What was the problem or challenge and how did you go about solving it?
2. Provide an example of when you've had a setback on a project or task. How did you overcome it?
3. Tell me about a time when you didn't have all of the information you needed to complete a project. What was the project and the missing information? What did you do? How did you handle this?

Rubric:

Excellent	Average	Poor
Needs little guidance in identifying problems and pathways to solutions	Needs some guidance in identifying problems and pathways to solutions	Needs a lot of guidance in identifying problems and pathways to solutions
Has brought creative and/or strategic solutions to problems in the past	Has some difficulty in identifying creative and/or strategic solutions to past problems	Has great difficulty in identifying creative and/or strategic solutions to problems
Demonstrates excellent ability to identify appropriate solutions to problems and select the best one	Demonstrates some ability to identify various solutions to a problem; may or may not select the best solution	Struggles to identify solutions to problems and is not effectively able to solve them

Notes:

Client Service Orientation/Communication and Relationship Skills

Ice Miller seeks candidates who:

- Listen to others and tries to understand their perspectives; handle disagreement and difficulty well
- Confront issues and problems with tact in an effort to successfully resolve them
- Deliver answers to questions in clear and concise manner and with appropriate speed and volume

Sample Questions:

1. Tell me about a time when communication was very important to completing a task or project. How did you choose to communicate? What steps did you take to make sure all parties were kept well-informed?
2. Tell me about a time when something went wrong on a project or at work. How did you communicate about the issue and resolve it?
3. Tell me about a time when you were proud of the level of assistance or service you provided someone?

Rubric:

Excellent	Average	Poor
Excellent interpersonal skills; others respect and seek them out	Average interpersonal skills; usually friendly, but others do not necessarily seek them out for guidance	Poor interpersonal skills; others do not rely on them for guidance or support
Strongly values the ability to help others	Somewhat values the ability to help others	Does not value the ability to help others
Answers questions clearly and concisely	Answers questions fairly effectively; may tend to provide excessive explanations or extraneous details	Answers questions ineffectively; provides little to no detail or is too long-winded

Notes:

Flexible/Adaptable

Ice Miller seeks candidates who:

- Succeed in a fast-paced, dynamic environment
- Demonstrate an ability to respond to change
- Prioritize work appropriately and demonstrates flexibility when circumstances change

Sample Questions:

1. Tell me about a time when you didn't think you could accomplish everything you needed to in the designated timeframe. What did you do? How did you handle that?
2. Tell me about a time you failed at something. What was it and what did you learn from that experience?
3. Tell me about a time when your circumstances changed in a way you didn't anticipate? How did you adapt and what did you learn from the experience?

Rubric:

Excellent	Average	Poor
Demonstrated history of strong ability to change directions and priorities when necessary; "rolls with the punches"	Demonstrates average ability to change directions and priorities when necessary; sometimes can "roll with the punches"	Struggles to adapt to changing circumstances; cannot easily "roll with the punches"
Creates successful plans when faced with challenges; easily reprioritizes when necessary	Response to challenges is mixed – sometimes can respond successfully, other times response is not well thought out; sometimes is able to reprioritize when necessary	Acts rashly or hastily when faced with challenges; struggles to reprioritize when necessary
Demonstrates strong ability to strategize and move projects forward even when competing demands exist	Demonstrates average ability to strategize and move projects forward when competing demands exist	Does not demonstrate ability to strategize and move projects forward when competing demands exist

Notes:

Teamwork/Collaboration

Ice Miller seeks candidates who:

- Have experience working well with others on a team
- Display leadership abilities, but does not need to dominate or always be in charge
- Understand importance of diversity and inclusion and seek out ways to make all team members feel a “sense of belonging” and value in their roles

Sample Questions:

1. Tell me about a time when you had to work closely with someone whose personality was very different from yours.
2. Can you tell me about your most recent experience working with a team? What was your role? How did you interact with the other team members?
3. Have you ever worked with team members who were in a different location? How did you communicate and execute projects?

Rubric:

Excellent	Average	Poor
Has strong or extensive experience, knowledge, skills, and abilities working in team settings; seeks out opportunities to participate in team activities	Has some experience, knowledge, skills and abilities working in team settings; does not object to participating in teams, but does not actively seek them out	Has limited or no experience, knowledge, skills and abilities working in team settings; shows no interest and/or actively avoids them
Has led teams and/or is comfortable doing so	Has been active on a team, but not as a leader	Has little to no experience in leadership roles on teams
Understands the role they're most comfortable playing on a team; is self-aware	Has some self-awareness of the role they're most comfortable playing on a team	Does not like working on teams; avoids teamwork

Notes:

Manage People/Processes

Ice Miller seeks candidates who:

- Have experience managing a diverse group of people
- Explore opportunities to improve systems and processes; avoids complacency and acceptance because “it’s always been done that way”
- Commit to professionally developing team members and motivating them so the team and its individual members function at the highest level

Sample Questions:

1. Tell me about the most dynamic team you’ve managed. How did you ensure the team was operating efficiently at its highest level?
2. Tell me about a process you manage and how you’ve improved it.
3. Have you ever been hired to manage an existing team? How did you develop the professional relationship and transform the team?

Rubric:

Excellent	Average	Poor
Has significant amount of experience managing a diverse group of people and/or complex processes	Has some experience managing a diverse group of people and/or complex processes	Has no experience managing a diverse group of people and/or complex processes
Often seeks ways to improve systems and processes; isn’t afraid to propose new ideas	Sometimes seeks ways to improve systems and processes; is hesitant to propose new ideas	Does not seek ways to improve systems and processes; does not look to propose new ideas
Demonstrates strong ability to develop team members and ensure team works at highest level	Demonstrates some ability to develop team members and ensure team works at highest level	Demonstrates no ability to develop team members and ensure team works at highest level

Notes:

Diversity & inclusion

Ice Miller seeks candidates who:

- Have experience working with people from backgrounds different from their own
- Understand importance of diversity and inclusion and seek out ways to make all team members feel a “sense of belonging” and value in their roles
- Take advantage of opportunities to further develop their knowledge and understanding of people who are different from themselves

Sample Questions:

1. How has your previous work or school experience prepared you to work with people from cultures and backgrounds different from your own?
2. Tell me about a time when you worked with people from cultures and backgrounds different from your own. What did you think was important about your role working with someone different from you?
3. How have you furthered your knowledge about diversity and inclusion?

Rubric:

Excellent	Average	Poor
Has strong or extensive experience, knowledge, skills, and abilities working with people from different cultures and backgrounds; embraces differences	Has some experience, knowledge, skills and abilities working with people from different cultures and backgrounds; somewhat embraces differences	Has limited or no experience, knowledge, skills and abilities working with people from different cultures and backgrounds; either doesn't acknowledge differences or does not embrace them
Personally involved with diversity and inclusion initiatives in community organizations, student or professional groups, or workplace setting	Has participated in training or cultural awareness programs but has not sought out to advance diversity & inclusion efforts in any setting	Shows little to no interest in advancing their involvement with or understanding of people from backgrounds different from their own
Demonstrates a strong personal commitment to building an inclusive culture	Demonstrates a modest personal commitment to building an inclusive culture	Demonstrates little to no personal commitment to building an inclusive culture

Notes:

Role Specific Experience

Write in any role specific requirements for the position prior to the interview, and use page as a checklist

EX: Experience with social media outlets

Notes:

Interview Notes

Department: _____

Position: _____

Candidate: _____

Knowledge/Skill/Ability	Examples	Assessment (Excellent, Average, Poor)
Continuous Learning/Curious		
Self-Directed/Motivated		
Problem-Solver/Creative		
Client Service Orientation/Strong Communication and Relationship Skills		
Flexible/Adaptable		
Teamwork/Collaboration		
Manage People/Processes		
Diversity and Inclusion		
Role-Specific (<i>skills and technical knowledge required to perform the duties of the position</i>)		



Interview Notes

Department: _____

Position: _____

Candidate: _____

Other Notes/Comments:

Interrupting Bias in the Interview Process

Unconscious Bias All of us are affected by unconscious bias, the stereotypes and preconceptions about social groups stored in our brains that can influence our behavior toward members of those groups, both positively and negatively, without our conscious knowledge.¹ Our good intentions are simply not sufficient in keeping cognitive biases, stereotypes and attitudes from leaking into the review process, particularly in areas requiring subjective determinations. Unless you actively work to interrupt the automatic process of unconscious bias and stereotypes, they can show up in every decision you make with respect to prospective hires.



One well-documented example is our tendency to feel more comfortable with those we perceive as “just like us” (so-called in-group favoritism or affinity bias), and numerous studies show that in situations of evaluation, members of majority groups are typically rated more highly than others, even when credentials are identical. This occurs regardless of the evaluator’s background – male or female, majority population or minority population.

Some factors that can trigger unconscious bias against particular applicants:

- Non-traditional career paths.
- Degrees from less historically elite institutions.
- Do not appear to “fit” the Firm’s existing profile (e.g., in terms of gender, age, background, interests).

Candidate Evaluation be mindful of your assumptions and ask yourself:

- | | |
|--|---|
| ✓ Am I treating a woman the same as a similarly situated man (and vice versa)? | ✓ Am I making judgements about someone based on their personality type or am I focused on their work results? |
| ✓ Would I say that about this person if she were a man or he were a woman? | ✓ Am I gravitating toward a candidate because they are more like me and share similar interests and background? |
| ✓ If the candidate were a person of color or white? | ✓ Am I focused on observable behaviors and the facts? |
| ✓ If the person had a different social identity from me? | |

Remember² unconscious bias can affect the hiring process in ways that disadvantage the Firm:

- Don’t insist on likeability, modesty, or deference from some but not others.
- Don’t make assumptions about what mothers or fathers want or are able to do, and don’t count “gaps in a resume” as an automatic negative.
- Culture fit should not mean the “lunch test” (who you would like to have lunch with).
- Make sure to give everyone – or no one – the benefit of the doubt.



¹ <http://www.washington.edu/diversity/faculty-advancement/handbook/assessment/>

² Center for WorkLife Law, 2016 <http://biasinterrupters.org/wp-content/uploads/Identifying-Bias-in-Hiring-Worksheet.pdf>

Don't Let Your Curiosity Kill You: Innocent Interview Questions to Avoid

Not only do we want to avoid running afoul of anti-discrimination laws, we want to make sure that our interviews are aligned with our Firm's values which prioritize making everyone, including job candidates, feel welcomed and comfortable. While we want you to get to know our candidates, we need to be aware of the ways that sometimes our curiosity may be out of line in an interview. If a candidate offers information about themselves voluntarily that would have answered an illegal interview question, take care not to follow up on it.

Below are some questions and topics to be careful of:

1. "What a beautiful name. What's the origin of it?" or "What country are you from?"
 - Questions about US Residency, cultural, racial, or ethnic backgrounds may violate antidiscrimination laws.
 - The Talent Acquisition and Human Resources groups will determine any candidate's eligibility to work in the United States, so you don't need to ask questions in this area.
2. "I love your ring. When is the big day?"
- 2a. "Do you plan to have children?" or "What are your childcare plans?"
 - If someone mentions recently getting married or soon will be, you can wish them congratulations, but then move on.
 - Don't ask what their spouse or fiancée does or discuss whether the candidate plans to keep or change their name.
 - NEVER ask if someone is pregnant/expecting/when they're due/plans for children/childcare.
3. "What did you (or will you) do for the holidays?"
 - Avoid making assumptions about what holidays someone observes.
 - Instead, you may ask about the student's winter or spring break from school.
4. "When did you graduate high school?"
 - Especially if you find out you're from the same hometown as someone, you may try to play the "name game." You can do this without inadvertently asking someone their age which is a no-no.
5. "What do your parents do for a living?"
 - You may wonder if you know the candidate's parents or believe that information will reveal a lot about the candidate but asking about them is not directly related to the position. Candidates may feel they are being judged not for their own merits but based on what their parents do. Not everyone is proud to share information about their parents.
6. "Do you drink?" "Do you work out?"
 - The legal industry is increasingly making efforts to combat the alcohol and drug addiction that plagues it. While many social and business development opportunities involve drinking, it is not a requirement of the position and may be taken by the candidate as one.
 - A candidate with a disability may also interpret these kinds of questions as requiring information relating to their disability which we may not ask.
7. "Law school is so expensive now. Do you have a lot of debt?"
 - Your effort to bond with them over the pain of student loan debt is actually illegal.
8. "Oops. I asked a question and immediately thought better of it."
 - Don't be afraid to tell the candidate that you made a mistake and not to answer you.
9. "I'm so sorry to hear about your battle with cancer, how long have you been in remission?"

- If a candidate discloses medical information during the interview, as a result of you asking about a gap in their resume or otherwise, do not follow-up on the information. Acknowledge the candidate's statement and move on. If they continue to provide in-depth information about their medical history, politely stop them and continue the interview. Although you may not have asked the question, disclosing this information in an interview can be used in a lawsuit if the candidate decides they feel they were not selected due to discrimination.



Preparing for your Ice Miller Interview

Ice Miller is committed to recruiting, developing, and retaining the most talented team of professionals from all backgrounds. We take great pride in our culture of inclusion where everyone at the Firm feels respected, is treated fairly, and has the opportunity to perform at their highest potential. We are committed to building a welcoming and inclusive workplace where everyone feels empowered to be their authentic selves at Ice Miller and feels a sense of belonging.

This commitment extends to everyone we interview at Ice Miller as well. We want you, our candidate, to feel comfortable and be your authentic self when we meet you. We believe you are better able to do that and therefore we will get to know you better if we remove some of the anxiety and mystery from our interviewing process.

So in advance of your interview with us, we want to share with you what you can expect and help you prepare.

You will meet with [number] of [attorneys/staff] each for a half hour. You will also have [meal] with [number] of [attorneys/staff] [before/after]. You will receive the names of your interviewers at least 24 hours in advance. While we do the best we can to avoid disruptions once you receive this notice, sometimes, there is an unavoidable last minute change to your interview schedule because of client demands. We apologize if this happens to you.

We also think it's helpful to provide you information about what characteristics, skills, and experiences the Firm generally seeks in team members. Ice Miller looks to hire team members who:

- Have a demonstrated commitment to continuous learning
- Are self-directed, motivated, and curious
- Have a client service orientation with strong communication and relationship skills
- Are excellent team members who are prepared to work with people from backgrounds different from their own
- Have experience managing people and processes who can solve problems creatively
- Are flexible and adaptable to manage working in a dynamic, fast-paced environment

You may be asked behavioral-based questions that are designed to elicit information about you in reference to these categories, and we advise that the best responses will almost always include specific examples and stories from your past, but need not always derive from a professional experience or setting, unless specified. You may consider employing the STAR method in structuring your responses by discussing a specific **Situation, Task, or Action**, and the **Result** of what you are describing.

In addition, you can expect questions about your past work history, your education and credentials, and any other knowledge that is specifically required for the position. Finally, each interviewer will give you the opportunity to ask your own questions to help you better understand the position, the office, and the Firm.

Regardless of whether you join Ice Miller, we want your experience with us to be positive. If there is anything we can do improve, please do not hesitate to let us know.

Best of luck in all of your future endeavors.