

QUESTIONS TO ASK YOURSELF ABOUT HIRING BIAS

- Do I typically hire similar types of people or people who are like me?
- What do I mean when I say a candidate is not the right fit?
- What do I do if my candidate pool is not sufficiently diverse?
- What can I learn about my past hiring choices, both successful and unsuccessful?



TIPS TO REDUCE BIAS IN YOUR HIRING PROCESS

- DO** Experiment with the wording of job listings by removing adjectives closely associated with a particular gender.
- DO** Ask candidates to take a work-sample test. It's useful in comparing applicants, and it's an effective predictor of future job performance.
- Control for your personal feelings about a particular candidate by giving likability a numerical score.

- DON'T** Engage in unstructured interviews. Instead, standardize the interview process by asking candidates the same set of defined questions.
- Allow surface demographic characteristics to play into your resume review. Use a software program that blinds that information and ensures a level playing field.
- Neglect to set diversity goals. Be sure to track how well you're doing on them.

TRY BLIND HIRING

Stripping identifying information from resumes may reduce bias in recruiting. Here are some red flags:

- NAME**
Often reveals race and gender. Studies show that "black-sounding" names result in fewer callbacks than "white-sounding" names on resumes with identical credentials.
- ADDRESS**
Possible proxy for race or income.
- DATES, PARTICULARLY FOR EDUCATIONAL MILESTONES**
Often indicate age. Older candidates are less likely than younger ones to be called in for an interview, research shows.
- HOBBIES AND INTERESTS**
Could reveal religion, age or whether the person has children (think "Little League coach").
- VOLUNTEER WORK**
May indicate religion, race or political affiliation.
- NAME OF COLLEGE**
Some experts point to unconscious biases around non-Ivy-League schools or institutions that are rivals of the hiring manager. Could also be linked to race.



QUESTIONS TO ASK YOURSELF ABOUT BIAS IN THE WORKPLACE

- | Do I typically go to the same people for lead projects or other assignments?
- | Do I create opportunities for others to demonstrate their capabilities and potential?
- | Whom do I include in important meetings and events?
- | How do I identify and choose candidates for promotion and succession?

TIPS TO REDUCE BIAS IN THE WORKPLACE

- DO** Mentor and coach people who are not like you.
- DO** Provide opportunities for people you typically overlook.
- Identify individuals or groups who may feel excluded in your workplace and take action to address the circumstances.

- DON'T** Continue to overlook people who are less extroverted or have had fewer opportunities to demonstrate their capabilities.
- Overlook the value of professional affinity groups and events that can help you grow your understanding of diversity.
- Underestimate the value of feedback from trusted colleagues and peers regarding your actions and behaviors in the workplace.

**ACCORDING TO DELOITTE'S
2019 STATE OF INCLUSION SURVEY,
64 PERCENT OF WORKERS SURVEYED
"FELT THEY HAD EXPERIENCED BIAS IN
THEIR WORKPLACES DURING THE LAST
YEAR AND OF THOSE, 61 PERCENT
FELT THEY EXPERIENCED BIAS IN THE
WORKPLACE AT LEAST ONCE A MONTH."**

TEST YOUR
KNOWLEDGE OF
UNCONSCIOUS BIAS.

TAKE THE QUIZ