

STRATEGIES FOR AVOIDING UNCONSCIOUS BIAS IN THE HIRING PROCESS

First steps: Why should we care?

- Why is diversity amongst our staff and administrators relevant to HSU, your department and colleagues, and our students?

Why is a diverse staff/administration important to HSU?

- A few (of the many) reasons:
 - Our students (and colleagues) are asking for it
 - Diversity increases opportunities for creativity and the quality of the product of group work (Williams and O'Reilly 1998; DiTomaso et al 2007)
 - Empirical links between diversity & organizational performance (Page 2007)

What do we mean by “diversity”?

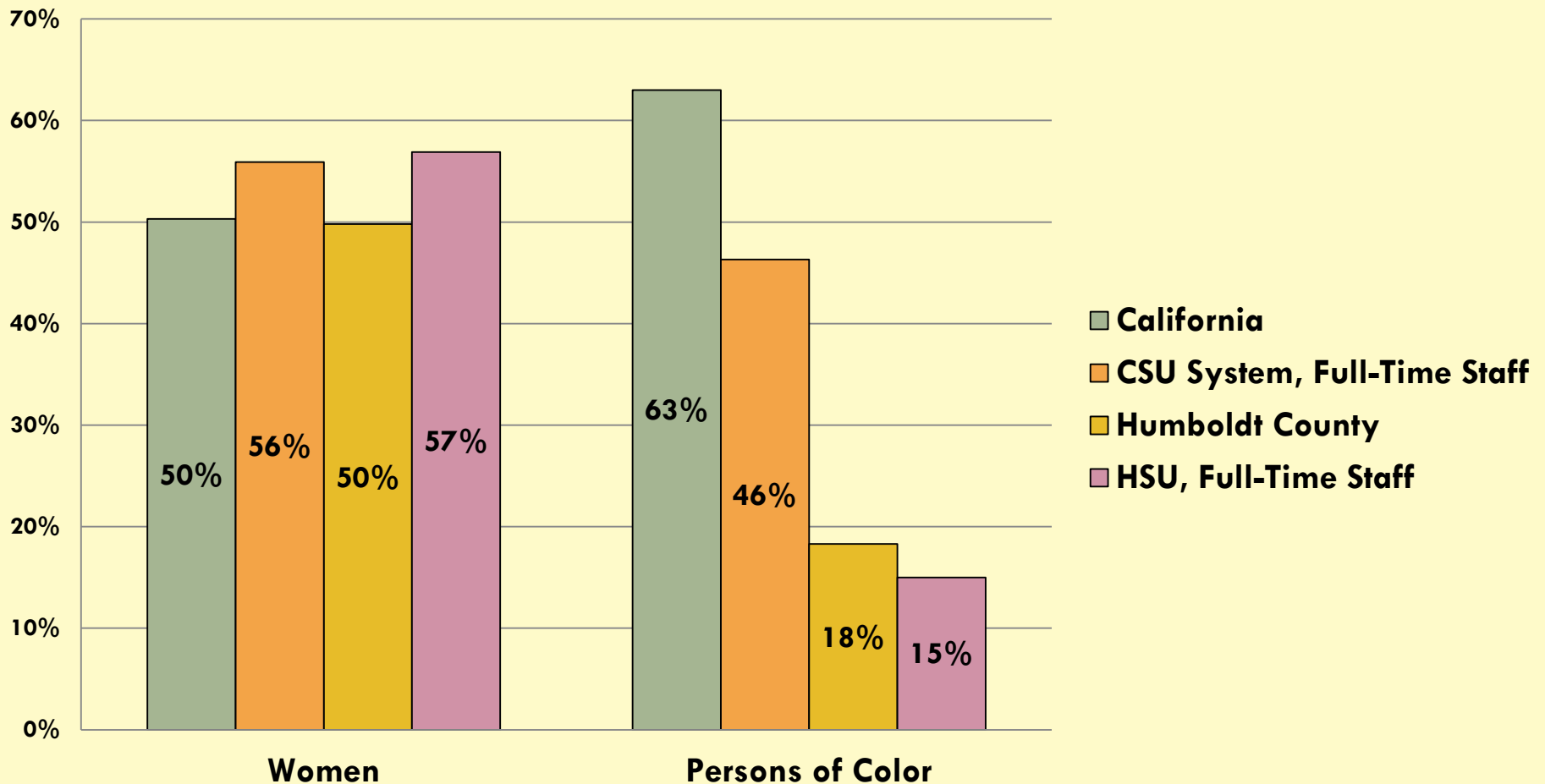
- **Ensuring equity across multiple dimensions of diversity** (age, disability, gender, marital status, national origin, race/ethnicity, religion, sexual orientation, social class, etc.)
- **Remedying under-representation** (gender, race, ethnicity)
- **Commitment to and/or experience with diversity** as a central qualification (and asset) for all positions on campus

How to incorporate diversity in the hiring process?

- Broaden the **applicant pool**
- Ensure **equity** in the search process
- Hire individuals who bring **capacity** in this area

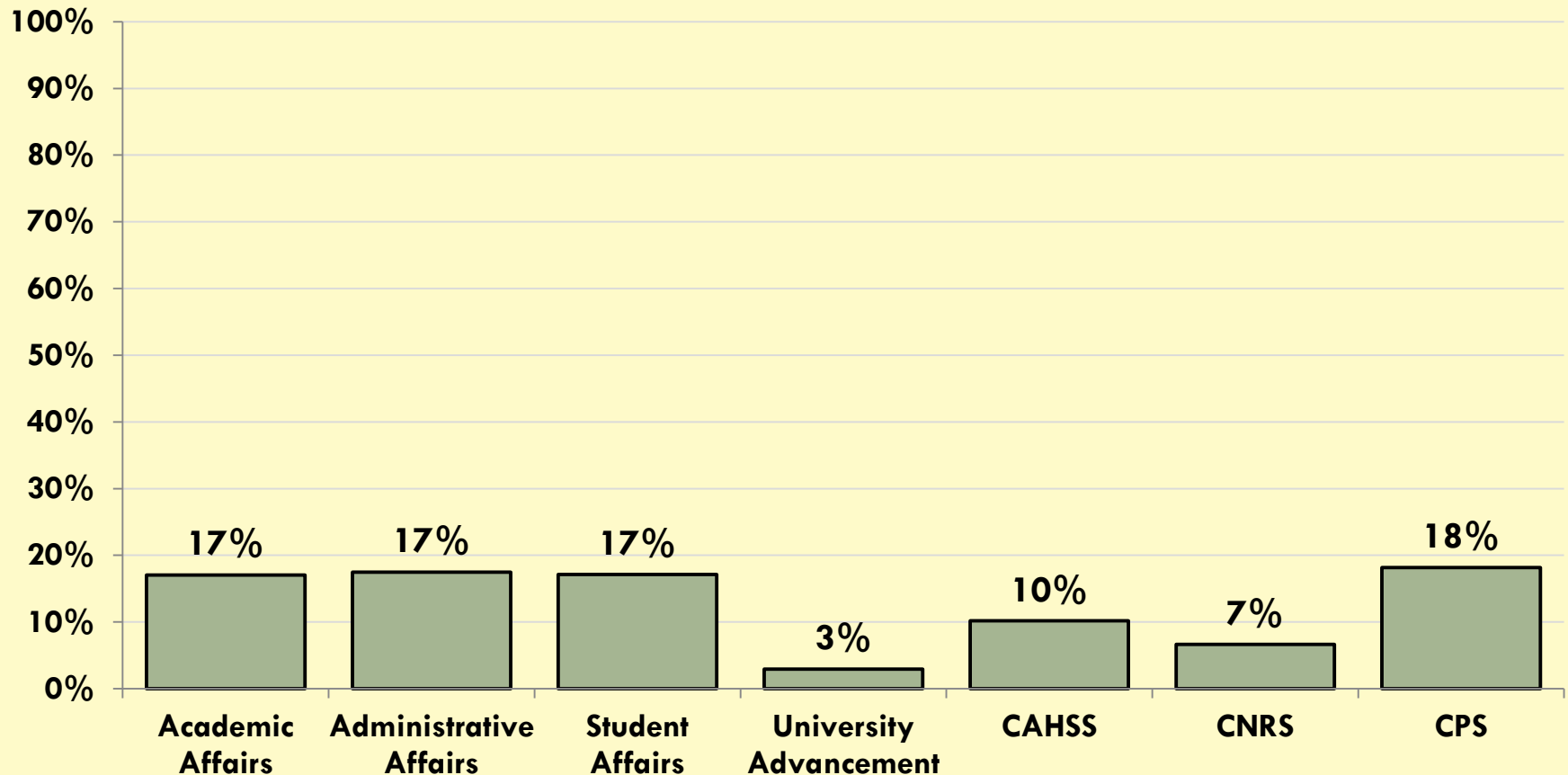
Staff Diversity @ HSU (overall)

Women and Persons of Color as Percentage of Population



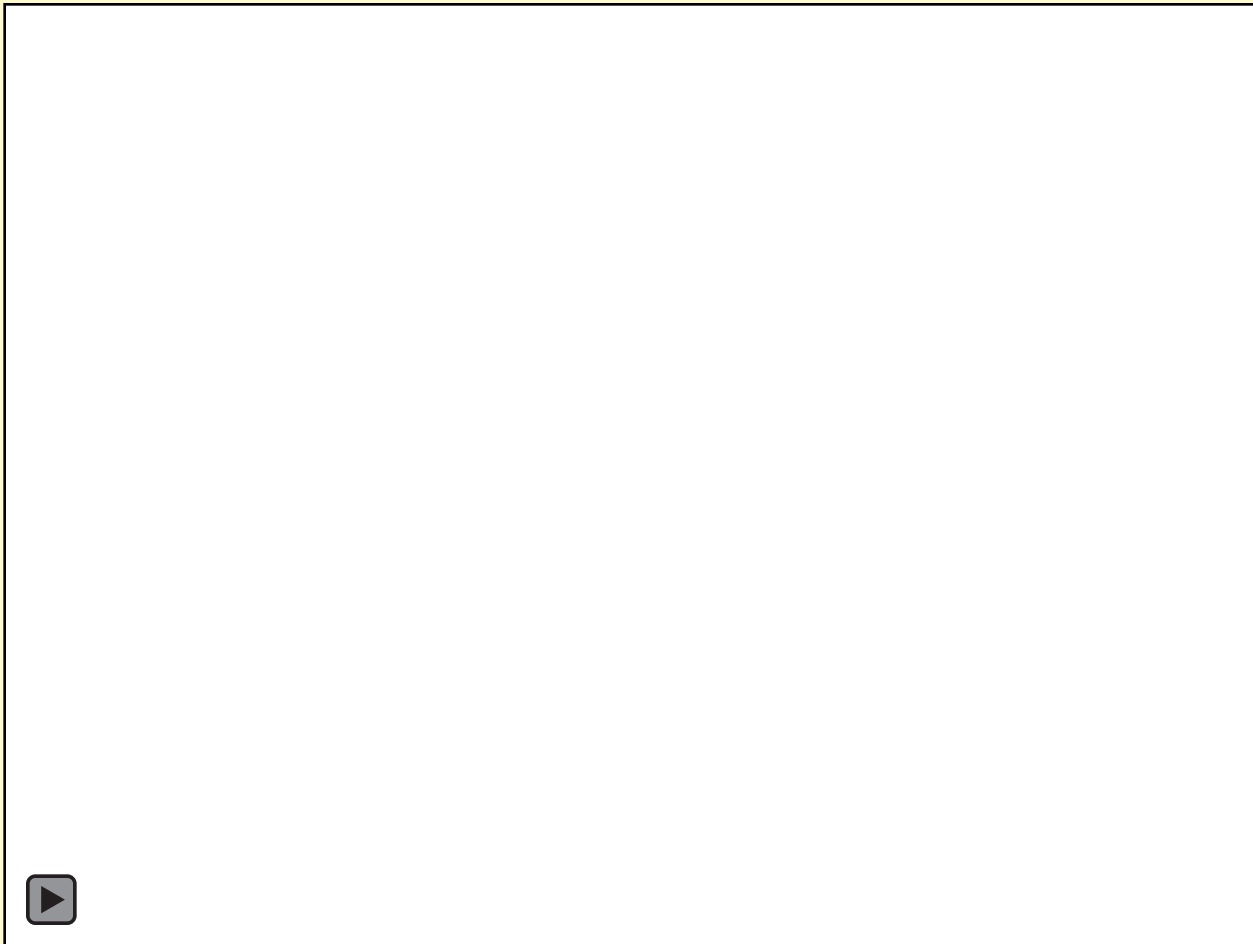
Staff Diversity @ HSU

Persons of Color as a Percentage of Full-Time, Non-Instructional Positions (as of October 1, 2013)

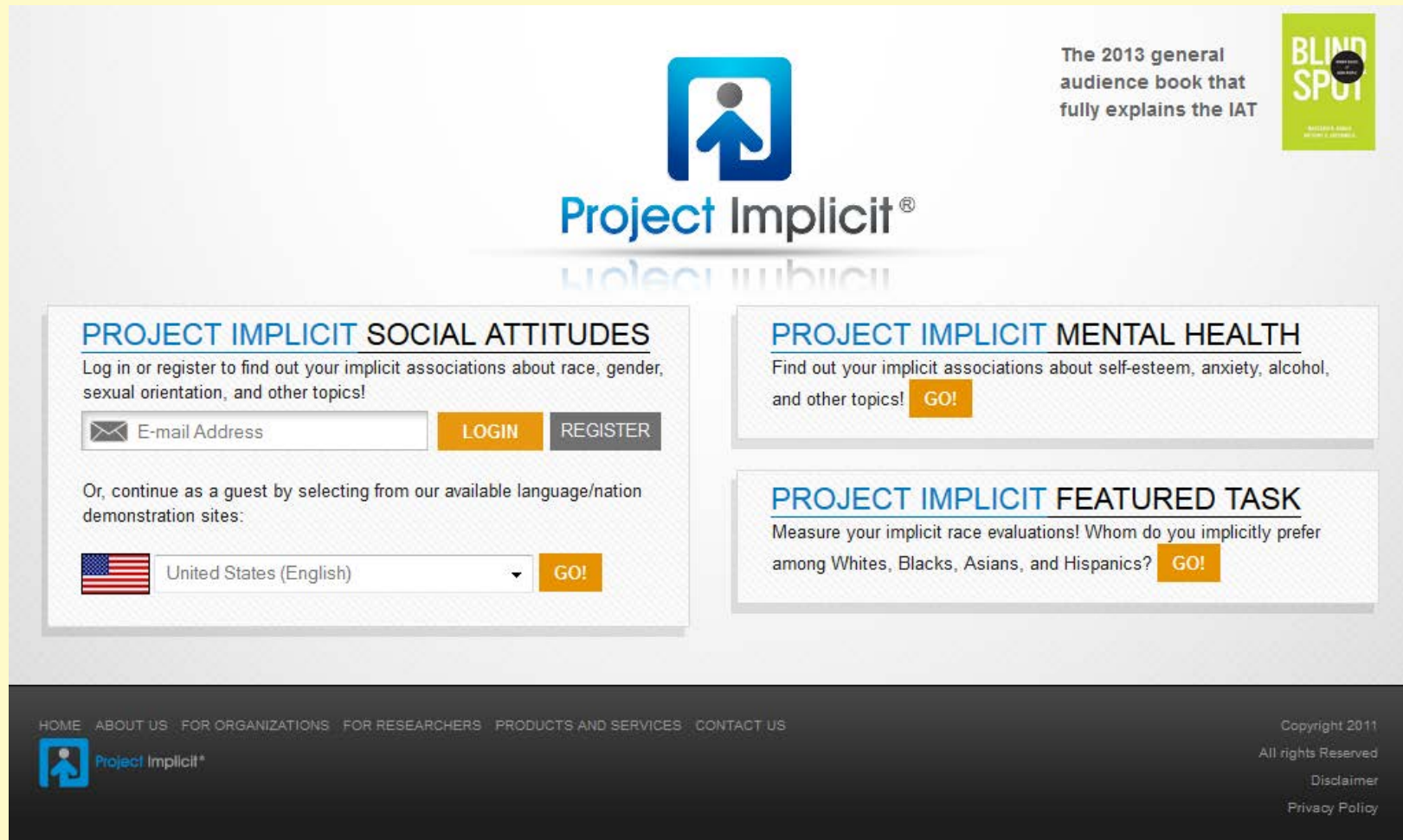


What's happening that creates
inequity in the search process?

What is “Unconscious Bias”?



What is “Unconscious Bias”?



The image shows a screenshot of the Project Implicit website. At the top center is the Project Implicit logo, which consists of a blue square containing a white silhouette of a person with arms raised, and the text "Project Implicit" below it. To the right of the logo is a promotional banner for the book "BLIND SPOT" by Mahzarin R. Haslam and David A. Haslam, with the text "The 2013 general audience book that fully explains the IAT".

Below the logo, there are three main sections:

- PROJECT IMPLICIT SOCIAL ATTITUDES**: A section for logging in or registering to find implicit associations about race, gender, sexual orientation, and other topics. It includes an input field for "E-mail Address", "LOGIN" and "REGISTER" buttons, and a section for selecting a language/nation demonstration site with a dropdown menu showing "United States (English)" and a "GO!" button.
- PROJECT IMPLICIT MENTAL HEALTH**: A section for finding implicit associations about self-esteem, anxiety, alcohol, and other topics, with a "GO!" button.
- PROJECT IMPLICIT FEATURED TASK**: A section for measuring implicit race evaluations, asking "Whom do you implicitly prefer among Whites, Blacks, Asians, and Hispanics?", with a "GO!" button.

At the bottom of the page, there is a navigation menu with links: HOME, ABOUT US, FOR ORGANIZATIONS, FOR RESEARCHERS, PRODUCTS AND SERVICES, CONTACT US. The Project Implicit logo is also present in the bottom left corner. On the bottom right, there is copyright information: Copyright 2011, All rights Reserved, Disclaimer, and Privacy Policy.

Test yourself: implicit.harvard.edu

Research shows clear evidence of unconscious bias...

- **...In evaluations of applicant files**
 - ▣ By race and by gender
 - ▣ For positions at all levels
- **...In feedback from references**
 - ▣ Emphasis on “ability to perform” vs. “communal” traits
 - ▣ Differences in length, quality, and # of “doubt raisers”

Where and how might unconscious bias enter the hiring process?

- ❑ Pre-search
- ❑ Screening applicants
- ❑ Interview & reference checks

How might unconscious bias manifest in the hiring process?

- Stereotypes – positive & negative
- The “cloning” mechanism
- Ungrounded assumptions & myths

Strategies for avoiding unconscious bias in the hiring process

- Effectively addressing diversity in the hiring process = diversifying the applicant pool + avoiding unconscious bias
- What does this look like **in practice**?

What can we do to prevent bias from entering the hiring process?

- ❑ Pre-search
- ❑ Screening applicants
- ❑ Interview & reference checks

Strategies for diversifying the applicant pool – pre-search

Vacancy announcement...

- ▣ Shift from “commitment to diversity” to job-specific qualifications that ask for demonstrated experience and/or ability to support diversity on campus or in the work environment
- ▣ Intentionally inclusive definition of qualifications

Strategies for diversifying the applicant pool – pre-search

Outreach process...

- For all positions...
 - ▣ Posting the position in a variety of locations, with specific intention to:
 - Expand the breadth of outreach (local, regional, national)
 - Increase the overall diversity of the pool (through targeted listings on field-specific and diversity-specific sites)
- For many positions, it is also appropriate to utilize...
 - ▣ Networking (within & beyond your usual networks, including professional associations, social networks, etc.)
 - ▣ Personal and professional contacts

How to avoid unconscious bias in the hiring process...

Reviewing files...

- Evidence-based process
- Structured process/matrix evaluation
 - ▣ Intentionally considered definitions of excellence
 - ▣ Research concerns rather than speculating

How to avoid unconscious bias in the hiring process...

Reviewing files...

- Slow down! (research shows this helps mitigate bias)
- Screen for candidates' demonstrated "*Ability to establish and maintain working relationships with staff, students, and faculty from diverse backgrounds*"
(tips for doing this available on HR website)

How to avoid unconscious bias in the hiring process...

Checking References...

- Account for possible bias in recommendations
- Obtain references from multiple sources (including former supervisors NOT listed as references)
- Follow-up on messages conveyed “between the lines”

How to avoid unconscious bias in the hiring process...

Interviewing & Final Selection...

- Provide candidates what they need to do their best
- Go beyond first impressions
- Interrupt speculation and interpretation
- Be open to questioning our standards of measure
- Ask open-ended and follow-up questions

Action plan and next steps...

...new recruitment processes

Plan for Workplace Diversity at HSU – AY 13/14

- Strategies for Avoiding Unconscious Bias in the Hiring Process workshop – required for all hiring authorities and search committee members as of January 1, 2014
- Implement consistent language relative to diversity in vacancy announcements
- Intentional outreach efforts designed to broaden the breadth and diversity of our applicant pools
- Resource website for hiring authorities and search committees
- Data collection/analysis – applicant pools and new hires

Training for search committee members...

Strategies for Avoiding Unconscious Bias in the Hiring Process workshop will be required for all search committee members as of January 1, 2014

- ▣ Scheduled trainings: November 12, 9-11 am and November 15, 1-3pm
- ▣ Trainings will be offered monthly beginning in January
- ▣ Or schedule a special session for your entire unit – contact lanaya.gaberel@humboldt.edu

*Note: beginning in January, **all** searches will be delayed until **all** committee members complete the training.*

The outreach process...

- Beginning in January, HR will post all positions on:
 - **CalJobs (new)**
 - Craigslist Humboldt
 - CSU Careers
 - **DiverseJobs (new)**
 - Higher Ed Jobs
 - Higher Education Recruitment Consortium (HERC)

- Depending on the position, **hiring authorities** will select additional outreach strategies designed to further broaden the breadth and diversity of the applicant pool (such as listing on professional association job boards, utilizing social media networks, or contacting colleagues at other institutions).

- Discussions of **outreach strategy** to take place with each individual **hiring authority**, prior to each search

Human Resources

A Department of
Administrative Affairs

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The Human Resources Department provides leadership for progressive human resources planning, policy design, systems, and services which are aimed at fostering productivity, innovation, safety, and a climate of success in the workplace.

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Outreach Checklists and Resources (by job category)

Below, you'll find checklists of outreach activities, as well as lists of potential outreach venues, that hiring authorities should use as they launch the search process. Because different positions may require different degrees and methods of outreach, these resources are provided for a selection of job categories.

Position Type	Additional Information	Outreach Checklists	Outreach Resources
Administrator Positions	Includes position titles such as Dean, Director, Head Coach, Captain, Manager, Vice President, all MPP positions, etc.	Checklist	Resources
Clerical Support Positions	Includes position titles such as Administrative Support Coordinator/Assistant, Grant Support, Payroll, Dispatcher, etc.	Checklist	Resources
Health Care Positions	Includes position titles such as Nurse Practitioner, Physician, Radiology Tech, Registered Nurse, Veterinarian, etc.	Checklist	Resources
Paraprofessional Positions	Includes position titles such as Accounting Clerk, Graphics Specialist, Technician, Stockroom Manager, etc.	Checklist	Resources
Professional Positions	Includes position titles such as Accountant, Analyst, Assistant Director, Associate Director, Specialist, IT Consultant, etc.	Checklist	General Accounting/ Business/ Finance Information Technology Marketing/ Public Affairs

Diversity as a core competency...

- **New HSU template language:** *HSU is committed to enriching its educational environment and its culture through the diversity of its staff, faculty, and administration. Persons with interest and experience in helping organizations set and achieve goals relative to diversity and inclusion are especially encouraged to apply.*

- **Hiring authorities** should also include at least one bullet point (adapted for the position) that pertains to competency with diversity-related issues, such as:
 - Ability to establish and maintain working relationships with staff, students, and faculty from diverse backgrounds. (clerical support position)
 - Demonstrated knowledge and familiarity addressing issues of concern facing students from diverse backgrounds in higher education. (student services position)

The interview process...

Evaluating for competency with diversity in...

- Application files
- Interview and reference check questions

Diversity Search Advocates

- Coming in AY 14/15...

Contact information and resources...

- Plan for Workplace Diversity at HSU – www.humboldt.edu/diversity
- Lanaya Gaberel, Training Coordinator, Human Resources
lanaya.gaberel@humboldt.edu or x5154 (to schedule workshop for your entire unit)
- Jim Stemach, Recruitment Coordinator, Human Resources
jim.stemach@humboldt.edu or x5177
- Nancy Resnick, Associate Director, Human Resources
Nancy.resnick@humboldt.edu or x5174
- Radha Webley, Director, Office of Diversity and Inclusion
radha.webley@humboldt.edu or x4502