Reducing Unconscious Bias in the Hiring Process

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Unconscious Bias Defined

Attitudes, **preferences** & **stereotypes** that affect our *thinking* and *behavior* in ways that are invisible to us.

3 Types of Unconscious Bias That Impact the Hiring Process

1. Affinity Bias

   The human tendency to gravitate toward those we perceive to be most like ourselves and therefore, away from those we perceive to be less like ourselves. We do this to remain in our "comfort zone".

   Sample Negative Impact on Hiring: RECRUITMENT and SELECTION

2. Confirmation Bias

   The human tendency to see what we EXPECT to see in others, whether it is actually there or not. In other words, we "confirm" what we expect to see.

   Sample Negative Impact on Hiring: SELECTION and EVALUATION

3. Halo & Horns Effect Bias

   The human tendency to see 1 good (halo) or bad (horns) thing in a person and think everything is good or bad about that person.

   Sample Negative Impact: PERFORMANCE EVALUATION and PROMOTION

Reducing the Impact of Unconscious Bias on the Hiring Process

1. Be aware of your biases and stereotypes and the impact they have on your interactions.

   a. Take tests at the **Project Implicit** website

      (https://implicit.harvard.edu/implicit/takeatest.html).

   b. Ask a trusted colleague or friend for **feedback**.

   c. Identify the unconscious biases that are **impacting your hiring activities**.

2. Actively work to **recruit** a high quality, culturally diverse workforce.

3. Increase the **diversity** of decision-makers and methods.

4. Use **metrics** to evaluate diversity recruitment, selection and retention performance.

5. **Reword** job descriptions and job postings.

6. Consider implementing **blind** employment practices.

7. Create opportunities for **culturally different individuals** to interact on a continuous basis.

Identify 1 step you will take because of today's session that will reduce bias and improve hiring:

_____

_____

Masculine Terms	**Gender Neutral Terms**
1. Strong	1. Able/Proven/Excellent
2. Lead/Leader(s)	2. Head/Manage/Manager
3. Analysis/Analyze	3. Study/Test/Research
4. Individual(s)	4. People/Team Members
5. Decision(s)	5. Choices/Outcomes/Conclusions
6. Driven	6. Inspired/Motivated/Energized
7. Competitive	7. Results-Oriented/Enthusiastic
8. Expert	8. Professional/Skilled/Adept
9. Objectives	9. Goals/Aims/Targets
10. Principles	10. Values/Beliefs/Practices

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Sample Hiring Metrics

Staff Diversity Percentage

Number of Diverse Employees

Total Number of Employees

➢ Tells you how effective you are at increasing diversity at various **organizational levels** (e.g., specific leadership levels, specific positions).

Diversity Hire Percentage

Number of Diverse Hires

Total Number of Hires

➢ Tells you how effective you are at **hiring** diverse candidates from your candidate pools.

Turnover Rate

Number of Terminated Employees

Average Employee Population

➢ Tells you how effective you are at **retaining** your employees.

➢ Allows you to compare **retention** rates between different employee demographics and categories.

Tyrone A. Holmes, Ed.D.

Dr. Tyrone Holmes is a professional speaker, consultant and coach who has spent more than two decades teaching thousands of people to build powerful relationships in diverse settings. He has facilitated over 1,500 live and virtual presentations that have taught participants to reduce the "noise" in their lives, to effectively communicate their messages, to connect with diverse audiences and groups, and to reduce the negative impact of unconscious bias. Dr. Holmes served as a full-time faculty member at Eastern Michigan University in the Department of Leadership and Counseling, and at Wayne State University in the Department of Theoretical and Behavioral Foundations. He is also a Past President of the Arizona Chapter of the National Speakers Association. Dr. Holmes was awarded the designation of eSpeakers Certified Virtual Presenter and most recently, Certified Virtual Host.