We’re at a Tipping Point

One year ago
Organizations began to understand the strategic advantage of diversity

Today
A lot of money is being spent on unconscious bias training

Going forward
Employees say “Training was great, but how do I put it into practice?”
Goals of Removing Unconscious Bias

- Change the action caused by bias
- Raise awareness of biases through teachable moments
- Record when bias may have occurred

Use technology to change behaviors caused by unconscious bias as they are happening
Must Addresses All Types of Bias

- Race
- Gender
- Disability
- Socio-economic background
- Education
- Long-term unemployment
- Age
- Sexual orientation
- …
Recruiting and Hiring

- Job Description Creation
- Resume Review
- Phone Screen
- Candidate Selection
- Interview
Recruiting and Hiring

Job Description Builder

Bias: Too many “problematic” terms discourage diverse candidates from applying.

Mitigation: Job description is submitted into a tool that identifies problematic and inclusive terms and helps the creator make a balanced job description.

Bias: Too many requirements result in fewer diverse candidates.

Mitigation: Encourage Hiring Managers to make some qualifications “preferred”.

Result: More diverse candidates for male-typical jobs.
Job Description Builder

New Job Description
Choose from the content below to create a new job description. As you work through the fields, watch the gauge on the left to see how effective your description is at attracting a diverse talent pool. We’ve pinpointed traditional job description language and techniques that are known to alienate potential applicants in order to help you eliminate them.

Words highlighted in green are inclusive terms known to make the job more appealing to a broader applicant pool; words highlighted in red you may want to reconsider as they are likely to alienate the desired applicant pool. Mouse over red terms for suggested substitutions; you can also copy/paste recommendations from the inclusive terms word bank to balance out the effect of the problematic terms.

Choose a template

Company Description
Come join our team of hard-working world-changers. Founded in 1888, ACME’s mission is to make the world more stable and secure with infallible steel. Our customers are loyal, our employees are happy, our product is innovative.

To create a job description, choose from the template's options, or create your own.
Job Description Builder

Company Description

Come join our team of hard working world-changers. Founded in 1888, ACME’s mission is to make the world more stable and secure with infallible steel. Our customers are loyal, our employees are happy, our product is innovative.

To edit a job description, choose from the provided options, or create your own.

What is the job title?

- iOS Software Engineer
- Senior iOS Software Engineer
- iOS Build Engineer
- iOS Build Ninja

Add your own title

Team Description

Give a couple sentence description of your team. What is its key contribution to your company’s mission? To society in general?

Our software engineers develop next-generation technologies that change how millions of users connect, explore, and interact with information and one another. Our ambitions reach far beyond just Search. Our products need to...
Recruiting and Hiring

Resume Review

Bias: “Shifting merits”: If the hiring manager knows someone who is “perfect” for the job, they will judge everyone else based on that person.

Mitigation: Pre-commitment: The hiring manager must pre-commit to which qualifications are most important for the job before seeing any resumes.

Bias: The hiring manager judges parts of the resume (e.g., experience) based on other parts of the resume (e.g., the gender or race of the name).

Mitigation: If the hiring manager is reviewing 17 resumes, they will see and rate 17 sets of experience outside the context of the rest of the resume, 17 sets of education without any other context, etc. At the end they can see the full resumes, ranked by aggregate scores.

Result: Resumes are judged in a quantifiable manner. Hiring manager can still decide to interview someone who scored lower than others, but this will be recorded.
Resume Reviewer: Pre-commitment

Reviewing resumes for: iOS Software Engineer

Please order the following categories in order of importance to this job. For example, if it is most important that the person in this position have particular certifications, put the Certification category at the top of the list.

Ordering the categories in this way before you see any resumes enforces your "pre-commitment".

This pre-commitment defines the qualities that are most important for the job and eliminates the possibility that you will be swayed by other content in a particular candidate's resume.

You can also see below which criteria was described as "required" versus "preferred" when the job description was created.
Resume Reviewer

Reviewing resumes for: iOS Software Engineer

Technical skills

Cocoa, Objective-C, iOS, Software dev, OpenGL, User Interface, Interaction design, C, Product design, subversion, HTML, CSS, Ruby

- - 

Git, Android, Scheme, Ruby, JSON, Mobile applications, Java, C, Objective-C, JavaScript, HTML + CSS, Eclipse, Windows 7, Xcode, Titanium Mobile

- - 

Python, Objective-C, XML, iOS development, C++, C, Eclipse, Perl, OpenGL, JavaScript, JSON, Software Engineering, jQuery, Git, iPhone, Linux, SQL, Unix, JSP, Algorithms, iOS, Visual Studio

- - 

Back Next
## Resume Reviewer

### Reviewing resumes for: iOS Software Engineer

Here's the resumes you've just reviewed, ranked in order of aggregate score.

<table>
<thead>
<tr>
<th>Score</th>
<th>Name</th>
<th>Location</th>
<th>View Resume</th>
</tr>
</thead>
<tbody>
<tr>
<td>68</td>
<td>Cathy Shive</td>
<td>Austin TX</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Majid Moujaled</td>
<td>San Francisco CA</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Vikramjeet Singh</td>
<td>San Francisco CA</td>
<td></td>
</tr>
</tbody>
</table>
Recruiting and Hiring

Interviewing

**Bias:** The interviewers look more for “do I want to hang out with this person?” than for “is this the best person for the job?”

**Mitigation 1:** Each interviewer must provide comments on every question for every candidate.

**Result 1:** Interviewer can’t unconsciously decide “this person is not a fit” at the beginning of the interview and then not ask all questions.

**Mitigation 2:** All interviewers submit their feedback about the candidate to a tool that, after all results have been submitted, publishes the feedback to all interviewers.

**Result 2:** Transparency in interviewer feedback reduces interviewer’s tendency to dismiss a candidate for a non-quantitative reason.
Interview System

Interviewer
- Laura (this is you)
- Operations
- CEO

Applicant
- Janie Lee

Things to remember
- Focus on the list of questions you were provided and be sure to ask ALL of the questions.
- Remember that you're looking for indication of job performance, not culture fit.
- Take your time writing notes while the candidate is speaking. It's OK to have pauses; let the candidate know that you will be taking notes.
- Try to include as much detail in your response as possible.
- Spend 5-10 minutes on each question; the interview should take the whole hour.
- Once you've finished the interview, take a few minutes to summarize the candidate's strengths and weaknesses while they are fresh in your mind.
- Remember that your colleagues will review the notes and feedback you enter.
- If describing how a candidate is or is not a culture fit, please give a specific example.
- Remember not to speak to other interviewers until all the candidates have been interviewed by all interviewers.

Proprietary and Confidential to Unitive
Make sure interviewers ask all of the questions

Make sure interviewers know others will see their feedback
Recruiting and Hiring

Candidate Selection
The previous steps result in the best candidate being selected for the job
Development and Promotion

Team Mapping → Task Selection → Perf Reviews

Promotion Selection ← Promotions
Thank you
Benefits

Diversity
- Increased innovation
- Improved productivity

Hiring
- Remove unworthy candidates more quickly
- Fewer interviews
- Less turnover

Compliance
- Record why a hire or promotion was/was not made