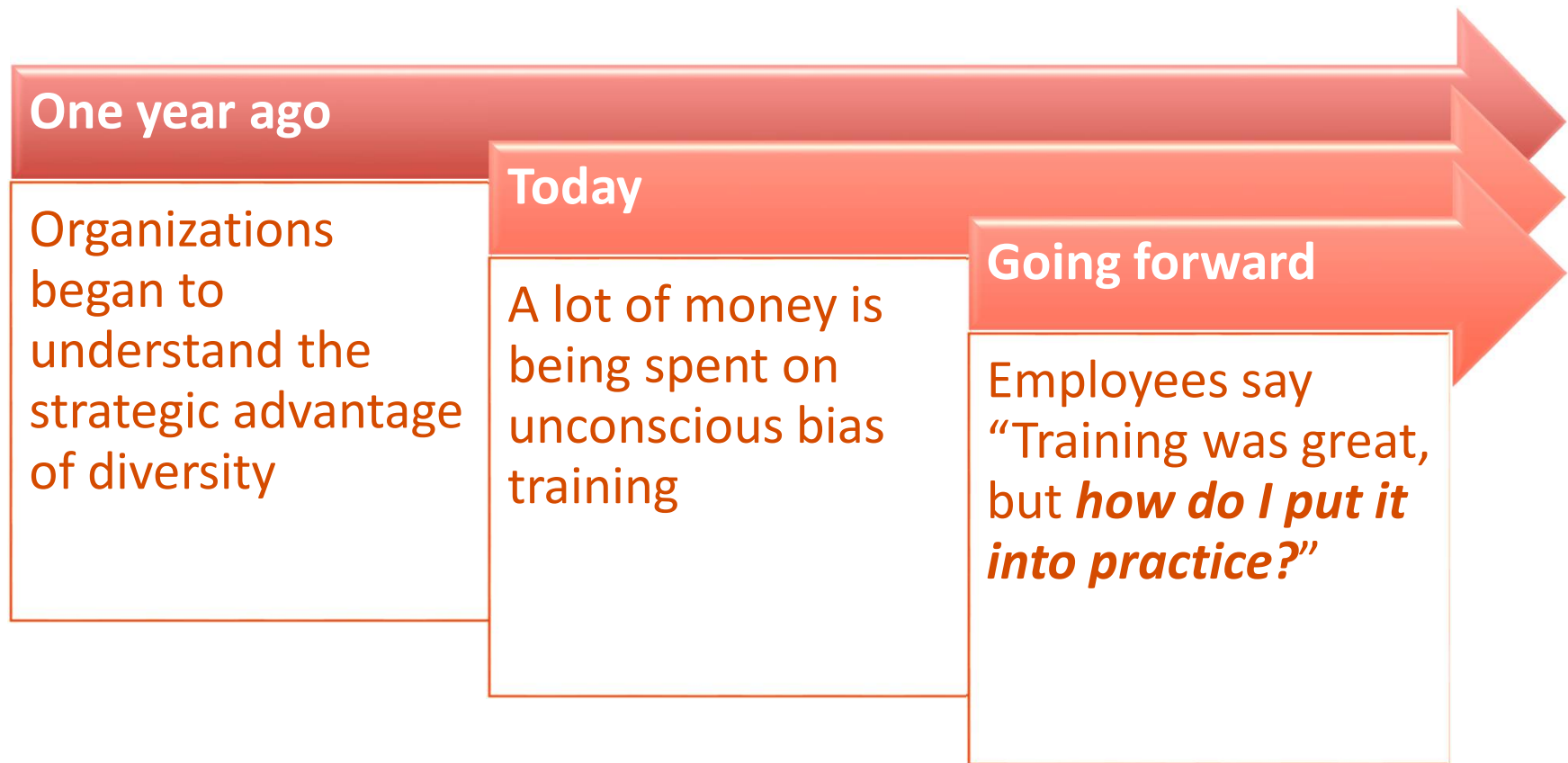




Innovation through Diversity

We're at a Tipping Point



Goals of Removing Unconscious Bias

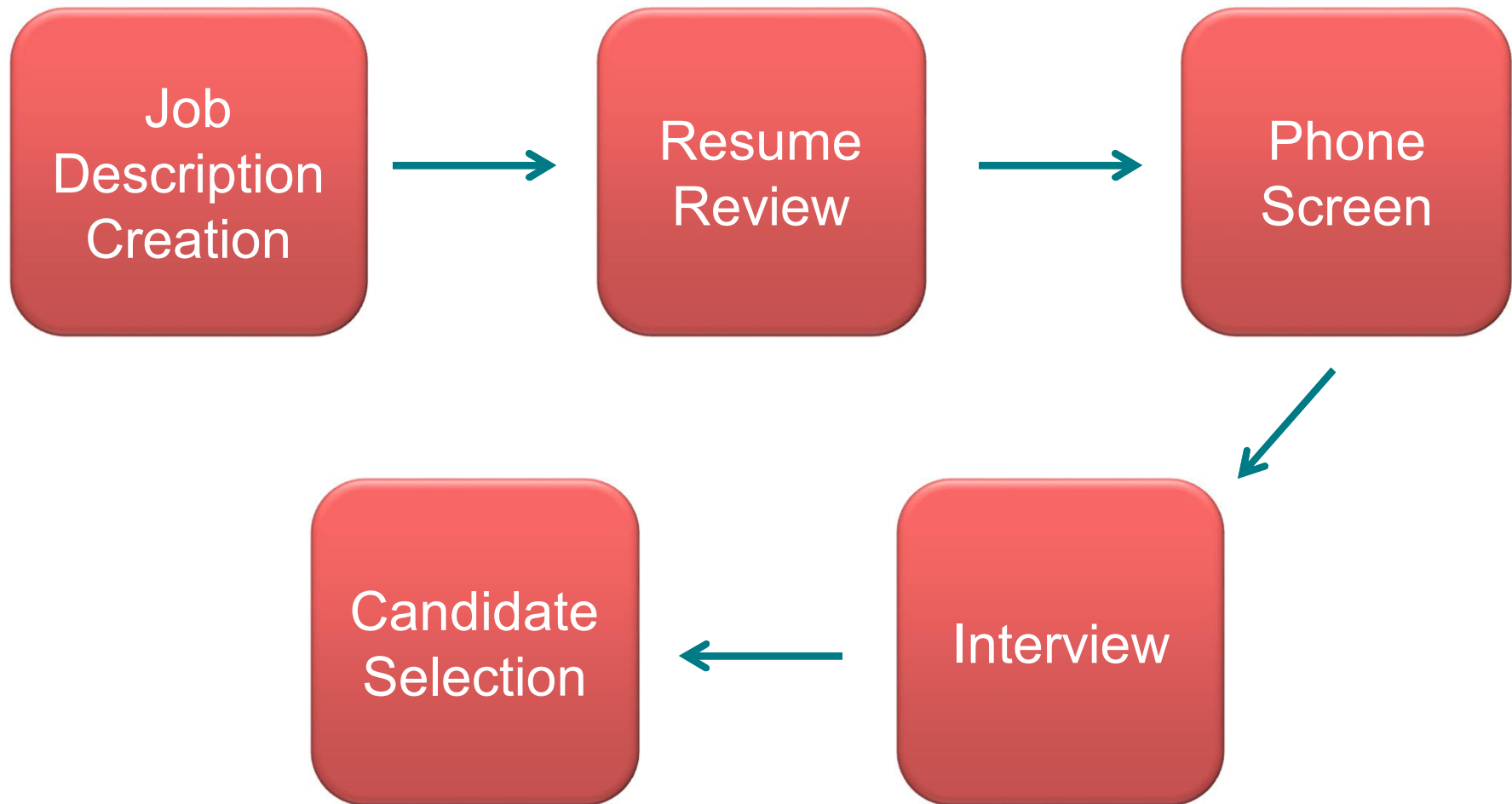
Use technology to change behaviors caused by unconscious bias as they are happening

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

Must Addresses All Types of Bias

- Race
- Gender
- Disability
- Socio-economic background
- Education
- Long-term unemployment
- Age
- Sexual orientation
- ...

Recruiting and Hiring



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 Show Inclusive Resource

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.



Job Score

- Home
- Job Descriptions
- Resumes
- FAQ

Choose a template

| Department | Section | Template |
|----------------------|--------------------|-----------------------|
| Sales Engineering | Mobile Development | iOS Software Engineer |

[I don't want to use 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

Job Score

-9

Home

Job Descriptions

Resumes

Interviews

FAQ

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

Add

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

De
C

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

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.

Location

Resume Reviewer

Reviewing resumes for: iOS Software Engineer

Technical skills

Cocoa, Objective-C, iOS, Software dev, OpenGL, UserInterface, 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.

Score: **Name:** Cathy Shive

68

Location: Austin TX

[View Resume](#)

Score: **Name:** Maijid Moujaled

45

Location: San Francisco CA

[View Resume](#)

Score: **Name:** Vikramjeet Singh

26

Location: San Francisco CA

[View Resume](#)

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
[View Resume](#)

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

Interview System

Make sure interviewers ask all of the questions

Interviewer
Laura (this is you)
Operations
CEO

Applicant
Janie Lee
View Resume

What single project or task would you consider the most significant accomplishment in your career so far?
Question rating: **Very important**

skfd'kdjg'kafd

18 of recommended minimum 255 characters
I do not have any notes for this question

Rate the response to this question

★ —●— ★

Have you handled a difficult situation with a co-worker? How?
Question rating: **Important**

lsd'kjkd'kfg

14 of recommended minimum 255 characters
I do not have any notes for this question

Rate the response to this question

★ —●— ★

Do you have any questions for me about our company or the position?
Question rating: **Important**

s'ldk'f'dakjfg'kjdag'lk

23 of recommended minimum 255 characters
I do not have any notes for this question

Rate the response to this question


★ —●— ★

Make sure interviewers know others will see their feedback

Applicant
Janie Lee
Interviews Complete: 2 of 2

Overall Score
53


Total Category Scores



Interviewer
Laura (this is you)

Score
57

Category Scores



What single project or task would you consider the most significant accomplishment in your career so far?
Question rating: **Very important** | Time spent: 6:38
skfd'kdjg'kafd

Have you handled a difficult situation with a co-worker? How?
Question rating: **Important** | Time spent: 4:53
lsd'kjkd'kfg

Do you have any questions for me about our company or the position?
Question rating: **Important** | Time spent: 13:54
s'ldk'f'dakjfg'kjdag'lk

Summary thoughts:
ls'f'lskd'lkdsf'g'fkldn

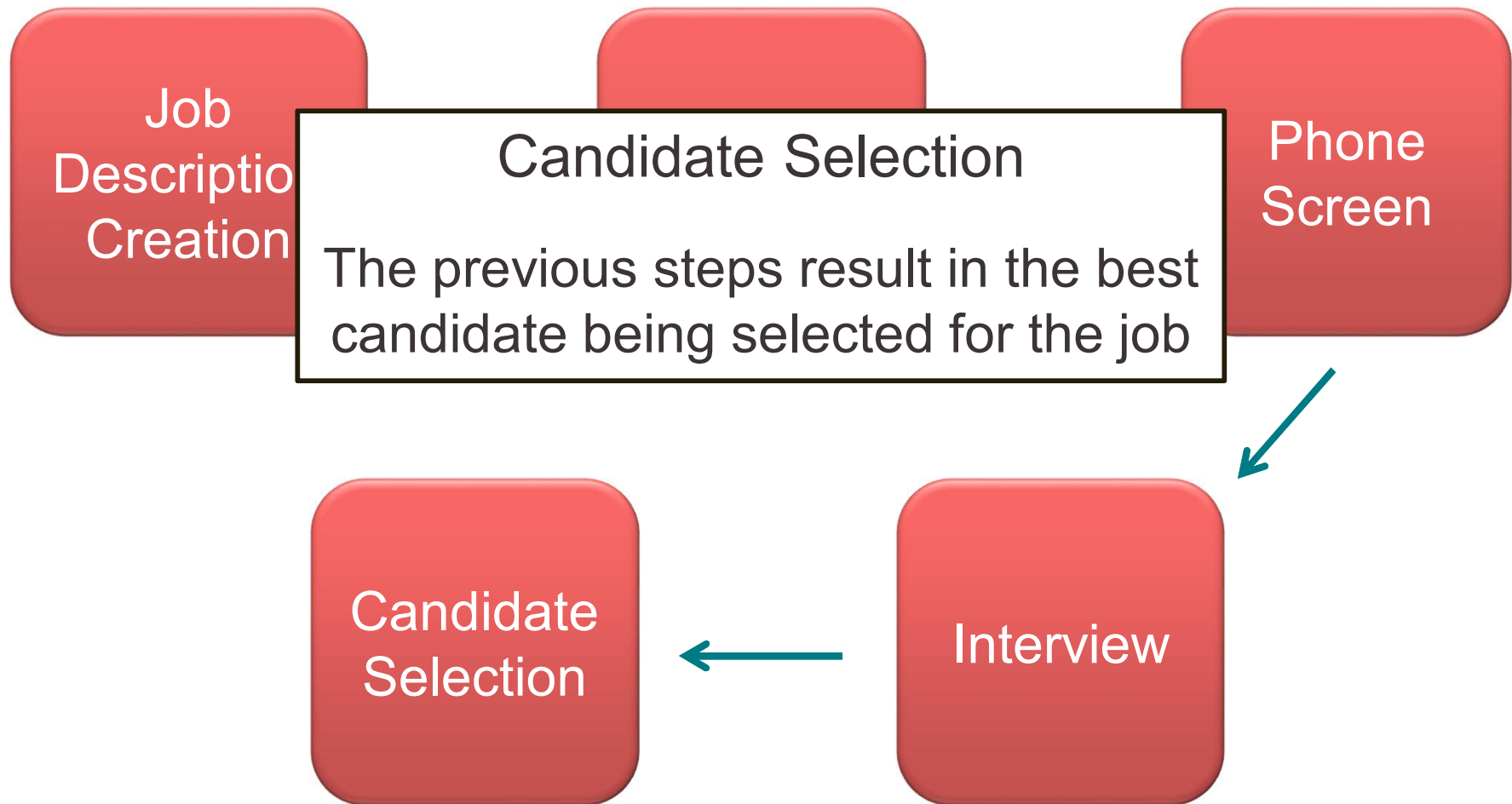
Interviewer
Ron Deckly

Score
49

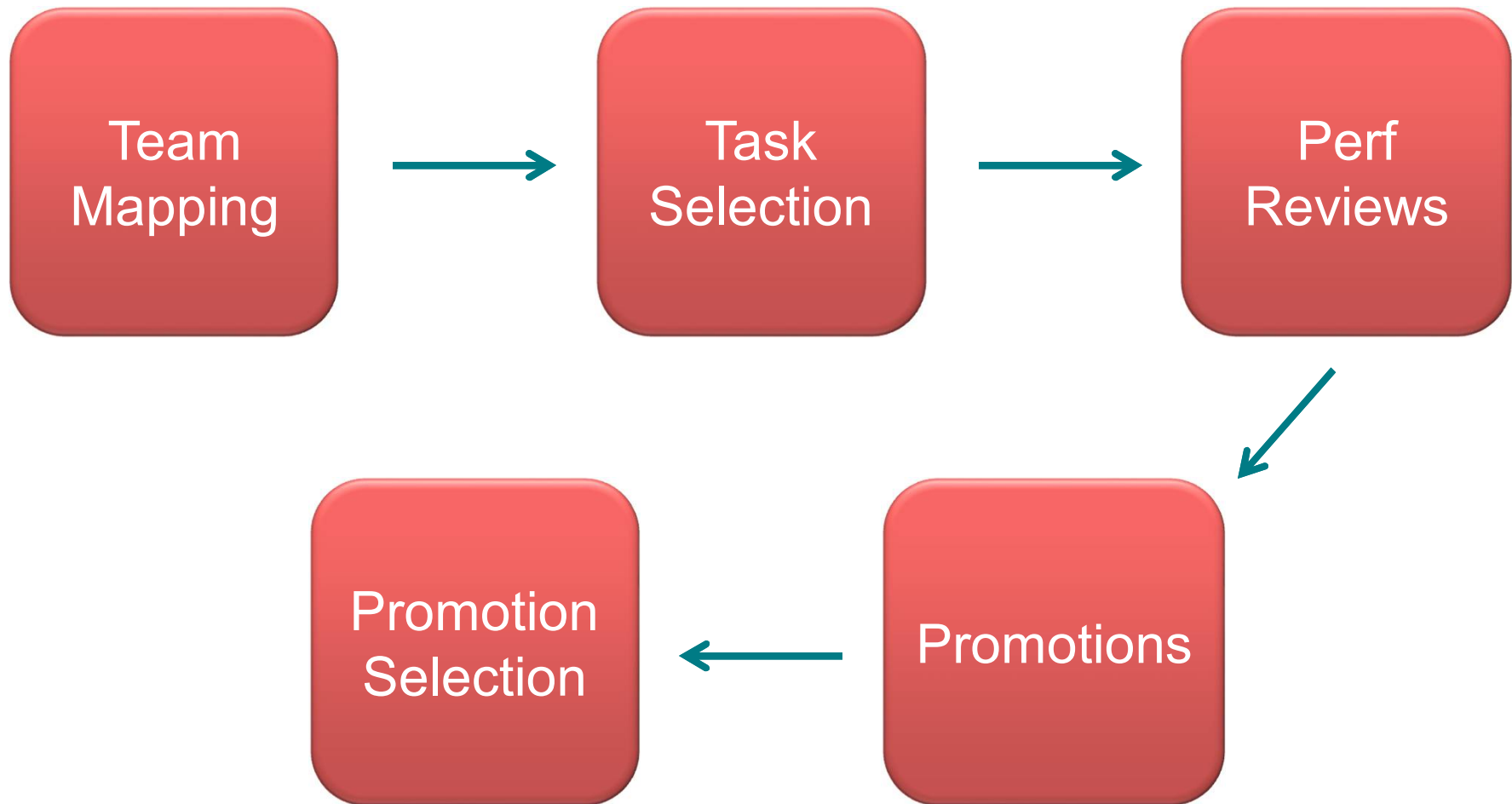
Category Scores



Recruiting and Hiring



Development and Promotion





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