Hiring Best Practices

Avoiding Implicit Bias & Hiring a Diverse Workforce

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What is Implicit Bias?

20 COGNITIVE BIASES THAT SCREW UP YOUR DECISIONS

iae. Hant on the nation they gotinition, e first offer e of diffee in d.	2. Availability heuristic. Pople oversatimate the importance of information that is available to them. A person might argue that smoking is not unhealth because they know someone who lived to 100 and smoked three packs a day.	3. Bandwagon effect. The probability of one person adopting a bailer increases based on the number of popole who hold that belef. This is a powerfal down of groupthink and is neason why meetings are often unproductive.	4. Blind-spot bias. Falling to recognize your own cognitive biases is a bias in insel? Receipt enoise cognitive and motivational biases much more in others than in themselves.
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something, settice about ce has flaws, your dog is f it bites in a while.	6. Clustering illusion. This is the tendemp to see patterns in random events. It is key to various quartiling fullcoing, like the idea that red is more or less likely to turn op on a roudette table after a string of reda.	 Confirmation bias. We tend to listen only to information that confirms our preconceptions — one of the many reasons it's to have to have an infeginat conversation about climate change. 	8. Conservatism bias. Where people favor prior evidence over new evidence or information that has energed. People were alow to accept that the Earth was round because they maintained their evide understanding that the planet was flat.
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biae. sek it does not e information :: With leas e can often the predictions.	10. Outrich effect. The dependent of gener despendent of the service and other services and the and other here sind when the service services and the test of the service services and test of the service service services and test of the service services and test of test of te	11. Outcome bias. When the second	12. Overconfidence. The set of the set of confident from or any affice, and then cause us to take greater that is our day low. Experts are more goone to this blast then the set of the set of the set control of the set of the set control of the set
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- The unconscious association of stereotypes with particular groups.
- Implicit Bias does not just involve people outside the group in question (i.e., women, people of color, heavy people), but also people who identify with the group.
- In no way related to a person's intelligence, cognitive ability, or other personality traits.



Why Does it Matter

- Diversity of Organization
- Diversity of Ideas
- Administrative Suits/Actions
- Lawsuits

- Use of implicit bias experts in lawsuits



- Start at the foundation:
 - Job Descriptions
 - What is necessary v. desired
 - Physical, operational, and personality traits/requirements
 - Advertisement
 - Is the language you are using attracting a diverse audience?
 - Hiring Team



- Choosing who to interview?
 - Experience
 - Name
 - Volunteer/Community Activities
 - Gender
 - Physical Positions
 - Sedentary positions



- The Interview
 - Standardized Questions
 - Form/fill in the blank model
 - Different questions/different positions
 - Diverse Hiring Team
 - Within and outside the chain of command
 - What is diversity?
 - Age, gender, political beliefs, socio-economic condition, position in organization, race, national origin, military history/status, sexual identification, sexual orientation



- Making the Hiring Decision:
 - Diverse Input/Diverse Results
 - Process in place to limit bias
 - "Not a good fit"
 - Push back, this is not a sufficient reason not to hire someone



Should We Have Diversity Goals?

- Difference between Affirmative Action Program or Policy and Diversity Goals
- Are diversity goals right for your organization?
- For how long?

