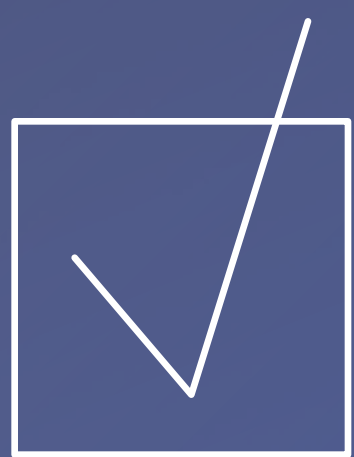


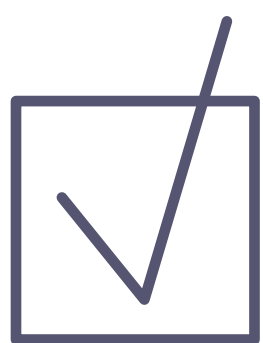


emtrain[®]

Unbiased New Hire Checklist



Checklist



Unbiased New Hire Checklist

Bias in recruitment and interviewing can cause you to overlook outstanding candidates, hire less-qualified candidates, and over-represent a point of view or skill and experience set for your team. When there is bias in recruiting, you tend to create homogenous teams that lack diversity in race, gender, age, and other important personal characteristics. More diverse teams are proven to drive greater innovation, productivity, and profitability. Interviews require a structured process to accurately determine if a person's skills match the job requirements. Use this checklist to remove bias from your recruiting, interviewing, and hiring process.

1

Job Posting

- Identify essential skills and the amount (and type) of experience required for the job.
- Determine the traits of the ideal candidate for the job. Be sure you don't have a particular person in mind when you craft the description. Incorporate the values of your company.
- Review the job description for terms that may be perceived as gendered. Research shows that certain words can inadvertently prevent people from applying. Eliminate the more obvious "quarterback, rockstar, superhero, ninja, queen, maven" as well as the more subtle "dominant, aggressive, competitive, collaborative, supportive, mentoring" and replace with more neutral terms.

2

Reviewing the Resume

- Remove or hide the name, address, and other identifying characteristics from the resume before it is distributed for review. This helps eliminate racial, socio-economic, or gender bias.
- Select all resumes that meet the identified criteria.

- Read resumes with an open mind. As you sort them into ‘yes’ and ‘no’ piles, be conscious of your thought process. Have you been placing undue weight on certain academic institutions, prior employers, or length of time in the workplace? Watch for potential prestige bias towards top colleges and hot companies, and age bias, which may skew young or old.
- Create a ranking system, then review your results to be sure that there are no preferences based on race, gender, age, or other biases.

3

During the Interview Process

- Design 4-5 open-ended questions that ask candidates to describe their skills and experience in the context of past projects.
- Be cautious of using the term “culture fit” which can be perceived as exclusionary. Instead, ask questions that help you determine if a candidate is aligned with your company and team values. Develop guidelines for good and bad answers that can be applied to everyone.
- Gather an interview panel of diverse colleagues.
- Prepare your interviewers with the list of prepared questions. Request that they ask a set number of questions. (You may ask each interviewer to ask every question, or ask interviewers to select 1-2 questions they wish to focus on). Outline the type of fact-based feedback you want from your interviewers.
- Coach your interviewers to be aware of their internal thoughts when interviewing. Help them be aware of—and mitigate!—“similar to me bias” in which we have a tendency to prefer candidates like ourselves. Also, ensure they avoid “confirmation bias” in which you ask a candidate questions that will confirm your preconceived prejudices.
- Provide a tool (form or app) for interviewers to score candidates on the answer to each question. Allow for fact-based qualitative comments as well. The feedback form should be completed by the interviewer immediately post-interview, before speaking to any other interviewer. If you are calendaring the interview times, schedule time for the feedback form to be completed too!

4

Decision Time

- Review interviewer scores and comments. Highlight comments that provide an ‘impression’ or a feeling without a fact - and circle back to the interviewer for more specific fact-based feedback.
- Score and stack rank candidates.
- Debrief with all interviewers regarding candidates' strengths/weaknesses. Go around the room and encourage interviewers to share fact-based observations. Watch for undue influence from any interviewer who describes a feeling but can't back it up with a fact.
- Finalize your candidate choice - how do the top candidates' experience match your team's needs in the short term and the long term? Who brings an additive viewpoint or experience to your team?

5

Rule of Three

When it comes time to make a new hire, ask yourself these three questions to avoid a decision based on unconscious bias.

- 1. Does this candidate's profile meet the pre-established criterion?
- 2. Did we adhere to a structured interview process that ensured that similar interview questions and procedures used across the board?
- 3. Did we fairly assess the candidate's strengths and use fact-based judgment as to how they will be additive to our team?

For more information and expert advice on unconscious bias, ask the [Emtrain experts](#) or download the [Unconscious Bias Training Guide](#).