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## **Managing Biases in Hiring with Audrey Gainey – Transcript File**

Audrey Gainey: Thank you, thank you gwen I appreciate the introduction and I will say that I consider myself to be very fortunate to share on this platform.

Audrey Gainey: Stronger together is really not only inspirational, but it is changing, what we do and how we do it, so I i'm very privileged to be a part of.

Audrey Gainey: such great effort kudos to Bob and you and the team Sarah has done a great job and helping me navigate through this space so awesome awesome.

Audrey Gainey: Job putting this together so Hello everyone as Glenn stated, I am audrey gagne and i'm really looking forward to the opportunity to share with you on today.

Audrey Gainey: This has been a great subject when and I have partnered to do other trainings around hidden bias and.

Audrey Gainey: Even as I present I learned new things from those who are in attendance, and I expect nothing less.

Audrey Gainey: than that, today, I know that i'm, on the other side of this presenting, but I am confident that we are all doing great things in this space.

Audrey Gainey: As we work together to be inclusive, in our hiring practices and also to learn from each other, I love the fact that Glenn stated, this is a safe space, and I will add we're going to talk about some topics that you may have either.

Audrey Gainey: kind of encountered somewhere along the lines in your career and some of them may be new to you, and they may challenge you, but I want you in this space to feel comfortable being uncomfortable okay.

Audrey Gainey: you're going to have an opportunity to engage to share with each other, and I want us to do it in a fashion that it helps all of us to become better.

Audrey Gainey: So, in order to do that sometimes we have to let our guard down and become comfortable with the discussion and invite conversation, so that we can again learn from each other.

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Audrey Gainey: So with that stated let's go ahead and talk about some of the objectives that we can expect to encounter and gain on today, so one of the things we want to learn.

Audrey Gainey: And again, some of this may be introductory to some, but I want to make sure that we're all on the same level when we talk about these terms and how we're going going to apply them for bias, as it relates to.

Audrey Gainey: recruiting and hiring so when we talk about unconscious and conscious bias we're going to kind of learn the difference between the two.

Audrey Gainey: we're going to identify bias and the recruitment selection and hiring process, and specifically we're going to talk about the impacts of.

Audrey Gainey: Implicit racial bias and how that impedes upon the process as well and give some examples of that so that you can kind of.

Audrey Gainey: Have a different perspective of what that might look like in the workplace, and we want to get we want to do a deeper dive and analyze the impact of that bias to.

Audrey Gainey: Eric hooting and selection and hiring I want to be able to kind of relate to it a little bit more so we'll kind of dive in a little deeper in regards to its effects on some of our processes.

Audrey Gainey: And then we want to talk about some common biases that we might see in hiring as well, I will try to relate those to some of the scenarios that we will share on today.

Audrey Gainey: But we really want you to be able to walk away understanding the principle and being empowered to own the change and to really champion.

Audrey Gainey: Some of these efforts in your workspaces okay so let's go ahead and and do a deeper dive Glenn stated that we were going to have a space for questions at the end.

Audrey Gainey: And again we're going to use the chat throughout this presentation so feel comfortable at any point in time.

Audrey Gainey: To put your questions in the chat as we move along through the slides so let's talk about bias, what is it you know we all hear different definitions.

Audrey Gainey: and some are more closer to us than others, but I want to make sure we have a true understanding of what we mean when we say.

Audrey Gainey: bias i'm sure you've heard the example of how the brain itself, it makes an attempt to process millions of pieces of information within any given within any given time.

Audrey Gainey: And, as a result of that to prevent it from being overwhelmed it takes shortcuts and processing that information and those shortcuts it leads to potential bias in our areas.

Audrey Gainey: And the one thing that we need to know about that is that the brain does not stop functioning and we come into our work environments when we're in a position where we're making hiring decisions or we're deciding on policies or.

Audrey Gainey: deciding on different things in various settings it doesn't stop it continues to try and process all of that information.

Audrey Gainey: And those shortcuts again can lead to bias and when we talk about bias what we're talking about is inclinations or ideas or feelings about someone that's preconceived.

Audrey Gainey: or it's unreasonable, you know it's based on our own lens it's based on how we see things without giving consideration to the facts at hand.

Audrey Gainey: So preconceived inclinations or feelings or ideas right, so another definition that i've seen in this space, when we talk about.

Audrey Gainey: bias is a prejudice and favor of or against a thing a person or even a group.

Audrey Gainey: Compared with another group or person or thing right, so we have our own prejudices based on our own beliefs, our own upbringing, you know, sometimes the experience that we.

Audrey Gainey: go through in on this life's journey it shapes how we see or how we view our circumstances situation, a person or a group so those prejudice.

Audrey Gainey: behaviors can be favorable or unfavorable towards an individual another.

Audrey Gainey: definition for bias that i'd like to really focus on, and I think we kind of missed this one.

Audrey Gainey: Is that it can go beyond just a person or thing but bias, can also be institutionalized and sometimes I think we missed that.

Audrey Gainey: We kind of factor in people, when we talk about this, but sometimes our policies, our practices.

Audrey Gainey: can really shape how we do business, it can really shape how we make decisions, decisions as a university or as a department and even in our hiring.

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Audrey Gaine: When we look at the scope of our practices when we look at the scope of things that we've structured, it can really shape how we manage those processes.

Audrey Gaine: So bias, can also be institutionalized so I want to kind of focus on that, because a lot of times when we think about it, we kind of stopped at the person right.

Audrey Gaine: But sometimes when we step back, we could have structures and plates that are created, based on our own biases and we have to be careful to evaluate those.

Audrey Gaine: From an inclusive lens so when we talk about bias that's kind of how we want to shape that and we want to make sure we identify the fact that.

Audrey Gaine: The biases that we're going to talk about today, when we talk about prejudices, they can be both favorable but in most instances they result in unfair outcomes.

Audrey Gaine: And that's where we see the challenge, they can be unintentional but yet and still be unfair, so we want to kind of focus on how we can help.

Audrey Gaine: Not only ourselves, but each other to manage in the hiring process these biases and mitigate those so I'm going to give you some examples, but before I do that let's talk about two types.

Audrey Gaine: And these are the two types, that we want to kind of focus on when we talk about stronger together, I have to be very transparent, sometimes we want to just focus on implicit biases but there's another type of bias, which is explicit bias that we see in all honesty it's still very prevalent.

Audrey Gaine: Again, most of you know that implicit bias is kind of what we call unconscious it's not intentional but it's really shaped again based on our beliefs.

Audrey Gaine: Our upbringing, it could be impacted by the geographical areas that we were raised right, I always I like to say my mother raised me.

Audrey Gaine: In a certain setting with certain beliefs societies shape those beliefs and what it took society and my mom to do for over 40 years.

Audrey Gaine: I can't undo it with just a training, but it's shaped who I am it's shaped my beliefs and, in all honesty, I have to be intentional right when I make decisions when I'm engaging and certain practices.

Audrey Gaine: I have to be intentional about recognizing or being aware of those biases and here's the thing.

Audrey Gainey: I want to say that the word bias is not a bad word right it's not associated with bad people sometimes I think the word bias, especially when we tie racial bias into that implicit racial bias, you know we can kind of tense up or we can kind of.

Audrey Gainey: become sensitive to that, but I think when we realize that everyone, based on their journey in life.

Audrey Gainey: is susceptible to bias right you can't escape it it's a part of our DNA it's a part of our making our being if you have a brain you have biases.

Audrey Gainey: And the way to manage that is to first be aware, and then to consider how we can mitigate that.

Audrey Gainey: So when we talk about bias from distance we're talking about judgments that individuals might make about a person or a group of people.

Audrey Gainey: Around a certain set of factors and most times those factors deal with protected classes like gender, age, sexual orientation, race and other factors that we see.

Audrey Gainey: One of the things about it explicit bias it's very clear that it's driven by our attitudes, unlike i'm sorry, unlike implicit bias, which is unconscious explicit bias is very clear it's intentional.

Audrey Gainey: And that's the difference between the two, you have one that's unconscious and then you have explicit bias that's very conscious intentional people act a certain way they engage in behaviors.

Audrey Gainey: With intent to express how they feel about a matter or a person or a group and in some of the examples we're going to talk about today we're going to see how.

Audrey Gainey: Both implicit bias and explicit bias play a role in the hiring process so let's go ahead and jump in one of the things I want to tell you this whether it's intentional or unintentional whether it's implicit or explicit.

Audrey Gainey: Both of them can lead to unfavorable outcomes, whether those outcomes are discrimination, whether those are outcomes in fact.

Audrey Gainey: Impact your hiring decisions and kind of eliminate the potential for access to opportunities for a certain group both of them can have unfavorable outcomes.

Audrey Gainey: So it's very important that we be aware that they exist and that we also know how to mitigate those things when we're faced with them okay.

Audrey Gainey: One of the things I found out is that, until we really acknowledge that we have biases and they exist and they're very real and it's not a my mom used to say it's not a shame word.

Audrey Gainey: But it's it's it exists, and until we acknowledge it and we are intentional about implementing strategies, then we won't have the impact that we can come, we can come to as many trainings Bob can stand up stronger together.

Audrey Gainey: and make it even stronger, but until we really acknowledge that this is something that's factual it exists in our culture and our climate.

Audrey Gainey: we're not going to make the impacts that we want to see so with you, being in this training today it's a great start to.

Audrey Gainey: monumental change in this space so let's talk about since we're moving beyond the definitions and we have some kind of foundational understanding of.

Audrey Gainey: Those two types of biases let's talk about implicit racial bias, we know that this is something that stronger together is promoting, and we want to kind of.

Audrey Gainey: Talk about it because they're doing this in a way that we can gain understanding and I always say that understanding is the first principle to becoming better.

Audrey Gainey: So if we listen with an opportunity to understand, then I think we have.

Audrey Gainey: We can gain the tools we need to become better and to manage our processes better so when we talk about implicit implicit racial bias.

Audrey Gainey: One of the things I want to say that this doesn't mean that we are races when we say this sometimes when you have a conversation about implicit racial bias, the only word that we year is race.

Audrey Gainey: And sometimes we become defensive, or we put our guards up, but again I want to challenge you in these dialogues that we're going to have today.

Audrey Gainey: Take the let the guard down and let's talk about it, this is a safe space, and I hope I create an environment where you feel.

Audrey Gainey: Safe to share and and engage, but when we talk about racial bias, it is driven as it states by rates.

Audrey Gainey: Right it occurs when one unknowingly acts and discriminatory ways, based on a person's race and again to my point it doesn't mean that one is racist, but rather that their perceptions have been shaped by again their experiences their life journey right.

Audrey Gainey: i'm reminded when I talk about racial bias.

Audrey Gainey: An employee and employer that I worked for there was a hiring manager there, and this is when diversity equity inclusion was really being introduced into the workplace.

Audrey Gainey: And it was really taking its form in its shape and there were a lot of trainings we were educating our hiring managers and.

Audrey Gainey: We were really doing a deep dive after the training, I had a hiring manager scheduled an opportunity to have lunch with me.

Audrey Gainey: And I don't know typically when hiring managers, when I have lunch me I know it's something that you know we're wanting to discuss, but she invited me to lunch after the training and during our dialogue, she mentioned.

Audrey Gainey: A challenge that she was experiencing in regards to implicit racial bias and one of the things she shared with me is that she had been making.

Audrey Gainey: hiring decisions and had hired an African American female into a role and as a result, she felt like that person violated their trust.

Audrey Gainey: There was a theft charge against the individual and they end up terminating that person that brought a lot, and this is how she built it bought a lot it brought a lot of scrutiny to her judgment as a hiring manager it tainted she felt her department, because of the how scandalous.

Audrey Gainey: That offense was and because of that one event because of that bad hiring decision she began to formulate a perception about African American individuals.

Audrey Gainey: And I applauded her because number one she felt comfortable enough to share this with me, she felt.

Audrey Gainey: That I was a safe space for her to not only talk through this, but also to assist in helping her mitigate and to assess this so she was honest enough to say that.

Audrey Gainey: Because of that one experience she saw herself settling into a stereotype about a certain group and because of that stereotype.

Audrey Gainey: She was now dealing with implicit racial bias, because it was impeding upon her hiring decisions how she view view talent in her pool.

Audrey Gainey: And she was concerned, because she and, as I stated implicit racial bias or any bias it's not about you, being a bad person because bias exists but it's about.

Audrey Gainey: How our experience shapes our beliefs and in order to be successful in this space we first have to acknowledge that it exists.

Audrey Gainey: And then we have to be intentional about now how do we mitigate that and that was her ask of me how do I, ensure that I don't allow my biases or my experiences.

Audrey Gainey: to filter filter over into my hiring decisions when i'm viewing applicants and I have the opportunity to consider an African American I don't want that one experience to taint my view of individuals in my candidate pool.

Audrey Gainey: So I I reassured her that you know it's a hiring experienced a bad hiring experience it's not about the individual's race.

Audrey Gainey: If you can take the fact that you made a hiring decision based on how your process was structured.

Audrey Gainey: You were making decisions based on the interview process so let's talk about that let's talk about what tools, you had in place to help you make the decision that you made to hire that individual.

Audrey Gainey: Did you screen your applicant pool will did you have sound selection criteria in place, did you have a vetting tool like reference checks to help you ensure that you are making a sound hire.

Audrey Gainey: And when we finished going through the list of things that you would typically do to structure your process, she acknowledged that her process had failed, therefore, she made a bad hire.

Audrey Gainey: So she associated that with a race when it was actually a process that was not structured will that lead to a bad decision.

Audrey Gainey: So I say all that to say a lot of our experiences will guide our decisions, but there are ways in which we can mitigate the biases.



Audrey Gainey: That we experience you can't take them away, but you can definitely be aware of them, you can be honest about them, and you can implement things that will help you.

Audrey Gainey: As a hiring manager or as a decision maker to mitigate those biases okay that leads me into talking about stereotypes and that is the example that's what we saw her doing in that example because of one experience she had introduced a stereotype.

Audrey Gainey: For an entire group of individuals and that's what we have to be careful careful about.

Audrey Gainey: I have to say that we are all individuals.

Audrey Gainey: We are all unique right, we are all we all, we all have our own unique differences we've got to absorb the fact as managers, making decisions that.

Audrey Gainey: Everyone is different, even if we're from the same group we're all different i've had individuals to categorize me.

Audrey Gainey: Based on the color of my skin and i've had to share with them, you know i'm an individual, you know what works for that individual may not work for me my preferences are different and i've been shaped by LIFE experiences, just like us, so we have to.

Audrey Gainey: Consider the facts of the individual right, so one of the things I want to say when I talk about stereotypes is these stereotypes our preconceived ideas that attributes certain characteristics.

Audrey Gainey: To a group of individuals to all of the members of that class right um and i'm going to give you some examples, and I think you'll kind of see where i'm going with this, so if you think all Asians are smart or.

Audrey Gainey: technologically savvy or all black people can dance that's a stereotype right, let me just.

Audrey Gainey: debunk the myth all black people can't dance Okay, I am a witness my husband will tell you, I have two left feet.

Audrey Gainey: If this is about as good as it gets right there Okay, so you can associate a characteristic or trait with an entire group were different.

Audrey Gainey: were made and created different differently so you can't hold a group of individuals for the actions or efforts or beliefs of one person.

Audrey Gainey: So I want to say that um I also want to share that when you hire This is another area when you hire an Asian for job.

Audrey Gaaney: That also has an equally and you also have an equally qualified black person or applicant.

Audrey Gaaney: You can't make a decision, because you think one race is smarter than the other race that's a stereotype you can't make a decision, because you think.

Audrey Gaaney: One generation might be more computer savvy or more technological savvy than another generation you've got to consider that individuals knowledge, skills and abilities, as they relate to the job to the factors of the job, and a lot of times, again, we find ourselves.

Audrey Gaaney: making decisions are allowing those.

Audrey Gaaney: Stereotypes to creep into our decision making and i'm so glad that, as a university I partner with a lot of colleges and units and I see where search committees and search chairs and.

Audrey Gaaney: hiring managers are really being intentional, to ensure that they have structures in place to help them make sound decisions.

Audrey Gaaney: That are based on merit, based on a person's ability to be successful in the role and they're taking out, you know equations like race right they're taking out things like appearance right.

Audrey Gaaney: If a person is coming to an interview with tattoos Does that mean that they have the ability.

Audrey Gaaney: to perform the job successfully you know just because individuals might have tattoos it doesn't dictate their level of knowledge, skills and abilities, it might say something about your preferences or your biases.

Audrey Gaaney: But remember we're talking about a person's ability to perform the essential function of the job without regard.

Audrey Gaaney: To their race, but unfortunately we've seen that creep into our decision making more than once.

Audrey Gaaney: And I like to say it's not the fact that we have the biases but it's how are we going to manage those biases when they surface right that's key.

Audrey Gaaney: i'm reminded of an example and i'm not going to age myself here but.

Audrey Gainey: It was during the time that smoking was allowed in the workplace right some time ago yeah I know, but I was invited to an interview, I was on a call, and it was a telephone call.

Audrey Gainey: And the individual wanted me to come in for an interview, and I was excited about it because I was early in my career and when I got there and I got up to the counter and I introduced myself i'm the young lady was stunned she was like oh you didn't sound black on the phone.

Audrey Gainey: And you can only imagine, yes, my jaw dropped and I thought for a moment I had to digest the comment, and I asked her I said, well, can you tell me what does black sound like right, and this was.

Audrey Gainey: During that time where again you didn't have the dni conversations you didn't have these discussions that you're privy to now in the workplace.

Audrey Gainey: But it was still very real.

Audrey Gainey: And so, in my response to her my question to her well, what does black sound like she said Oh, she said she replied, oh no I didn't mean it like that, and you know.

Audrey Gainey: I took it for what it was worth, but I know more now than I knew then.

Audrey Gainey: Needless to say, I was very offended and I even though I might have interviewed well and I might have been offered the job I didn't accept.

Audrey Gainey: Because it's it really said something to me personally, as an individual as a human being, when we talk about micro aggressions and that's a whole nother topic.

Audrey Gainey: But how it personalizes some of the accomplishments and the you know the successes that we have made as a black people to be put in a group in a care category where it's marginalize it has an impact, so we have to be intentional, we have to step back and really consider.

Audrey Gainey: What we say how we say it and how it flows over into our hiring decisions right.

Audrey Gainey: We are in this virtual space and in this virtual space we're presented with a lot of opportunity to consider a race to consider a person's appearance, to consider dialect to consider a lot of factors and we can't allow these stereotypes to impede upon us.

Audrey Gainey: hiring top talent okay so let's go ahead and dive in one of the other things that we want to talk about and I did mention that example about.

Audrey Gainey: The applicants and considering them based on merit and not based on our stereotypes that's very important.

Audrey Gainey: I want to kind of engage you a little bit, and I want to get your thoughts, we kind of shared the Foundation about bias what it means.

Audrey Gainey: Implicit racial bias what that means I want to engage you and get you involved, so I have a question for you.

Audrey Gainey: And I want you to think about this, if you would think about your life's journey and consider what might have influenced your life.

Audrey Gainey: That you feel contributed to your your biases in hiring okay so think about influences in your life that might contribute to a bias in hiring or otherwise.

Audrey Gainey: And it may not be yours, personally, but it may be a bias that you might be aware of that's common to the hiring process.

Audrey Gainey: and consider what are some aspects in your culture in your history or even in your background.

Audrey Gainey: That shape how you see the world okay so consider some of your own experiences and we're going to do a breakout and Glenn is going to help me with this breakout.

Audrey Gainey: I want you to just consider your journey in life, and some of the experiences and some of your culture your upbringing.

Audrey Gainey: and consider how those things shape how you see the world as we talk about biases and hiring and we talk about influences.

Audrey Gainey: That they have upon the decisions that we may consider that have some healthy dialogue and then come back and I want to hear what your thoughts are, I want to hear what your group has shared okay

Audrey Gainey: so let's go ahead and talk about we want to go ahead and dig into some of the effects of.

Audrey Gainey: Implicit racial biases so how it impacts their decision making, I want to kind of focus on i'm going to give you some of the processes, and I want to kind of focus on how.

Audrey Gainey: Implicit bias might impede upon these processes so let's talk about when we advertise or recruit if we allow implicit racial bias to.

Audrey Gainey: filter over into this component when we get ready to advertise guess what we will always advertise in the same places right it limits our scope of where we can potentially attract top talent from we will draw to those places that.

Audrey Gainey: yield individuals that look like us that think like us, we will have narrow diversity.

Audrey Gainey: Low levels of diversity in our pool why because we navigate.

Audrey Gainey: To these faces that are common when we talk about affinity bias or similar to me bias.

Audrey Gainey: We see that driving air decisions were typically drawn to sources that were most comfortable with and I challenge you as we.

Audrey Gainey: manage or or mitigate around racial bias, to step outside of your comfort zones, I even challenge you and your talk talking about building relationships think outside of the box, where you can engage individuals partnerships top talent, where you can find.

Audrey Gainey: Competitive individuals to fill your vacancies how we evaluate candidates, I saw someone mentioned in the chat they were talking about.

Audrey Gainey: resumes or information or names right how we evaluate candidates, if we have a we allow implicit bias to impede upon our decisions, then we use factors on a resume or we use information in a way.

Audrey Gainey: That it's it stagnates the process it hinders us from being inclusive and our hiring it allows us, it really shuts opportunity off it.

Audrey Gainey: You know it doesn't allow individuals to have access to opportunity within us so.

Audrey Gainey: You know I am reminded of the example about the resumes and the names also geographical areas there's a lot of information on the resume that can really self identify a person to race.

Audrey Gainey: And we have to as hiring managers as those making the decisions we have to be intentional about ensuring that we stick to.

Audrey Gainey: The requirements of the job, the knowledge, skills and abilities that we utilize the tools that we've established to help us make informed decisions, again based on merit, based on the needs of the job and the qualifications right.

Audrey Gainey: It also if we allow affinity bias or similar to me bias to creep into our process, then it can lend to us making or or being more favorable toward one candidate over another.

Audrey Gainey: We talked about sororities associations groups, even in small talk, you know when we're.

Audrey Gainey: inviting individuals to interview, and we engage in small talk and we find found out about things that we share in common and we start.

Audrey Gainey: Getting comfortable with the individual sometimes that level of account that level of comfort or commonality can become a potential opportunity for bias to creep into our processes, so we have to give consideration to those things, establishing job requirements.

Audrey Gainey: When we talk about requirements, there are two areas, we like to focus on the Nice to haves and the must haves and we are to always be grounded with what's required.

Audrey Gainey: For someone to successfully perform the essential functions of the job we can document on our ideal candidate profile but nice to have, and that is a list that we can kind of shape again the ideal candidate, we can shape what value add to.

Audrey Gainey: Our recruitment process, but when we talk about being inclusive and we talk about.

Audrey Gainey: Eliminating artificial barriers, we always want to be grounded by what's required for someone to be successful in the role and we want to make sure that we're establishing tools and.

Audrey Gainey: we're building rubrics based on those things that yield success in the role and we don't allow our biases to creep into our nice to have list, is it really something that's job relevant.

Audrey Gainey: And that determines success in the role, or is it our biases that might be potentially creeping into the process, so we have to ask those questions and we have to be intentional in that space, the partnerships that we establish if we allow again.

Audrey Gainey: These biases we talked about.

Audrey Gainey: affinity bias and our commonalities if we allow all of that to filter in that guess what we're going to have the same partnerships, we won't branch out we won't consider diverse candidates, we won't consider people of color because we are not.

Audrey Gainey: A custom to developing those relationships we've allowed ourselves to be limited in regards to where we see top talent residing or where we see the opportunity to tap into diverse talent.

Audrey Gainey: So we won't be challenged to consider or explore those venues are those avenues, we will lend to those things that make us comfort and that's where we will navigate we will always do what we've always done and not branch out so.

Audrey Gainey: Networks outside of our circle, we have to consider those I always encourage encourage that when you're building your strategies for recruitment.

Audrey Gainey: Make your strategies as diverse as possible it's during the time that you are engaging in the efforts to attract diverse talent and be more inclusive in your hiring practice that you can make the greatest impact once you close that process, and you start screening your applications.

Audrey Gainey: Though the narrower your opportunity becomes to have greater impact on diversifying the pool.

Audrey Gainey: So let's talk about a couple of things that a couple of ways.

Audrey Gainey: Our processes or hiring decisions are impacted I want to share a couple of studies that i've come across that I think will help us to kind of hone in.

Audrey Gainey: On some examples, so in this study we have 144 males it was a recent study that was done.

Audrey Gainey: By University of Virginia professor and that Professor took racially diverse group of individuals and assigned to roles.

Audrey Gainey: Some of them were assigned the hiring manager role and some of them were assigned the candidate.

Audrey Gainey: role, and they were in a negotiation simulation right and the range that they were able to negotiate within was at 2090 thousand right.

Audrey Gainey: So, after the negotiations, the participants that were in the study the hiring managers and the candidates, they were given an assessment.

Audrey Gainey: That evaluated their level of racial bias Okay, so they went through the simulation and after the simulation they were given an assessment.

Audrey Gainey: That evaluated their racial their level of racial bias So what do you think the outcomes were you know.

Audrey Gainey: Do you think bias racial bias had any impact on that negotiation, I see some Heads nodding yes i'm sure if you could unmute you would say yes well let's look at the results of that study.

Audrey Gainey: Here, a couple of things that they found white and black candidates were equally okay likely to try to negotiate so that was one of the things that both.

Audrey Gainey: were engaged in the negotiations evaluators who scored high for Racial bias believe that black candidates had negotiated, more often than the white candidates right.

Audrey Gainey: So those who were assessed for Racial bias, they believe that, in negotiations, but people were more prevalent to negotiate more than whites Okay, the false perception led them to penalize black candidates for negotiating by granting fewer salary concessions.

Audrey Gainey: So you can see how raise even in negotiations, when we talk about hiring it plays into the decision making process.

Audrey Gainey: outcomes, each time a black candidate was perceived to have made an offer or counter offer participant participants high and racial bias gave them about \$300 less and starting salary.

Audrey Gainey: So they got penalized because of a perception because of that bias it wasn't factual it wasn't the study didn't even yield bad, but because of the biases we saw black individuals being penalized.

Audrey Gainey: By contrast, evaluators who scored low on racial bias had more accurate perceptions of candidates.

Audrey Gainey: And they That was the outcome negotiating frequency with less and granted more equitable salaries, as a result, so not only does it impact or impede upon.

Audrey Gainey: The selection and the hiring but even in negotiations, we see how decision making is impacted by race, so we have to be intentional their instruments in place our class and COMP team.

Audrey Gainey: You have HR does a great job and utilizing tools to help us make informed decisions, the university underwent and study, some time ago, a couple of years ago.

Audrey Gainey: that allowed us to manage our salaries within competitive range considering the market and to align those ranges.

Audrey Gainey: Again with the market so that we can make informed decisions, we can have information to help us.



Audrey Gainey: In this process and to educate us on the factors that we should consider when making hiring decisions like experience education like market.

Audrey Gainey: You know, and those things that are relevant to the job and not based on our biases okay so here's another.

Audrey Gainey: question that I have for you as we talk about implicit racial bias, when we consider implicit racial bias inheriting what might be some of the effects that you think about.

Audrey Gainey: So, as we look at race and how it relates to some of our hiring decisions, what are some of the effects that you see might be a result of.

Audrey Gainey: This whether intentional or unintentional we talked about unconscious unconscious bias, so what are some of the effects that implicit racial bias can have on our processes.

Audrey Gainey: so let's talk about a couple of other things that kind of solidifies this for us here is.

Audrey Gainey: A case that we saw and to help us understand this was a class action settlement, and I want to kind of put this in perspective, this class action settlement was race based, and it was.

Audrey Gainey: Godfrey versus city of Chicago and there were 60 African American females, they were applicants for a firefighter and emt position with the city of Chicago and.

Audrey Gainey: They were denied an opportunity, simply because it was felt that they were not able to perform.

Audrey Gainey: The job, and when we talk about racial bias and we talked about African American females, and in the firefighter industry you not only have gender bias here, but you also have.

Audrey Gainey: The racial bias aspect and bias can cause one to unknowingly act discriminatory and we talked about this in our group, sometimes when we have assessments, we think these assessments are.

Audrey Gainey: getting us the right candidates, but they can also be creating what we consider to be artificial barriers to employment.

Audrey Gainey: And for the city of Chicago that's what they did they created these assessments that were on favorably impacting not only women.

Audrey Gainey: But this happened to be a group of African American women so when we talk about the effects of implicit racial bias.

Audrey Gaaney: unknowing unintentional sometimes when we stand up these processes and we put structures in place, they have the potential to adversely impact groups of individuals, so we really have to ask ourselves the question is this assessment, or is this.

Audrey Gaaney: tool that i'm using is it essential to measuring success on the job you know, is it directly related to the essential functions of that job and we have to be careful with how we evaluate that.

Audrey Gaaney: In this example these 60 African American female applicants they got together and they found a class action suit.

Audrey Gaaney: Against Chicago and in that class action suit when we talk about the effects of again implicit racial bias.

Audrey Gaaney: The City of Chicago ended up having to not only award monetarily but they had to end up hiring individuals right, so their assessments what they had put in place to help them make hiring decisions.

Audrey Gaaney: It was view to have adverse impact it gets a group of individuals, so they had to pay penalties they had to go back and award employment opportunities and they had to rectify their actions so that's an effect of unintentional and i'm sure they were really.

Audrey Gaaney: Sincere about the physical requirements of that job and not intentionally.

Audrey Gaaney: Maybe it could have been explicit it doesn't state that you know, but when you look at the factors, you know that were presented with it could very well have been implicit you know.

Audrey Gaaney: Explicit bias, so you have to really.

Audrey Gaaney: Be intentional, you have to evaluate your motives and your intentions and ensure that when you're making these decisions and you're standing up these assessments so structures that their job, relevant and they can be defensible okay.

Audrey Gaaney: You have a resource available to you, I always like to tell grant when I advise individuals to phone a friend if you're not sure phone a friend HR is your friend right so here's another one, when we talk about.

Audrey Gaaney: Potential biases this one kind of focuses on the criminal aspect of.

Audrey Gaaney: biases and we see here with eeoc versus BMW they had a workforce where.

Audrey Gaaney: They changed their processes and their processes midstream now was factoring in the criminal history.

Audrey Gaaney: of their candidates right of their employees and they set what they call a matrix or standards and anybody that fell into that standard.

Audrey Gaaney: They were they were even they were either fired as a result if they no longer met the threshold or the requirements, the new requirements they were fired or they were not extended an opportunity, and this is where the eeoc stepped in and he oC stated that that violates title seven.

Audrey Gaaney: You cannot.

Audrey Gaaney: engage in disparate treatment adverse impact is a result of view utilizing an arbitrary threshold in which you are excluding a certain group of individuals or it's on favorably impacting a certain group of individuals from an opportunity, so the eeoc said that now, instead of.

Audrey Gaaney: disproportionately impacting people of color as a result of this threshold, you have to consider on a case by case basis, each individual's.

Audrey Gaaney: History you've got to look at the nature of the offense you've got to look at how long ago it was you got to look at whether or not it's relevant to the job.

Audrey Gaaney: You got to look at all of those factors, and you have to consider it on a case by case basis and that kind of prompted a lot of organizations.

Audrey Gaaney: To what we call ban the box there used to be a box on the application that would ask about criminal history, well, we found that individuals were misusing that so.

Audrey Gaaney: That was taken off of the application process, and now we are looking at individuals, based on their experiences, based on the skills.

Audrey Gaaney: So I can tell you that the application, the resumes the documents that we are looking at, there was a time where there was more information.

Audrey Gaaney: You might remember people putting pictures on their resumes will candidates have become savvy in this space and they are also doing things to help.

Audrey Gaaney: Employers or hiring managers mitigate bias so ban the box, it took that away so now decisions were no longer being made, based on a person's criminal history but based on their ability to perform the job their knowledge, skills and abilities, so this was one of those areas that we saw.

Audrey Gaaney: There was another study and I think I might have gone a little too fast in my slides see.

Audrey Gainey: There was another study that asked a in the candidate pool to change.

Audrey Gainey: certain factors about the application and those factors that they change about the application had the same experience the same qualification, but they changed the person's name.

Audrey Gainey: And I think I saw Kenya kind of mentioned one scenario, or one study they changed the person's name.

Audrey Gainey: Okay, and they change the gender of that individual right, and then they had an application, where the individual was just identified as the applicant and they wanted to see how.

Audrey Gainey: race and gender impacted the decision of the hiring manager or those that were making the hiring decision so when they changed the name to a common name like Christine and they change the ethnicity and they identified it as chain, and then they had one that was just the applicant.

Audrey Gainey: They made a determination as to have those three which one was more horrible and then they made a determination about a paid decision based on those factors, who was paid more favorably and that so when we looked at the outcomes of that study.

Audrey Gainey: Did I go too fast, I guess, I did when we looked at the outcomes of that study, let me see if I can back this up just a tad yeah.

Audrey Gainey: Okay.

Audrey Gainey: There we go when we look at the outcomes of the study here's what happened, the evaluators who had been presented presented with the version, where the applicants Asian background was emphasized.

Audrey Gainey: That person was evaluated more favorably and the position that they were considering was a technology position right.

Audrey Gainey: So you can see how we allow our biases when we talk about certain professions and we talk about certain races, we allow bias to creep in based on that.

Audrey Gainey: So they were more favorable with a name that had an Asian connotation to it so Chang was considered to be more horrible when they start talking about salary and who they were going to pay in negotiations.

Audrey Gainey: Christine was not favorable favorable favored in receiving the more higher pay she was actually offered in the study \$2 left.

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Audrey Gainey: And, and the hourly rate then chain, so it was not only.

Audrey Gainey: A decision, driven by race, but it was a decision drip driven by gender, so the study shows that we cannot separate our biases.

Audrey Gainey: From these decisions, unless we are intentional unless we have put strategies in place to help us mitigate in this space these things happen they're very real.

Audrey Gainey: And we've got to again consider how we navigate through this one of the things that we focus on is structuring your process to where you're looking at.

Audrey Gainey: essential functions you're establishing selection criteria you're utilizing your rubric and you're grounding yourself to those job related matters you're building interview questions that help you assess.

Audrey Gainey: Who the best candidate is based on again knowledge, skills and abilities and not based on potential biases another study was on race in the Labor market and here again, you had an instance where they were using using names on a resume and in this steady the job applicant was.

Audrey Gainey: Signed to set some names, there was a white sounding name, such as Emily or Greg and then the other applicants were.

Audrey Gainey: Given African American sounding names such as the kesha or Jamal and this example, might be familiar to you, and they also assess the quality of those resumes right, so they kind of manipulated the skills of those candidates and they gave some of them above average.

Audrey Gainey: Skills and experiences email addresses the kind of doctor to the resumes made the candidate skills more attractive and then they assess the outcome of that and in their assessment.

Audrey Gainey: They found.

Audrey Gainey: That applicants with white names needed to send about 10 resumes to get a call back, whereas those applicants who had the African American sounding name they had to send out 15 resumes so that's almost 50%.

Audrey Gainey: gap when you talk about callback statistics right, so we know that when you look at a resume.

Audrey Gainey: And six seconds, you have already introduced certain biases into the process and the name, being one of those.

Audrey Gainey: There are other factors associated with this example, when we talk about the resume and you look at the quality of the resume the gap between whites and African Americans it widens.

Audrey Gainey: whites were more higher in this study whites with higher quality resumes they received about 30% more callbacks right on the other hand, having a higher quality resume for African Americans it had little to no effect in reference to their call back.

Audrey Gainey: So you can see how this plays into the decision making and how race impacts our hiring decisions and our processes.

Audrey Gainey: I can tell you that a lot of individuals are again becoming more educated in this space and they are starting to either use the first initial of their name and their last name.

Audrey Gainey: Some are removing the address off of the resume so that geographical areas are not identified some will not put where they graduated from college, because of the potential for biases based on.

Audrey Gainey: pedigree right how you value the College that they attend, so our candidates are also becoming more savvy in these in this space, but these are the effects that we see.

Audrey Gainey: Around bias, how can we help, how can we mitigate this, how can we improve in this space here a couple of points that I want to share with you take time with your job descriptions, to make sure that you have eliminated any potential.

Audrey Gainey: artificial barriers if you're asking for how higher levels of education master's degrees PhDs that are not necessarily required, and you can use equivalencies like experience.

Audrey Gainey: to determine suitability for employment, consider those equivalencies.

Audrey Gainey: When you're designing your tools and you're making hiring decisions make those based on job related factors right use that job description.

Audrey Gainey: Consider those essential functions and make informed decisions about what you're evaluating against look at experience look at the Labor market.

Audrey Gainey: Look at what the job is valued at, and what that individual is bringing to the table when you're making decisions that helps to promote pay equity not only.

Audrey Gainey: In the race space, but also when we talk about gender right, I think this one is the greatest one of all hold yourself and others accountable.

Audrey Gainey: In our processes, we typically have panels, we have search committees, and I think it's important that we hold each other accountable.

Audrey Gainey: To ensure that we are managing both fair and equitable processes and we're being as inclusive as possible when we stand up these structures.

Audrey Gainey: And I mentioned this several times be intentional right, I also mentioned, you have the opportunity to phone a friend.

Audrey Gainey: don't make decisions in silos sometimes we feel that we could never be biased, you know I I I'm not me no well again i've shared with you, if you have a brain the likelihood of you being biased is probably 100% right so engage someone in your decision making process right.

Audrey Gainey: it's good to really be.

Audrey Gainey: inclusive, even in your decision making, make sure you're including diverse individuals we talked about that in our breakout groups, making sure you have different perspectives around the table when you're making decisions.

Audrey Gainey: And we also have an have talked about with certain colleges and units what we call blind hiring and that's just redacting identifiable information from the resume.

Audrey Gainey: Things like name, gender, if you have someone supporting your process before you get access to the interviews.

Audrey Gainey: gain their support and redacting some of this information, so that you can focus in on the actual qualifications that individual skills their experiences.

Audrey Gainey: What makes them competitive in the process, definitely not their religion definitely not their social economic status so help safeguard yourself from allowing those biases to creep into the process.

Audrey Gainey: And here's another way that you can help be accountable, or you can do a self check or reflect ask these questions it's great.

Audrey Gainey: To kind of help you gauge where you are in your processes What do I mean when I say candidate is not the right fit someone put that in the chat earlier that's something that we here.

Audrey Gainey: In this space of interviewing or making hiring decisions oh they're not a good fit well why are they good no I just a gut feeling okay well defined all of that, for me, let's put some context around that.

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Audrey Gainey: Is it because they don't have the knowledge, skills and abilities, is it because you know what job related factor okay.

Audrey Gainey: Do I typically favors similar types of people or people who are like me.

Audrey Gainey: When making hiring decisions, we talked about affinity bias similar similar to me bias so ask yourself these questions, because these are the things that we common.

Audrey Gainey: commonly see that impedes upon successful hiring processes or inclusive hiring processes, what can I learn about my past hiring choices do an assessment take a look at who you hired over the last year.

Audrey Gainey: and see what the demographics of that of your decisions or that pool might look like Okay, the impact of your decisions and see if there's opportunity it's good to consider right.

Audrey Gainey: um how do I identify or choose candidates for hiring and promotion right what factors are you taking into consideration, are you looking at.

Audrey Gainey: geographical areas are you looking at things that are protected and have no no bearing on their success in the role and then.

Audrey Gainey: Have you cast the widest net to ensure that you are being inclusive and you have.

Audrey Gainey: done everything possible to attract a diverse talent pool So these are good questions to ask when you're engaged in a hiring process again just to help hold yourselves accountable.

Audrey Gainey: As you seek to diversify your pools, so we kind of talked about guess what and we're to the end we've talked about hiring we talked about.

Audrey Gainey: Racial bias implicit racial bias we've talked about bias in general um, are there any questions I don't know if someone may have put questions in the chat.

Gwynn Cadwallader (she/her): No, not yet I don't see any but this would be a great time if you have some questions for audrey to pop them into the chat.

Gwynn Cadwallader (she/her): And while we're waiting for them to come in, I did want to take an opportunity to say to everyone that.

Gwynn Cadwallader (she/her): audrey teaches a deeper version of this course as part of our gators together program So if you do a lot of hiring and you want to dig in a little bit deeper she really goes through the strategies, a lot, so I highly encourage you to register and take that course as well.



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Gwynn Cadwallader (she/her): Right, so, while we're waiting also, I just wanted to say to everyone, we really appreciate you guys coming.

Gwynn Cadwallader (she/her): To be with here be with us here today, be sure to check the stronger together website, we are, can we continually add additional sessions so register and join us again