



INCLUSIVE RECRUITMENT AT WORK

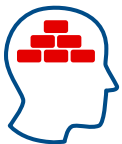


9 TIPS FOR INTERVIEWING FOR DIVERSITY & INCLUSION

DIVERSITY COUNCIL AUSTRALIA

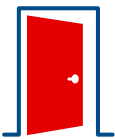
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Accept we all have biases

We all have biases that can negatively affect our hiring decisions. Accepting this is the first step to addressing them. No-one is pre-loaded with inclusive behaviour – we are, in fact, hardwired to align with people like us and reject those we consider different.¹



Aspire to an open mindset

Research shows that asking people to consider the value of being open-minded and questioning prejudices leads to less bias.² The opposite occurs when telling people to “stop” being prejudiced and racist.



Know your bias hot spots

We are more likely to make biased hiring decisions when we are busy, short on information or overloaded by it, or with people like ourselves.³



Slow down and systemise your thinking

Bias typically occurs due to automatic thinking. Try the 5 tips listed in the rows below to kickstart your brain into slow-thinking mode. This will minimise the risk of hiring decisions being influenced by any fast-thinking biases.⁴



Assess with structure

Use structured interviews⁵, selection criteria⁶ and scorecards to evaluate candidates and standardise assessment.⁷ Also use horizontal assessments (comparing all candidates' answers on question one, then all their answers on question two, and so on).⁸



Reach out for alternative perspectives

Avoid making the final hiring decision on your own. Test your assessments and thinking with other managers and peers. It helps to make sure you consider all information and potential for bias.



Check yourself on likeability

We all tend to gravitate towards people with whom we 'click.' But hiring for likeability leads us to hire people who are just like ourself.⁹



Take time to make your decision

Avoid decisions when you are tired and rushed, as this can result in similarity attraction bias being amplified.¹⁰



Revisit and "flip" it

Ask yourself: "Would I come to the same conclusion if this candidate came from a different demographic profile (e.g. gender, racial group or sexual orientation)?"¹¹

Endnotes

1. R. Tulshyan, "How to Reduce Personal Bias When Hiring", *Harvard Business Review*, 28 June 2019, <https://hbr.org/2019/06/how-to-reduce-personal-bias-when-hiring>.
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3. P. S. Forscher, C. K. Lai, J. R. Axt, C. R. Ebersole, M. Herman, P. G. Devine, and B. A. Nosek, "A Meta-analysis of Procedures to Change Implicit Measures", *Journal of Personality and Social Psychology*, vol. 117, no. 3, 2019: 522-559.
4. D. Kahneman, *Thinking, Fast and Slow*, Farrar, Straus and Giroux, 2011.
5. G. Morse, "Designing a Bias-Free Organization", *Harvard Business Review*, 1 July 2016, <https://hbr.org/2016/07/designing-a-bias-free-organization>.
6. J. F. Dovidio and S. L. Gaertner, "Aversive Racism and Selection Decisions: 1989 and 1999", *Psychological Science*, vol. 11, no. 4, 2000: 315-319.
7. Hive learning, "Racial Bias in Hiring: How to Make Hiring More Equitable for Black Professionals", n.d., <https://www.hivelearning.com/site/resource/de-bias-talent-practices/racial-bias-in-hiring-how-to-make-hiring-more-equitable-for-black-professionals/>.
8. Ibid.
9. N. Quadlin, "The Mark of a Woman's Record: Gender and Academic Performance in Hiring", *American Sociological Review*, vol. 83, no. 2, 2018: 331-60.
10. D. Kahneman, *Thinking, Fast and Slow*.
11. J. Milne, "'Flip It to Test It' – Lessons on Battling Bias From Roche", *diginomica*, 18 March 2018, <https://diginomica.com/flip-it-to-test-it-lessons-on-battling-bias-from-roche#:~:text=Pressner%20gives%20an%20example%3A%20Often%20organizations%20want%20to,men%20in%20leadership%20roles%E2%80%99%20%E2%80%93%20it%E2%80%99s%20really%20illuminating>.