

Inclusive Recruiting

What this is:

A guide to reduce bias in recruiting.

Why it matters?

Simply stating you want to improve your diversity recruiting is not enough. There are at least 11 types of unconscious biases found commonly in society today. These biases range from age, physical attractiveness, gender, race, and even the spelling of name. There is no person on the planet that is immune from having unconscious or implicit bias from time to time. However, the objective for those conducting HR duties is to create a structured and consistent recruitment process that removes any possibility of unconscious bias interfering with the hiring of individuals.

Example:

Bias

Humans receive 11 million bits of information, every moment of every day. Consciously, we are only capable of processing 40 bits. So how do we handle the rest? Through our unconscious bias. Unconscious biases are created and reinforced by our environments and experiences. Our mind is constantly processing information, oftentimes without us being consciously aware.

Unconscious bias in and of itself is not a bad thing and allows us to make it through the day with short cuts that don't require us to process every bit of information to make decisions. However, in a work setting, our biases can get in the way of objective decision making.

Bias in hiring is not just one problem

Despite attempts to reduce bias in hiring, diversity remains a major challenge for organizations.

The key is to remove bias from the hiring process as opposed to trying to remove it from the people doing the hiring.

Different biases derail the process at four three separate stages in selecting a new hire: outreach, at resume review, interviewing, and choosing a candidate.

Steps to Reduce Bias in Hiring

The following seven six steps can help to reduce bias in the hiring process.

1

Check the Job Description

The wording in a job description can subtly encourage or discourage different candidates. See the Inclusive Job Descriptions guide for more information. Also, diverse candidates are less likely to apply to jobs for which they don't meet all of the qualifications, so be sure to only list essential skills required and list others as nice to have but not required.

2

Check the Outreach Plan

Evaluate if you cast the net wide to begin with.

3

Evaluate Every Resume The Same Way

Identify what criteria you will review in a resume and be consistent. Create a blind-resume review process (i.e. ask a person who is not part of the interview process to redact certain information from incoming resumes. This person should remove names, educational attainment dates, and names of any groups or organizations that provide hints as to the candidate's race or gender).

4**Identify What You Want Before the Interviews Begin**

Implicit bias can lead us to rationalize why we preferred one candidate over another, so it's important to identify behaviors that are relevant to the position before interviews begin. ***It is also critical that interviews do not begin until there are two or more qualified women as well as two or more qualified people from other underrepresented racial/ethnic groups.***

5**Select A Diverse Interview Team**

This will help you to gather diverse perspectives. Assign each interviewer an area to focus on during the interview.

6**Stick To A Script During Interviews**

Interviewers naturally create a warmer or more casual climate for candidates they perceive as "in-group" members. This natural instinct to reach for common ground can advantage certain groups by making them feel at home and can also unintentionally lead minority candidates who feel like outsiders to experience more stress.

7**Ensure Decisions Are Based On The Right Metrics**

Evaluate the candidates based on the criteria you identified in Step 4. Enter your feedback into the Applicant Tracking System immediately after the interview and before comparing notes with the other interviewers.

Resources:

[Complete Recruiting Guide](#) with section on bias and culture

Cultural Assessments can be performed by certified diversity consultants, HR professionals, or through the use of online tools. There are numerous options available:

[Cultural Mapping Assessment](#)

[Diversity Awareness Profile \(DAP\)](#)

[Diversity Best Practices Guide for the Solar Industry, SEIA and The Solar Foundation, May 2019](#)