



Discharging the Bias: Recognizing and Addressing Unconscious Bias in the Workplace

Indrin J. Chetty
Henry Ford Cancer Institute,
Henry Ford Health System, Detroit, MI

Approaches to minimize bias in the hiring process (R. Knight: 7 practical ways to reduce bias in your hiring process, Harvard Business Review, 2017)

Awareness is key: engage in discussions with your team about unconscious bias and ways to reduce bias (organizational conversation) – remember that unconscious bias resides in all of us

Rework your job descriptions to remove words that are considered gender or culturally insensitive. Make your job descriptions as gender and culturally neutral as possible, by focusing on objective and collaborative rather than competitive wording

Performing a blinded review of candidate's CV, allow you to 'level the playing field' and evaluate the candidate objectively, not on surface or "demographic characteristics"

Approaches to minimize bias in the hiring process (R. Knight: 7 practical ways to reduce bias in your hiring process, Harvard Business Review, 2017)

Consider a "work-sample test" (technical interview), in which you provide a list of technical questions to assess the candidates performance. Such skill tests enable evaluation of the quality of a candidate's work objectively versus unconsciously judging them based on appearance, gender, age, and even personality

Standardize the interview format – standardize questions for all candidates enables focus on factors that have a direct impact on performance

Set diversity goals and discuss them with your team members – this brings the issue "front and center" and enables open discussion about the importance of diversity

Hiring Practices/Approaches

- Consider the best candidates based on CV qualifications and skill sets
- Many of the best candidates are women or minorities
- Consider targeted hiring of women or other minorities based on qualifications
- Use standardized interview formats
- Incorporate technical components in the interview process
- Hiring of top level women and minorities builds on such successes
