

BIAS = FREE HIRING

WHAT TYPES OF BIAS ARE THERE?



SYSTEMIC BIAS

Patterns of behaviour, policies, or practices that are part of the structures or culture of the organization, which create or perpetuate disadvantage for certain groups.

Examples include:

- Advertising job openings through word-of-mouth
- Not promoting racial minorities because they are “not suitable for management positions”
- Informal mentoring and networking that support the advancement of some groups and disadvantage other groups



INDIVIDUAL BIAS

CONSCIOUS BIAS

Biases that we know we have, that we consciously think about and may or may not say to others.

For example:

- Not hiring a young woman for a job because the manager thinks the young woman may get pregnant and go on maternity leave shortly after being hired
- Thinking that an individual is too old or too young for a particular job
- Removing resumes of people with “foreign-sounding names” because you think these applicants don’t speak English well

UNCONSCIOUS / HIDDEN BIAS

Biases that we don’t even know we have, but which guide our judgements and actions.

For example

- Perceiving tall men and women to be more competent and better leaders
- Interpreting behaviours by women and men differently
- Lean more toward, make more eye contact with, give longer interviews to, and say nicer things to White than Black applicants

An individual’s internalized preferences for, or assumptions about, groups of people.



1

GET STARTED

- Review and update the job description
- Develop the job ad



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ADVERTISE THE JOB

- Share job ads with community partners
- Conduct outreach recruitment
- Accept resumes and applications through email, online application, and mail



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PREPARING FOR THE ASSESMENT

- Identify the selection criteria
- Identify the pre-screening criteria
- Determine which criteria will be assessed in the interview and through testing
- Develop interview questions (including tests to assess the candidate’s diversity competencies)
- Develop tests
- Develop the marking guides (include the questions, the ideal responses, and the maximum score for each question)
- Develop an overall scoring sheet
- Convene the interview panel and ensure it includes people from diverse backgrounds and communities
- Prep the interview panel members



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CONDUCT THE BACKGROUND CHECK (AS APPROPRIATE)

- Check references
- Verify credentials
- Conduct police records check
- Request medical examinations



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ASSESSING CANDIDATES

- Prepare interview panel members to ensure a bias-free interview
- Conduct the interviews, recording each candidate’s responses to the questions
- Appropriately open and close each interview
- Score candidate’s responses to each question
- Review all interviewer scores and develop the overall score for each candidate
- Administer the test to each candidate under the same conditions, unless accommodation is needed
- Mark each test using the marking guide
- Include the test scores in the candidate’s overall score to determine the final score
- Identify the top candidates
- Apply a diversity lens (as appropriate) to make the hiring decision



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PRE-SCREEN THE APPLICANTS

- Assess each applicant against the pre-screening criteria to determine who will be invited for an interview
- Conduct pre-screening interviews to further narrow down who will be interviewed
- Invite those short-listed to the interview, asking if they require any accommodation for the interview or test



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MAKE THE JOB OFFER

- Negotiate salary and start date
- Prepare the written job offer
- Provide feedback to unsuccessful candidates

#BIASFREEHIRING



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RETAIN COMPETITION FILES

- Complete the file
- Securely retain the file for at least 18 months



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START THE NEW EMPLOYEE OFF RIGHT

- Arrange for formal and informal orientation
- Assign a buddy
- Ask if any accommodations are needed