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Trends in Eliminating Biases in the Hiring Process within the U.S.

Juan Carlos Roxas

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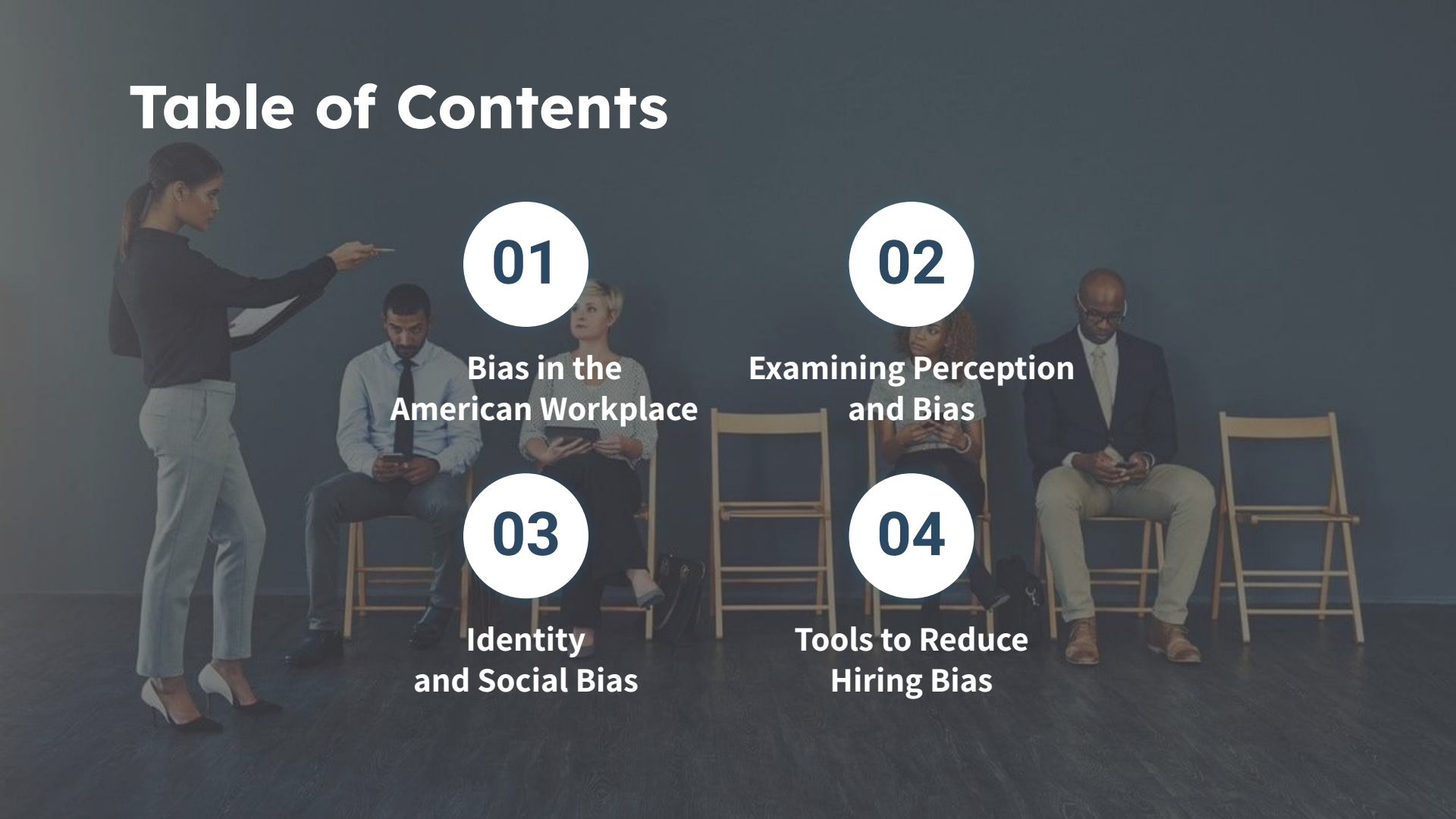

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Thesis Statement

There will be a focus on the current trends in how organizations aim to address hiring bias.

Bias in the American Workplace

In the hiring process,

89%

Of interviewers **make judgements** about **applicants** within 15 minutes of an interview (Lindner, 2023).

50%

Decrease in interviews for applicants who **reveal their race** (Lindner, 2023).

Racial bias is costly.

$54.1 Billion

In **increased absenteeism** (Hirsch, 2021) due to **anxiety rooted in unfair treatment** (*SRHM Study,* 2021).

$58.7 Billion

In **lost productivity** (Hirsch, 2021) due to **stress** in **witnessing / experiencing racial discrimination** (*SRHM Study,* 2021).

$171.9 Billion

In **employee turnover** (Hirsch, 2021) due to the **lack of empathy** essential to **fostering a healthy workplace culture** (*SRHM Study,* 2021).

Gender bias has consequences.

49%

Lower for females than the odds of similarly qualified male applicants **in receiving a favorable hiring decision** (Hardy et al., 2021).

16.1%

Accounted for **new hire failure rates** by such bias (Hardy et al., 2021).

-$710.54

For each hire, a **utility loss** per hiring (Kubiak et al., 2023).

Ageism is notable.

Younger applicants

Receive **higher callback rates compared to older applicants** (Button and Neumark, 2022).

Bias is rooted in key factors.

Unconscious racism, ageism, and sexism are some of these factors (Knight, 2017).

Examining Perception and Bias

Perception is Reality.

Individuals have **a unique way of seeing the world,**
even if **presented the same information**
in the same way (Uhl-Bien et al., 2023).

Perception

- The **process** of an individual who gathers, organizes, and interprets information (Uhl-Bien et al., 2023).

- The human brain **uses such a process in response to external stimuli** such as our immediate environment (Uhl-Bien et al., 2023).

- Individuals often make mistakes in assigning meaning to observed behavior, a **“natural and necessary process”** (Uhl-Bien et al., 2023).

Perception Errors

Fundamental attribution bias: The tendency for individuals to assume that a person's actions **result from personal tendency** rather than situational or external factors (Uhl-Bien et al., 2023).

Self-serving bias: The tendency for individuals to **attribute positive events and successes** to their personal characteristics rather than external factors (Uhl-Bien et al., 2023).

Perception is influenced by past experiences and personality.

This **informs our frame of reference,** which are values and customs through which we perceive and evaluate data (Uhl-Bien et al., 2023).

Identity and Social Bias

Identity is representation.

Represents the way **individuals describe themselves** or ways **people are categorized by society** (Uhl-Bien et al., 2023).

Identity

- Individuals commonly characterize themselves **based on memberships, affiliations** with social categories and groups (Uhl-Bien et al., 2023).
    - These form **part of their social identity** in which individuals define themselves as part of particular group and even serve to protect self-esteem (Uhl-Bien et al., 2023).
- ***Positive in-group bias:*** the inclination to emphasize favorable characteristics of the home group (Uhl-Bien et al., 2023).

Identity

- Research on individual differences depicts a **relationship between attitudes toward social hierarchy and attitudes toward bias.**
    - Individuals “seek to **maintain views of their social hierarchies** even when confronted with countervailing information” (Moore et al., 2023).
- ***Professional setting:*** job applicants **sharing the same race** as a hiring manager **“appear to benefit from higher suitability and person–job fit ratings”** compared to applicants who do not share the same race (Moore et al., 2023).

Tools to Reduce Hiring Bias

Interview Resources

Mitch Rufca

Loyola Marymount University Professor and Talent Acquisition Professional at Rufca Recruiting Services

- Specializes in Legal, Finance, Corporate recruiting.
- Currently working with LMU's U-Match student recruiter team.

Naomi Shibley, M.S.

Loyola Marymount University Assistant Director of Business Professions

- Background in Counseling since 2015, moving from middle school to higher education.
- Currently working with LMU's Career and Professional Development office and other departments.

Interview Resources

Eric Buchanan

King's Hawaiian Senior Talent Advisor

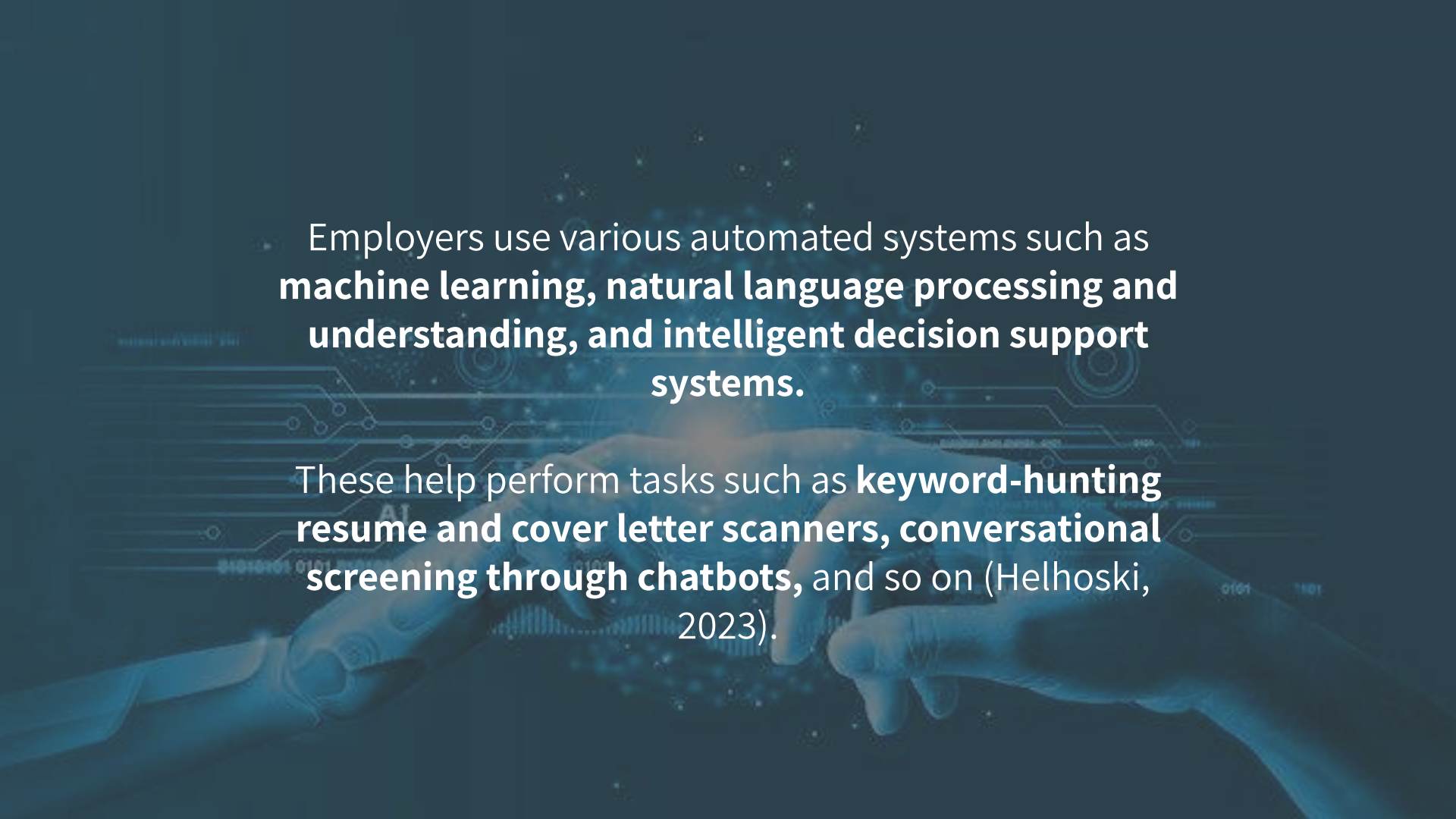
- Experience working in HR / Recruiting across the creative, entertainment, and food and beverage sectors, among others (TBWA/Media Arts Lab, The Wonderful Company)
- Strongly advocates for Diversity, Equity, and Inclusion (DEI).

Eve Waldman

Chief People Officer
at Studio Distribution Services

- Experience in leading initiatives and teams in consumer goods, fashion, and entertainment sectors (Universal, Mattel, The Cheesecake Factory).
- Also teaches at UCLA Extension on International Human Resource Management.

Artificial Intelligence Tools



Employers use various automated systems such as **machine learning, natural language processing and understanding, and intelligent decision support systems.**

These help perform tasks such as **keyword-hunting resume and cover letter scanners, conversational screening through chatbots,** and so on (Helhoski, 2023).

AI Tools

ChatGPT: Generative **AI tool can be used by employers to review hiring content,** such as revising posted job descriptions for clarity, “gendered wording,” and comparison with other job descriptions. ***-Recommended by Eve Waldman***

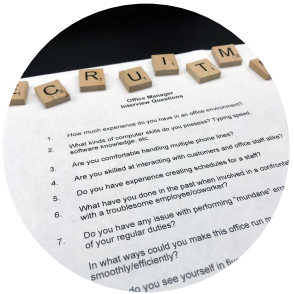
Textio: **AI-powered performance feedback platform** that allows managers to write clear, direct, and actionable feedback. ***-Recommended by Mitch Rufca, Eric Buchanan***

Implications

- **Machine learning can replicate the same biases in human decision making** despite “incredible promise to reduce overt, implicit or unconscious discrimination in the hiring process” (Lewis, 2018).
    - **“What we put into AI can be vastly different,”** therefore necessitating control testing *-Eric Buchanan*
    - AI data is **trained on data that favors “white,” “masculine traits,”** which eliminates applicants of color *-Naomi Shibley, M.S.*
- Doubt on whether companies will **“voluntarily allow individuals” to choose between an algorithmic and a human evaluator** (Pethig and Kroenung, 2023).

Structured
Interview Process

General Structure Pointers



<u>Formalized Question Set:</u> Candidate should be **asked the same questions as any other applicant** while avoiding ad hoc questions. ***-Recommended by Mitch Rufca and Eve Waldman***

<u>Behavioral Profiles:</u> Candidates should be assessed by their **responses in situational assessments relative to anchors (job criteria and company values).**
-Recommended by Eric Buchanan

General Structure Pointers

Gender Neutrality: Avoid using words, descriptions that imply characteristics associated with a specific gender.
-Recommended by Eric Buchanan and Eve Waldman

Managerial Training: Hiring managers should **undergo a training process (e.g., role-play training)** to enable relevant conversations about the hiring experience.
-Recommended by Eve Waldman

Implications

- **Shifts in language may not necessarily foster inclusive hiring practices;** language used in job postings and recruiter genders “has no effects that matter in practice” on interview candidate behaviors (Somers, 2023).

- Employers must also consider **factors such as gender-typing of organizations, prevailing organizational culture, and online employee reviews** (Somers, 2023).

Hiring Bias remains complex.

Stakeholders must understand the general factors surrounding bias and weigh in the relevant tools or methodologies to address such bias to foster sustainable and equitable hiring practices.

Thank You!
Any Questions?

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