



Strategies to Combat Conscious and Unconscious Bias in Hiring

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INCLUSIVE EXCELLENCE
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Community Agreements

- Be present, open, honest, & authentic
- Listen actively & respectfully
- Be open to new and different perspectives
- Respect and maintain confidentiality
- Find your learning edges
- Trust that we are doing the best we can, with what we have



Why should I be concerned about bias?

It can influence who is perceived to be successful, or not, based upon personal biases or stereotypes of the reviewer, rather than the qualifications of the candidate.

What is bias?

“tendency, inclination, or prejudice toward or against something or someone.”



What is implicit bias?

“The attitudes or stereotypes that affect our understanding, actions, and decisions in an *unconscious manner*.”

- Cause us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance.
- Develop over the course of a lifetime through exposure to direct and indirect messages.
- Learned through socialization through implicit and explicit communication



Explicit Bias

Conscious



How are implicit biases formed?

- We seek out patterns.
- We like shortcuts.
- Experience and social conditioning play a role.



PLEASE
PAY
ATTENTION!

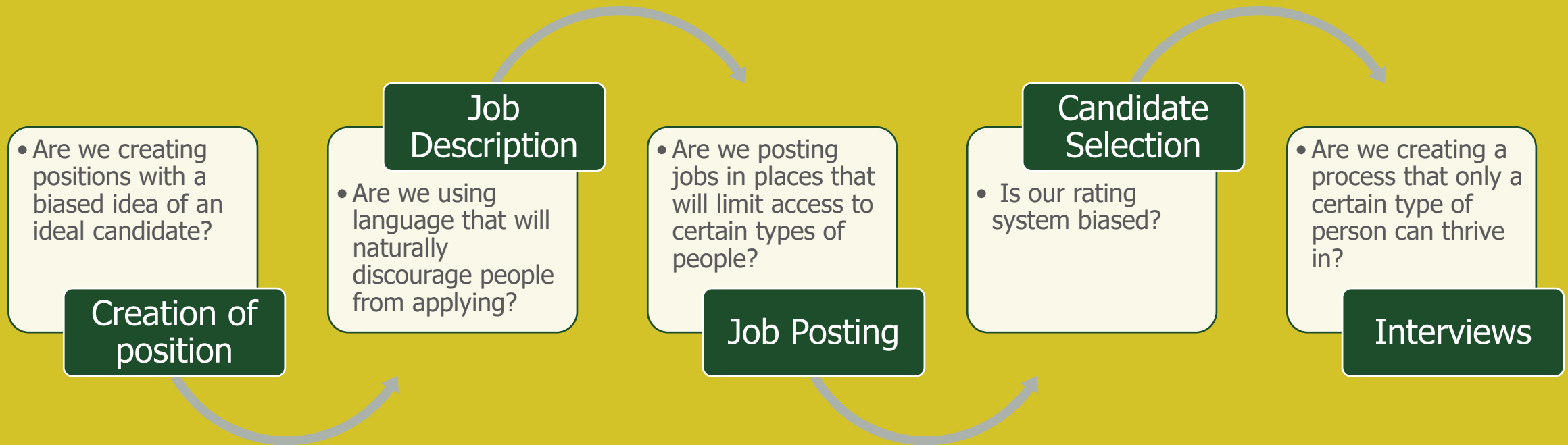


The question isn't if we have
bias...

but what biases do we have?



Where can bias enter the hiring process?





Bias in Candidate Selection and Interviewing



Candidate Selection

- Diversify your hiring committees
- Talk about bias and how it manifests in hiring and selection
- Encourage communication amongst the committee
 - Tell me more
- Define clear criteria for selection
- Consider creating a rubric and testing a candidate together
- Push back on the stories we tell about candidates
 - Cover letter
- On Blind Evaluation

Bias in Interviewing

- Be conscious of introverts and extroverts in interview schedules
- How may neurodiversity show up through this process
- Consider access to all gender restrooms
- Exposure to a variety of constituents (AP & Classified staff, students, tenure track and non-tenure track faculty)
- Use micro affirmations for all candidates
- Avoid culturally biased questions:
 - Tell me about yourself.
 - Why should we hire you?
 - Why do you feel you are the best candidate for the position?



In small groups review the bias in hiring document and discuss:

- How have you witnessed these types of biases before?
- What is an intervention strategy?