Google's unbiasing hiring checklists
Know Your Bias: checklist and talking points

At key decision points, like who to hire into your organization, it's important to recognize and address how potential biases can influence the decision-making process. Below are some ways unconscious bias can affect your decisions, as well as steps you and your teams can take to start removing bias from interviews and the hiring process.

Here are some unconscious bias triggers to be aware of during the hiring process:

Stereotype incongruency (not the expected fit)	Sometimes we have a certain profile of a candidate that we expect will succeed at a role; this may lead us to overlook qualified candidates who don't necessarily fit within that profile.
The numbers (priming a minority group)	Similar to the above, if a group is in the minority, suddenly all the stereotypes and assumptions we have about that particular group are primed, potentially leading us to apply them to the candidate regardless of their validity.
Clarity of information (lack of clear criteria)	If there's a lack of clear information or criteria, we're more likely to fill in the blanks with assumptions and biases.
The perceiver (time pressure and stress)	When someone is feeling threatened or stressed, they use all of their available cognitive resources to calm themselves and manage stress, leaving less to gather additional data.

Here are some actions you can take to unbias during the hiring process:

- **Search & assess**
- **Interview**
- **Evaluate**
- **Represent**

Search & assess

Build and narrow the candidate pool. Resumes are 'limited' with regard to job relevant data. Research tells us that subtle indicators—names, clubs, addresses, school, previous employment, race, parental status, socio economic status, etc.—may unconsciously affect what we expect of a candidate and how we assess them. Time pressure may also lead to unconscious bias to affect decision-making.

Recommendations:	How will this help with unbiasing?
Use agreed upon role criteria before looking for a candidate.	It will keep you from shifting criteria, which often makes you favor 'expected' candidates, even if they're not the most qualified.
Focus on minimal, required qualifications and technical skills.	It helps keep you focused on a specific set of requirements that can be applied consistently as a first standard for all candidates.
Take your time and question your first impression.	Your 'gut reaction' isn't always right—it is often ridden with bias; slowing down will help you use data to inform your decision vs instinct.
Be accountable. Articulate how you came to your decision to reject or move forward with a candidate.	Being able to articulate a decision aloud—this helps reduce the opportunity for bias to creep in because there's a greater sense of accountability.

Interviewing

Gather more information about a candidate. Negative implicit attitudes have been found to predict negative nonverbal behaviors (e.g., less smiling, less eye contact, more blinking, more speech hesitations). 'Like me' instincts may cause interviewers to favor some candidates, and confirmation bias may cause people to seek out behaviors to confirm pre-existing expectations.

Recommendations:	How will this help with unbiasing?
Standardize pre-interview prep.	Allows you to provide and gather information in a consistent fashion.
Ensure a comfortable, neutral candidate and interviewer interaction.	Ensures that performance is not inconsistently or negatively influenced by environment.
Use structured interviewing.	Allows you to gather information consistently, apply the same criteria, and use data-driven questioning.
Ask for evidence; don't assume.	Allows you to gather more data and ensures that you're not incorrectly filling in the blanks with your own assumptions.

Evaluation

Help interviewers and evaluators review and assess the pool of qualifications and feedback. If a candidate is in the minority or being considered for a stereotype inconsistent role, his/her 'group' may be primed to reviewers, making them prone to shift criteria or over-scrutinize. We also may do so to help confirm our expectations or investigate doubts.

Recommendations:	How will this help with bias busting?
Restate the role description and minimal requirements at the beginning of any evaluation.	This will ensure that everyone is on the same page and reminded of the requirements they put in place from the get-go. Use those to guide the conversation, ask for behaviors and examples that support or go against those requirements to effectively evaluate. This will help anchor evaluators to a single set of criteria so you don't shift the standards during the evaluation.
Use structured interviews.	Structured interviewing is shown to result in increased predictive validity and decreased differences in score between demographic groups. A standard set of criteria and a structured format to evaluation allows you to consistently evaluate all of your candidates.
Understand 'Culture Fit.'	Avoid using culture fit as a catch-all to bucket 'feelings' about an individual. Use your rubric and desired attributes to guide your evaluation. Consider both complementary and supplementary characteristics, as well as skills and values, when evaluating.
Cite specific behavioral and historical examples.	Be able to point to characteristics or behaviors versus relying on 'feelings'.

Representing

Fairly and objectively represent candidates to others. When we are speaking on behalf of someone else (hiring managers, interviewers, etc.) we have the power and responsibility to fairly and objectively represent them. People will be joining the conversation with their unconscious biases and perceived expectations, so we are all accountable for helping others correct for those.

Recommendations:	How will this help with bias busting?
Remind people to check their bias at the door.	Research shows that people feel it's important to call out bias and are more likely to do it when given the platform to do so and the materials to combat it. Remind people at the beginning of the session that we aim to make objective decisions, so we need to hold ourselves and

This content is from rework.withgoogle.com (the "Website") and may be used for non-commercial purposes in accordance with the terms of use set forth on the Website.

re:Work

	each other accountable; ask people to respectfully identify bias if they hear it.
Restate the role description and minimal requirements at the beginning of any discussion.	This will ensure that everyone is on the same page and reminded of the requirements they put in place from the get-go. Use those to guide the conversation and ask for behaviors and examples that support or go against those requirements to effectively evaluate. This will help anchor evaluators to a single set of criteria so you don't shift the standards during the evaluation.
Stick to job-relevant facts and behaviors.	Remove job irrelvant language and behavior (e.g., her husband is also excited to move to the area or they will need to look for schools for their kids now). Avoid letting feelings and assumptions enter into the conversation. If you hear them creep in, ask the group, "Would we say the same thing if the candidate was in X group?" Playing devil's advocate can be an effective way to stimulate thinking, versus relying on assumptions.
Justify your decision, aloud.	By forcing yourself and others to articulate why you/they did or did not move someone forward in the interview process, you will increase the levels of accountability, which helps reduce bias. Use the hiring criteria the HM and team designed as the platform for representation.

This content is from rework.withgoogle.com (the "Website") and may be used for non-commercial purposes in accordance with the terms of use set forth on the Website.