



SEARCH ADVOCATE MINI-TRAINING

SUPPORTING A FAIR & EQUITABLE HIRING PROCESS

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PART I: THE CONTEXT

A PLATFORM FOR SHARED LEARNING & UNDERSTANDING



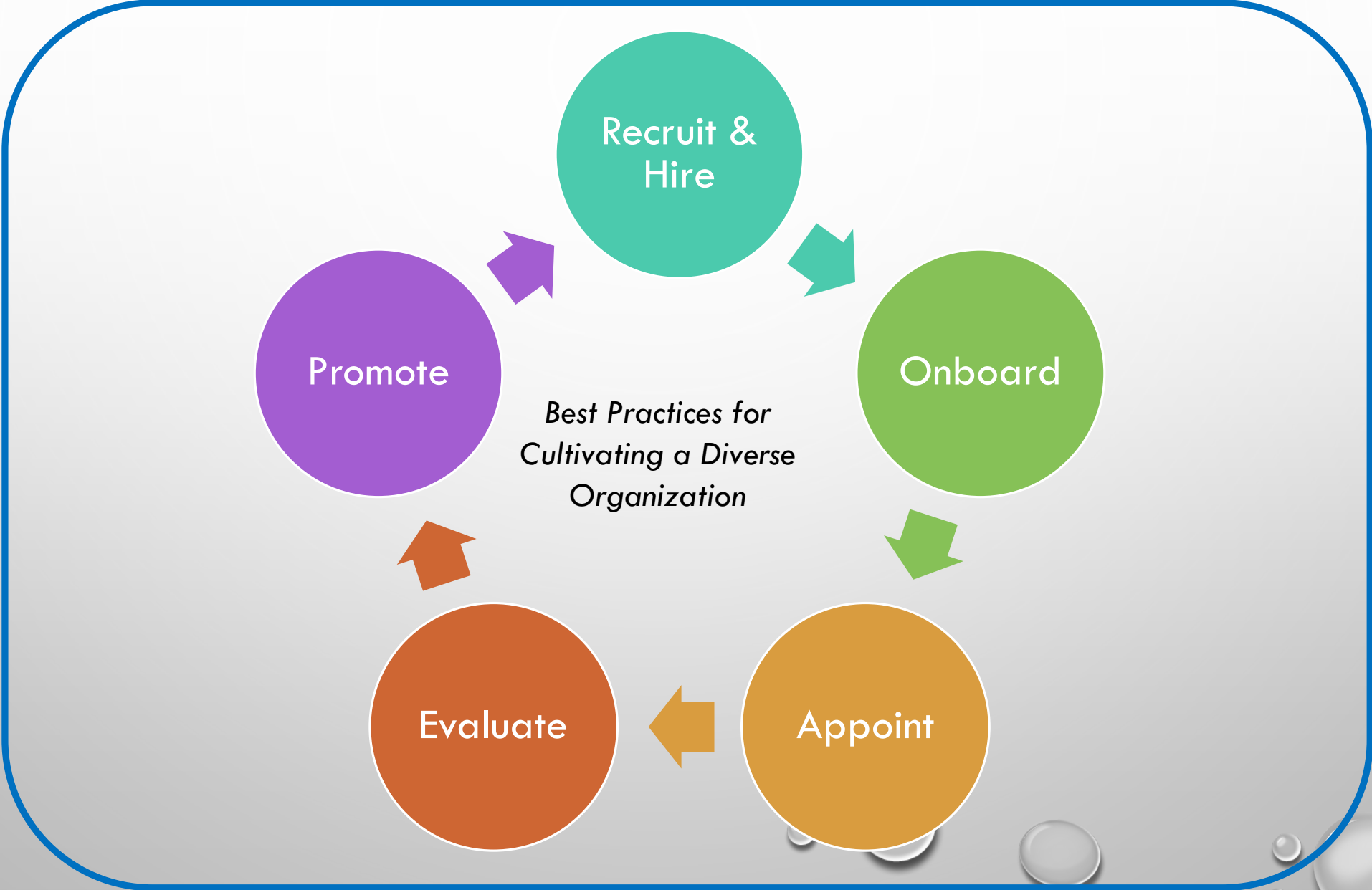
WHAT IS A SEARCH ADVOCATE (SA)?

- A SA HELPS TO PROMOTE INTEGRITY, FAIRNESS (EQUITY), AND DIVERSITY DURING HIRING
 - A SA IS AN ADVOCATE FOR *THE PROCESS*, NOT THE PERSON
- MODEL 1: DEDICATED SA ON EVERY HIRING COMMITTEE
 - SOLE POSITION IS TO BE THE SA, NOT REPRESENTING ANOTHER INTEREST
- MODEL 2: COLLECTIVE SA SERVICE
 - HOLDING ONE ANOTHER ACCOUNTABLE TO SA PRINCIPLES

“We cannot rid work organizations of discrimination until we recognize both that much employment discrimination originates in automatic cognitive processes, and that it occurs because of work organizations’ personnel practices.” (Reskin 2000)

Reading Resource

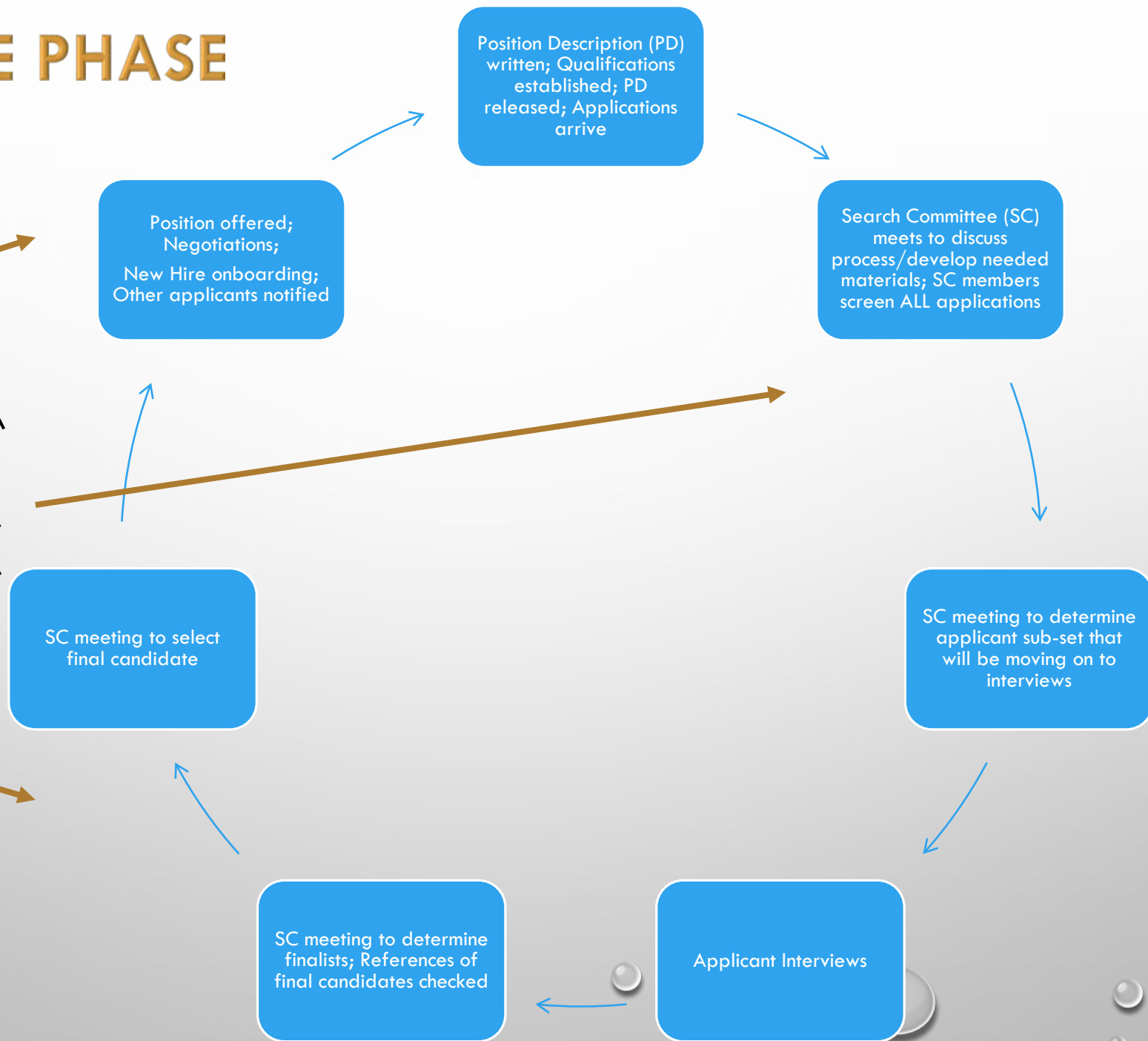
EMPLOYEE LIFE CYCLE



Organizational Mission & Goals

RECRUIT & HIRE PHASE

During any one of these steps, the possibility for **cognitive** and **structural** biases that both act as a form of discrimination (unequitable hiring) and compromise the integrity of the process (compromised outcome) are possible.



FORMS OF BIAS

- 1) **COGNITIVE BIAS:** UNCONSCIOUS THOUGHT PATTERNS THAT HAVE THE UNINTENDED EFFECT OF CONFERRING ADVANTAGE TO SOME AND DISADVANTAGE TO OTHERS (KRIEGER 1995; RESKIN 2000)
- 2) **STRUCTURAL BIAS:** INSTITUTIONAL PATTERNS & PRACTICES THAT HAVE THE UNINTENDED EFFECT OF CONFERRING ADVANTAGE TO SOME AND DISADVANTAGE TO OTHERS (MCINTOSH 1988; ROSETTE 2006)
 - CONNECTED WITH SOCIAL IDENTITIES/LOCATIONS
- **DIVERSITY** REFERS TO BOTH:
 - IN A GROUP
 - AS A VALUE
- **INCLUSIVITY:** ACTIVE, INTENTIONAL, AND ONGOING PROCESS OF INCLUDING DIVERSE INDIVIDUALS AND THOSE THAT MAY OTHERWISE BE MARGINALIZED
 - NOT JUST ABOUT “HAVING DIVERSITY”
 - VALUE & RESPECT
 - EQUAL VOICE
 - WELCOMING & BELONGING
 - ENGAGING DIVERSITY
 - SYSTEMATIC AND INSTITUTIONALIZED LEVEL



Diversity Wheel

Image Courtesy of John Hopkins University & Medicine

HOW DO **COGNITIVE BIASES** MANIFEST?

- SOCIAL IDENTITY MEANINGS, ASSOCIATIONS, ASSUMPTIONS, ETC. ARE SOCIALLY CONSTRUCTED
- HUMAN COGNITIVE SCHEMAS
 - WE “FILE” THINGS AWAY → MODELS, PROTOTYPES, EXPECTATIONS
- WE USE SHORTCUTS (OR HEURISTICS) THAT USE PROTOTYPES AS STEREOTYPES
 - ASSOCIATE PROTOTYPE TO A GIVEN SCHEMA → USE THE SCHEMA TO MAKE PREDICTIONS
- THOSE PREDICTIONS CAN LEAD TO DISCRIMINATION
 - GROUPS THEN EXPERIENCE DISCRIMINATION, AND THIS REINFORCES NEGATIVE ASSOCIATIONS

GROUP PROCESSING

- IN-GROUP & OUT-GROUP PROCESSES & ATTRIBUTION ERRORS
 - ASSUMED SIMILARITY (IN-GROUP PROCESS)
 - ATTRIBUTION ERROR: FAVORITISM
 - HOMOGENEITY EFFECT (OUT-GROUP PROCESS)
 - ATTRIBUTION ERROR: NEGATIVE BIAS
- PROCESSING & MEMORY ERRORS
 - WHAT DO YOU REMEMBER ABOUT WHOM?



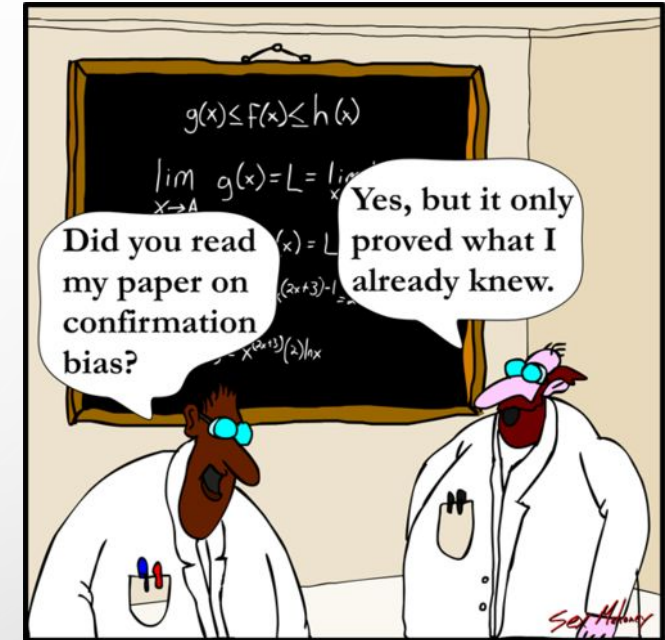
“JUST” WORLD FALLACY (OR THE MYTH OF MERITOCRACY)

- “JUST” WORLD: BELIEF THAT THE WORLD IS “JUST” AND PEOPLE “GET WHAT THEY DESERVE”
- “PULL YOURSELF UP BY YOUR BOOTSTRAPS” – FALLACY
- E.G., INTERVIEW STUDIES



ADDITIONAL COGNITIVE BIASES (IN BRIEF)

- **CONFIRMATION BIAS:** INTERPRET INFO IN ORDER TO CONFIRM PRECONCEPTIONS
- **HALO EFFECT:** POSITIVE OR NEGATIVE TRAIT “SPILLS OVER” TO IMPACT OVERALL IMPRESSION
- **NEGATIVITY BIAS:** PAY MORE ATTENTION/GIVE MORE WEIGHT TO NEGATIVE THAN POSITIVE
- **STATUS QUO BIAS:** TENDENCY TO WANT THINGS TO REMAIN THE SAME
- **BIAS BLIND SPOT:** SEEING ONE’S SELF AS LESS BIASED THAN OTHERS
- **FALSE CONSENSUS:** OVERESTIMATING HOW MUCH OTHER PEOPLE AGREE WITH YOU

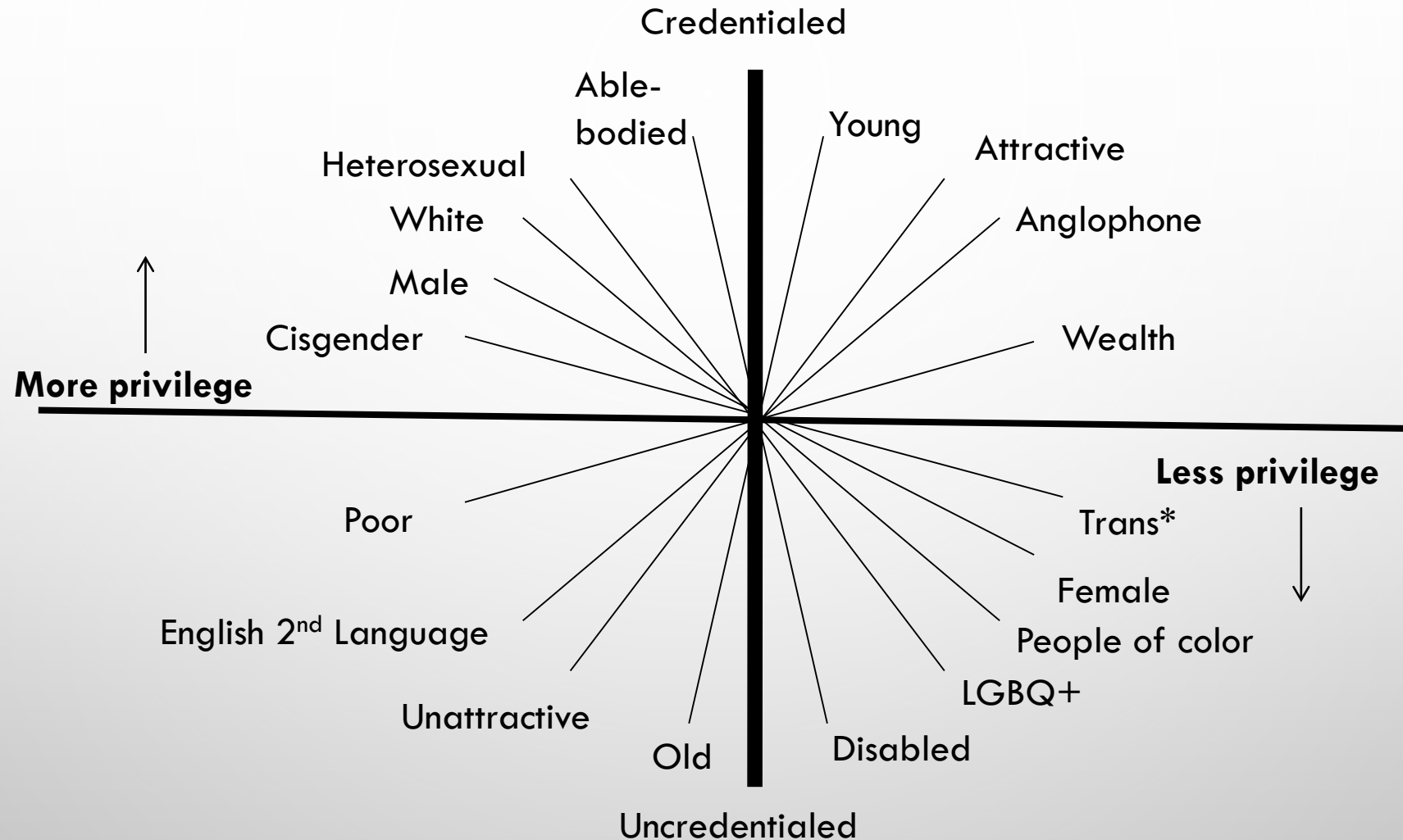


STRUCTURAL BIASES

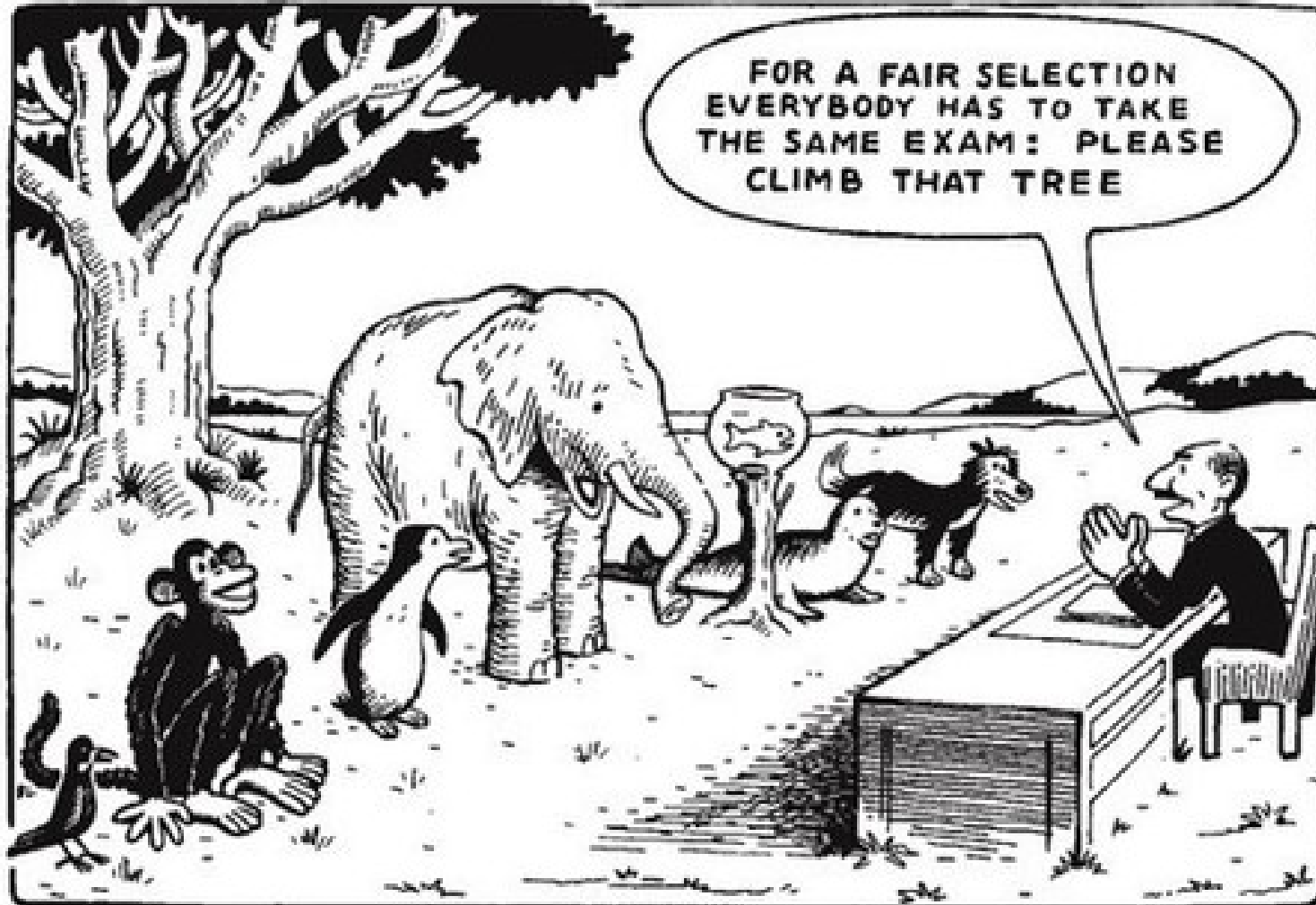
- STRUCTURAL BIASES MANIFEST AS A RESULT OF PRIVILEGED SYSTEMS THAT SUPPORT:
 - POSITIONS OF POWER TEND TO BE HELD BY MEMBERS OF DOMINANT GROUPS
 - EXCELLENCE IS IMPLICITLY ASSOCIATED WITH THE DOMINANT GROUP AND THEIR NORMS
 - ATTENTION (PRIORITIES) ARE CENTERED ON THE NORM AND DOMINANT GROUP
- AND HOW DO PRIVILEGED SYSTEMS ARISE?
 - ORGANIZATIONS REFLECT NORMS/BELIEFS OF DOMINANT GROUPS
 - DOMINANT GROUPS WERE ALSO THE ORIGINAL INITIATORS/FOUNDERS OF THE ORGANIZATION
 - MAINTAIN THE STATUS QUO THRU PROCESSES, POLICIES, PRIORITIES, NORMS, EXPECTATIONS & ASSUMPTIONS THAT REFLECT THE DOMINANT GROUP
 - AND THE STATUS QUO BENEFITS THE PRIVILEGED NORM
 - REDRESSING INJUSTICES MAY FURTHER THE PROBLEM WITHOUT DEEP UNDERSTANDINGS & THOUGHTFULNESS
 - E.G., DEFICITS OF THE NON-DOMINANT GROUP(S) FOCUSED ON; DOMINANT GROUPS BECOME STANDARD MEASURE



AXES OF PRIVILEGE



IN CONSEQUENCE, PRIVILEGED SYSTEMS CAN CREATE & MAINTAIN STRUCTURAL BIASES



STRUCTURAL
BIAS



COGNITIVE
BIAS



LEGAL OBLIGATIONS OF ORGANIZATION

- MEAC BY-LAWS

- XIII. NON-DISCRIMINATION

IN ALL OF ITS DEALINGS, NEITHER MEAC NOR ANY OF ITS DULY AUTHORIZED AGENTS SHALL DISCRIMINATE AGAINST ANY INDIVIDUAL OR GROUP ON THE BASIS OF RACE, AGE, SEX, RELIGION, COLOR, NATIONAL ORIGIN OR ANCESTRY, DISABILITY, FAMILIAL STATUS, SEXUAL ORIENTATION, CITIZENSHIP STATUS, OR OTHER PROTECTED STATUS UNDER FEDERAL, STATE OR LOCAL LAW.

- PROTECTED CLASSES

- WHAT IS MISSING IN OUR INFRASTRUCTURE?

- E.G., NON-DISCRIMINATION POLICY

- E.G., POSITION STATEMENTS ON INCLUSIVITY

Canadian Midwifery Regulators Council: Position Statement on the Use of Gender Inclusive Language

The CMRC recognizes that some jurisdictions specifically use the term "women" when referring to clients of midwifery care. However, given the primacy of human rights legislation over all other laws in Canada, it is legally acceptable for such jurisdictions to use language in its documentation and conduct that expands their client base to include those clients who prefer and/or choose terms, other than "women", to describe their identity.

Each midwifery regulator is bound by both Canada's Constitution and the respective human rights legislation of their jurisdiction. The CMRC supports and respects the human rights of all people and therefore encourages the use of gender-inclusive language in all forms of communication.

TWO RECOGNIZED FORMS OF DISCRIMINATION IN U.S. LEGAL SYSTEMS

- **DISPARATE TREATMENT:** UNFAVORABLE TREATMENT THAT IS MOTIVATED IN PART BY PROTECTED STATUSES
 - MOTIVATED BY BIAS
- **DISPARATE IMPACT:** SEEMINGLY NEUTRAL POLICY OR PRACTICE THAT RESULTS IN SIGNIFICANT NEGATIVE IMPACT BASED ON PROTECTED STATUSES
 - FAIR IN FORM, DISCRIMINATORY IN OUTCOME
 - MOTIVATION NOT REQUIRED



PART II: THE PROCESS

KEY CONSIDERATIONS IN DESIGNING & CONDUCTING THE SEARCH

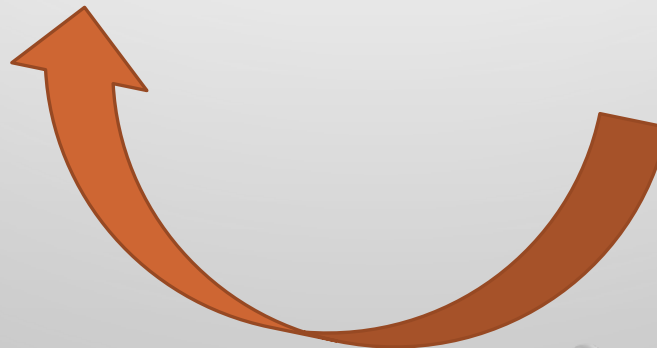


SEARCH & SELECTION PROCESS

STRUCTURAL BIASES



COGNITIVE BIASES



DEVELOP POSITION: PD & SEARCH STAKEHOLDERS

- **STEP 1: IDENTIFY PARTICIPANTS OF THE SEARCH**
 - STAKEHOLDER INPUT SHOULD BE SOUGHT
 - SEARCH COMMITTEE SHOULD BE DIVERSE (IN IDENTITIES, EXPERIENCE, ETC.)
 - SA ENGAGED FROM ONSET (MODEL #1)
- **STEP 2: DEFINE THE POSITION**
 - CONNECT POSITION WITH ORGANIZATIONAL MISSION (INCLUSIVE, DEFINED)
 - FOCUS ON IMPACT/ROLE/FUNCTION (NOT JUST TASKS)
 - FUTURE-ORIENTED (DON'T JUST BE INFORMED BY PAST)
 - DIVERSITY IN ORGANIZATIONAL GOALS ADDRESSED
 - SC AND STAKEHOLDERS HELP DEVELOP PD (NOT JUST ONE PERSON)
- **STEP 3: DELINEATE QUALIFICATIONS**
 - FOCUSED ON NEEDS (CURRENT & FUTURE), NOT PERSON
 - FLEXIBLE AND INCLUSIVE
 - NOT NUMBER ORIENTED, NOT RIGID
 - QUALITY OVER QUANTITY
- **STEP 4: MARKET THE POSITION**
 - BE SPECIFIC AND MEANINGFUL IN LANGUAGE
 - ADDRESS A BROAD ARRAY OF INTERESTS
 - BE EXPLICIT AS TO CONTEXT OF THE POSITION
 - BE INCLUSIVE (NOT EXCLUSIVE OR OFFENSIVE) IN LANGUAGE
 - RELEVANCE OF DIVERSITY TO POSITION EXPLICITLY STATED



RECRUIT: SECURING A ROBUST CANDIDATE POOL

RISKS OF BIAS	REMEDIES TO BIAS
Assumptions that limit the search E.g., “we aren’t competitive” E.g., search goal is narrow from onset	Address assumptions head on E.g., here is how to make us competitive (think broad) E.g., search goal is robust from onset
Passive recruiting AKA – “broadcast” recruiting	Active recruiting with personal contacts
Recruit only when a job is open	Nurture relationships in an ongoing manner
Informal personal networks can be limiting and biased	Create intentional networks that are inclusive of diverse spaces/places/persons/pools

SCREEN: DEVELOPING SCREENING CRITERIA

- FOR EVERY QUALIFICATION, DISCUSS:
 - HOW IS IT USED IN THE POSITION'S RESPONSIBILITIES? (**RELEVANCE**)
 - HOW IMPORTANT IS IT COMPARED TO OTHER QUALIFICATIONS/FOR THE POSITION? (**WEIGHT**)
 - HOW WILL WE KNOW WHEN IT IS DEMONSTRATED? (**CRITERIA**)
 - HOW IS THIS QUALIFICATION RELATED TO DIVERSITY & INCLUSIVITY (**DEMONSTRABLE COMMITMENT/RELEVANCE**)
- BUILD IN FLEXIBILITY, NOT RIGIDITY
- BE SPECIFIC
- WHEN TO INTEGRATE?
 - 1) IDEAL IS BEFORE PD IS FINALIZED
 - 2) BEFORE RECRUITING
 - 3) BEFORE READING APPLICATIONS

SELECTION MATRIX (TEMPLATE) FOR QUALIFICATIONS & SUBSEQUENT SCREENING

QUALIFICATION	RELEVANCE (aka, relationship to job)	CRITERIA (aka, how will you know when it is demonstrated)	WEIGHT (aka, importance to position/screening/selection)	DIVERSITY/INCLUSIVITY (aka, demonstrable commitment/relevance)	WHEN TO ASSESS (aka, stages of process)
E.g., Experience in higher education and accreditation	MEAC is the accrediting agency; must be able to oversee processes & engage best practices	Past professional experiences; education/training	High	Ability to serve a diverse midwifery educator and student body; diverse leadership in midwifery education	A, I

When to Assess Options: A = application; I = Interview; R = References.
Add others as needed. More than one can apply

SCREEN: GROUP DYNAMICS

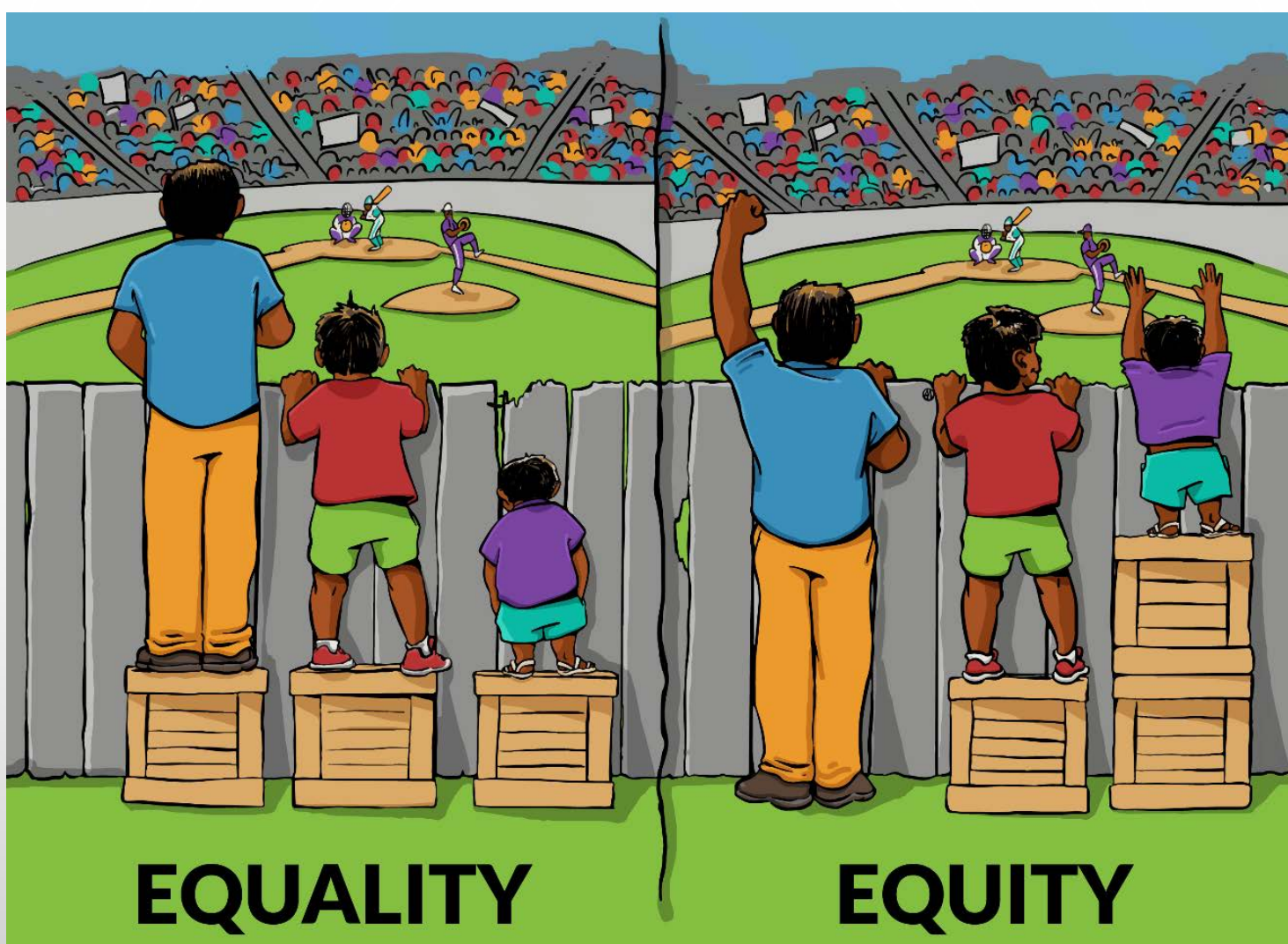
RISKS OF BIAS	REMEDIES TO BIAS
Limited perspectives	Diverse perspectives
Missing participation	Full participation
Majority rules	Consensus decision-making
COIs not disclosed/not discussed	COIs transparent/discussed
Issues of known candidates not discussed	Issues of known candidates discussed APPROPRIATELY (after initial application review)
Efficiency is top priority	Effectiveness is top priority
In-group power dynamics ignored/not addressed	In-group power dynamics explored/redressed
Desire to not “rock the boat” based on differences	Engaging with difference thoughtfully and critically

SCREEN: PROCESSES & PRACTICES

RISKS OF BIAS	REMEDIES TO BIAS
Selection matrix not developed/underdeveloped	Selection matrix developed and agreed upon in advance of screening (acceptable) or before PD is finalized (ideal)
Candidates evaluated with a singular perspective	Candidates evaluated in pairs or across criteria collectively
Cognitive bias <u>against</u>	Intentional bias <u>for</u>
Numeric ranking	Qualitative evaluations – holistic review
Ignore sociodemographics	Reflect on each stage regarding impact on diversity and inclusivity
Assumptions and speculations	Identify specific STRENGTHS, QUESTIONS (i.e., need to know more from candidate), or DEVELOPMENT AREA
Stories of (some/few) candidates shared	If extraneous stories of known applicants are shared, discuss how to obtain similar information from other candidates

INTERVIEW: PROCESS & QUESTIONS

RISKS OF BIAS	REMEDIES TO BIAS
Interview is poorly designed/ designed as a one-size-fits all approach; poorly organized; unprofessional	Interview designed for position <i>and</i> candidate; well organized and professional
Reuse favorite interview questions without thought as to “why?”	Develop behavior-based questions to elicit missing information, or to go more in-depth/expand
“First” impressions, schemas, stereotypes applied to knee-jerk interpretations/reactions	Discuss cognitive bias risks and knee-jerk reactions before & after interview
Unearned privileges benefit some candidates and are ignored	Potential benefits of unearned privileges are discussed
Assumptions and speculations	Identify specific STRENGTHS, QUESTIONS (i.e., need to know more from candidate), or DEVELOPMENT AREA
Treat everyone exactly the same	Give everyone the same opportunity



EQUALITY

EQUALITY=SAMENESS
GIVING EVERYONE THE SAME THING → It only works if everyone starts from the same place

EQUITY

EQUITY=FAIRNESS
ACCESS to SAME OPPORTUNITIES → We must first ensure equity before we can enjoy equality

WHAT ARE BEHAVIOR-BASED INTERVIEW QUESTIONS?

- IDENTIFY WHAT INFORMATION IS STILL MISSING/NEEDS CLARIFICATION
- IDENTIFY THE MOST IMPORTANT SKILLS TO ASSESS:
 - TECHNICAL SKILLS: WHAT THE CANDIDATE CAN DO/ACCOMPLISH
 - PERFORMANCE SKILLS: HOW THEY DO IT/ACCOMPLISH IT
- USE OPEN-ENDED QUESTIONS
 - ELICIT SPECIFIC EXAMPLES: “PLEASE TELL US ABOUT A TIME WHEN XXX” OR “PLEASE PROVIDE TWO EXAMPLES OF XXX”
 - ELICIT BOTH POSITIVE AND NEGATIVE EXAMPLES
 - ELICIT LEARNING/CHANGE IN PRACTICE (HUMILITY, ADAPTABILITY)
 - ALLOW FOR DYNAMIC FOLLOW-UP QUESTIONS
 - LIMIT INITIAL LIST OF QUESTIONS: MAKE EVERY ONE COUNT, ALLOW FOR THOROUGH ANSWERS
- INTERVIEW QUESTIONS MUST BE EMPLOYMENT RELATED
 - AVOID QUESTIONS THAT CAN BE USED IN A DISCRIMINATORY MANNER (PERCEIVED OR REAL)
 - EXAMPLE “AVOID” SUBJECTS: AGE, CHILDREN/DEPENDENTS, SPOUSAL STATUS, DISABILITIES, GRADUATION DATES, HEALTH ISSUES, PREGNANCY, ETC.
- NURTURE DIALOGUE AND RAPPORT
- TO DEVELOP INTERVIEW QUESTIONS: START WITH SELECTION MATRIX

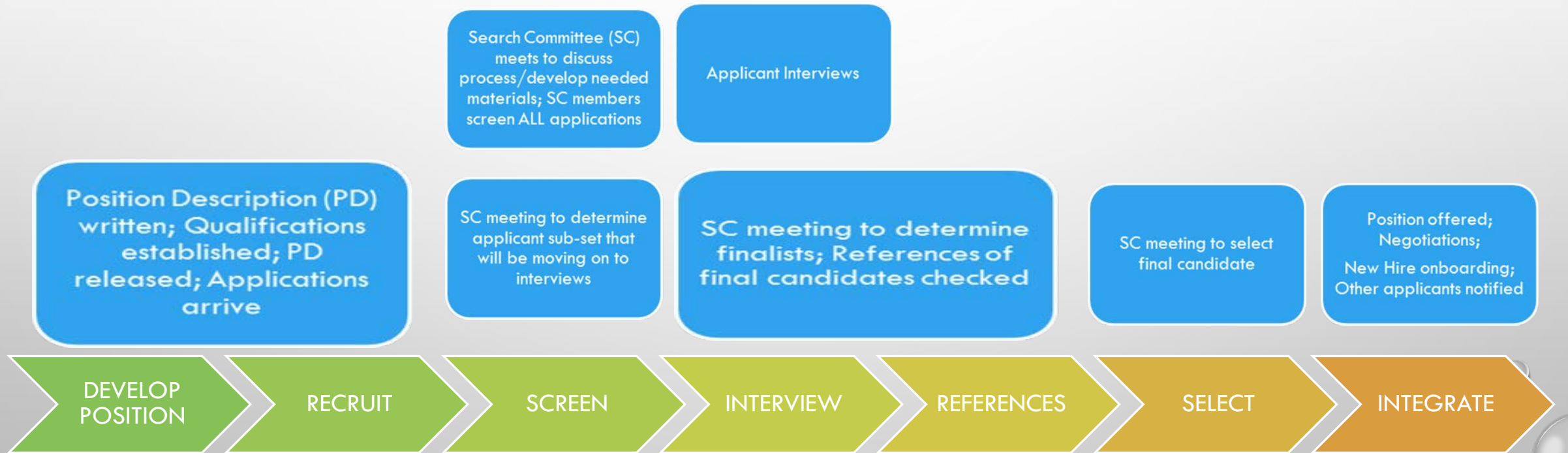
REFERENCES

RISKS OF BIAS	REMEDIES TO BIAS
Failing to notify candidates	Informing candidates before contacting listed references
“Random acts” of reference checking	Planned, structured reference checks
Biased or inadequate references	Contact multiple references with diverse perspectives
Poorly designed reference check	Develop “behavior-based” reference questions
“Reading between the lines”	Keep your assumptions/speculations in check
Lack of recognition of power-dynamics between referee and reference	Discuss power-dynamics between referee and reference

FINAL SELECTION

RISKS OF BIAS	REMEDIES TO BIAS
Biased and narrow input	Broad and focused input
Skewed/unbalanced analyses	Balanced/detailed analyses
Ignore difference	Engage with difference
Jump to solution	Withhold judgement
Build a case to support most favored candidate	Build the best case FOR and AGAINST <u>every</u> finalist
Manipulate the process	Ensure process integrity
Ignore agreed upon selection matrix	Utilize agreed upon selection matrix
Force rigidity	Allow flexibility

SEARCH & SELECTION PROCESS WITHIN THE RECRUIT & HIRE PHASE: A VIEW FROM THE TOP



LET'S BE REAL

- FUNCTIONAL GROUP DYNAMICS DO MATTER
- NO ONE EXISTS IN A VACUUM (CANDIDATES OR SEARCH COMMITTEE)
- RATHER THAN BEING ASKED TO BE LESS HUMAN, YOU ARE BEING ASKED TO BE MORE HUMAN
- ACCOUNTABILITY, TRANSPARENCY, INTEGRITY, AND EQUITY ARE THE GOALS HERE
- WE WILL STUMBLE; THAT'S OKAY



MEAC IS CENTRAL

Midwifery
Organizations

Midwifery
education programs

Practicing midwives

Families in midwifery care

HOMEWORK: AKA, CONTINUAL LEARNING

- **READINGS:**

- RESKIN, B. F. (2000). THE PROXIMATE CAUSES OF EMPLOYMENT DISCRIMINATION. *CONTEMPORARY SOCIOLOGY*, 29(2), 319.
- JOHNSON, A. G. (2006). *PRIVILEGE, POWER, AND DIFFERENCE* (2ND EDITION). BOSTON, MASS: MCGRAW-HILL. – CHAPTER 2

- **EXERCISE: IMPLICIT ASSOCIATION TESTS (IAT)**

- LOCATED AT: [HTTPS://IMPLICIT.HARVARD.EDU/IMPLICIT/TAKEATEST.HTML](https://implicit.harvard.edu/implicit/takeatest.html)

Thank you!