

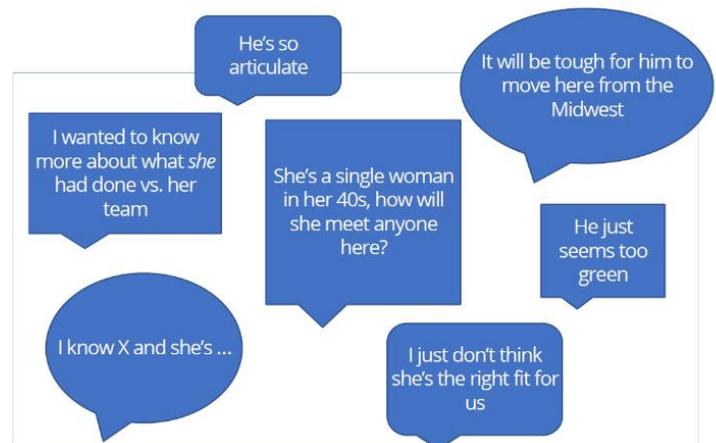
## Responsibilities of the Hiring Committee

- Review the Position Description for the assigned job recruitment
  - Pay attention to **criteria** for the position, as well as preferred education and work experience
- Review current applicants on PageUp
  - Give each applicant the same time and energy
  - Connect applicant qualifications to position responsibilities and criteria
- *Slow down, limit distractions, rest when needed*
- Provide an equitable interview environment for all applicants
  - Stick to the questions provided, and limit additional conversation or comments

## Challenging Bias in Hiring

### I. Be Aware of Where Bias May Appear

- a. Language
- b. Perceptions of Fit
- c. Time and Focus Given
- d. Lack of Accessibility Options



### II. After Recognition, Remove From Decision-Making

- a. **Example:** During the interview, a committee member notices the candidate came from the same graduate program, and asks the candidate about their experience. Refrain from taking notes when extraneous comments are made, and after the interview, in a professional manner let the committee member know that departing from assigned interview questions introduces bias into the interview.
- b. **Example:** When screening applicants, you notice that one resume indicates a degree received from an international university. You worry that there may be a language barrier that would impact their success. Recognize that this may be an unfair assumption, and consider that being bilingual may potentially increase chances of success at Chico State.

## Types of Biases

### Confirmation Bias

We make snap decisions based on perceived truths and then spend the rest of the time, subconsciously or not, trying to justify our bias.

### Similarity Attraction Bias, or Affinity Bias

We are more inclined to hire/promote candidates who have similar traits as us.

### Conformity Bias

When decision making is affected by group members.

### Halo Effect

Focusing too heavily on one positive aspect of a candidate, like where they went to school or who they know.

### Horn Effect

The opposite of the Halo Effect, when something bad about the candidate negatively grabs our attention and we can't move beyond it.

### Performance Bias

We tend to overestimate the ability of white people, and underestimate the abilities of people of color.

### Illusory Correlation

When it is believed that a relationship exists between two variables when there is, in fact, no relationship there.

### Beauty Bias

A view that beautiful people are more successful.

### Contrast Effect, or Judgement Bias

Instead of judging whether a candidate is suitable for a role based on their skills and attributes, we compare them to other candidates instead.

### Intuition Bias

When emotion or preference is guiding a decision, but is referred to as trusting one's gut.