

# Intermediate District 287

*Responsive. Innovative. Solutions.*

**GENERAL MEETING OF THE BOARD – Working**

**Thursday, November 18, 2021**

**5:30 PM @ Boardroom / Teleconference**

**1820 Xenium Ln N**

**Minneapolis, MN 55441-3790**

**AGENDA**

**Page #**

1. **CALL TO ORDER** *(Action)*
2. **IMPLICIT BIAS PROFESSIONAL DEVELOPMENT** *(Information)* 2  
Radium Guess, Director of Equity & Inclusion, and Amanda Achterkirch, Talent Acquisition Professional, will examine what unconscious and conscious bias look like in the hiring process.
3. **ADJOURNMENT** *(Action)*

Recommended Action: Board Chair calls meeting adjourned @ \_\_\_\_\_ PM

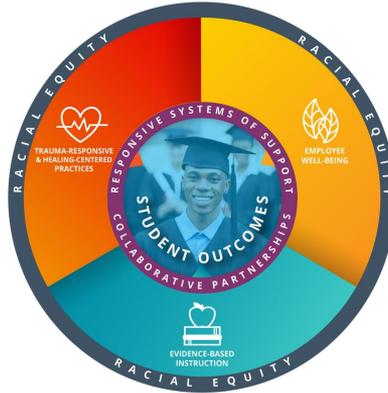


# **What, Unconscious Bias?**

## **Building Awareness in the Hiring Process (Searching, Screening, Interviewing, Hiring)**

Radious Y. Guess and Amanda V. Achterkirch  
Thursday, November 18, 2021

# Pre-Work Options



- **Complete** the Blindspot Implicit Bias Test;
  - [RIAT \(Race Implicit Association Test\)](#) - 15 - 20 minutes long
- **Watch** a video; and
  - [How to Overcome our Bias](#) - 18 minutes long
  - [A Conversation on Hidden Bias](#) - 38 minutes long - BONUS!!!
- **Read** an article
  - [Reducing Unconscious Bias](#) - 10-15 minutes
- Total Time Requested:
  - Up to 90 minutes



**What, Unconscious Bias?  
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# Building Awareness in the Hiring Process (Searching, Screening, Interviewing, Hiring)

Radious Guess, Amanda Achterkirch  
Intermediate District 287



What,<sup>6</sup>  
Unconscious  
Bias?

# Agenda

- Introductions
- Learning Intentions
- Pre-Work/Pre-Test
- Implicit Bias
- Bias in the Hiring Process
- Reps & Solutions

# Radious!

- Director, Equity & Inclusion, Intermediate District 287, former Manager, Equity & Inclusion, MPRB
- Master's Degree in Adult Education, Human Resource Development and Training, University of Nebraska Lincoln, Lincoln, NE
- Bachelor's Degree in Mass Communications, Television and Radio Production, **HBCU**, Jackson State University, Jackson, MS
- Chair, Diversity & Leadership Committee, US Olympic Committee, USA Track and Field



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# Amanda!

- Talent Acquisition Professional, Intermediate District 287
- Master's in Business Administration (MBA) from Hamline University in St. Paul, MN
- Bachelor's Degree in Gender & Women's Studies, emphasis in business from the University of Wisconsin-Madison
- Scholar of The Posse Foundation, originally from Los Angeles



THE POSSE FOUNDATION, INC.

# General Notes

- We are not covering the institutional nature of prejudice, stereotyping and discrimination (for example, institutional racism or institutional sexism).
- Keep an open mind.
- This workshop will focus on individual beliefs, thoughts and actions.
- You may/not agree with EVERYTHING that we say.
  - Listen for unique, meaningful, and relevant ways to honor what you feel, hear and see.

# Learning Intentions

- To examine systems and self for unconscious bias
- To understand the root cause of stereotypes and prejudice in our society
- To understand how implicit biases play a role in the four parts of the hiring process
- To understand the importance of adjusting and adapting when making hiring decisions

# Pre-Work

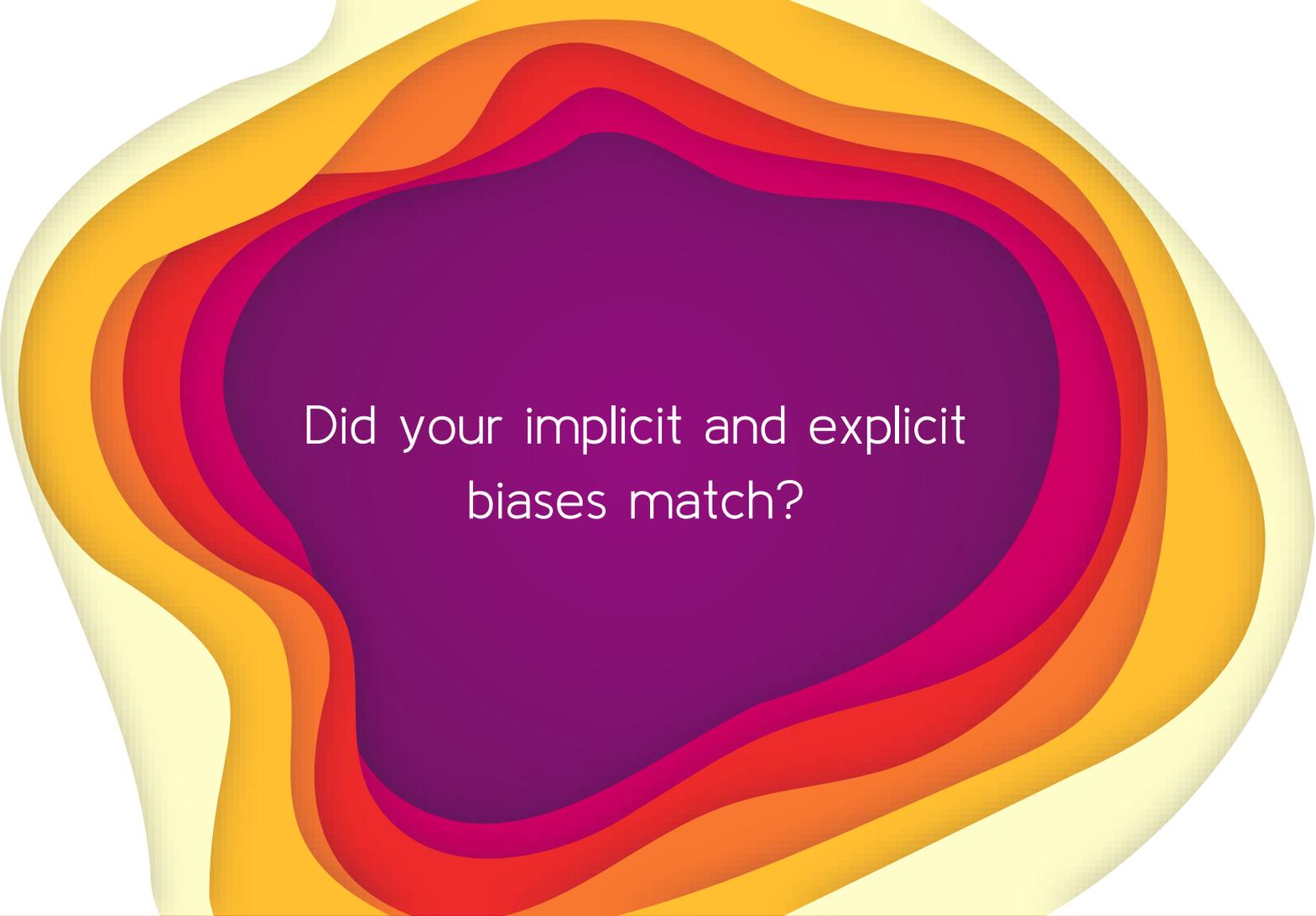
Reflection and Discussion

# Discussion Questions

1. Share a meaningful comment, an insight or an “aha!” moment you experienced when watching the videos or reading the article. How does this connect to you personally?
1. What are some biases around race that you have seen or experienced? Please share how it made you feel and the impact you witnessed or experienced.
1. Share an example of how you have unlearned a harmful bias within yourself or a technique you would like to try to unlearn a bias in the future?

# Implicit Associations Test

- The IAT was founded in 1998 by three scientists affiliated with the University of Washington, Harvard University and the University of Virginia.
- The goal of IAT is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the Internet.



Did your implicit and explicit  
biases match?

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**PRE-TEST TIME!**

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# I'm not biased!

Implicit Bias: **What** is it &  
**Where** does it come from?

- Research has shown that men and women alike start to treat people who are racially, culturally and ethnically different within milliseconds of seeing them.
- Our brains automatically carve the world into in-group and out-group members and apply stereotypes within the “blink” of an eye.
- People with the best of intentions toward equity and inclusion can harbor attitudes and beliefs that affect their thoughts, feelings and actions outside of their awareness.
  - On average, it takes recruiters 6–7 seconds to do an initial review of a resume

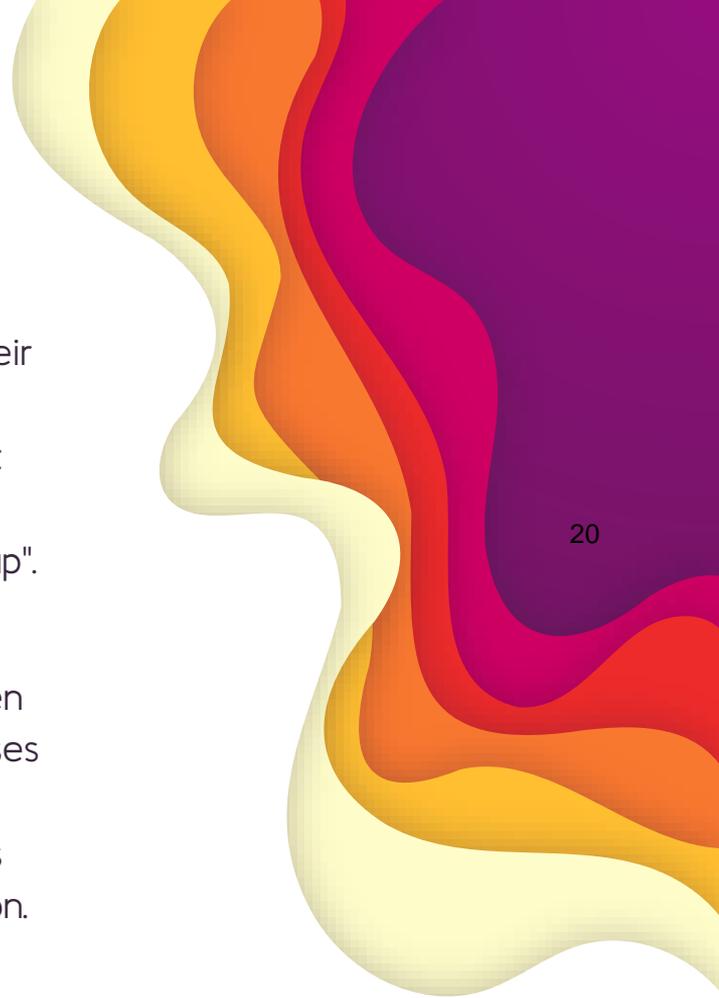
We all have biases...



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# How do we learn our biases?

- Social scientists believe children begin to acquire prejudices and stereotypes as toddlers.
- Many studies have shown that as early as age 3, children pick up terms of racial prejudice without really understanding their significance.
- Soon, children begin to form attachments to their own group and develop negative attitudes about other racial or ethnic groups, or the "out-group".
- Early in life, most children acquire a full set of biases that can be observed in verbal slurs, ethnic jokes and acts of discrimination.



# Implicit bias impacts...

- Our judgements about the in/out group and circumstances are based on stereotypes
- Individual biases lead to institutionalized hiring practices
- Our ability to grow as organizations; as a District, limits our ability to diversify
- Our ability to dismantle unfair practices that lead to predictive outcomes by race

# White Dominant Culture

- White dominant culture describes how white people and their practices, beliefs, and culture have been normalized over time and are now considered standard in the United States.
- As a result, all Americans have all adopted various aspects of white culture, including people of color.

# White Supremacy

- White supremacy is an ideology where white people are believed to be superior to nonwhite people.
- This fallacy is rooted in the same scientific racism and pseudo-racism used to justify slavery, imperialism, colonialism, and genocide at various times throughout history.
- White supremacist ideologies and their followers continue to perpetuate the myth of white racial superiority.

# The Role & Presence of Whiteness

- The belief of white superiority has been part of the US since its inception.
- These beliefs justified atrocities like the genocide of Native Americans and nearly 250 years of African slavery.
- After slavery, white supremacist ideologies manifested into a series of laws that would limit the freedom of African Americans, known as Black Codes and Jim Crow.
- White supremacy and its legacy can still be found in our legal system and other institutions through coded language and targeted practices.

Characteristic	Antidote
Perfectionism	<b>FORGIVING</b> (risks and mistakes)
Defensiveness	<b>TRUST</b> (seeking, understanding)
Sense of Urgency	<b>PATIENCE</b>
Progress is Bigger, More	<b>COMMITTED, PATIENT</b> (strategic)
Worship of the Written Word	<b>SELFLESS, CARING</b> (multiple ways to share)
Fear of Open Conflict	<b>HONEST</b> (constructive dialogue)
Right to comfort	<b>COMMITTED, HONEST</b> (courageous)

# How are our biases reinforced?

- Once learned, stereotypes and prejudices resist change, even when evidence fails to support them or points to the contrary.
- We embrace anecdotes that reinforce our biases, but disregard experience that contradicts them.
  - The statement "I don't like Candidate A's response, but I can't quite put my finger on it."
  - OR "I'm not sure if they're a good fit."

# So what does Implicit Bias have to do with hiring?



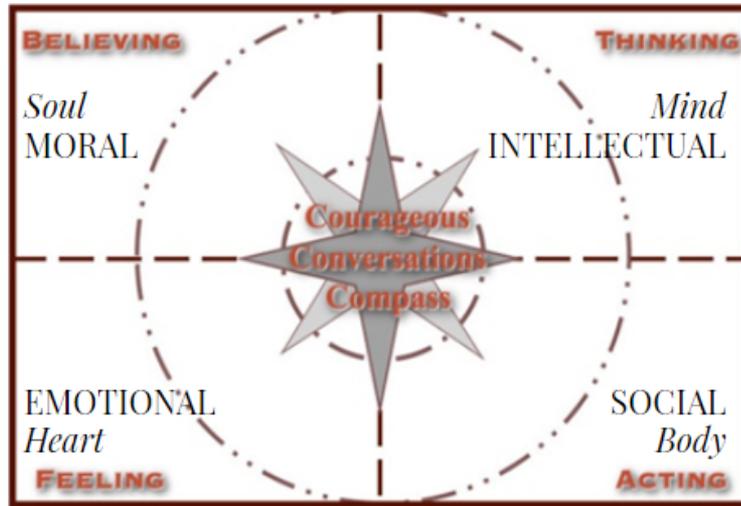
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Procter & Gamble Commercial

# Courageous Conversations About Race Protocol

## Four Agreements

1. Stay Engaged
2. Experience Discomfort
3. Speak Your Truth
4. Expect/Accept Non-Closure



## Six Conditions

1. Focus on personal, local and immediate
2. Isolate race
3. Normalize social construction and multiple perspectives
4. Monitor agreements, conditions, and establish parameters
5. Use a “working” definition for race
6. Examine the presence and role of whiteness

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What is your  
reaction to  
the video?

What  
message(s) do  
you think it  
sends?

# How do we perpetuate bias in our hiring process?

## Searching

- Recruitment sources
- Reach outs
- Locations
- Type of ads

## Screening

- Resume reviews
- “Wants” are based on similarities
- Screening “out” based on hidden prejudices

## Interviewing

- Interview questions
- Activities/Skill measurement
- Panel members
- Interview format

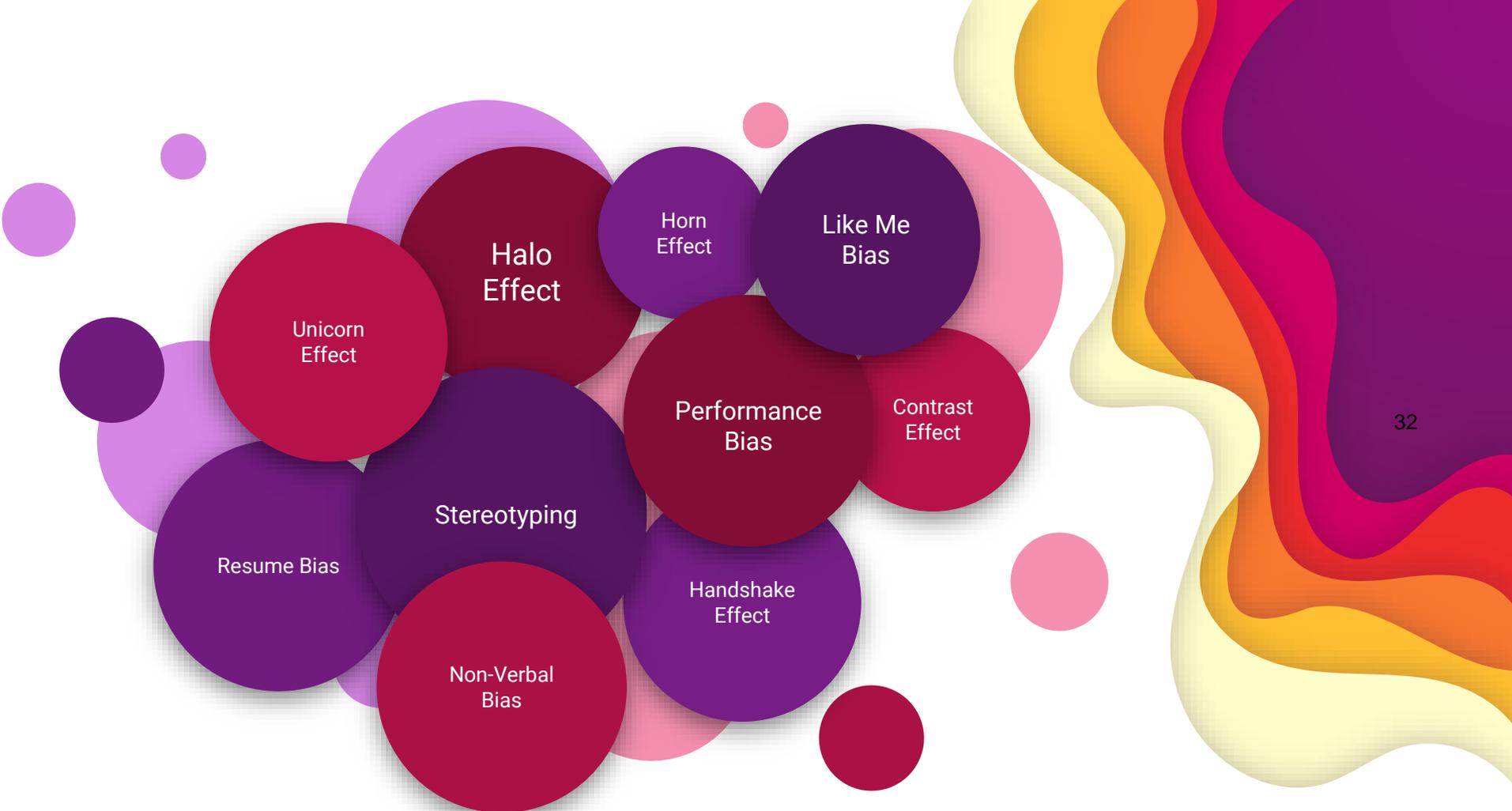
## Hiring

- Conversations around decision-making

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# 10 Hiring Biases

Common bias types



Unicorn Effect

Halo Effect

Horn Effect

Like Me Bias

Performance Bias

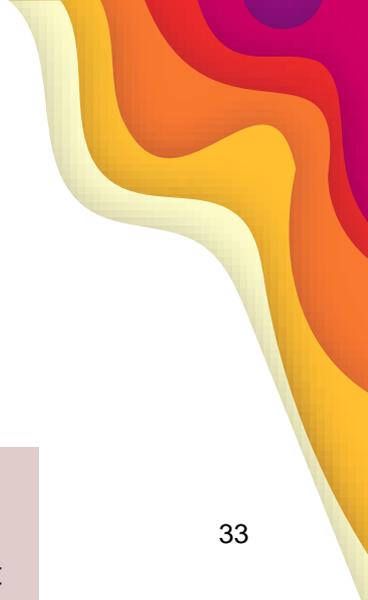
Contrast Effect

Stereotyping

Resume Bias

Non-Verbal Bias

Handshake Effect



01

## Stereotyping

Judging a candidate based on their perceived “group” rather than their individual characteristics. Creating an assumption around what the candidate would be successful in, what roles they may prefer, or how long they will stay with the organization.

02

## Resume Bias

Reading the information provided by the candidate, including education, experience, or address, and making assumptions about knowledge the candidate may or may not have before interviewing the candidate.

03

## Handshake Effect

Judging a candidate based on your first impression of them. First impressions are based on visual, physical, auditory, or sensory reasons, not qualifications or skill sets.

04

## Halo Effect

This is what happens when the interview panel or hiring manager allows one main positive experience, attribute, or answer to overshadow the entire interview.

05

## Horn Effect

This is what happens when the interview panel or hiring manager allows one main negative experience, attribute, or answer to overshadow the entire interview.

06

## Performance Bias

This is what occurs when a candidate may speak the organizational language, use “buzz words” or speak directly to organizational priorities without speaking on any of their own individual skill sets or experience necessary for the position.

07

## Non-Verbal Bias

Judging candidates by their body language rather than their skills or responses to interview questions.

08

## Contrast Bias

This occurs when panel members begin to compare candidates to each other rather than to a standard. It might make a second candidate sound like they have strong responses if the first candidate had weak responses.

09

## Like Me Bias

Preference for a candidate due to their commonalities with you rather than their existing skill set.

10

## Unicorn Bias

This occurs when the panel is holding out for “the perfect” candidate and therefore, finds fault in each candidate they interview.



It all starts with us...

- How we see
- How we decide
- How we act

**Our angle of  
view affects  
how we lead**

# Strategies to address implicit bias

- Become aware of individual perceptions, stereotypes and their impact on decision making.
- Engage in opportunities to learn about diverse cultures.
- Get to know your colleagues and students and their backgrounds – suspend<sub>37</sub> negative judgements.
- Recognize that diversity is real, dynamic, and legitimate – there is more than one way to do things.
- Engage in courageous conversations to increase knowledge and address negative perceptions, stereotypes, and attitudes.

# Strategies for Hiring Practices

- Own your bias
- Standardize Questions
- Focus on the needs of the job
  - Questions, tests, screenings
- LEAN IN to the conversations
  - Mindful inquiry

# Let's Get our Reps In!

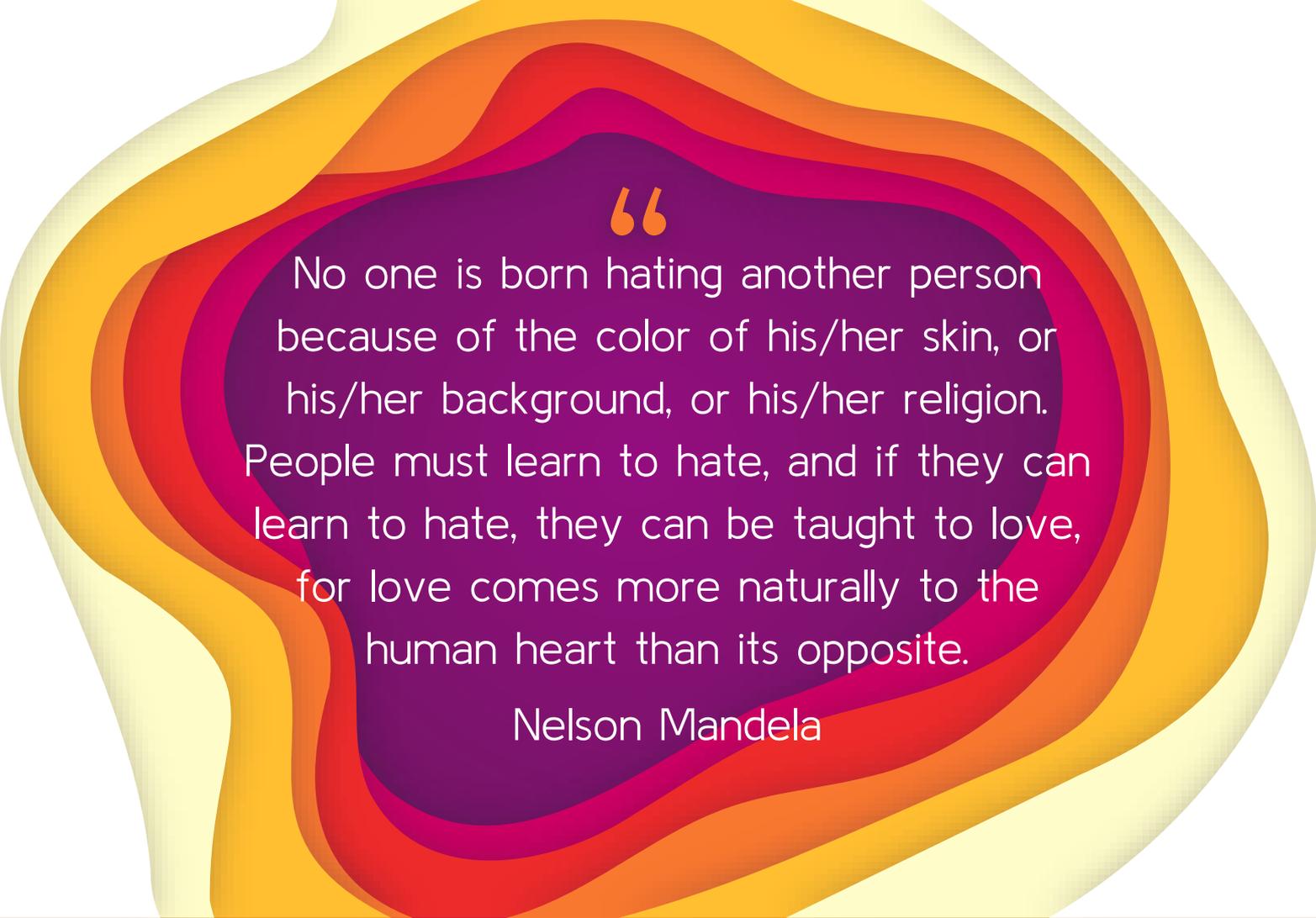


## In Triads...

- Pick one of the 10 biases and talk about it.
- Roles of triad members
  - Sharer - Responds to one of the biases
  - Witness - Listens to the sharer
  - Observer - Watch the sharer and witness. Share what you observe.

# Closing Activity

- Share a highlight you talked about in your triad.
- Which of the 10 hiring biases have you experienced or witnessed in a previous interview or screening?
- What is on your mind now heading into the next stages of this hiring process?



“

No one is born hating another person because of the color of his/her skin, or his/her background, or his/her religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite.

Nelson Mandela



Questions?