



Best Practices for Diverse Hiring

Kim Jones, Chair,

Ontario Network of Women in Engineering

Who is the best?

- Treat diversity as an asset
- Beware of attributing potential to men and expecting women to prove competence
- Aversive sexism/racism means good (but not great) equity-deserving candidates will be overlooked
- Career breaks (e.g. for parental leaves) can be qualifications (time management, listening skills, patience, negotiation, management)

Job ad and Screening

- Warm climate diversity statement at start of ad better than boilerplate at end (viewed as performative)
- Masculine language in ad restricts pool of applicants (e.g. confident, strong, aggressive, outspoken)
 - <https://successinstem.ca/wp-content/uploads/2020/10/De-Biasing-Job-Advertisements.pdf>
- Rethink long lists of “requirements”: men will apply if they meet only 60% of requirements; women only if they meet 100%
 - <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>
- Remove names from resumes to decrease bias
- Assess bias introduced by AI screening (unbalanced training set)

Creating a short list

- If the applicant pool is not at parity, closely consider ALL minority candidates to see if they hit the bar for the long list: strive for parity on long list if you want parity on short list
 - Peng, Andi, et al. "What you see is what you get? the impact of representation criteria on human bias in hiring." *Proceedings of the AAAI Conference on Human Computation and Crowdsourcing*. Vol. 7. 2019.
- Ensure there is more than one woman in the short list
 - Johnson, Stefanie K., David R. Hekman, and Elsa T. Chan. "If there's only one woman in your candidate pool, there's statistically no chance she'll be hired." *Harvard Business Review* 26.04 (2016): 1-7.