

Hiring Women & Underrepresented Candidates A Few Tips

- ✓ Misperception that because applicant pool has few underrepresented and/or women candidates, that they don't exist - creative recruiting methods needed – generate the pool, don't just tap it
- ✓ 25-30% pool should be women / underrepresented candidates; otherwise gender/race characteristics become more salient than qualifications
- ✓ Information about work-family policies must be proactively presented – people will often not ask (see *bias avoidance* below).
- ✓ Provide opportunity for candidate to speak with similar others outside search committee

Psychological processes that can impact interview performance and evaluation:

Gender schemas

Implicit, socialized ideas about what roles and behaviors are appropriate for a given person based on their gender (or underrepresented status) may cause unfair evaluations

Stereotype threat

If a performance stereotype becomes salient to an interviewee, her/his performance may unconsciously conform to that stereotype.

Confirmation bias

Expectations about an interviewee's performance may cause the evaluator to engage in behaviors that actually elicit those behaviors.

Bias avoidance

In order to avoid discriminatory evaluations, interviewees may avoid asking important questions or presenting information, for example about family leave policies, etc.

Self-fulfilling prophecy

An interviewee who is unsure about her/his ability to perform well (for example in a non-traditional area), may unconsciously sabotage her/his own behavior.

Fundamental attribution error

We are more likely to attribute a person's behavior to an internal characteristic of the person rather than to outside situational factors.