

## A. Interactive Session

Table Captain: \_\_\_\_\_

**Group Topic:**

- Hiring & Recruiting
- Assignments & Performance Evaluations
- Promotions & Compensations
- Culture, Climate, Meeting Dynamics, & Retention Issues
- Work/Life Issues

---

1. **What goal(s) would you like to accomplish in the next 6 months to 1 year related to gender/diversity in your organization?**

---

---

---

---

---

---

---

---

2. **Identify at least 1 specific bias interrupter you'd like to implement in your organization. Why does this interrupter interest you?**

---

---

---

---

---

---

---

---

**3. Troubleshoot anticipated challenges:**

What are major challenges for successfully implementing this change? Consider practical & political issues; key individuals/depts. involved; difficulties changing current policies, practices, or individual behavior; etc.

---

---

---

---

---

---

---

---

---

---

**4. Develop action plan & discuss next steps:**

What are immediate, short-term, and long-term goals for effectively implementing this change? Be as specific as possible. Identify concrete next steps starting immediately after the conference and continuing over the next 6 months to 1 year.

---

---

---

---

---

---

---

---

---

---

**Groups:** If your group finishes discussing part A questions above and has additional time remaining in Interactive Session, continue to next page and discuss part B questions (questions 5-7) as a group.

**Individuals** (*post-conference assignment*): Individuals should complete part B on their own after conference.

---

## B. Next Steps: On Your Own

---

5. **Who are key players? Who can influence outcome of your initiative (for better or worse), and how can you get them on board?** Which individuals, depts., etc. are crucial or helpful in ensuring this change is implemented successfully? How can you make your initiative more appealing to key players, and to others in your org?

---

---

---

---

---

6. **Work through the Bias Interrupters Framework below** and develop a plan for implementing your proposed change in your organization.

**Bias Interrupters Framework:**

**1. Do an Evidence-Based Assessment**

- a. Identify problem areas
- b. Pinpoint key triggers where bias plays out in daily business operations

**2. Develop Objective Metrics**

- a. Goals
- b. How will you measure progress?

**3. Implement Bias Interrupter(s)**

**4. Adjust, Ratchet Up as Needed**

a. **How can you use the metrics-based approach to achieve your goal(s)?**

---

---

---

---

a. **How can you use metrics-based approach to achieve your goal(s)?** (...continued)

---

---

---

---

---

---

---

---

---

---

**7. Develop a detailed plan with concrete goals.**

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

*Good Luck!*



## **Initial Inventory of Metrics & Bias Interrupters**

“WLL” means that WorkLife Law has developed this tool. An “In-House Training” means a training targeted at your organization. (WLL may have templates).

Bias interrupters begin with gentle interrupters, then ratchet up.

Interrupting implicit bias entails interrupting bias in five areas:

1. Recruiting & hiring
2. Assignments & performance evaluations
3. Promotions & compensation
4. Meeting dynamics & other climate issues
5. Work-life issues



## RECRUITING & HIRING

### 1. Recruiting a diverse pool

**Key metric:** Measure the diversity of the pool.

**Bias Interrupters:**

- Interrupting bias in job advertisements.
- Develop a systematic plan for reaching out beyond existing networks, e.g. professional organizations for women and diverse candidates, HBCUs, etc.
- Develop recruiting protocol: when someone recommends only candidates of one demographic: “Thanks so much. Are there any diverse candidates you can recommend, too?”

### 2. Controlling bias when going through resumes

**Key metrics:** Does your pool remain diverse throughout the process? If not, at what point does diversity disappear?

**Bias Interrupters:**

- *Blind audition model:* Eliminate race/gender/family information from resumes.
- *Pre-commitment:* Setting out objective requirements in advance tends to control bias.
- *Accountability:* If you are advocating a candidate who does not have the objective qualifications, you need to explain why.
- *Maternal wall:* Tell people not to count having children against women.

### 3. Controlling for bias in interviews

- *Pre-commitment:* Structured interview questions help control bias.
- *Accountability:* Require people to justify their interview rankings—if possible, analyze those justifications for patterns of bias.
- *Maternal wall:* Tell people not to ask questions about family life.
- Develop one-page handout for interviewees detailing expectations
  - here are objective metrics that are important to us; please explain how you meet them (to counter Prove-It-Again bias)
  - we expect you to make your best case that you are the strongest candidate for this position (to counter Tightrope bias)



#### **4. High-level lateral hires**

Often it's at this level that diversity disappears – make sure to use metrics and implements bias interrupters in this context, too.

#### **5. Negotiating starting salary**

##### **Metrics:**

If salary is negotiable, keep track of starting salaries and analyze for race and gender.

##### **Bias Interrupters:**

- If salary is negotiable, state that explicitly (studies show this helps level the playing field for women).
- Develop one-pager stating explicitly what the expectations are re negotiating starting salary (also helps level the playing field).
- If none of that works, consider eliminating negotiations for starting salary.



## ASSIGNMENTS & PERFORMANCE EVALUATIONS

### *Assignments*

#### **Key metrics:**

Develop a survey or use focus groups to assess whether the following are fairly shared out:

- Literal housework (planning parties, arranging lunch, cleaning up the debris after a meeting).
- administrative work (taking notes, getting people on the line for conference calls, filling out grant or other paperwork, fetching the document during a meeting, making sure paperwork is in order).
- Emotion work (e.g., mentoring, smoothing over conflicts).
- Glamour work versus less-valued work (differs by industry, per JCW *HRB* article).

#### **Bias Interrupters:**

- Allocate some or all literal housework and administrative work to support staff.
- WLL Training: “Bias Interrupters for Managers” (discusses office housework vs. glamour work dynamic).
- Develop a training for individual contributors, revealing what’s more- and less-valued work at the company (at different levels of org).
- Develop protocols for who handles administrative work that needs to be done by professionals as opposed to support staff (e.g. taking notes).
- Limit the number of various types of office housework any one person can do.
- Move to a more formal assignment system for administrative work.
- Move to a more formal assignments system for less-valued work.
- Move to a more formal assignment system for glamour work.





## ***Performance Evaluations***

### **Key metrics:**

Assess performance evaluations for the four patterns of bias based on gender, race, motherhood, (and more?).

Analyze whether positive comments translate into high numerical ratings at the same rate for different groups.

If self-evaluations are part of the process, remember to analyze them, too.

Analyze whether objective metrics translate into promotions at the same rate for different groups.

Survey: Is everyone getting developmental feedback equally?

### **Bias Interrupters:**

- Bulk tech-based analysis of performance evaluations.
- WLL Training: “How to Write an Effective Performance Evaluation”. (includes how to give effective feedback, how four patterns of bias play out in performance evaluations, how to correct for them).
- WLL Training: “Successful Self-Promotion”.



## PROMOTIONS & COMPENSATION

### *Promotions*

#### **Key metrics:**

Analyze promotions: assuming workforce starts out diverse, when does diversity drop off (and why)?

Analyze whether positive comments translate into promotions at the same rate for different groups.

Analyze whether objective metrics translate into promotions at the same rate for different groups.

#### **Bias Interrupters:**

Will depend on when and why diversity drops off.

### *Compensation*

#### **Key metrics:**

Analyze comp at hiring: are there patterns of differential by group?

Analyze comp at different levels of the org: are there patterns of differential comp by group?

Analyze whether positive comments translate into more comp at the same rate for different groups.

Analyze whether objective metrics translate into more comp at the same rate for different groups.

#### **Bias Interrupters:**

Will depend on where compensation differentials are, and why. One good tool is a regression analysis of your compensation to determine what factors are playing a major role.

## MEETING DYNAMICS & OTHER CLIMATE ISSUES

### *Meeting dynamics*

#### **Key metrics:**

*Develop Climate Assessment Tool.* This would include whether women are encountering the “stolen idea,” whether women feel they are interrupted more than men, race-cultural factors in interruption, who feels they are not included in key meetings, who walks out of the meetings with which tasks (glamour work versus back-office work).

#### **Bias Interrupters:**

- *WLL Training:* Bias Interrupters for Managers (includes info on how to run an inclusive meeting, glamour-work-vs-back-office work).
- *Develop a training:* “How to Run an Effective Meeting”.
- Develop a meeting protocol: rules for running meetings, guidance on whom to include in meetings, guidance on how to assign follow-ups.

### *Climate*

#### **Key metrics:**

Survey: Use WLL Four Patterns Survey to find out whether implicit bias based on gender and race is playing out, and how.

Focus groups: Alternatively, WLL Focus Group Protocol.

Sponsorships: Have people keep track of whom they sponsor.

#### **Bias Interrupters:**

- *WLL Training:* “Bias Interrupters for Managers” (discusses backlash when women behave assertively, anger as a danger point for women and of color, self-promotion as more challenging for women and people of color; sponsorship).
- *Anger:* Set workplace norms surrounding civility and anger.
- *Self-promotion:* Change procedures to level the playing field re self-promotion (e.g. providing formal opportunities for sharing accomplishments), making expectations clear and training everyone on what’s expected re self-promotion.
- *Sponsorship:* Set up a system to correct for in-group favoritism in sponsorships.
- *WLL Training:* “Successful Self-Promotion”.
- *New Training:* “How to Manage Up.”



## WORK-LIFE ISSUES

### Metrics:

Does representation of women leave after they have their first/second/subsequent children?

Does having children affect women's promotion rates?

Do women take their full parental leave? Do men?

Does a flexible work policy exist?

Survey: Do people feel they can adopt flexible schedules and leave without stigma?

### Bias Interrupters:

- *Best practice parental leave policy*: Figure out how long a paid leave you can afford, and give an equal amount to men and women. "Primary caregiver policies" tend to stigmatize women who take leaves because they typically end up with only women taking leave.
- *Best practice flexible work policy*:
  - Telecommuting typically works for most jobs if the person also spends time in the office. In some contexts, full time telecommuting also works.
  - *Principle of proportionality*: Should offer proportional pay and advancement for part time work, and full benefits.
  - *Needs neutral*: Should be needs-neutral (not tied to child care, or even to caregiving; if you can make the business case for your proposal, that's what relevant).
  - *Internal company resource*: Someone in the company should be a resource to help professionals develop a proposal to responds to business needs as well as their needs.
  - *Controlling schedule creep*: The company should keep track of "schedule creep": is the part time person working more than their promised schedule?
- Address flexibility stigma: WLL Training on Managing Mothers and Fathers.