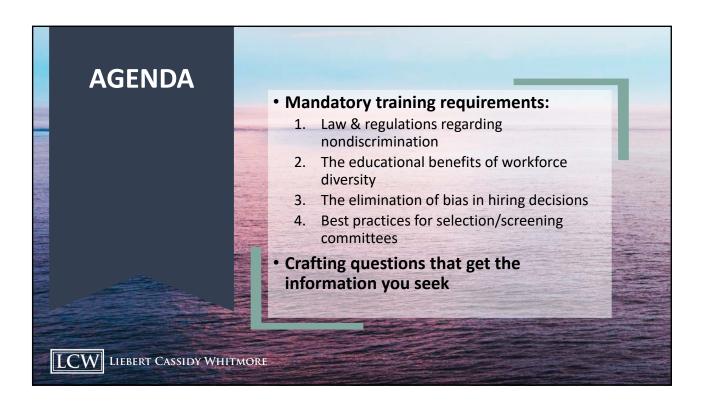
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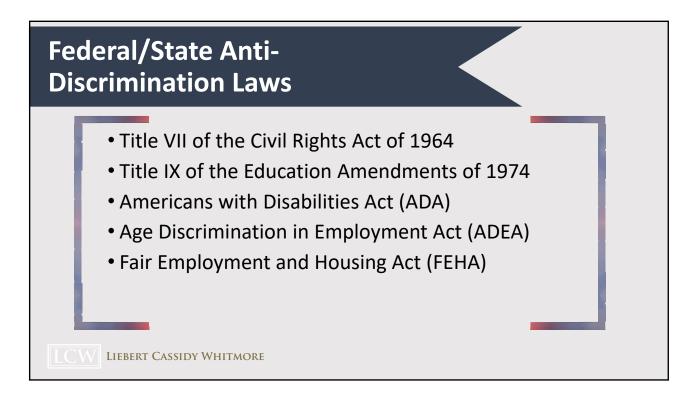
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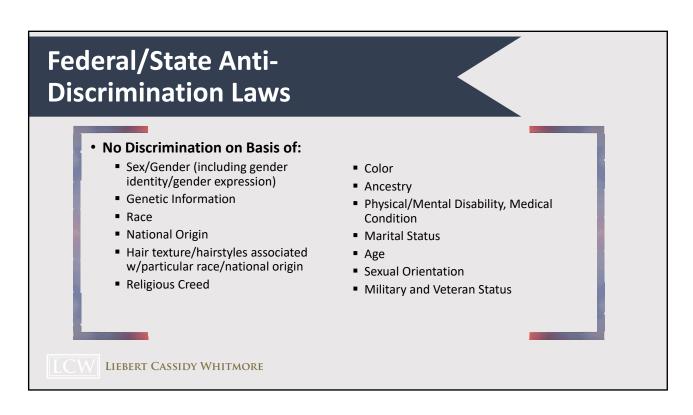
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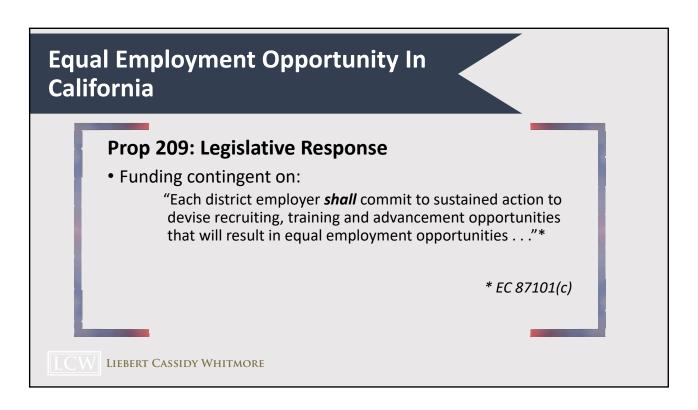
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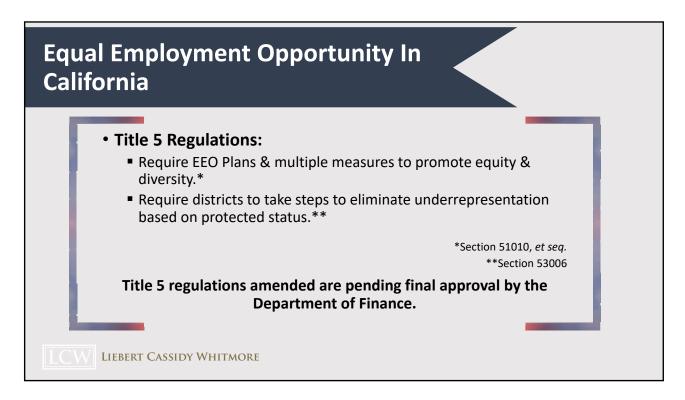
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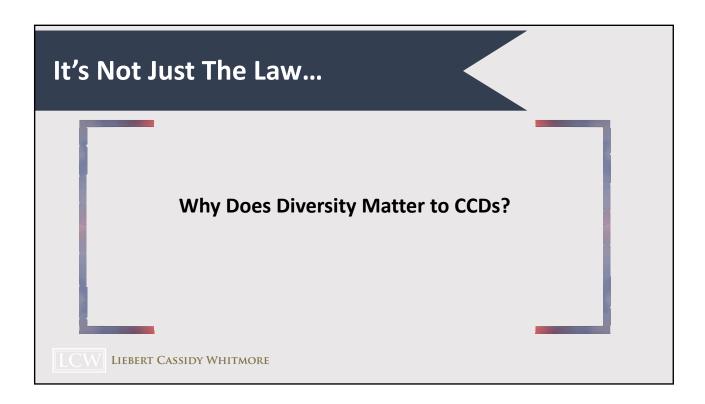
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What is Unconscious Bias?

- We evolved to be biased
 - Humans' "fast brain" helped us survive
 - Our "danger detector" is unconscious and hard-wired

But....

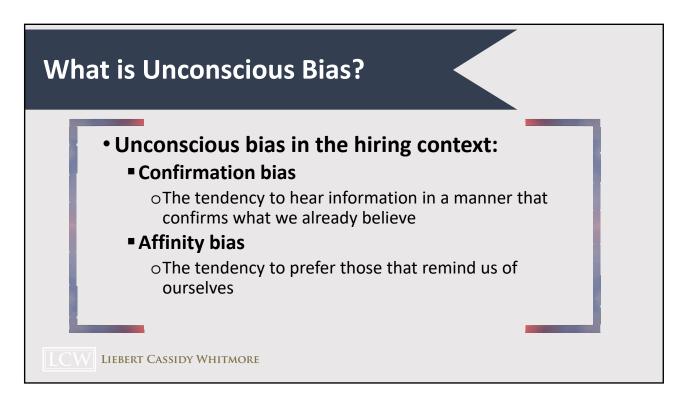
- We use this "fast brain" to reach all sorts of conclusions it isn't equipped to make
- And we do it all the time

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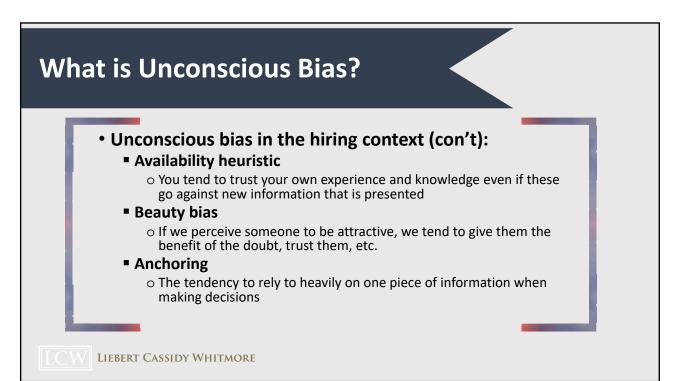


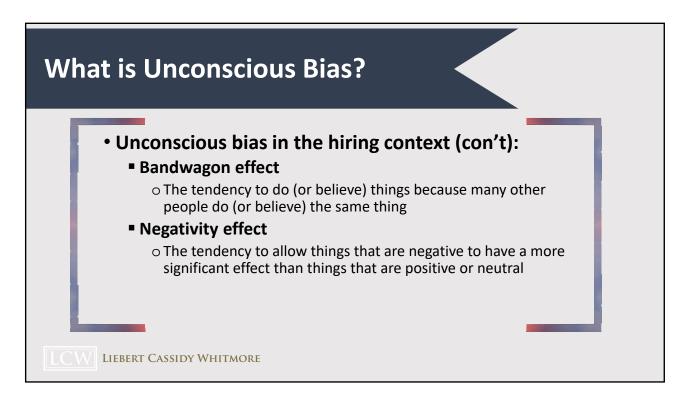
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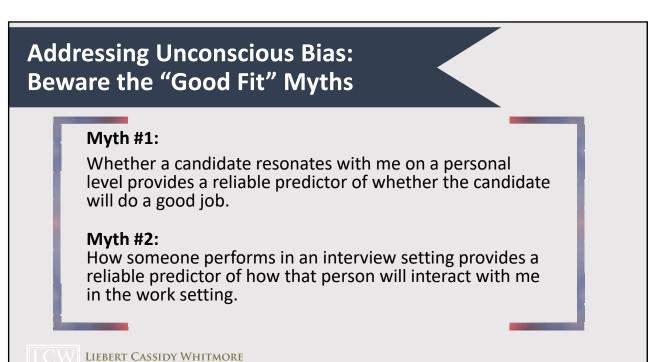


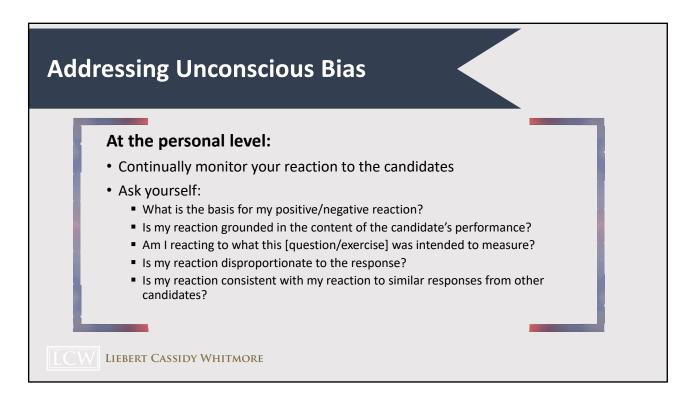
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At the structural level:

 Consider as a committee whether there are decision points where bias can be "interrupted"

Examples:

- Do you need to know the names of candidates at the screening stage?
- What would happen if you did not?



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Strategies For "Interrupting" Unconscious Bias

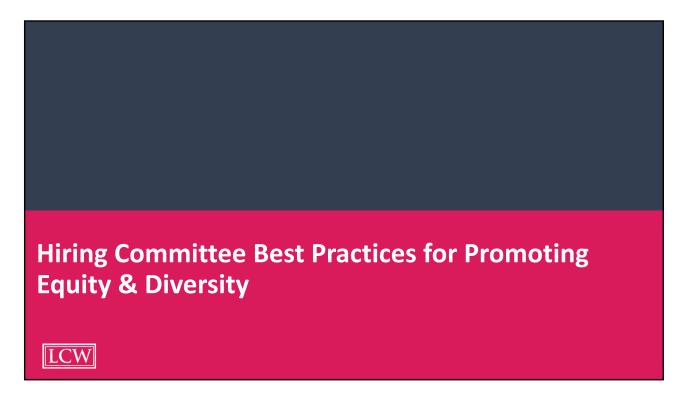
- Remove identifying information (name, address, racial/cultural identifiers) from applications
- Identify desirable interview answers ahead of the interview
- Utilize a structured hiring process
- Utilize skill based testing where applicable
- Conduct anonymous/blind interviews

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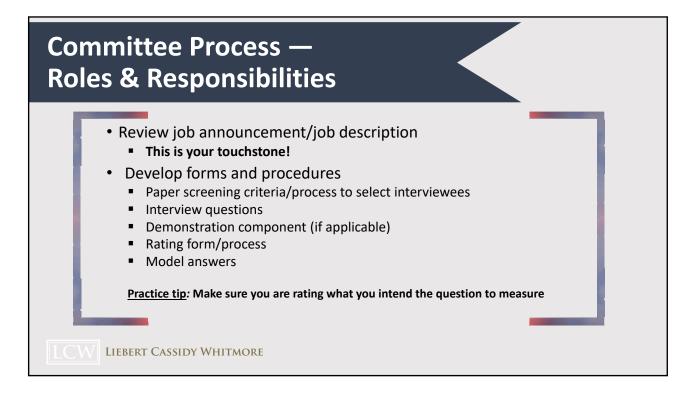


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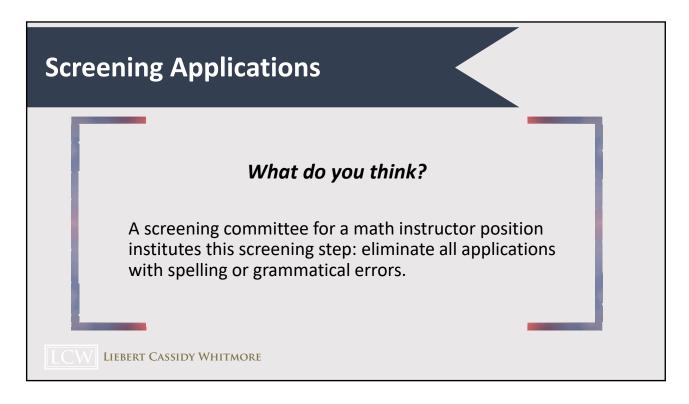


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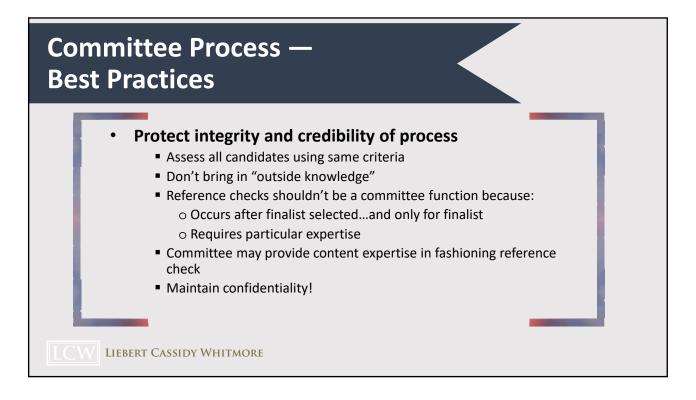


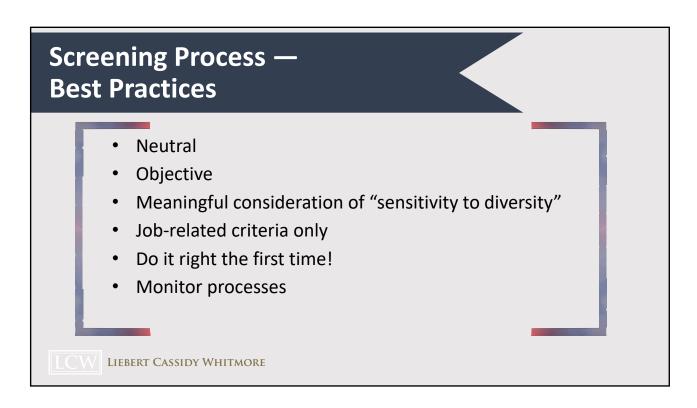
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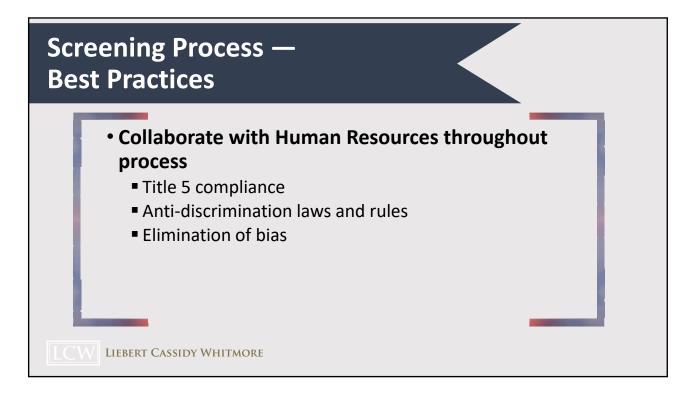


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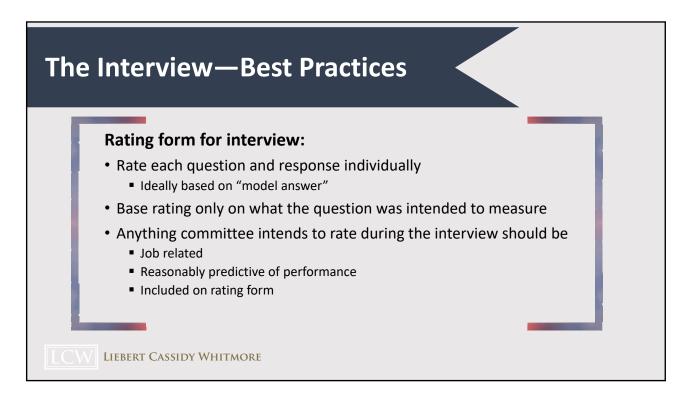


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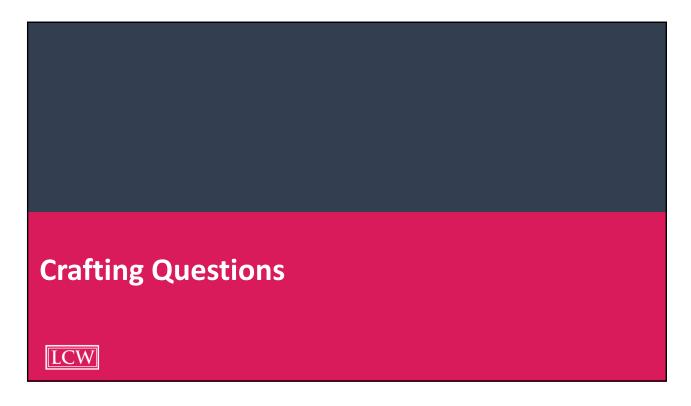
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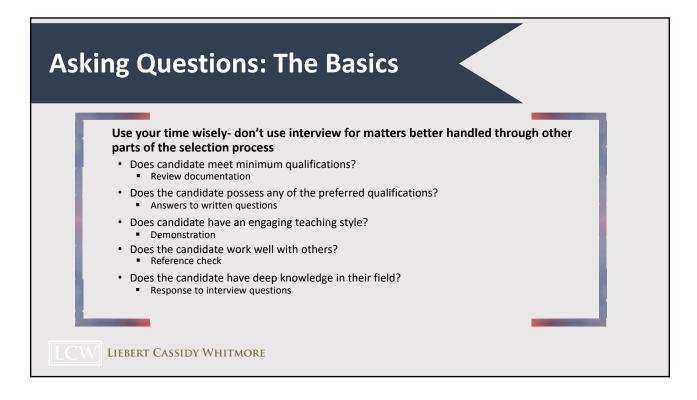


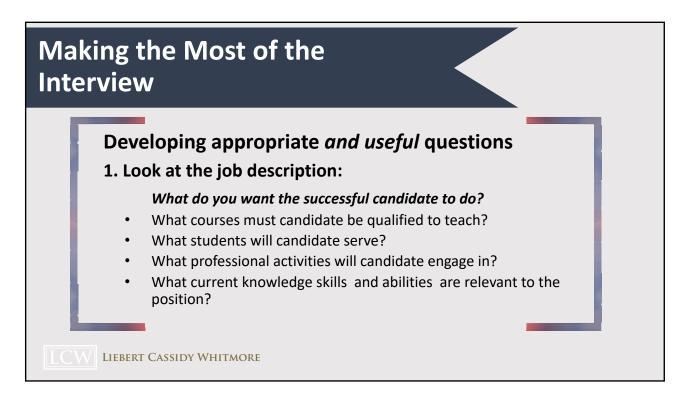
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Developing appropriate and useful questions

- 2. Plan the interview:
 - What are the *critical* job functions, knowledge, skills & abilities that you want to make sure to cover in an interview?
 - How much can you realistically cover?

Remember: Using your time wisely includes <u>NOT</u> spending time covering areas that the interview format isn't well designed to evaluate.



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Making the Most of the Interview

Developing appropriate and useful questions

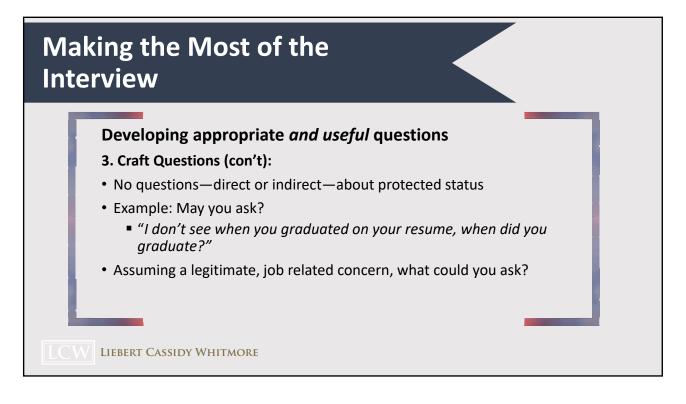
- 3. Craft questions consistent with critical areas identified
 - · For each question:
 - FIRST decide which critical area(s) the specific question is intended to measure
 - THEN, craft the question

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Making the Most of the Interview

- Use different question formats for different purposes
 - Open-ended →
 - o to understand candidate's depth of knowledge, skills & abilities
 - Hypothetical →
 - o for creativity & problem-solving
 - Hypothetical/experience-based hybrid →
 - for creativity/problem-solving, while assessing experience of seasoned candidates
- · Plan ahead how committee will evaluate answers
- As a committee, outline the components of an excellent answer



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Making the Most of the Interview

Infuse diversity commitment into hiring process by conducting meaningful inquiry into candidates' sensitivity to diversity

--Exercise: The Hypothetical Question--Develop 1 question for position of your choice that:

- Assesses the candidate's sensitivity to the diversity of community college students; and
- Gives you insight into the candidates (job related) creativity and/or problem-solving skills



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