

TA Greatness Webinar Series #2

Quantifying Fairness

Much More Than Candidate Experience

What Does Fairness in Hiring Mean?

Impartial and just treatment or behavior without favoritism or discrimination.

Breaking Down Fairness

Candidate Experience

Do the candidate feel they have been treated fairly throughout the hiring process, regardless to whether they were hired or not.

Equity (vs. Equality)

Equality - giving everyone the same resources or opportunities.

Equity - providing resources or opportunities according to different needs to achieve fair outcomes.

Ethics (vs. Legal)

Here are a few examples of questions that might be legal to ask but could be perceived as intrusive or unethical by candidates:

- Childhood
- Personal relationships
- Reasons to relocate

Measuring Fairness Quick Wins

1. Measure Candidate Experience:

Use specific questions like:

1. Did the hiring process allow you to manifest your **skills**?
2. Were the questions you were asked and the tests you took **relevant** to the position?
3. Did you get a clear understanding of the position's **scope** and **challenges**?
4. Did you receive **transparent feedback** about why you were rejected?

2. Applied vs. Hired Ratios

Measure the ratio of hired diverse candidates to those who applied.

$\frac{4}{5}$ Rule - diverse group hiring rate should not be less than 80% of majority group hiring rate.



3. Analyze Glassdoor Reviews

- Review 'Reviews', 'Interviews', and 'Diversity' tabs.
- Drill down into filters in the diversity tab.
- Not just review scores, but extract main themes from textual responses (using chatGPT or other AI).



4. Diversity of Your Interview Panels

Diversity of the Interviewing Team

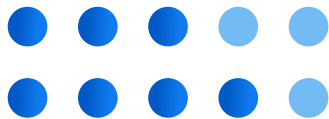
Requires Diversification



Diversifying your interviewing team brings fresh views that challenge existing perspectives, helping cut bias and creating a more inclusive candidate experience.

The interviewing team displayed a gender imbalance, with 70% of interviews conducted by men.

Gender



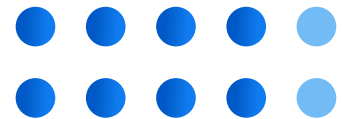
■ Men ■ Women

Ethnicity



■ White ■ Black ■ Asian

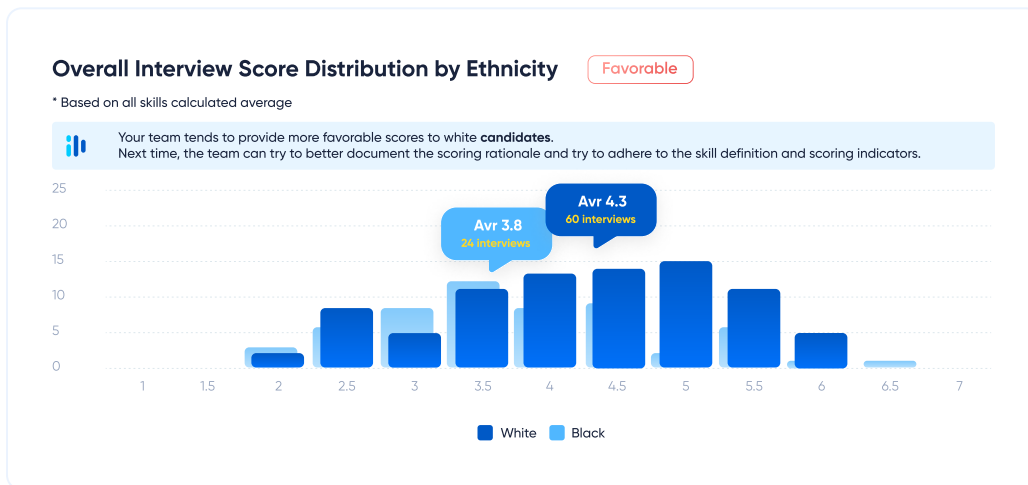
Neurodiversity



■ Not neurodiverse ■ Neurodiverse


Measuring Fairness Long Term


1. Compare Scores, Recommendations, and Offers Across Different Groups



2. Check for Group Differences at the Skill Level

Your Biases

 **Battle of Genders** Document scoring rationale to avoid stereotypical thinking

 Next time your team are scoring different skills, they should try to better document the rationale for the scoring and think if there is a reason they are attributing higher competency in some skills to males vs. females and vice versa.

When scoring skill **Analytical**, your team tends to give higher scores to male is 4.5 (84 candidates), while females average score is 3.9 (56 candidates).
When scoring **Statistical Reasoning**, your team tends to give higher scores to male is 4, while females' average score is 3.

3. Analyze Interview Transcripts (With AI)

 Interviews

 Settings

Inclusive words / phrases

- "I'm still here with you, I'm listening."
- "At the end of the interview, you'll have some time to ask questions."

Non Inclusive / Sensitive or Biased Words / Phrases

- "Who cares."
- "This is not relevant."

Demonstrate ROI on Fairness

1. Create Loss Aversion With External Data



There is plenty of data from applied and academic research about the productivity and revenue of diverse vs. non diverse teams.



Use your stakeholders' biases to your advantage- create loss aversion regarding unfair practices leading to less diverse teams, resulting in revenue and productivity loss.

Loss Aversion = \$\$\$Left on the table

2. Demonstrate the Cost of Homogeneity With Internal Data



Use your own data to demonstrate the "cost of homogeneity".



Compare revenue per person in diverse vs non diverse teams.



Compare other productivity or engagement measures.



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