Interrupting Implicit Bias in the Workplace

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Presentation Overview

• Introduction
• Antidiscrimination Laws
• Statistical Overview
• The Science of Implicit Bias
• Identifying Bias Manifestations
• Tools for Minimizing Biased Decision-making
• Conclusion/
Additional Q & A
Everything that we see is a shadow cast by that which we do not see.

Martin Luther King, Jr.
Why Talk about Bias?

- Laws and regulations prohibit discrimination
- Society has made progress in reducing discrimination and bias
- Higher Education has made progress in reducing discrimination and bias
- But, bias still impacts our everyday decision-making
Antidiscrimination Laws

Overview
Selected Anti-Discrimination Laws

- Title VII: Employment Discrimination
- Equal Pay Act
- Executive Order 11246 (1978 Amendments)
- Americans with Disabilities Act
- Age Discrimination in Employment Act
Selected Anti-Discrimination Laws

- California Fair Employment & Housing Act
- California Unruh Act
- California Fair Pay Act (2015)
- California Wage Equality Act (2016)
Fair Pay Act (2015); Wage Equality Act (2016)

- **broadens** existing protections to prohibit paying employees less than those of the opposite sex for "**substantially similar work**," even those with different titles or work sites.
- **Employers have the burden** to show that differences are due to other factors, such as merit or seniority; are job-related, reasonable.
- **Bans employers from retaliating** against employees who discuss pay.
- In 2016, race and ethnicity were added to gender
While the laws prevent discrimination, The numbers are out of sync

AND NOT ALL NUMBERS ARE TRACKED
Some Statistics

On Race and Gender at Pepperdine
Instructional Faculty (OIE 2017)

- Total: 678
- Full-time: 394 (58.1%)
- Part-time: 284 (41.9%)
- Male: 381 (56.2%)
- Female: 297 (43.8%)
- Percent minority: 19.6%
<table>
<thead>
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<th>Category</th>
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<tr>
<td>Total</td>
<td>1,209</td>
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<tr>
<td>Full-time</td>
<td>1,164</td>
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<tr>
<td>Part-time</td>
<td>45</td>
<td>3.7%</td>
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<tr>
<td>Male</td>
<td>530</td>
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<tr>
<td>Female</td>
<td>679</td>
<td>56.2%</td>
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<tr>
<td>Percent minority</td>
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<td>37.9%</td>
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Staff Demographics by Race/Ethnicity (OIE 2017)

**STAFF OVERALL**
- [https://www.pepperdine.edu/oie/institutional-research/page_staff_all_in_one.htm](https://www.pepperdine.edu/oie/institutional-research/page_staff_all_in_one.htm)

**MANAGEMENT STAFF**
- [https://www.pepperdine.edu/oie/institutional-research/page_staff_all_in_one.htm](https://www.pepperdine.edu/oie/institutional-research/page_staff_all_in_one.htm)

Contrasting with students:
- [https://www.pepperdine.edu/oie/institutional-research/0student_fall_semester_enrollment_census.htm](https://www.pepperdine.edu/oie/institutional-research/0student_fall_semester_enrollment_census.htm)
Implicit Bias

The Science and its Critiques
Implicit Bias Research

- Defining and Identifying Bias
- Associations based on Race
- Associations based on Gender
- Some Critiques and Open Questions
Where do biases begin? With Generalizations

- Save Time
- Often have a basis in reality
- Are useful in our everyday lives
- Help us make decisions, based on appropriate biases
But Generalizations also

- Can rely upon stereotypes
- Focus more on reputations and opinions
- May ignore specific instances of conduct
- And therefore lead to decision-making based on improper biases
Types of Bias

- Bias is the pre-judging of a person based on his or her (perceived or actual) group status
- Explicit
- Implicit
- Unconscious
Explicit Bias

- Explicit – **System II thinking**
  - express,
  - aware,
  - animus,
  - deliberate,
  - will admit
Implicit Bias

- **Implicit** – *System 1 thinking*
  - intuitive,
  - reactive,
  - immediate,
  - unintentional,
  - deny,
  - Automatic
Implicit Bias

- Shows up when under stress
- Worsens with short time constraints
- Surprisingly diverge from expressed intentions
- Is more pronounced in those who think they are fair
Selected Implicit Attitude Tests

- Race and Ethnicity
  - Associating darker skin, particular features with negative stereotypes, and lighter with positive.

- Women and Home/Career
  - Associating Home with Women, and disassociating Career with Women

- Weight
  - Associating heavier with negative and lighter with positive.

- Age
  - Associating younger with positive and older with negative.
Examples of Biases at Work

INTERVIEWS AND RECRUITING
PROMOTIONS AND ADVANCEMENT
SENIORITY AND LEAVE
Tools for Minimizing Biased Decision-Making

Identification, Strategies and Approaches
Identify Potential Biases In the Hiring and Promotion Process

- Pre-existing biases
- Priming
- Signals and Responses
- Impacts on:
  - Potential Supervisors
  - Subordinates
  - Co-Workers
  - Management
Understand Manifestations of Implicit Bias in the Workplace

➢ Confirmation Bias
➢ Expectation Bias
➢ Availability Bias
➢ Initial hiring (names and interviews)
➢ Team-building (in-group preferences and diversifying)
➢ Informal mentoring and sponsoring
Specific Manifestations of Implicit Gender Bias in the Workplace

- Gender
  - Assertive v. Aggressive
  - Righteously Indignant v. Emotional
  - How Looks Matter
  - The impact of Chivalry
  - Voice Modulation, Tone, Tag Questions
  - Mary, Eve, Wonder Woman
The impact of Double Bias in Higher Education

- Adding a layer of racial bias
- Stereotypes, presumptions and assumptions of:
  - Competence,
  - Intelligence,
  - Emotions,
  - Communication abilities
- Reactions and Responses
- Choices and the Benefit of the Doubt
What is NOT Impermissible Bias?

- Neutral evaluations of performance
- Bona fide occupational qualifications
- Serving legitimate client needs and expectations
- Selecting those with demonstrated potential for leadership positions
Approaches for Interrupting Biased Decision-making

- Recognize Race and Gender
- Be conscientious in Promoting Diversity and Inclusion
- Scrutinize Recruiting, Hiring and Promotion Practices
- Use Reverse Mentoring to Foster Retention
- Watch out for your Gut!
Awareness can make a Difference

Be vigilant about assumptions
Activate consciousness
Be deliberative to avoid defaults to bias

NOTICE YOUR MESSAGING
Questions and Comments?

Selected Articles


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