



## Why Matthew but not Samir?

# Disrupting the Hiring Bias

*If you have any questions, please  
email: [hireimmigrants@ryerson.ca](mailto:hireimmigrants@ryerson.ca)*

Tuesday, 27 October 2015

# Your Moderator

 Hire Immigrants

Upwardly  Global



## **Ratna Omidvar**

Executive Director of the **Global Diversity Exchange (GDX)** and Adjunct Professor at the School of Business Management at Ryerson University

# Your Hosts

 Hire Immigrants

Upwardly  Global

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 Hire Immigrants

# You

 Hire Immigrants

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# The Problem: Bias

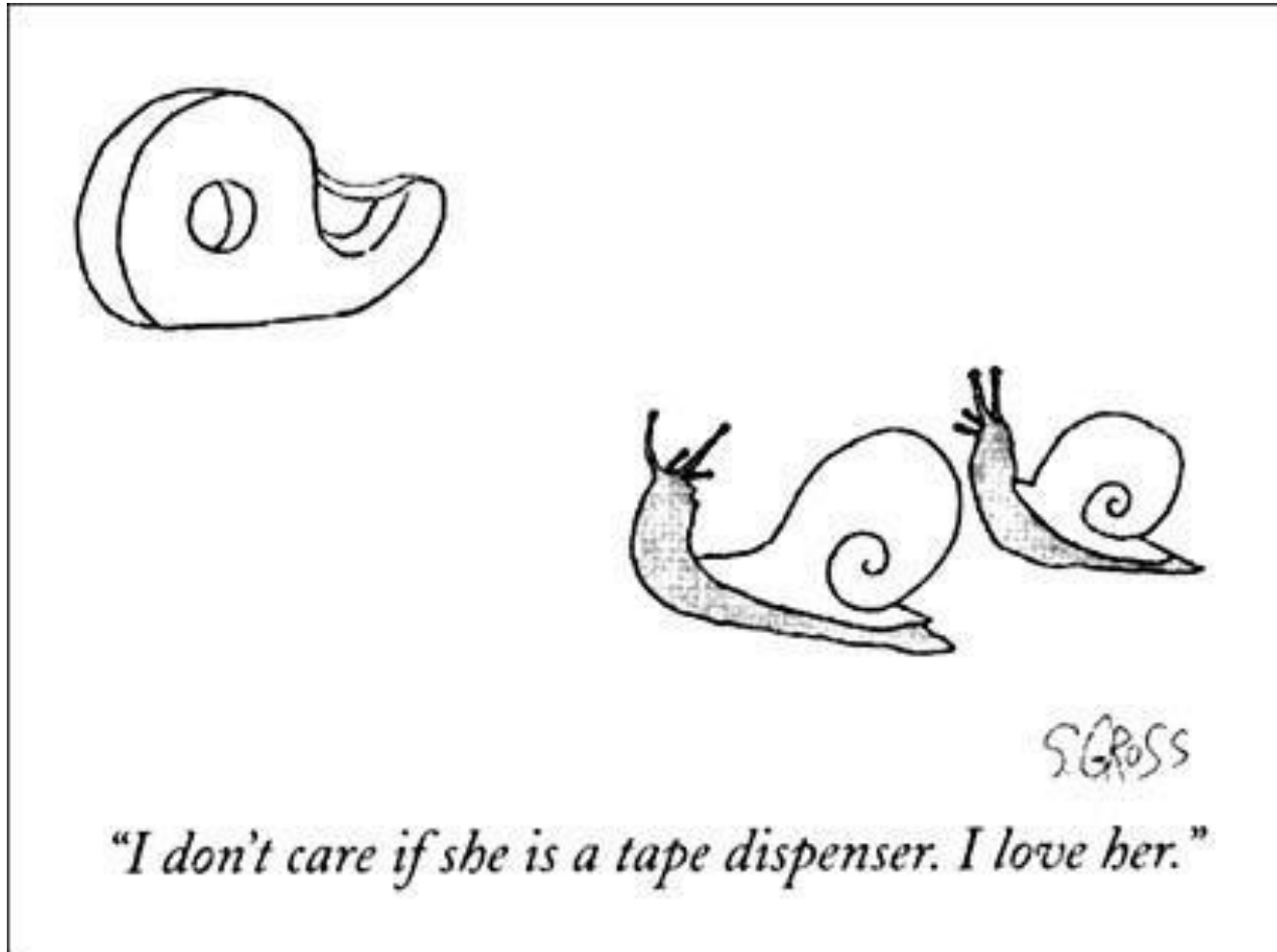


Image: The New Yorker

# Your Speakers

 Hire Immigrants

  
UpwardlyGlobal



**Phil Oreopoulos**

Professor, University of Toronto  
Co-author of the study “Why do some  
employers prefer to interview Matthew  
but not Samir?”



**Heidi Walker**

Evangelist, GapJumpers



# The Evidence

**Phil Oreopoulos**

Professor, University of Toronto

Co-author of the study “Why do some employers prefer to interview Matthew but not Samir?”

Toronto

# Resume Study

- Field experiment with 13,000 mock resumes, emailed in response to newspaper and online job postings
- Randomize name, experience, education, and other characteristics, send, and compare callback rate differences
- Builds on previous U.S. audit studies. Focus on immigrants (in Canada). First resume audit study in Canada
- Offers clear and convincing evidence on why recent immigrants fare poorly in the Canadian labour market



# Example: Different Name

5354 Russell View Road, Mississauga, ON, L5M 5V8, (647) 477-2873, martin.john15@gmail.com

## John Martin

### Professional Summary

- Experienced in various business aspects; accounting, customer relations, computer training, sales, marketing, negotiations, presentations, and office operations.
- Highly motivated.
- Experienced multi-tasker.
- Analytical and detail-oriented, problem solver.
- Efficient with time management skills.
- Excellent skills in Visual Basic, HTML and Microsoft Office.

### Experience

KPMG Corp. 2006 to date Toronto, Ontario

#### Financial Analyst

Assisted the Corporate Finance Director with budgeting and forecasting exercises. Identified, explained and communicated variances for operating plans and latest forecast. Examined the feasibility of business projects and prepare a plan of action based on financial analysis. Reconciled monthly bank statements entries via AS400.

ZAC Marketing Inc 2004 - 2006 Toronto, Ontario

#### Actuarial Analyst

Performed actuarial and statistics analysis of risk to provide the underwriting department with keys contract valuation metrics. Developed actuarial models used for pricing and/or risk management. Performed segmentation analysis on the behalf of insurance companies to determine best and worst performing products/classes and recommend strategies for growing/correcting those areas as appropriate. Examined expert risk reports on larges individual corporate risks. Improved the decision making process significantly and the quality of internal statistical and technical reporting documents by creating an Access based program that offered a wide range analyses of the company's portfolio of reinsurance contracts. Improved the average technical account reconciliation time by more than fifty percent.

FGF Brands Inc. 2002 - 2004 Toronto, Ontario

#### Investment Analyst

Independently performed fundamental research on assigned securities (distribution sectors). Participated in the decision making process with respect to portfolio management by making buy, sell and hold recommendations. Analyzed and tracked key data and statistics related to individual stocks and portfolios. Created and maintained financial models for stock and portfolio analysis. Produced performance reports that include analyses of returns, risk, added value and portfolio characteristics. Created an Excel-based application that calculates more than 20 financial and operational ratios. Elected employee of the month four times.

### Education

University of Waterloo 1998 - 2002 Waterloo, Ontario

- Bachelor of Commerce, Accounting

### Additional Interests and Activities

**World Traveller:** Travelled to thirty-one countries on five continents.

**Big Brothers:** Mentor for disadvantaged youth.

**Other Activities:** Competitive squash player, classical piano player, recreational photographer.

5354 Russell View Road, Mississauga, ON, L5M 5V8, (647) 477-2873, zhang.long11@gmail.com

## Zhang Long

### Professional Summary

- Experienced in various business aspects; accounting, customer relations, computer training, sales, marketing, negotiations, presentations, and office operations.
- Highly motivated.
- Experienced multi-tasker.
- Analytical and detail-oriented, problem solver.
- Efficient with time management skills.
- Excellent skills in Visual Basic, HTML and Microsoft Office.

### Experience

KPMG Corp. 2006 to date Toronto, Ontario

#### Financial Analyst

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# Finding 1:

Canadian-born individuals with English-names are much more likely to receive a callback compared to foreign born individuals, but not from Britain

Callback Rates by Resume Type and Ethnic Origin

	(1)	(2)	(3)	(4)	(5)	(6)
<b>Callback Rates by Resume Type</b> (Difference Compared to Type 0) [Standard Error of Difference, * indicates sign. Diff. compared to prev. type] {Callback Ratio: Type 0 / Type}						
Ethnic Origin						
	English-Canada	India	China	Pakistan	Britain	India/China/Pakistan
<b>Type 0 English Name Cdn Educ/Exp</b>	<b>0.158</b>					
<b>Type 4 Foreign Name Foreign Educ Foreign Exp</b>		<b>0.051</b>	<b>0.053</b>	<b>0.052</b>	<b>0.141</b>	<b>0.052</b>
		(-0.107)	(-0.105)	(-0.106)	(-0.017)	(-0.106)
		[0.017]**	[0.018]***	[0.015]**	[0.021]	[0.011]***
		{3.10}	{2.98}	{3.04}	{1.12}	{3.04}

# Finding 2:

## Employers value experience obtained in Canada

Callback Rates by Resume Type and Ethnic Origin

	India/China/ Pakistan	Callback Rates by Resume Type (Difference Compared to Type 0) [Standard Error of Difference] {Callback Ratio: Type 0 / Type}
Type 2 Foreign Name Foreign Educ Cdn Exp	<b>0.114</b> (-0.044) [0.014] {1.39}	
Type 3 Foreign Name Foreign Educ Mixed Exp	<b>0.088</b> (-0.070) [0.013]*** {1.80}	
Type 4 Foreign Name Foreign Educ Foreign Exp	<b>0.052</b> (-0.106) [0.011]*** {3.04}	

# Finding 3:

Conditional on 4-6 years experience, education plays little role in explaining gap

## Callback Rates by Resume Type and Ethnic Origin

	India/China/ Pakistan	
<b>Type 1 Foreign Name</b>	<b>0.113</b>	<b>Callback Rates by Resume Type</b> (Difference Compared to Type 0) [Standard Error of Difference] {Callback Ratio: Type 0 / Type}
<b>Cdn Educ</b>	(-0.045)	
<b>Cdn Exp</b>	[0.011]*** {1.40}	
<b>Type 2 Foreign Name</b>	<b>0.114</b>	
<b>Foreign Educ</b>	(-0.044)	
<b>Cdn Exp</b>	[0.014] {1.39}	

## Finding 3 (cont'd):

Obtaining degree from highly ranked foreign school doesn't help

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Resume Type	University	Callback Rate	Resumes Sent
Types 2-4 Chinese Name Foreign Educ	Jinzhong University	0.057	230
	Lanzhou University	0.111	262
	Peking University*	0.065	245
	Tsinghua University*	0.104	212

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# Finding 3 (cont'd):

A Canadian Masters degree does not help either

	Type 1 Foreign Name Cdn Educ Cdn Exp	Type 2 Foreign Name Foreign Educ Cdn Exp	Type 3 Foreign Name Foreign Educ Mixed Exp
Extra Curricular Activities Listed	<b>0.001</b> [0.016]	<b>-0.029</b> [0.024]	<b>-0.001</b> [0.020]
Fluent in French and other Languages	<b>-0.008</b> [0.020]	<b>0.054</b> [0.031]*	<b>-0.033</b> [0.022]
Canadian Masters Degree	<b>-0.005</b> [0.020]	<b>-0.051</b> [0.025]**	<b>0.021</b> [0.026]
Sample Size	1415	777	794

# Finding 4:

Name discrimination substantial, even for resumes with no other foreign indicators

		Ethnic Origin				
		English-Canada	India	China	Pakistan	India/China/Pakistan
Type 0	English Name Cdn Educ/Exp	<b>0.158</b>				
Type 1	Foreign Name Cdn Educ Cdn Exp		<b>0.121</b> (-0.037) [0.019]* {1.31}	<b>0.108</b> (-0.050) [0.018]*** {1.46}	<b>0.11</b> (-0.048) [0.016]*** {1.44}	<b>0.113</b> (-0.045) [0.011]*** {1.40}

# What's Going on Here?

- Statistical Discrimination? (Concern about communication skills)
- Taste-Based Discrimination? (Preference to work with individuals of same ethnicity or first-language)



# Is it Intentional?

- ❑ Psychology evidence that recruiters are prone to making subconscious ‘split second’ decisions that are unintentional (time pressure, stress, and ambiguity in how to choose who to interview)
- ❑ Bertrand, Chugh, and Mullainathan find negative correlation between IAT score and picking African American resumes, that gets larger when subjects said they ‘felt rushed’ going through resumes
- ❑ Rooth also finds negative correlation, but no correlation when using more explicit measure of discrimination

# Masking Names?

- If name discrimination is unintentional, employers should want to mask name
- If unintentional, masking should lead to more hires of minorities at interview stage; if intentional, should observe fewer minority hires among interview pool



# A Tested Solution

**Heidi Walker**

Evangelist, GapJumpers

San Francisco

# bias

*noun*

a tendency to believe that some people, ideas, etc., are better than others that usually results in treating some people unfairly

*verb*

cause to feel or show inclination or prejudice for or against someone or something

## Bias Interrupter

### INDIVIDUAL BIAS INTERRUPTER:

A concrete step an individual can take to interrupt bias in real time

### ORGANIZATIONAL BIAS INTERRUPTER:

A change to the basic business systems (e.g. hiring, evaluations, etc.) that interrupts bias going forward

**Training**

**GapJumpers**

Credit: Joan Williams – UC Hastings

# GapJumpers

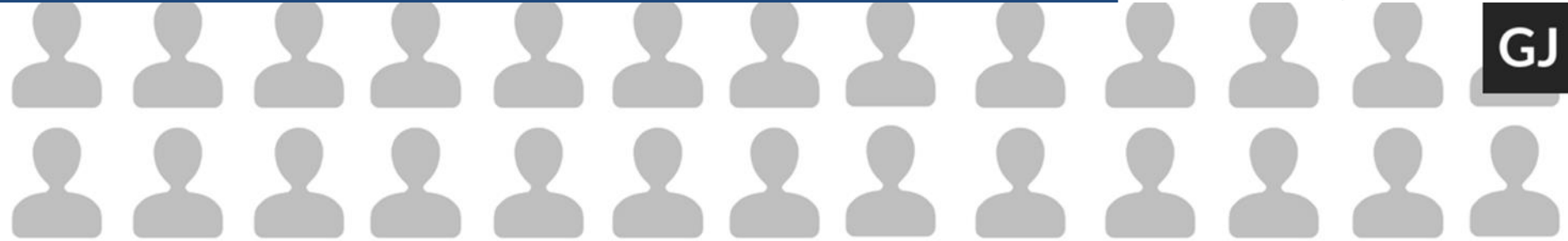
Clients looking to interrupt **bias**, organisation wide, use GapJumpers.

Based on the academically tested method of **blind auditions**, talent can prove skills, commitment and creativity through a blind skills challenge.

Designed to work **around existing solutions**, led by experienced tech, HR and customer service professionals.

Our clients now **manage unconscious bias** during assessments in a way that accelerates adoption and institutionalisation of new behaviours in line with company values.





# GapJumpers works for...

**Sourcing:** being able to cast a wider net without lowering hiring manager standards.

**Screening:** skills first shortlisting, to prevent bias from kicking in during interviews.

**Evaluation:** having objective evidence and systems when doing employee evaluations.

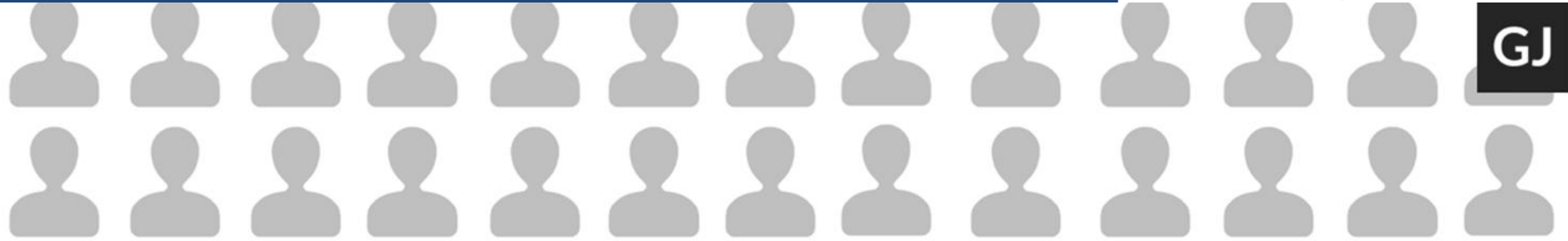


# Bias during resume reviews

**Performance bias** occurs when **applicants** from dominant groups (**certain schools, etc**) are judged on expected potential, while those in less dominant groups are judged by proven accomplishments.

A resume shows limited information. This info (name, ethnicity, school, previous jobs), overemphasises info that may not be relevant when selecting initial applicants.





# How does GapJumpers help?

- a) Interrupts Sourcing bias
- b) Interrupts Screening bias



## NETWORK OF OVER 200 SCHOOLS (US) (BS, MS, MBA, PhD)

University of Waterloo	North Dakota State University	Rensselaer Polytechnic Institute
Carnegie Mellon University	Purdue University	Code2040
New York University	Kingston University	Pepperdine University
Boston University	University of Minnesota	Keller School of Management
Stanford HCI	Coursera	General Assembly
MIT	University of Wisconsin	Georgetown University
UC (Berkeley, LA, SB, SD)	Concord's Community College	Duke University
UT (Austin)	University of New Mexico	Virginia Polytechnic Institute
Virginia Tech	ITT Technical Institute	University of Utah
USC	University of Chicago	Blacks in Technology
Purdue	University of Pennsylvania	Brown University
Stanford HCI	Georgia Institute of Technology	John Hopkins University
UIUC	Rochester Institute of Technology	Oregon State University

**Diversity make up of talent pool: women (52%), minorities (40%), veterans (3%)**

Santa Clara University

St. Cloud State University

+ 180 more programs

# Candidate challenge page

Home / All Positions / Technology

## QA Engineer

Dolby Laboratories

San Francisco Bay Area, United States Internship

17 applicants

[Start Application](#) [View Resources](#) [Submit Response](#) [More Info](#)

### Challenge Brief

Consider a situation where a Matlab Floating point Video processing code is converted to a Fixed point C code?

As a QA Engineer you have to make sure that both the outputs are pretty close to each other. What type of testing you would do to achieve this?

Please provide details related to the objective and subjective testing techniques that you would use. Include python script to compare video on parameters like SSIm, PSNR, etc. and clip

**Deliverables:** Implementation Plan Python Script Testing Strategy

**Duration & Format:** 2 Days English Design Document Code Base

Seeing other applicants creates social proof to increase participation.

Job descriptions made bias free to remove possible barriers.

### Why should you apply?

- ★ You can demonstrate your skills.
- ★ Managers like committed applicants.
- ★ It's better than sending your CV.
- ★ Employers value problem solvers.

Hiring Manager

**Goldy**

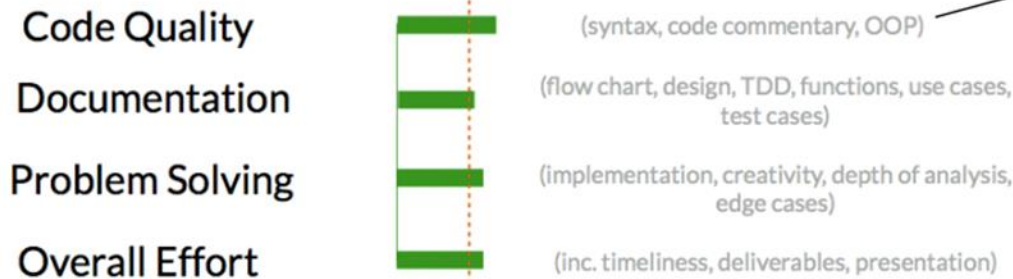
Staff Engineer, Advance Video Test at Dolby Laboratories

1

A virtual connection to hiring team creates more transparent process.

Need help? +

# Employers review a performance scorecard



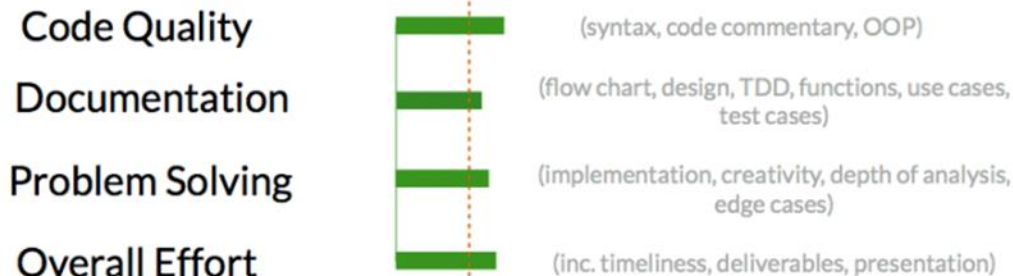
25 signals are picked with hr input to screen answer quality



KB

[View Audition Response](#)

## Employers receive a ranked list of anonymous applicants including raw work samples



Quality threshold (3.5/5.0)



ZL

[View Audition Response](#)



# Roles that GapJumpers is most used for **GJ**

Strategy Design Technology Marketing / Advertising All

North America South America Europe Oceania Asia All regions

Roles at the intersection of data, design and technology.

**UX Designer** McKinsey Digital Labs

United States Job

Apply

10 applicants

Roles with changing skills sets due to tech influence.

## DESIGN, ENGINEERING, DATA ANALYSIS, DIGITAL MARKETING, WEB DEVELOPMENT.

**UX Designer** McKinsey Digital Labs

United States Job

Apply

11 applicants

Roles with a digital output that can be tested and measured.

**UX Designer** Schoology

New York, United States Internship

Apply

23 applicants

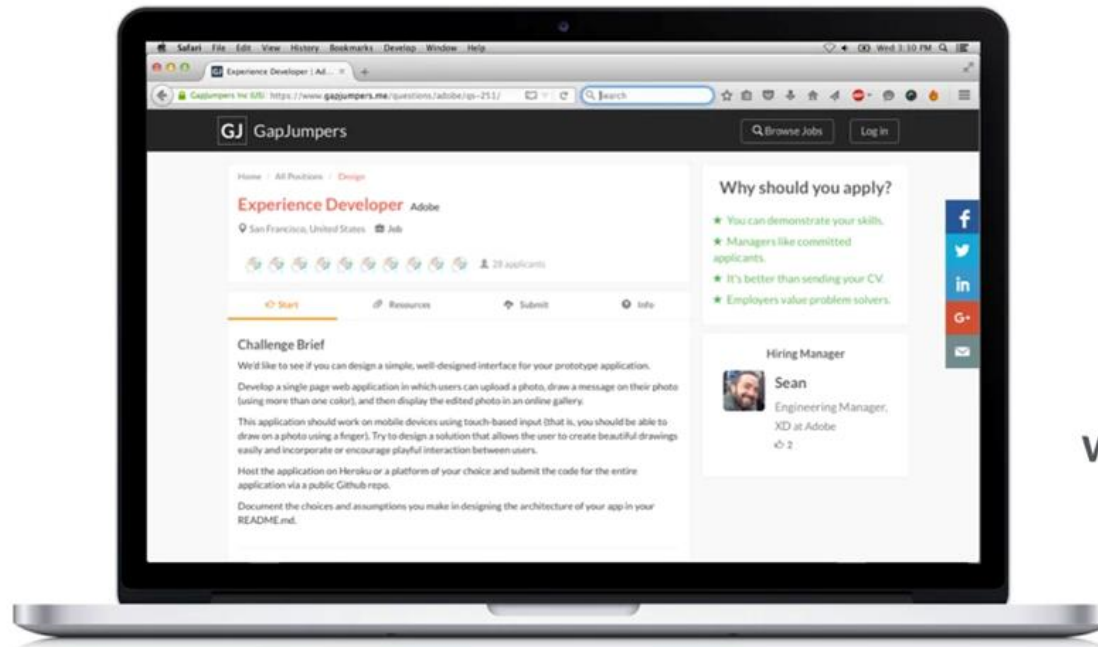
Roles at experience level where interpersonal skills are not deal breakers

# Want more diversity? Start with your hiring process.

Overlooked



based on résumé.



Hired



with blind audition.

Are you ready to win top talent?

## Conventional Résumé Based Hiring Process



High risk of unconscious bias in selection.

Actual job-skills match via tech assessment.

(Effort by)

■ Recruiter

■ Hiring Manager



Actual job-skills match via tech assessment.

Bias-free selection.

Impact & Efficiency of 'Blind Auditions'

Blind Audition Hiring Process GJ

# Clients using GapJumpers\*



BOYS & GIRLS CLUBS  
OF AMERICA

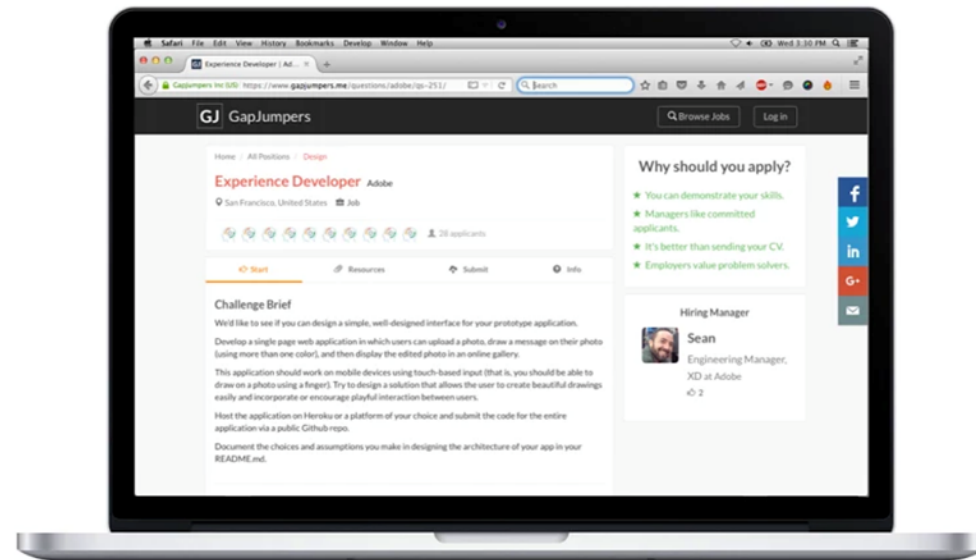




## Bias Interrupts Diversity



## Blind Auditions Interrupt Bias



Want more diversity?  
Start with your hiring process.

 **Hire Immigrants**

Upwardly  **Global**

**Questions?**