Most of us would say we genuinely try to be well-intentioned, objective and fair. But the truth is that we are all influenced by unconscious biases that are formed from the direct experiences we’ve had with people, events, and situations. As well we have been influenced by indirect experiences learned through our culture and stories passed on from generation to generation, books and media.

***(Review – Reflect and Check the biases that you have witnessed or believe you need to be aware of)***

Types of Interview Bias

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| Bias | Definition | Example | Reflect (**√**) |
| **“Like Me” Syndrome** | Occurs when the candidate has characteristics /interests that are the same as the interviewer which cause the interviewer to overlook negative aspects. | The candidate shares a common interest, hobby or has attended the same school, or studied the same field of endeavour as the interviewer. |  |
| **First Impressions/ Snap Judgments** | Can work for or against a candidate depending on the interviewer’s first impression. Personality and first impressions as measured in an interview are not good predictors of subsequent performance. | Interviewer immediately connects and/or likes the candidate’s elocution, tone or immediately has a negative perception. Neither is based on fact or logic. |  |
| **Halo Effect** | When the interviewer evaluates a candidate positively based on a single characteristic. (e.g. A Candidate’s self-confident attitude may overshadow lack of experience in a particular area) | When a candidate has a degree from a prestigious university the perception is more favourably and considered highly competent. |  |
| **Harshness Effect** | When the interviewer evaluates a candidate negatively based on a single characteristic. | When a candidate answers the first two questions poorly leading the interviewer to believe they are not qualified for the job. |  |
| **Intuition Effect** | While it is human nature to use intuitive factors in the evaluation of a candidate, it does not provide enough data to objectively test every area of the candidate’s fit with the culture and demands of the job. Intuition can be unreliable as it is thought to be susceptible to factors not related to the hiring decision such as emotions, memory, etc. | Responding purely to the so called proverbial gut feeling rather than measured interview behavioural performance factors. |  |
| **Average/Central Tendency** | When the interviewer has difficulty deciding which candidate is best for the role and instead rates them all the same. | Structured interview questions and scoring tool can help to reduce this tendency. |  |
| **Contrast/ Comparison** | When an interviewer compares candidates or evaluates all candidates on a single characteristic. If one candidate is particularly weak, others may appear more qualified than they are. | Interviewer may favour a candidate that is confident about their experiences over a candidate who is more timid/shy but more competent. |  |
| **Stereotyping** | When the interviewer assumes the candidate has specific traits because they are members of a particular group. | Women with children will miss a lot of work. A veteran will not adjust well to working in an office. A male candidate will be a better leader than a female candidate. |  |

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| Bias | Definition | Example | Reflect (**√**) |
| **Order Effects Recent/Primacy** | When the order in which an applicant is interviewed affects how well they are perceived to have performed. Recalls the most recent applicant most clearly. Research shows that an average applicant can fare better if they are interviewed immediately after a poor candidate. | Interviewer recalls the most recent applicant more clearly than candidates interviewed earlier. A structured interview tool helps to counter this bias. |  |
| **Leniency Effect/ Stringency Effect** | The tendency to give all candidates a high or low rating. | Interviewer is uncomfortable with scoring low so gives all candidates a high score or rates all with a low score perceiving a lack of overall competence. |  |
| **Cultural Noise** | Cultural noise occurs when the candidate‘s responses are not factually based, but are socially acceptable answers. Basically, the applicant tells the interviewer what they believe the interviewer would like to hear or what would help secure the job. | The interviewer responds positively to candidate responses that align with areas of high priority to the interviewer. |  |
| **Non-verbal Biases** | When the interviewer is influenced by body language. | May include hair length, tattoos, weight, the way they speak, mannerisms or how they dress. |  |
| ***Learn More:*** *Check out these free online Bias Training Resources: by* [[*Egale Canada*](https://rise.articulate.com/share/fKbP4-FCBZ4IdtXOpyI2VcudDRimq9bS#/lessons/22rIr36htC7nhMEgi8Eq7YbGfz3PaKFB)](https://www.aihr.com/blog/interviewer-bias/) *and* [*The Academy to Innovate HR.*](https://www.aihr.com/blog/interviewer-bias/)  **Source:** The table and content relayed in this document is a consolidation of the good work by countless human resource and DEI professionals, mindfulness instructors and recruitment and hiring consultants and agencies sharing insights and lessons learned in combating implicit bias in the workplace and in particular during the recruitment, hiring and interview process.  **Resources:**  The Academy to HR <https://www.aihr.com/blog/interviewer-bias/>  Egale 50 – 30 [Interview Bias & the Good Fit](https://rise.articulate.com/share/fKbP4-FCBZ4IdtXOpyI2VcudDRimq9bS#/lessons/gHAQx-6_nbtZoL2Gp1e6K6QPU0fw3YdS)  Unconscious bias training and assessment of the evidence for effectiveness <https://www.equalityhumanrights.com/en/publication-download/unconscious-bias-training-assessment-evidence-effectiveness>  Reduce Bias Training for Hiring Managers: <https://cultureplusconsulting.com/reduce-bias-training-for-hiring-managers/>  Inclusive Recruitment to Optimize Inclusion: <https://cultureplusconsulting.com/2019/06/11/inclusive-recruitment/>  16 Unconscious Biases-how to overcome them: <https://builtin.com/diversity-inclusion/unconscious-bias-examples>  Implicit bias means we're all probably at least a little bit racist:  <https://www.vox.com/2014/12/26/7443979/racism-implicit-racial-bias>  Project Implicit: <https://implicit.harvard.edu/implicit/research/>  <https://www.youtube.com/watch?v=vS_OwzHHXtQ>  <https://www.youtube.com/watch?v=6ljbYkIrWKk>  Long-term reduction in implicit race bias: A prejudice habit-breaking intervention-  <https://www.sciencedirect.com/science/article/abs/pii/S0022103112001369>  Mindfulness visualization & implicit bias: <https://soundcloud.com/mindfulschools/online-live-sit-and-qa-on-implicit-bias-with-grace-helms-kotre>  Six proven strategies for managing unconscious bias: INCLUDE-EMPOWER.com  <https://cultureplusconsulting.com/2018/10/17/six-proven-strategies-for-managing-unconscious-bias/> | | | | | |