

SOME TIPS FOR MITIGATING BIASES

These tips are based on behavioural science. Following them will mitigate the impact of unconscious and other forms of bias. More information on why they are recommended is available from the Commissioner's office.

Planning

- Plan to implement clear appropriate actions rather than setting what might be more vague diversity goals.
- Agree constructive challenge roles for participants (for all stages). Make it clear that challenge and questioning are both welcome and valued.
- Raise awareness of unconscious and other forms of bias during planning. Clarify with all participants what role they will play with a view to mitigation.
- Discuss and agree positive and inclusive imagery and language. Involve the body to leverage its own brand and messages. Have in mind positive images for people from underrepresented groups that you want to attract/appoint.
- Be realistic about the attributes sought.
- Match the assessment method to the attributes.
- Be clear with yourself and with applicants why you are using the methods selected.
- Don't ask for more information than you need to make the assessment. It may well lead to sense-making.
- Plan the process to achieve the outcome. This is more important than the time it takes or system constraints.

Assessment

- Train assessors.
- Use an anchored frame of reference for assessment (the core skills framework or equivalent).
- Take time for assessment and between assessments during interviews.
- Take a conscious decision to use intentionally positive behaviour (or micro-affirmations) to help counteract micro-inequities during interviews.
- Take notes during interviews of people's responses. Don't assess them on the basis of the impressions that you get of them.
- Evaluate after each interview.
- Rotate the identity of the assessors who supply their individual evaluations between interviews.
- Use decision rules.
- Don't go back to your evaluations at an overall summing up session.

Ethical Standards Commissioner

The table below contains a list of masculine (left) and feminine (right) words coded in studies into gendered wording and inequality. Women are more likely in general to be put off applying if publicity for a role contains a preponderance of masculine words. Any advert, role description, person specification or passage of text can be run through two free online resources to assess whether it will be likely to be offputting to prospective female applicants:

<http://gender-decoder.katmatfield.com/>
<https://www.eploy.co.uk/resources/toolbox/check-my-job/>

Active	Affectionate
Adventurous	Child*
Aggress*	Cheer*
Ambitio*	Commit*
Analy*	Communal
Assert*	Compassion*
Athlet*	Connect*
Autonom*	Considerate
Boast*	Cooperat*
Challeng*	Depend*
Compet*	Emotiona*
Confident	Empath*
Courag*	Feminine
Decide	Flatterable
Decisive	Gentle
Decision*	Honest
Determin*	Interpersonal
Dominant	Interdependen*
Domina*	Interpersona*
Force*	Kind
Greedy	Kinship
Headstrong	Loyal*
Hierarch*	Modesty
Hostil*	Nag
Impulsive	Nurtur*
Independen*	Pleasant*
Individual*	Polite
Intellect*	Quiet*
Lead*	Respon*
Logic	Sensitiv*
Masculine	Submissive
Objective	Support*
Opinion	Sympath*
Outspoken	Tender*
Persist	Together*
Principle*	Trust*
Reckless	Understand*
Stubborn	Warm*
Superior	Whin*
Self-confiden*	Yield*
Self-sufficien*	
Self-relian*	

Note. The asterisk denotes the acceptance of all letters, hyphens, or numbers following its appearance.