Embracing Diversity

Dimensions of diversity include, but are not limited to:
- age
- ethnicity
- gender
- physical abilities/qualities
- race
- sexual orientation
- educational background
- geographic location
- income
- marital or partner status
- military experience
- parental status
- religious beliefs
- work experience
- job classification
Equal Employment Opportunity (EEO)

Nondiscrimination based on:
- Race
- Color
- National origin
- Religion
- Sex (including pregnancy, childbirth, and related medical conditions)
- Disability
- Citizenship status
- Age (40 and older)
- Genetic information
- Marital status
- Sexual orientation
- Arrest or conviction record
- Military service
- Off-duty use of lawful product

Affirmative Action (AA)
- Minorities
- Women
- Veterans
- Individuals with Disabilities

Diversity, EEO & Affirmative Action
EEO/AA LAWS

EEO/AA Laws

- Executive Order 11246
- The Civil Rights Act of 1991
- Title VI of the Civil Rights Act of 1964
- Title VII of the Civil Rights Act of 1964

EEO/AA Laws

- Americans with Disabilities Act Amendment Act (ADAAA)
- The Rehabilitation Act of 1973
- The Age Discrimination in Employment Act of 1967 (ADEA)
- Pregnancy Discrimination Act of 1978 (PDA)
EEO/AA Laws

- Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRA)
- Equal Pay Act of 1963 (EPA)
- Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

DISCRIMINATION

Age Discrimination

40
Disability Discrimination

Individual with a disability:
• Has a physical or mental impairment that substantially limits one or more major life activities
• Has a history of such an impairment
• Is regarded as having such an impairment (even if they do not)

Equal Pay/Compensation Discrimination

EQUAL PAY FOR EQUAL WORK

National Origin Discrimination

National Origin
Pregnancy Discrimination

1 in 2

mothers reported experiencing discrimination in the workplace at some point during pregnancy, parental leave or on return to work

Race/Color Discrimination

Religious Discrimination
Sex Discrimination

UNCONSCIOUS BIAS

Bias

- Bias is a subjective, predetermined preference towards a viewpoint about roles and behaviors or individuals.
- An inflexible, positive or negative, often unconscious belief about a particular category of people.
What is bias?

- **Conscious Bias**: We know we are prejudiced or have a preference and others observe it in our behaviors.
- **Unconscious Bias**: We are unaware of our prejudice or preference and we believe that we are acting objectively and fairly.

**Types of Bias** (not all inclusive)

- **First Impressions**
- **Affinity Bias**
- **Stereotype Bias**
- **Contrast Bias**
- **Non-Verbal Behaviors**
- **Gender Bias**
- **Race Bias**
- **Personal Discomfort**

What is Unconscious Bias?

“social categorization”
Where do biases come from?  
EVERYWHERE

- Everyday
- Automatic
- Hard-wired
- None of us are immune

WHAT?

I DON'T UNDERSTAND
HELP! My video is upside down.

- Video Upload Feature on the App
- 5 – 10% of videos were uploaded upside-down

This candidate sounds great!

She’s not great with computers.

- **Millennials** (Born between 1981 and 2000)
- **Baby Boomers** (Born between 1946 and 1964)
You remind me of someone...

- The feelings and opinions you associate with another person can easily influence the way you see someone else.

He speaks the language.

- High profile urban project
- "common sense" to select African American project manager
- "great fit" and "speaks the language"

When is Unconscious Bias Most Active?

Stress, frustration, anger, and other emotional times.

- cognitively strained
  - emotionally stressed
  - under time constraints
  - distracted

- operating on "auto-pilot;"
  - acting without being self-reflective and mindful of one's motivations and thinking
Bad Effects of Bias

- Individual
- Organization
- Society

In the Workplace

- A vast body of research shows that the hiring/promotion/tenure process is biased and unfair.
- Unconscious racism, ageism, and sexism play a big role in whom we hire and promote.

Unconscious Bias in the Process

- Women and minorities may be subject to unduly high expectations in:
  - number and quality of publications
  - name recognition
  - personal acquaintance with a committee member
- The work, ideas, and findings of women or minorities may be:
  - undervalued
  - unfairly attributed to a research director or collaborators
Unconscious Bias in the Process

- Candidates from institutions other than the major universities may be undervalued.
  - historically black universities
  - four-year colleges
  - government, or the private sector
  - Non AACSB Accredited Schools
  - Schools outside the US
- Offer innovative, diverse, and valuable perspectives on research and teaching.

Unconscious Bias in the Process

- Assumptions about possible family responsibilities
- Will they "fit in"?
- Alternative career paths

Our Ethical Duties

- Treat Everyone Fairly
- Correct Inequalities
Interventions

- While bias is unavoidable, we can act to minimize its effects.
- We can reduce the prevalence of bias in the workplace as well as lessen its negative effects.
  - Personal Interventions
  - Organizational Interventions

Personal Interventions

- Accountability
- Positive Feedback
- Exposure

Personal Interventions – Accountability

- Deliberate before making a decision
- Be objective with decision-making and stick to facts
- Discuss and justify your decision to someone else
- Identify where bias may influence your decision
Personal Interventions –
Positive Feedback

To be effective, positive feedback must be:

- Genuine
- Based on an individual's actual efforts
- Delivered in a way that incentivizes the person to continue their behavior

Personal Interventions -
Exposure

- Seek out greater exposure to people who seem different from you or those you do not know very well
- Be inclusive and open to different views
- Acknowledge differences and appreciate them

Organizational Interventions

- Diversity Initiatives
- Anonymize
- Eliminate Ambiguity
Discover Your Biases

There are incredible resources that can help you explore your unconscious biases.

- Harvard Implicit Bias Test: [https://implicit.harvard.edu/implicit/takeatest.html](https://implicit.harvard.edu/implicit/takeatest.html)
- Greater awareness is the first step to address negative group associations.

- Video examples of cognitive biases and perception tests.

- The Invisible Gorilla Book by: Christopher Chabris and Daniel Simons

- Book by: Howard Ross

- Book by: Mahzarin Banaji and Anthony Greenwald