



Reduce Bias and Increase Diversity

IMPACT. EMPOWER. ADVANCE.



<https://www.youtube.com/watch?v=ykoHNPUQuCE>



Metro

Purpose

Blind Screening anonymizes or hides the personal/demographic information of a candidate. The purpose is to be able to apply this technique in the hiring process:



- To reduce unconscious and implicit biases
- Contribute to gender equality
- Promote diversity
- To build trust in a system and increase fairness in our hiring & promotion process

Background / Context

- 1970s - The Toronto Symphony Orchestra (TSO) made up of almost all white male musicians realized they lacked diversity. By 1980, the TSO changed their hiring tactics when auditioning prospective members and began to use Blind Recruitment. ¹
- This led to an increase of women in U.S. symphony orchestras from **5%** in the 70s to up to **30%** today. ²
- This method became a model recruitment process that large companies such as HSBC & the BBC committed to pursuit of this practice. ³



EMPOWER.

Problem Statement

It is unfortunate that in today's society prejudices such as **racism**, **ageism**, and **sexism** still exists.

Recent studies:



Chart 1

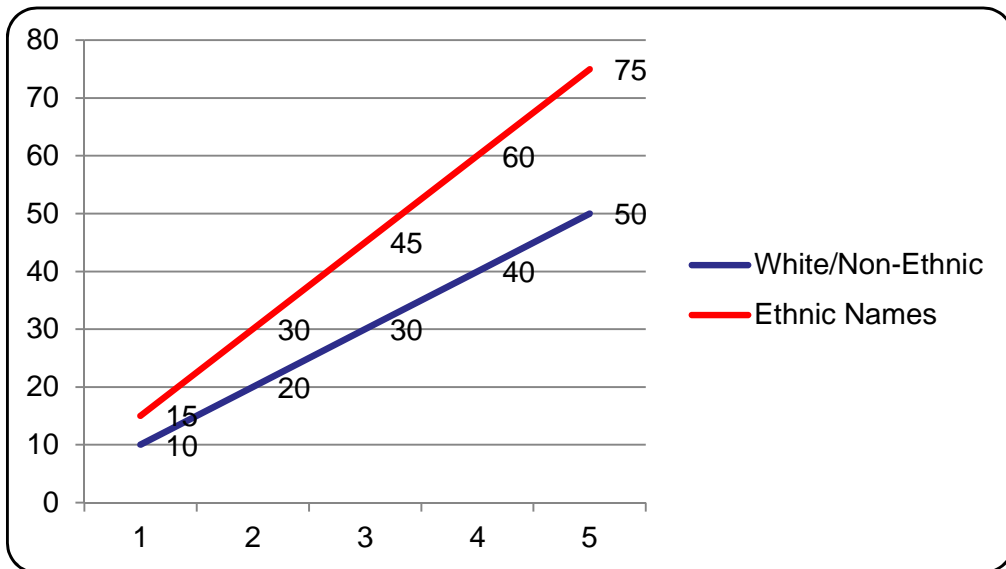
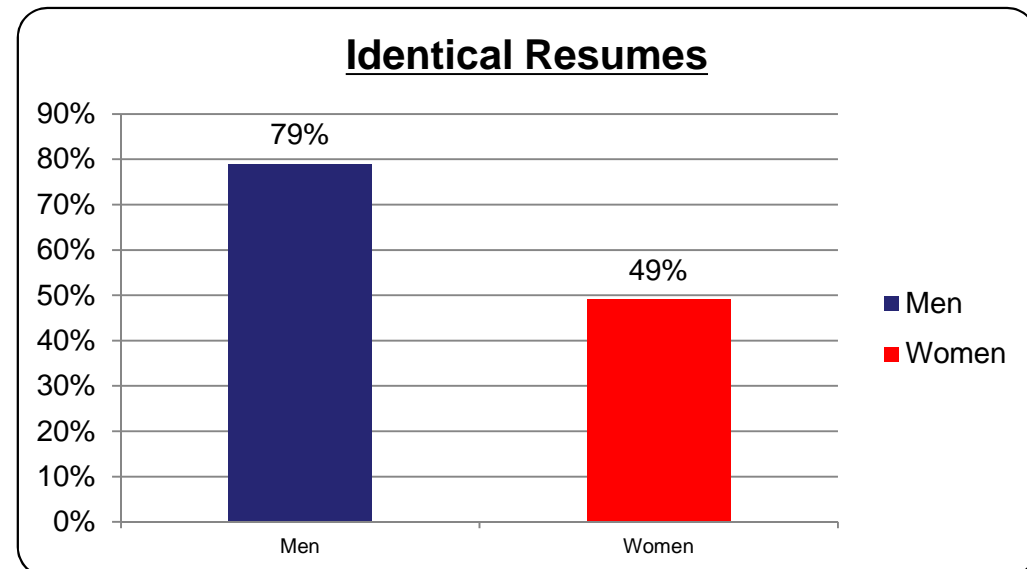


Chart 2



ADVANCE.

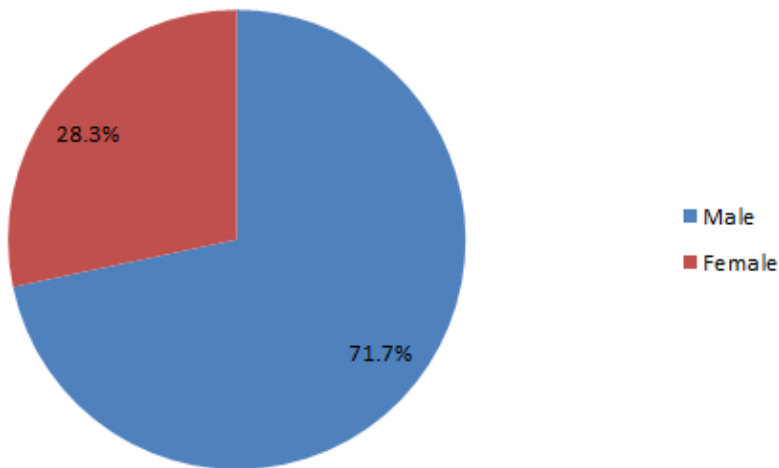
1. Chart 1 was created based on information from: David A. Francis, "Employers' Replies to Racial Names", The National Bureau of Economic Research, <http://www.nber.org/digest/sep03/w9873.html>
2. Chart 2 was created based on information from: Anne Loehr, "This Type of Bias is Happening at Your Organization Right Now", LinkedIn, January 6, 2017, <https://www.linkedin.com/pulse/type-bias-happening-your-organization-right-now-anne-loehr>

Problem Statement Continued

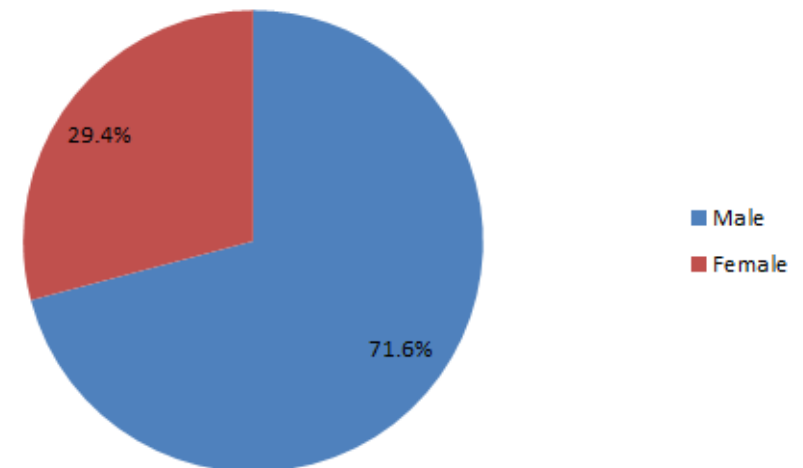
Problem Statement Continued

Comparison Data

% Metro Workforce by Gender FY06



% Metro Workforce by Gender FY17



Analysis/Recommendation

How can Metro use blind auditions to add diversity to our talent pipeline?

We recommend a 6-month Blind Screening Pilot Program.

- It's an innovative process.
- It promotes diversity.
- It allows objectivity and non-bias in the screening process prior to interview.



Management/Implementation

“Blind Screening” in motion. The Human Capital & Development Department would be the implementing party with support of the Women and Girls Council for the 6-month Pilot Program.

Blind Screening Process:

- Receive applications and assign Applicant ID#
- Use software programs that anonymizes profiles and resumes to aid in blind screening.
- HR Analyst will review redacted applications for minimum qualifications
- Hiring Manager will identify applications for interview
- Normal interview process will resume



Performance Measurement

Suggested performance measurement:

- **Screening & shortlisting:** stats on the diversity of your candidate shortlisting before and after blind screening
- **Testing:** stats on the diversity of your candidates before and after blind pre-hire testing
- **Interviewing:** stats on the diversity of your candidates before and after blind screening
- **Hiring:** stats on the diversity of your new hires before and after blind screening
- **Retention:** stats on the diversity of your workforce before and after blind screening



Conclusion

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