

Bias Interrupters When Recruiting, Hiring and Assigning Work

- ✦ Decide in advance what factors are important for the job, job performance and/or promotion.
- ✦ Give each candidate a separate rating for each factor, then average the ratings to identify the highest ranked candidates.
- ✦ Don't just hire friends of friends unless your network and/or firm are already diverse.
- ✦ Make sure to give everyone—or no one—the benefit of the doubt.
- ✦ If you waive objective requirements, do so consistently and require an explanation.
- ✦ Don't insist on likeability, modesty, or deference from some but not others.
- ✦ Don't make assumptions about what mothers—or fathers—want or are able to do, and don't count “gaps in a resume” against someone without a good reason for doing so.
- ✦ If you comment on “cultural fit,” “presence,” “professionalism” or other vague concepts, start with a clear definition and keep track to ensure such concepts are applied consistently. Require specific examples to support these comments.

Work Assignment Worksheet

Step 1: Identify the “Glamour” Work Assignments.

| | Assignment Description | Person Assigned |
|--|-------------------------------|------------------------|
| Assignments/roles that provide the opportunity to gain new knowledge or become a subject matter expert. | 1. | 1. |
| | 2. | 2. |
| | 3. | 3. |
| | 4. | 4. |

| | Assignment Description | Person Assigned |
|---|-------------------------------|------------------------|
| Assignments/roles that provide the opportunity to display knowledge to important audiences (senior partners, clients, etc.). | 1. | 1. |
| | 2. | 2. |
| | 3. | 3. |
| | 4. | 4. |

| | Assignment Description | Person Assigned |
|--|-------------------------------|------------------------|
| Assignments/roles that provide the opportunity to develop relationships that are important to promotion (senior partners, clients, etc.). | 1. | 1. |
| | 2. | 2. |
| | 3. | 3. |
| | 4. | 4. |

| | Assignment Description | Person Assigned |
|---|-------------------------------|------------------------|
| Assignments/roles that provide access to business development resources. | 1. | 1. |
| | 2. | 2. |
| | 3. | 3. |
| | 4. | 4. |

| | Assignment Description | Person Assigned |
|--|-------------------------------|------------------------|
| Other assignments/roles that lead to promotion. | 1. | 1. |
| | 2. | 2. |
| | 3. | 3. |
| | 4. | 4. |

Step 2: Identify the “Housekeeping” or Administrative Work Assignments.

| | Assignment Description | Person Assigned |
|--|-------------------------------|------------------------|
| Work that must be done but is less likely to impact promotion/compensation (committee service, mentoring, organizing meetings, etc.). | 1. | 1. |
| | 2. | 2. |
| | 3. | 3. |
| | 4. | 4. |
| | 5. | 5. |

Step 3: Look for any trends in how the work is assigned and strive to achieve diversity among the people listed in each section above.