De-biasing people decisions using behavioural science
A scary fact about hiring
Our brains can be stubborn beasts

Corporates in the US spend an estimated $8 billion annually on diversity training programmes aimed at changing mindsets and there’s no real evidence that it works.
Call back requests for different Candidates

Sandra Bauer 19%
Meryem Öztürk 14%
Meryem Öztürk 4%
Find the best person for every job…
Using data and behavioural science
How?

3 KEY STEPS

1. Use proven talent predictors
2. Remove unconscious bias
3. Be data-driven and feedback obsessed
Step 1: Use proven talent predictors

Predictive validity of different assessment methods

- WORK SAMPLE TESTS
- STRUCTURED INTERVIEWS
- GENERAL COGNITIVE ABILITY TESTS
- PEER RATINGS
- JOB KNOWLEDGE TESTS
- UNSTRUCTURED INTERVIEWS
- REFERENCE CHECKS
- YEARS OF EXPERIENCE
- YEARS OF EDUCATION

Step 2: Remove unconscious bias

**ROBERT MATTHEWS**

**WORK EXPERIENCE**
- Project Manager, Google 2019-2019 (3 months)
- Junior Project Manager, LIC Resourcing 2007-2019 (12 years)
- Project Assistant, Sebright Co. 1999-2003 (4 years)

**EDUCATION**
- MA History: 1st Cambridge University, 1987-1989
- BA (Hons) English Literature: 2:1 UCL, 1984-1987

**CV**

**HALO EFFECT**
If they worked there, they must be a strong candidate.

**CONFIRMATION BIAS**
He was only at Google for 3 months, but there must be a good reason why he left if he was hired there in the first place.

**AFFINITY BIAS**
I completed PRINCE2 as well! He must be smart, I know it was hard to complete.

**GROUPTHINK**
Well, my manager thinks he’s the strongest candidate, so…

**STEREOTYPE BIAS**
He studied at Cambridge so he must be smart and good for this role.
Looking at his dates, he might be too old for this role.
Step 3: Be data-driven and feedback obsessed
Does it work?

60%  
Hired (i.e. the best candidates) would not have been found with resumes / profiles

9/10  
Average candidate experience rating across 150,000 applications

2/3  
Reduction in time spent hiring

3x  
Improvement in interview to offer rate

45%  
Female Tech Hire Against UK average of 30%

> 96%  
Retention rate in first year against industry avg. of 80%
London Sport

What challenges did we face?

London can be described as ‘the world in one city. Our amazing diversity is clear for all to see…..My vision is for a city where everyone can reach their full potential……Together, we can create a more equal, integrated city – a city that works for all Londoners.’

Mayor Sadiq Khan from Inclusive London: The Mayor’s Equality, Diversity and Inclusion Strategy

With similar challenges with other protected characteristics

- Gender Pay Gap and Internal progression seemed to favour male staff members
- Also had a Value for Money focus due to funding pressures
London Sport: Becoming More Like London

Our Diversity and Inclusion Action Plan launched Feb 2019

Which focuses on changes in:
- Culture
- Recruitment

Through:
- Staff training & development
- New systems including applied
- Refocus internally and with our external communications (esp. re recruitment)
London Sport: Becoming More Like London

What’s changed in 12 months

- Unconscious bias
- Engagement and focus
- Administration and resources
- External perception
GLOBAL MEMBER CONFERENCE

London