Unconscious Bias & Implications for Newcomers

Maydianne CB Andrade

Professor, Biological Sciences
Ecology & Evolutionary Biology
Physical & Environmental Sciences
Vice Dean Faculty Affairs & Equity

Slides with active links will be made available to all after the talk

UNIVERSITY OF **TORONTO** SCARBOROUGH

TIDE — TORONTO INITIATIVE FOR DIVERSITY & EXCELLENCE

Unconscious Bias & Implications for Newcomers

1. **Patterns of representation**

2. **Why consider representation?**

3. **Schema & Unconscious bias**

   - Case studies: Opportunity, recognition, & bias

4. **Moving forward**

   - Structural

   - Personal

Canada is a nation of immigrants

Canada has one of the highest proportions of foreign-born people in the western world

1 in 5 people (2011)*

1871	2011
~16%	20.7%

https://www150.statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.htm

*Statistics Canada 2016

Canada is a nation of immigrants

To remain competitive, Canada must fully engage with the talents and expertise of immigrants.
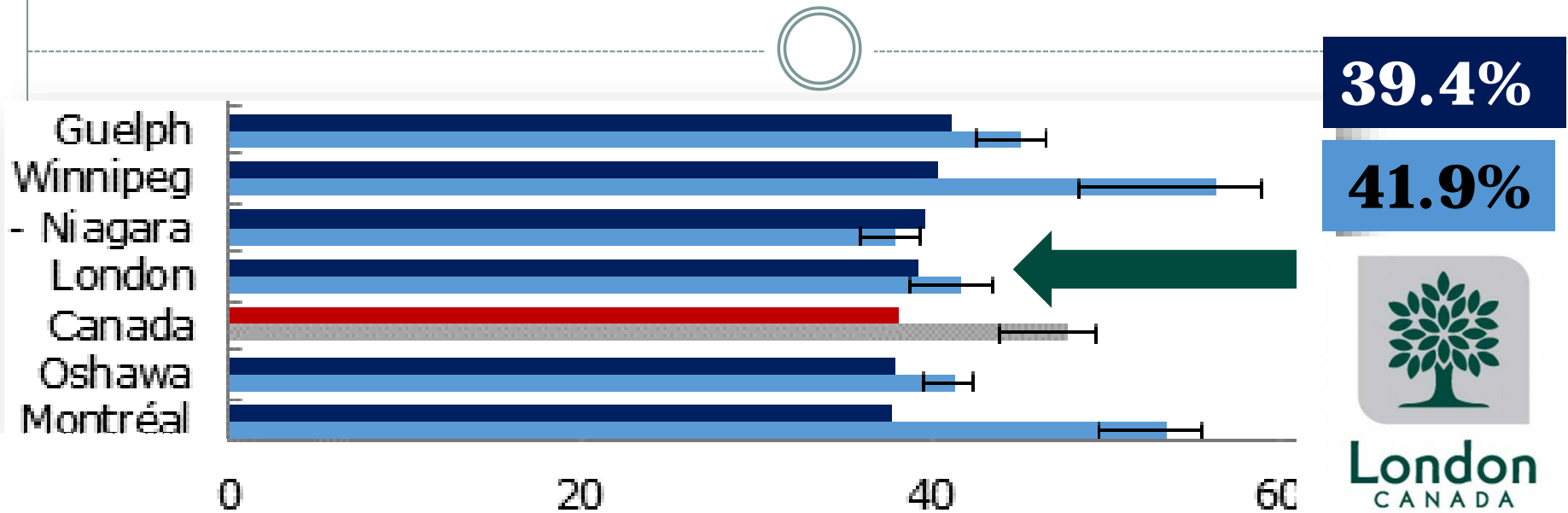
- Significant proportion of the population, particularly in CMA's (metropolitan areas)

- Main source of Canada's population increase (2000 - 2011, 65% of total)

- Immigrant success has inter-generational effects

Proportion of population = immigrants & second-generation people by region
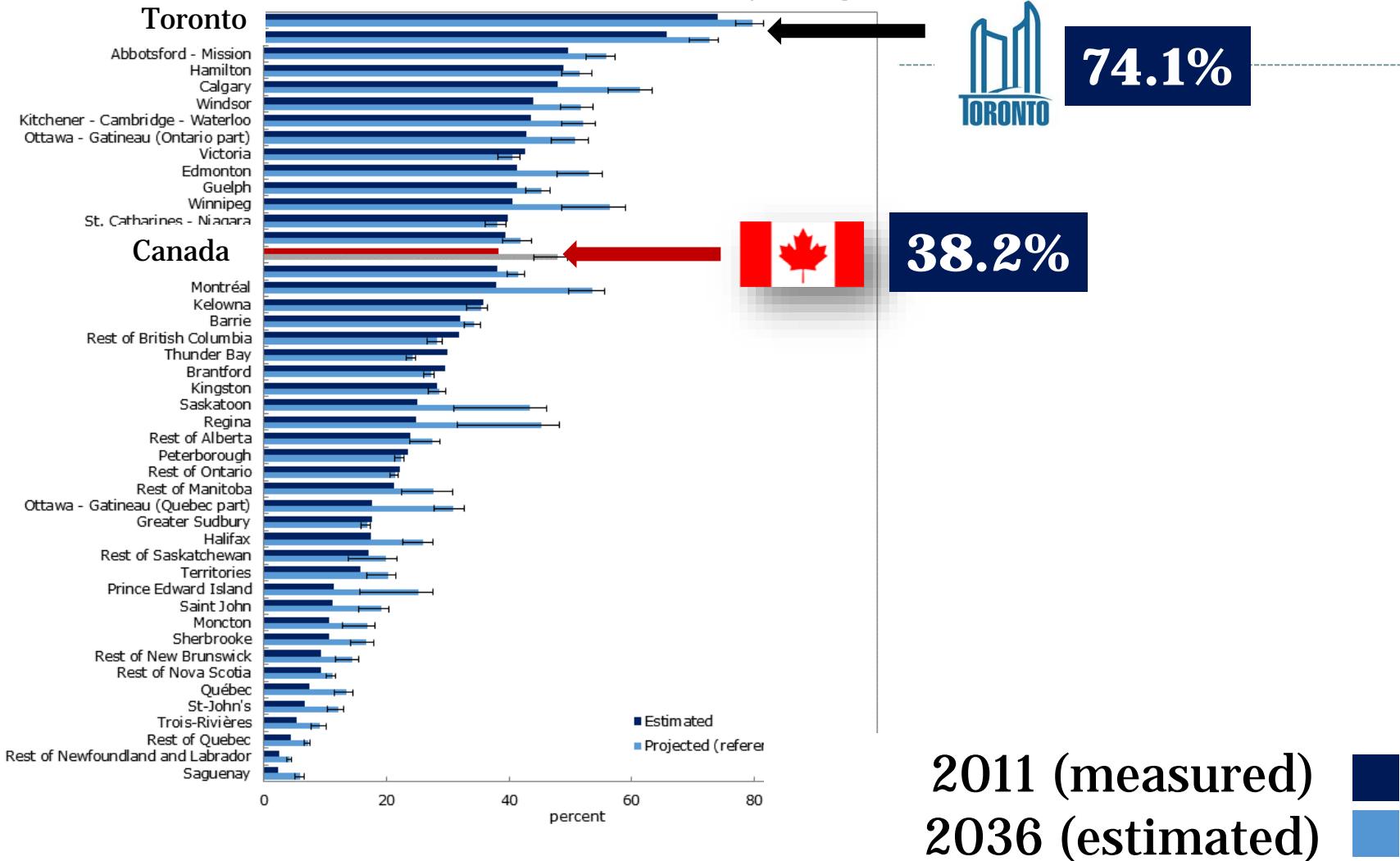
74.1%

38.2%

2011 (measured)
2036 (estimated)

https://www150.statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.htm

Proportion of population = immigrants & second-generation people by region

39.4%

41.9%

Immigrants and their children are a significant proportion of the labour force & the market

2011 (measured) ■
2036 (estimated) ■

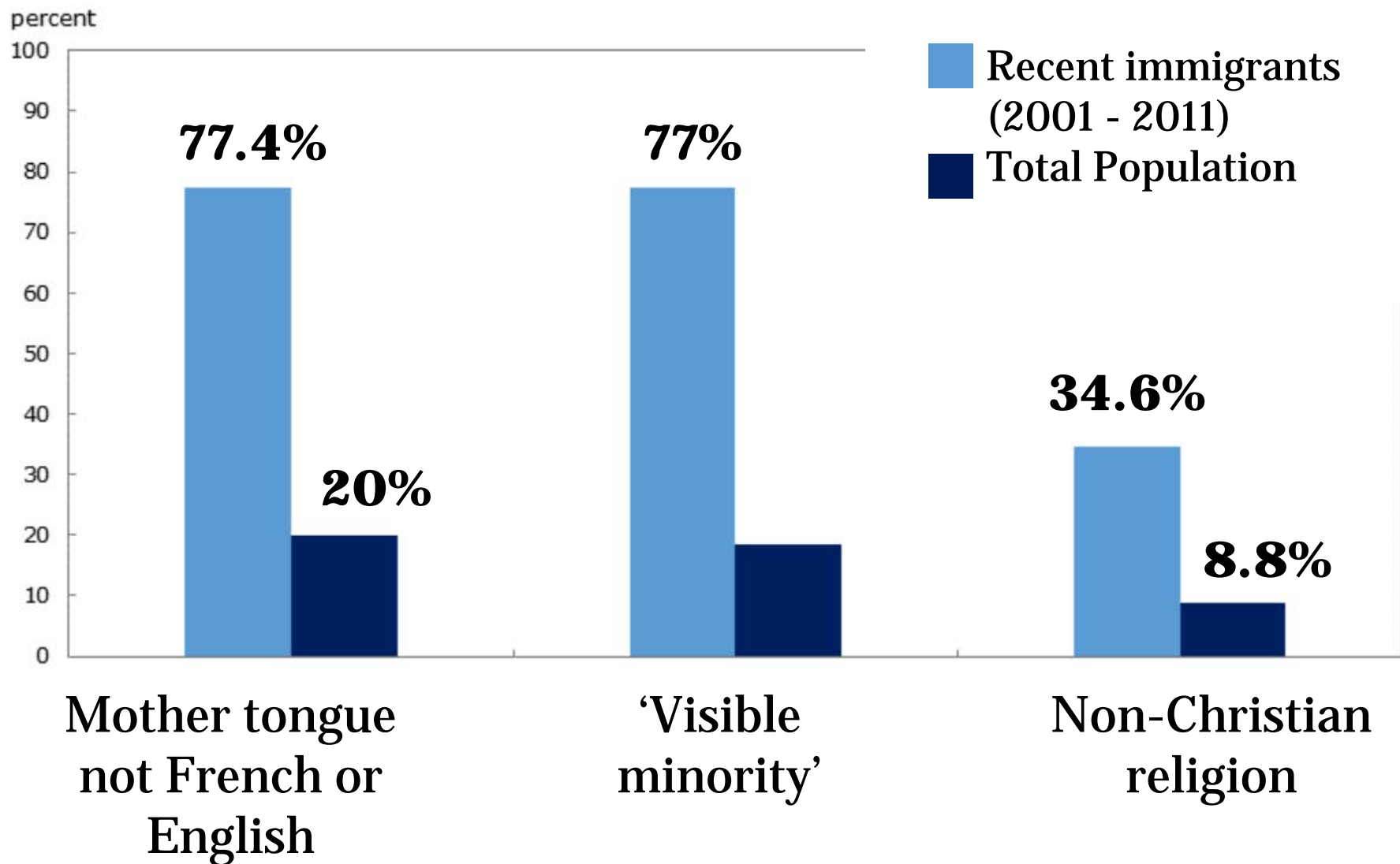https://www150.statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.htm

Canada is a nation of *diverse* immigrants

Many of Canada's immigrants have a mother tongue other than English or French, are racialized, and/or ascribe to non-Christian religions

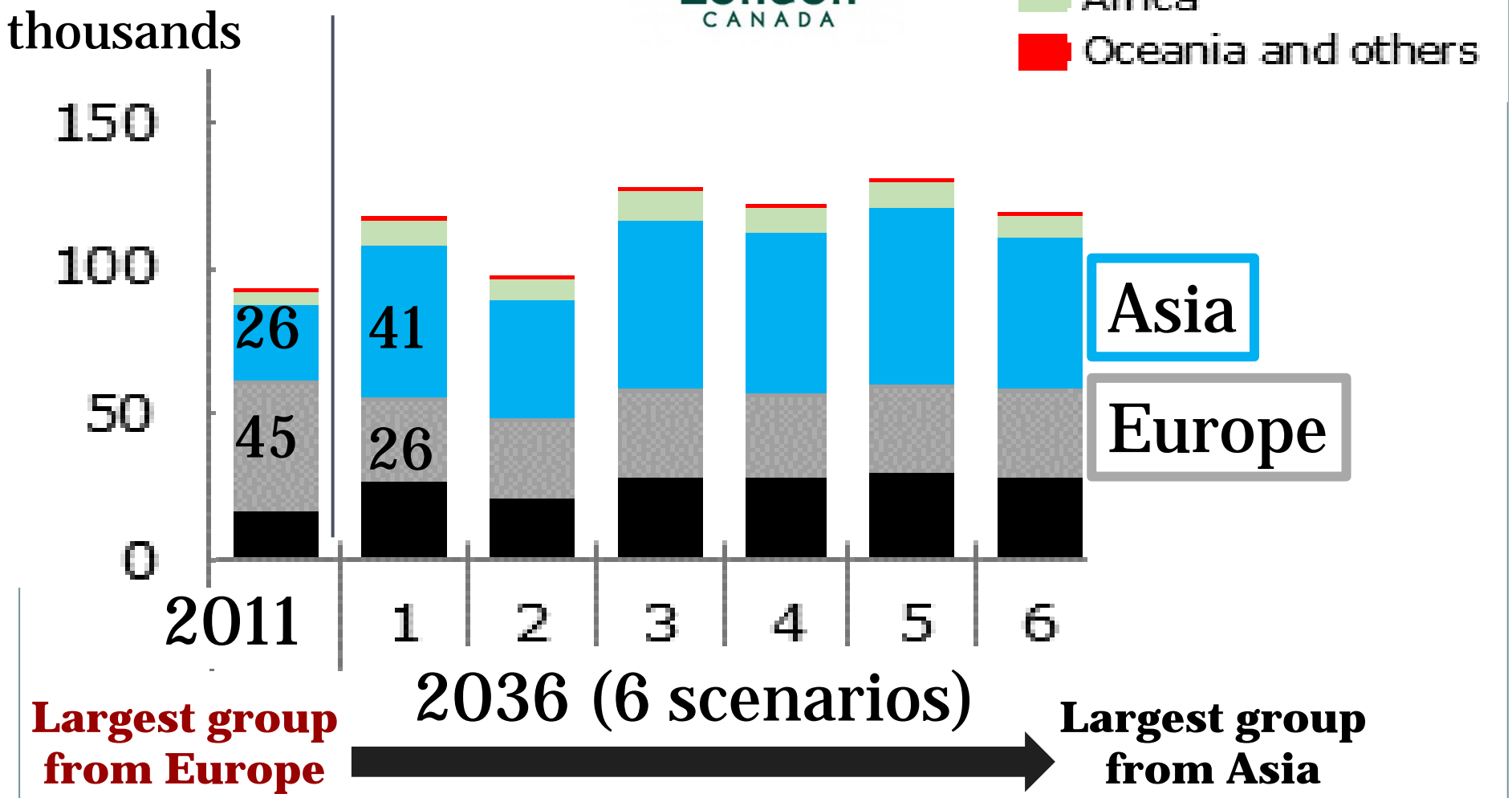- Numerical shift from European to Asian immigrants

Some aspects of immigrant diversity relative to Canadian population

Statistics Canada 2011, 2016

Canada is a nation of *diverse* immigrants

Canadians Value Equity & Diversity

Workplace Diversity and Inclusion Statement

The Corporation of the City of London will continue to foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all.

A diverse and inclusive workforce benefits individuals, the Corporation and our community.

And yet...

Under-representation is still a problem in Canada in every sector...

Resources

2018

State of
Immigrant
Inclusion

in the Greater Toronto Area
Labour Market

https://triec.ca/research-and-insights/state-of-immigrant-inclusion/

Newcomer **Unemployment:** 2.4X higher than Canadian-born

Unemployment rate, University-educated people
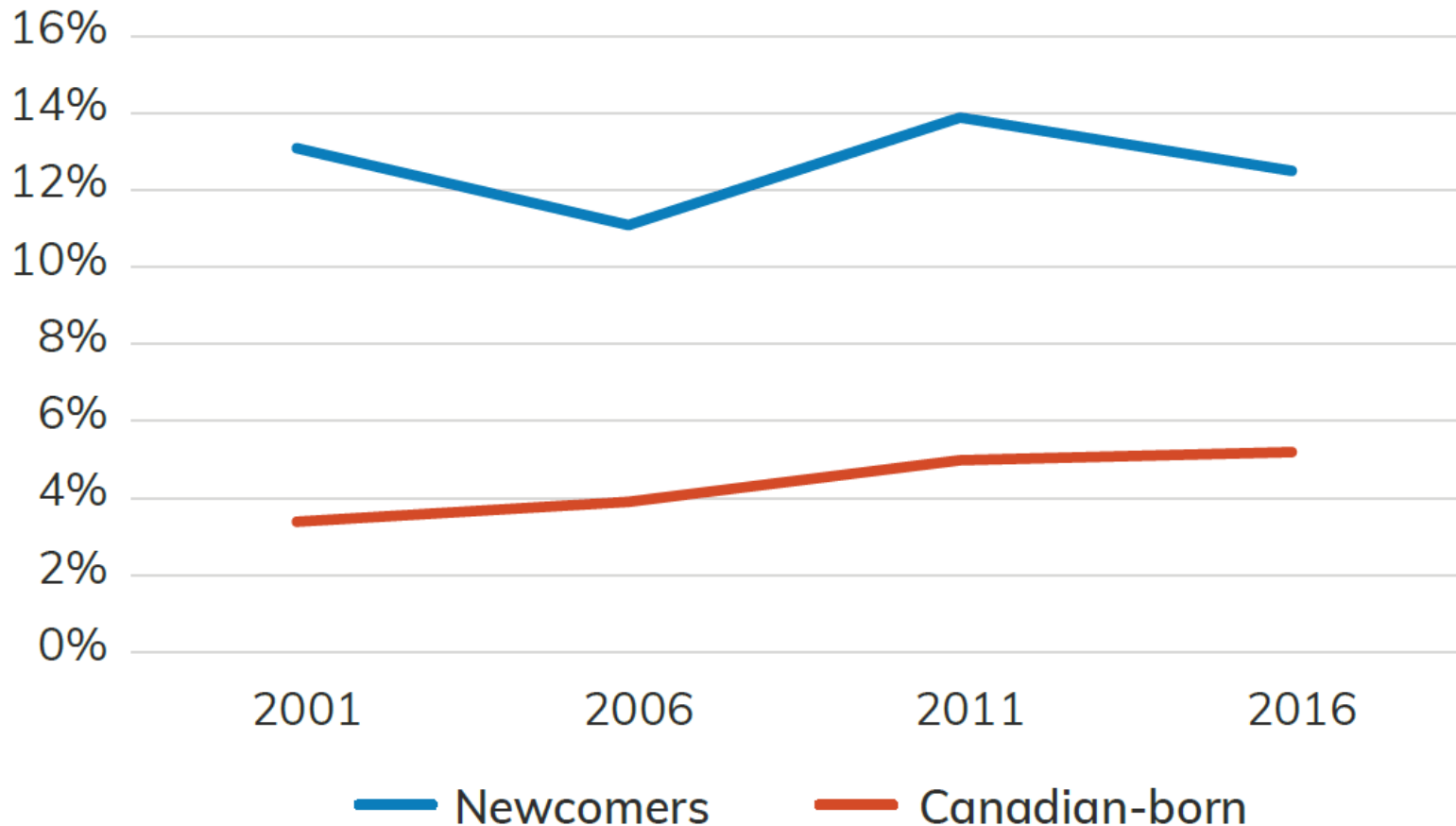
Newcomer **Underemployment**:
Negative effects of international degree & gender

Percent working in a job that requires a degree

STEM — Men, Women

Non-STEM — Men, Women

Legend:
- Canadian-born
- Newcomer, Canadian degree
- Newcomer, International degree

Bachelor degrees

https://triec.ca/research-and-insights/state-of-immigrant-inclusion/

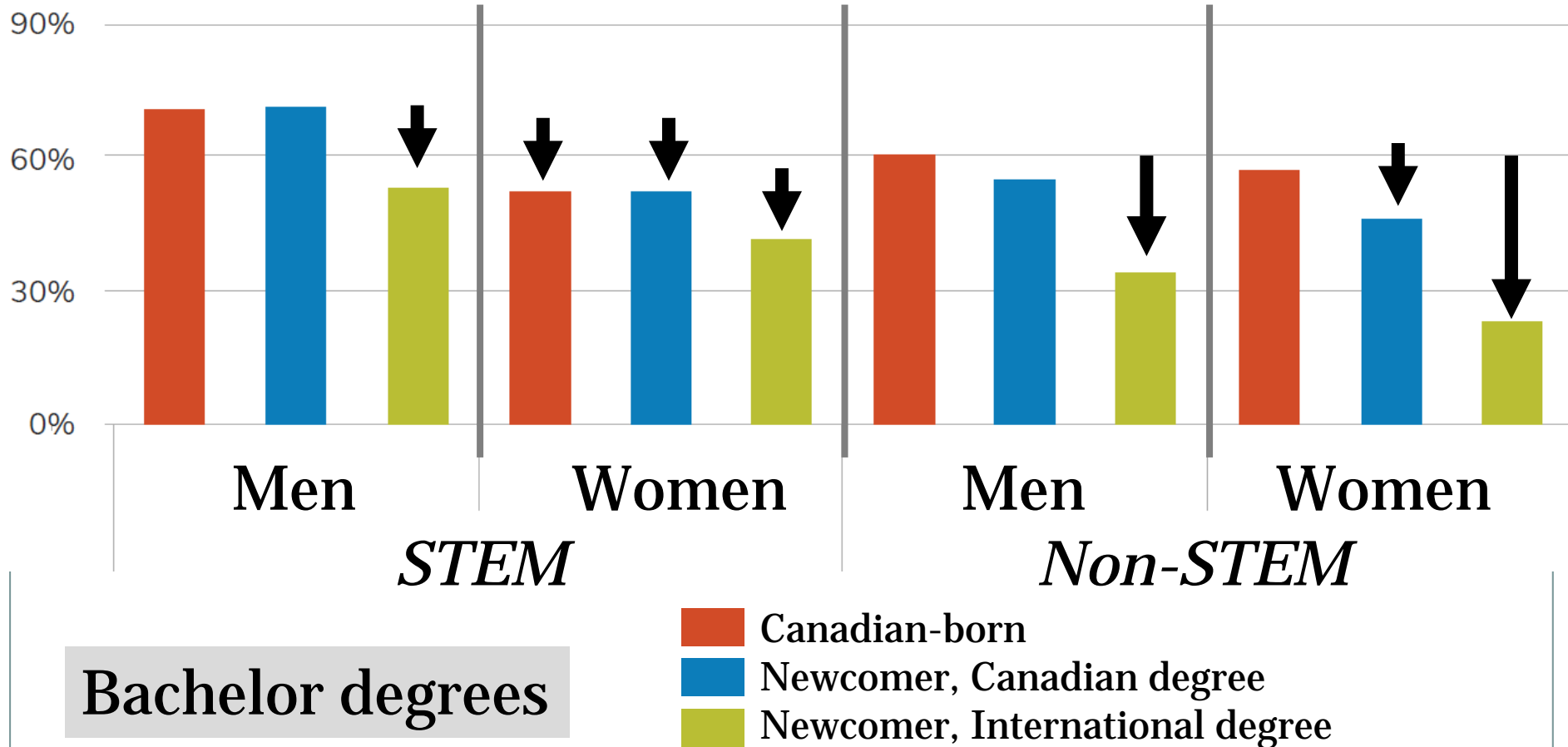# Newcomer **Underemployment**:
Negative effects of international degree & gender

Percent working in a job that requires a degree

90%

Newcomer women:
~55% salary
of Canadian-born women
No change:
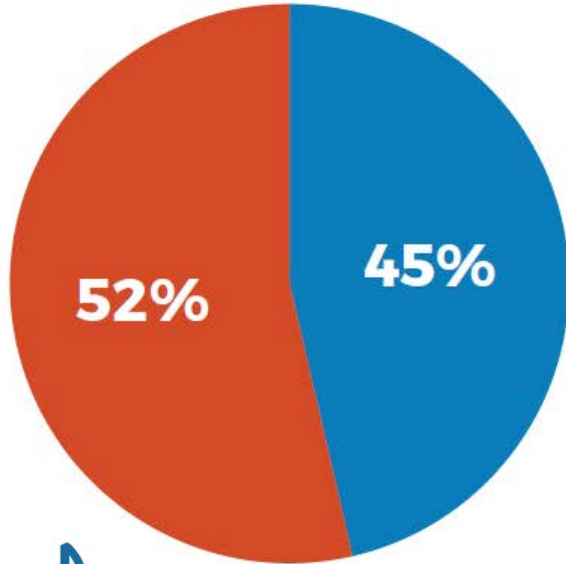**2005 – 2015**

STEM   *Non-STEM*

Bachelor degrees

■ Canadian-born
■ Newcomer, Canadian degree
■ Newcomer, International degree

Newcomers are less likely to be promoted into **Leadership**

'the pool'
University educated Toronto workforce

52% — 45%

'leadership'
University educated Toronto senior managers

35% — 63%
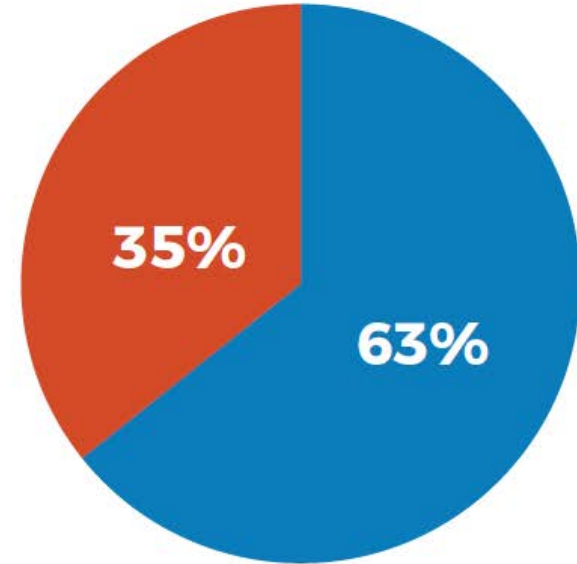
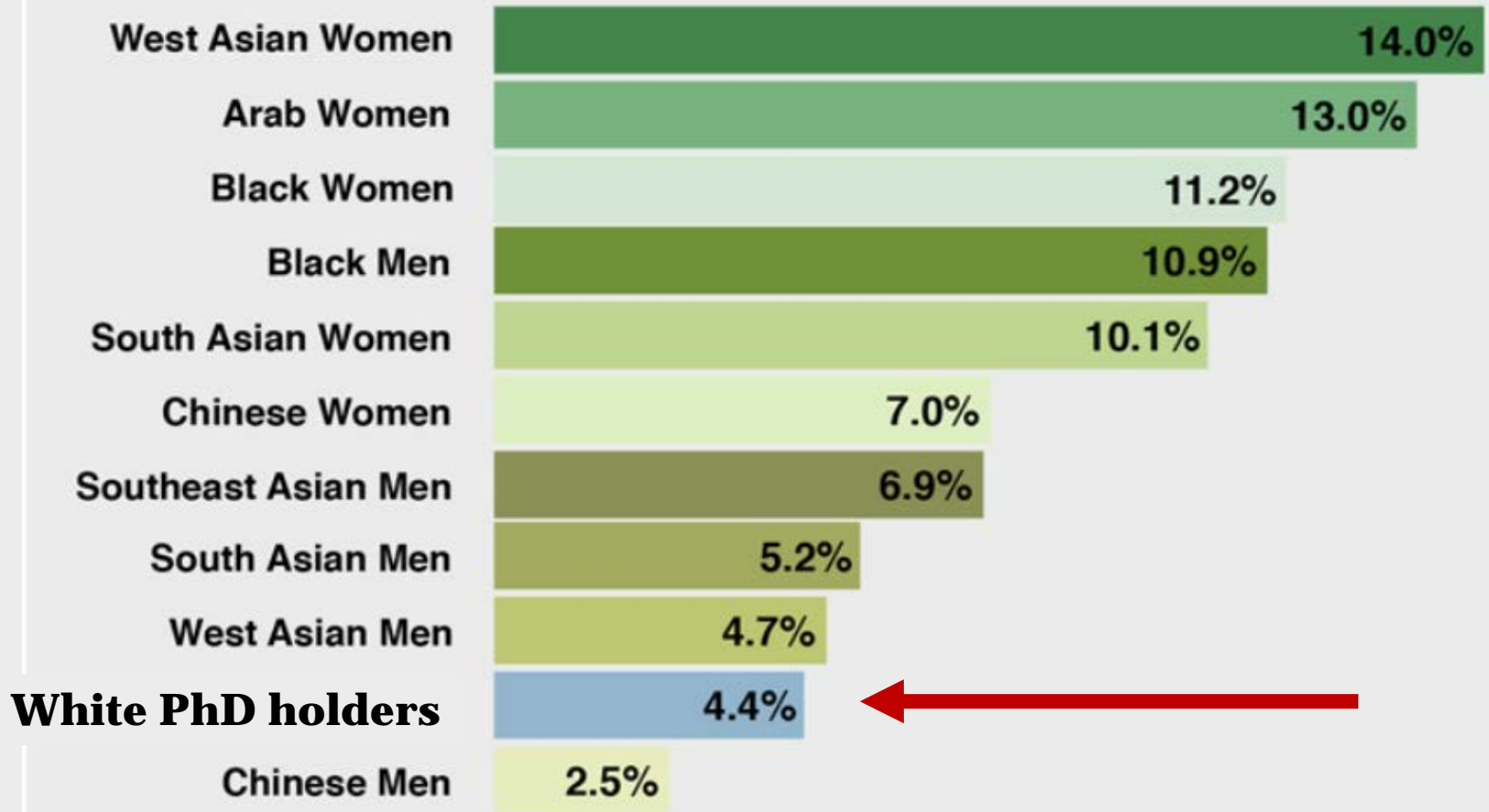■ Canadian-born   ■ Immigrant

Canadians Value Equity & Diversity

Not just among immigrants: Under-representation is common across intersectional identities (e.g., race, gender, indigeneity, disability...)

And yet...

Under-representation is still a problem in Canada in every sector...

Underemployment of racialized people:
PhD holders not employed as professors

Group	Percentage
West Asian Women	14.0%
Arab Women	13.0%
Black Women	11.2%
Black Men	10.9%
South Asian Women	10.1%
Chinese Women	7.0%
Southeast Asian Men	6.9%
South Asian Men	5.2%
West Asian Men	4.7%
White PhD holders	4.4%
Chinese Men	2.5%

Academic Women's Association, University of Alberta   Smith & Bray, 2018

Leadership

Council of Canadian Academies, 2012

Strengthening Canada's Research Capacity: the Gender dimension

The higher in the ranks one looks, the fewer women are present in comparison to men in positions such as full professors and presidents of universities, leaders of government agencies, and CEOs of private sector companies.
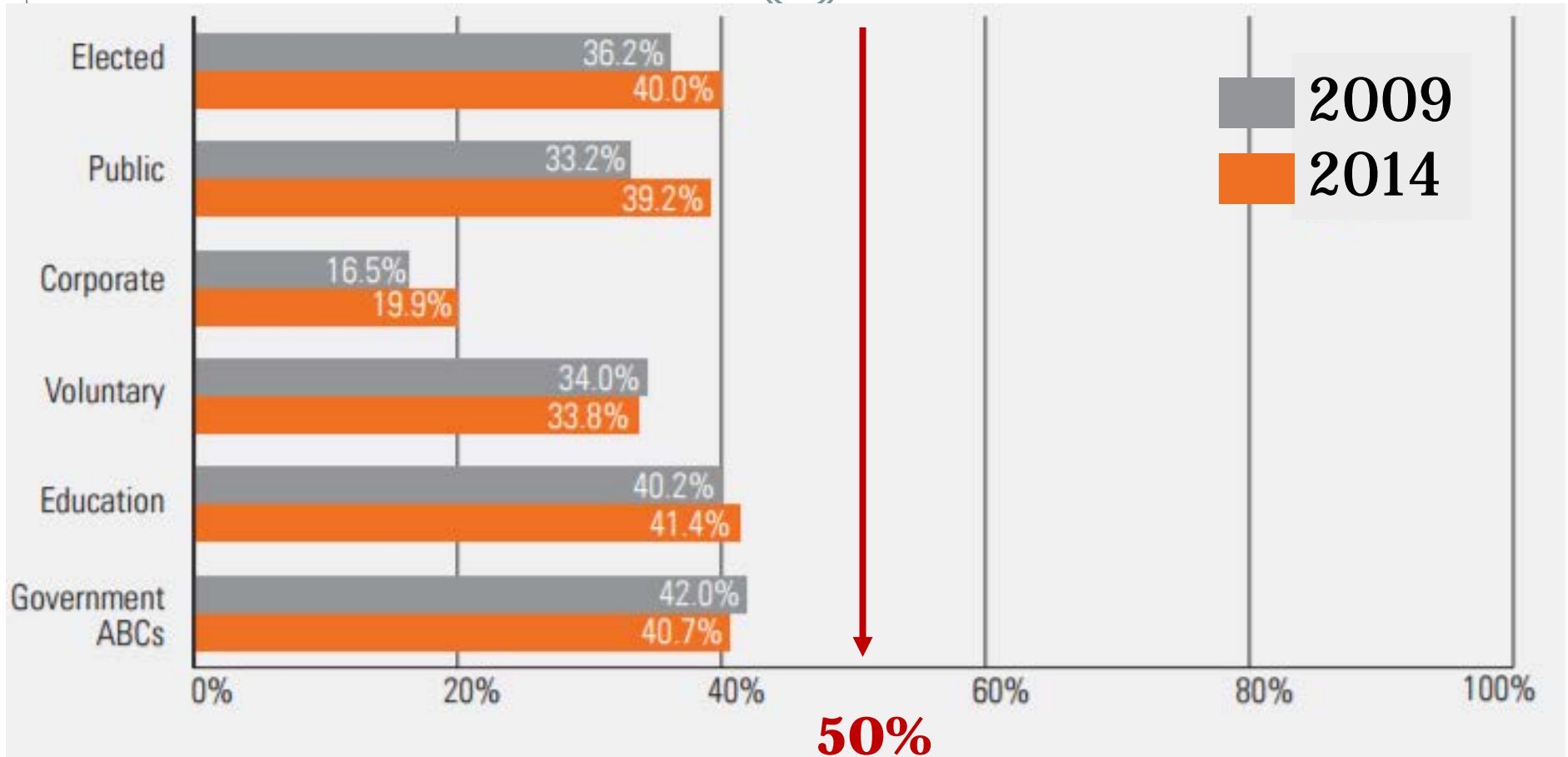
Leadership

% of women in leadership positions

Fewer Women Run Big Companies Than Men Named John

Justin Wolfers

Share of C.E.O.s of S.&P. 1500 companies by C.E.O. name

Name	Share
John	5.3%
David	4.5%
All women	4.1%
Robert	3.9%
James	3.9%
Michael	3.8%
William	3.1%

Source: Execucomp

2015

Leadership

Priorité Diversité
Les femmes et les groupes racialisés
en postes de haute direction
GRANDE RÉGION MÉTROPOLITAINE | 2019
DE MONTRÉAL

Ryerson University
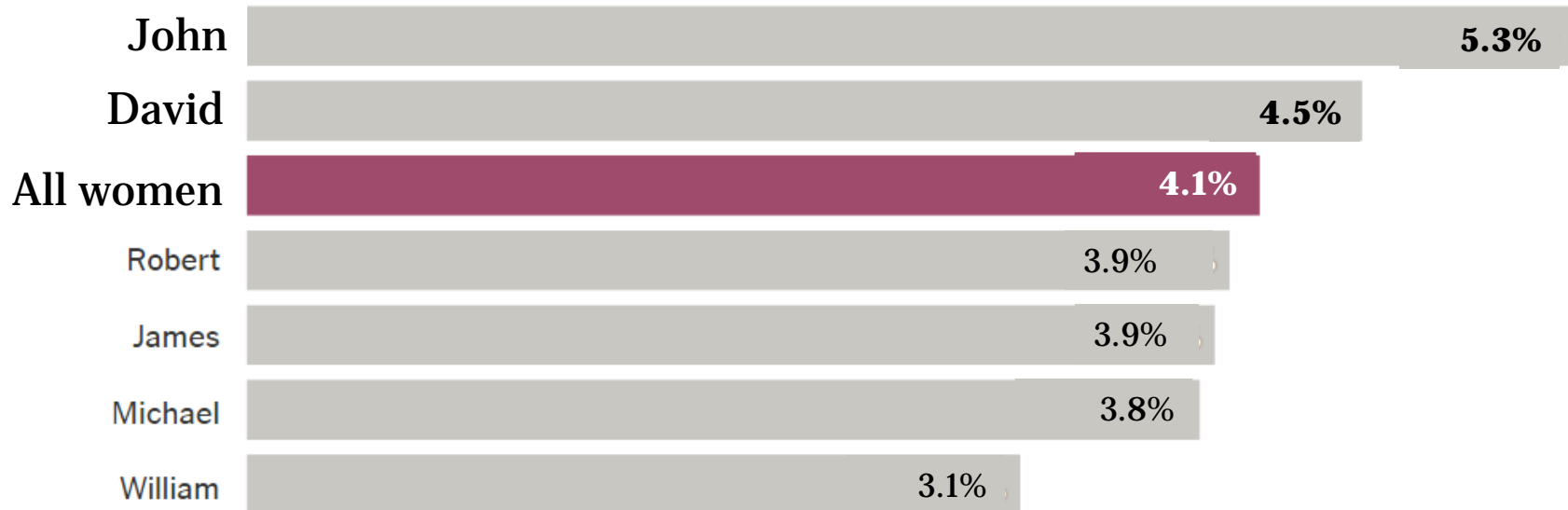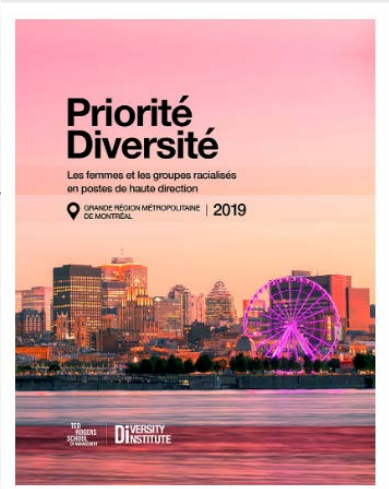
Montréal

Percentage of
Racialized People:
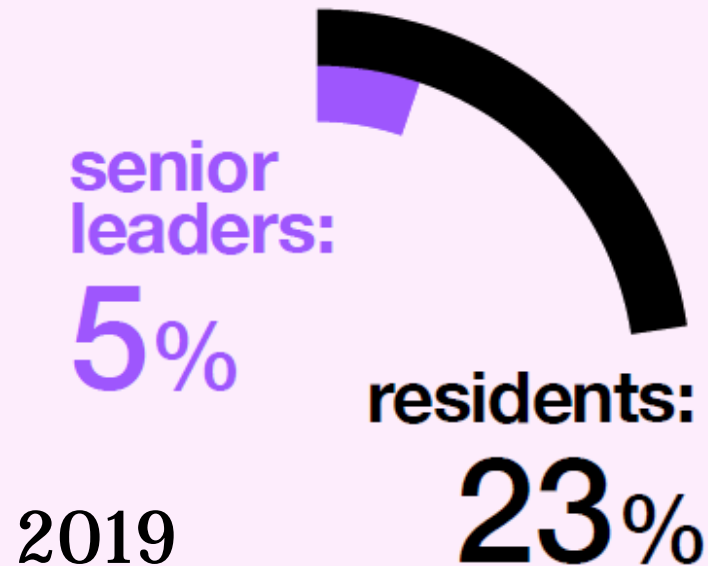
senior
leaders:
5%

2019

residents:
23%

Unconscious Bias & Implications for Newcomers

1. **Patterns of representation**

2. **Why consider representation?**

3. **Schema & Unconscious bias**

   - Case studies: Opportunity, recognition, & bias

4. **Moving forward**

   - Structural
   - Personal

Why consider representation?

1. Fairness
- Human rights

2. <u>The business case</u>
- Utilize available talent
- Recruitment/retention/reputational links to EDI
- <u>'to win your market...hire your market'</u> (profit)

3. Benefits of diverse teams
- Elevated problem-solving capacity
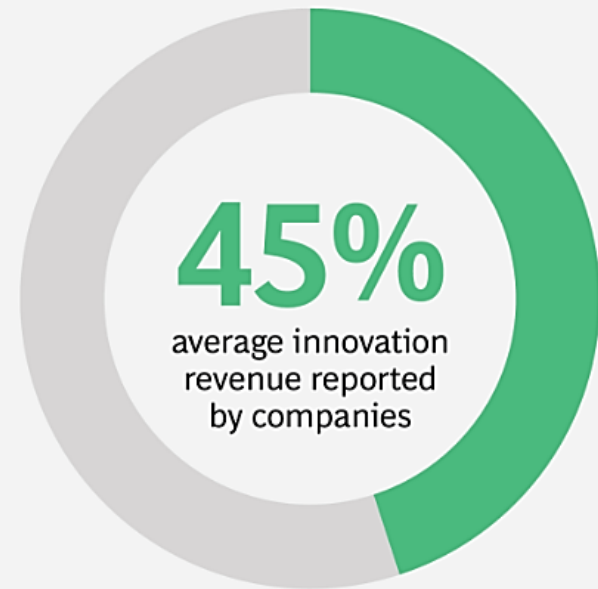- Innovation (avoid 'group think')

The Business Case

2017
1,700 companies
8 countries

Companies with
below-average diversity scores

Companies with
above-average diversity scores

26%
average innovation
revenue reported
by companies

45%
average innovation
revenue reported
by companies

https://www.bcg.com/capabilities/diversity-inclusion/overview.aspx

The Global Workforce Crisis: $10 Trillion at Risk

JULY 2, 2014

By Rainer Strack, Jens Baier, Matthew Marchingo, and Shailesh Sharda

Canada's labor surplus of between 700,000 and 1.1 million people in 2020 will become a deficit of up to 2.3 million by 2030.

Diversity & Innovation

5 – 10%

Modified from re:Work (Google)

Bias

Differential evaluation of one group and its members relative to another

Explicit/ Conscious

Person is aware of his/her evaluation

Expression of bias is intentional

e.g. racism, sexism, transphobia, ableism...

*modified from T De Mello

Schema & Unconscious bias

Schema: categorical organization of information/things/people and relationships among them

Arise from experiences during development, including exposure to stereotypes

- Group identification shapes *expectations & evaluations* = *unconscious* or *implicit* bias

Bias

Differential evaluation of one group and its members relative to another

Implicit/Unconscious Bias :

- Person does not perceive or endorse evaluation

Expressions are:

- Not related to self-identified group of evaluator
- Unintentional, automatic
- Often contradictory to conscious beliefs

*modified from T De Mello

Unconscious / Implicit bias

Implicit association tests

- **Task**: instructed to associate images and words with categories
  - Consistent or contrary to stereotypes

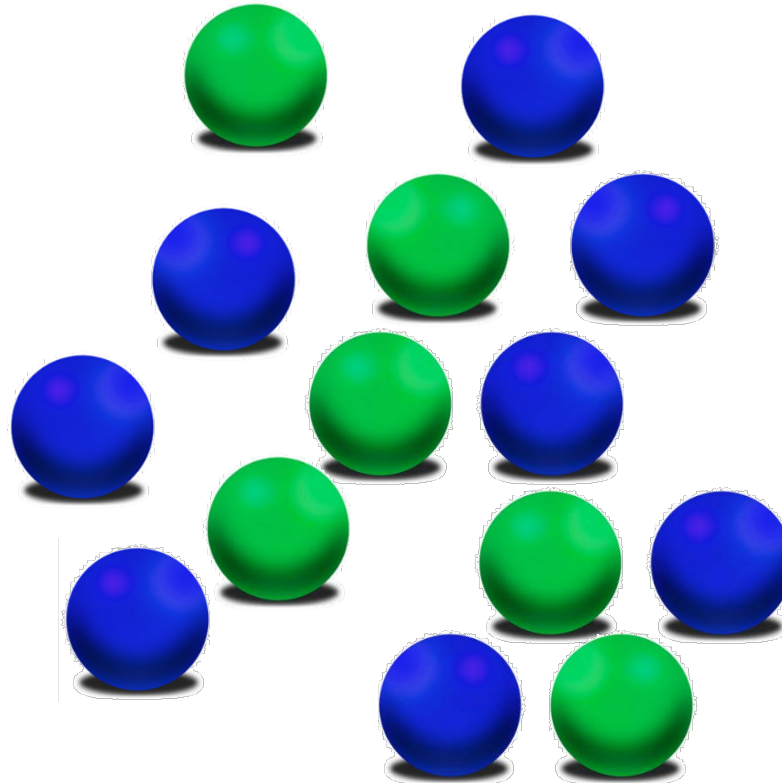- **Measurement**: variation in response speed & error rates

implicit.harvard.edu/implicit

Stroop Effect

Blue

Green

Anti-black implicit bias

Implicit association tests

Against Stereotype

African American
or
Good

European American
or
Bad

Stererotype

European American
or
Good

African American
or
Bad

Greenwald et al 1998

implicit.harvard.edu/implicit

Anti-black implicit bias

Project Implicit®

Against Stereotype
African American or Good — European American or Bad

Stererotype
European American or Good — African American or Bad
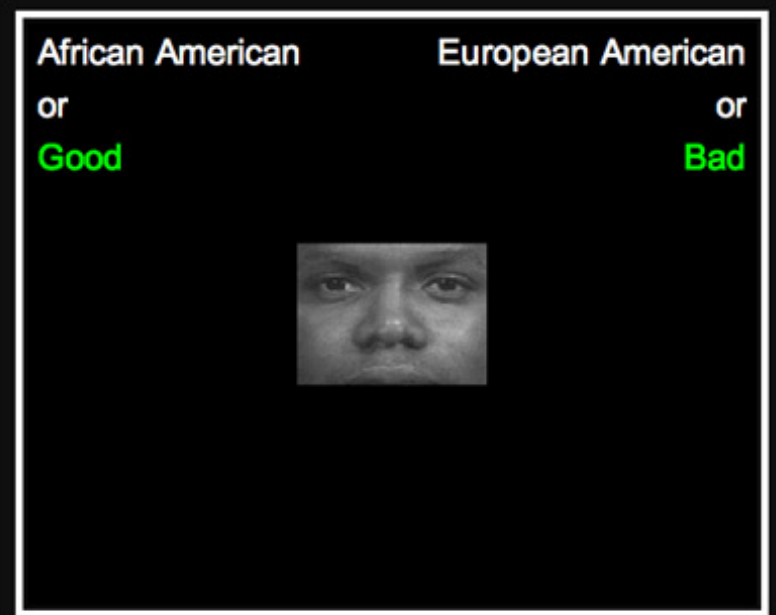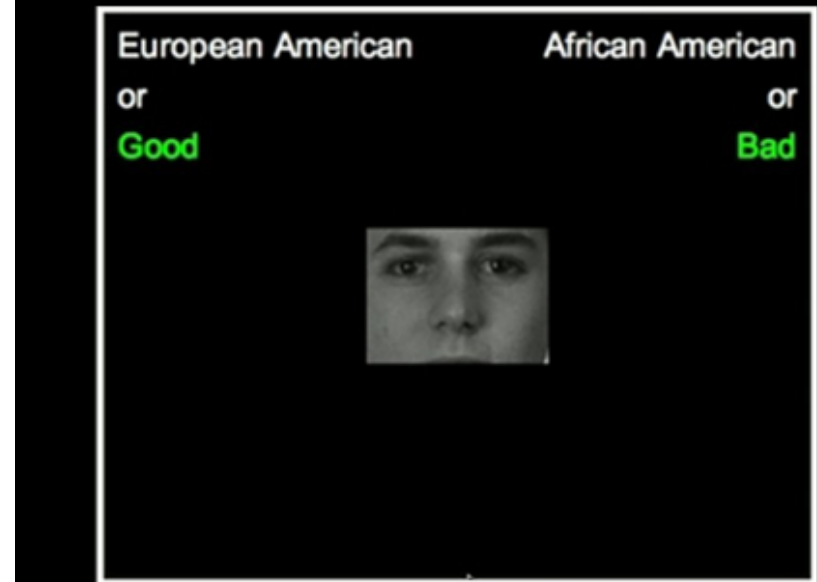
No bias **18%**

Strong implicit bias for **black**

Strong implicit bias for **white**

- 2.0 | **14%** | **17%** | **51%** | **2.0**

>3 million scores (2002-2015)

Greenwald et al 1998

Unconscious bias: Height & Leadership

5'9"

6'

Average height:
American men

Average height:
Fortune 500 CEO's

M. Gladwell, 2006, *Blink*
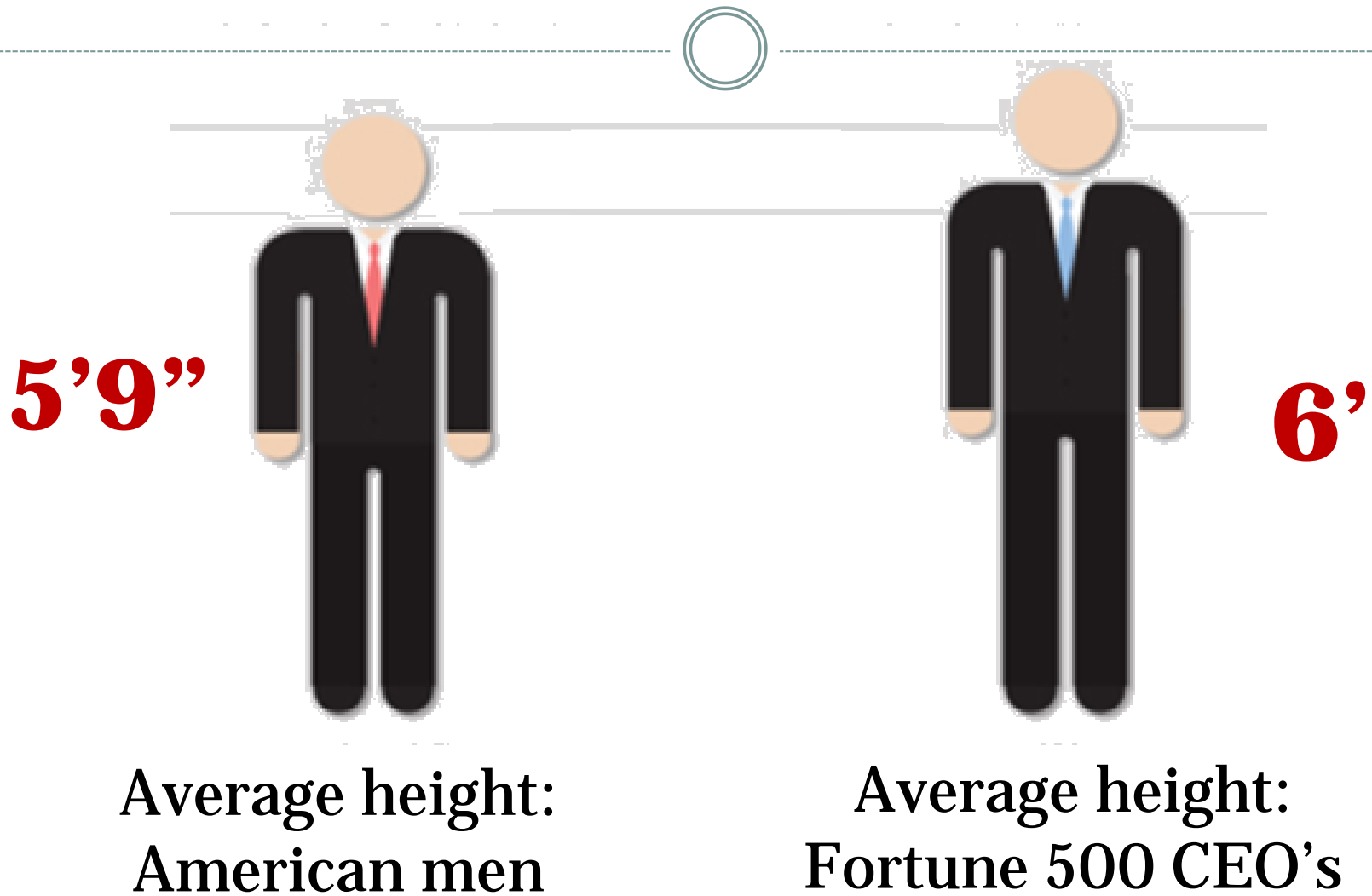
Unconscious bias can affect anyone...

But
negative effects strongest for identities associated with common stereotypes

Unconscious Bias & Implications for Newcomers

1. Patterns of representation

2. Why consider representation?

3. Schema & Unconscious bias

   - Case studies: Opportunity, Assessment, & Bias

4. Moving forward

   - Structural

   - Personal

Hadiya Roderique

Twenty-six years after my parents gave me my beautiful name, I sat in front of a screen in my brightly lit Toronto apartment <u>trying</u> to figure out whether to use it on applications for jobs at Bay Street law firms.

Should I use my anglicized middle name Joleene, ...Or do I choose to show my blackness, own my name and my heritage, knowing what it may invite?

Do I include my membership in the Black Law Students Association and point out that I won the Harry Jerome Scholarship?

Or do I leave the content more meagre, but whiter? It seemed ridiculous that this was something I needed to consider.

Nov. 2017

Black on Bay Street

Employment Opportunities: anti-immigrant bias

Montréal

Resumes sent online to advertised positions (>3000 jobs)
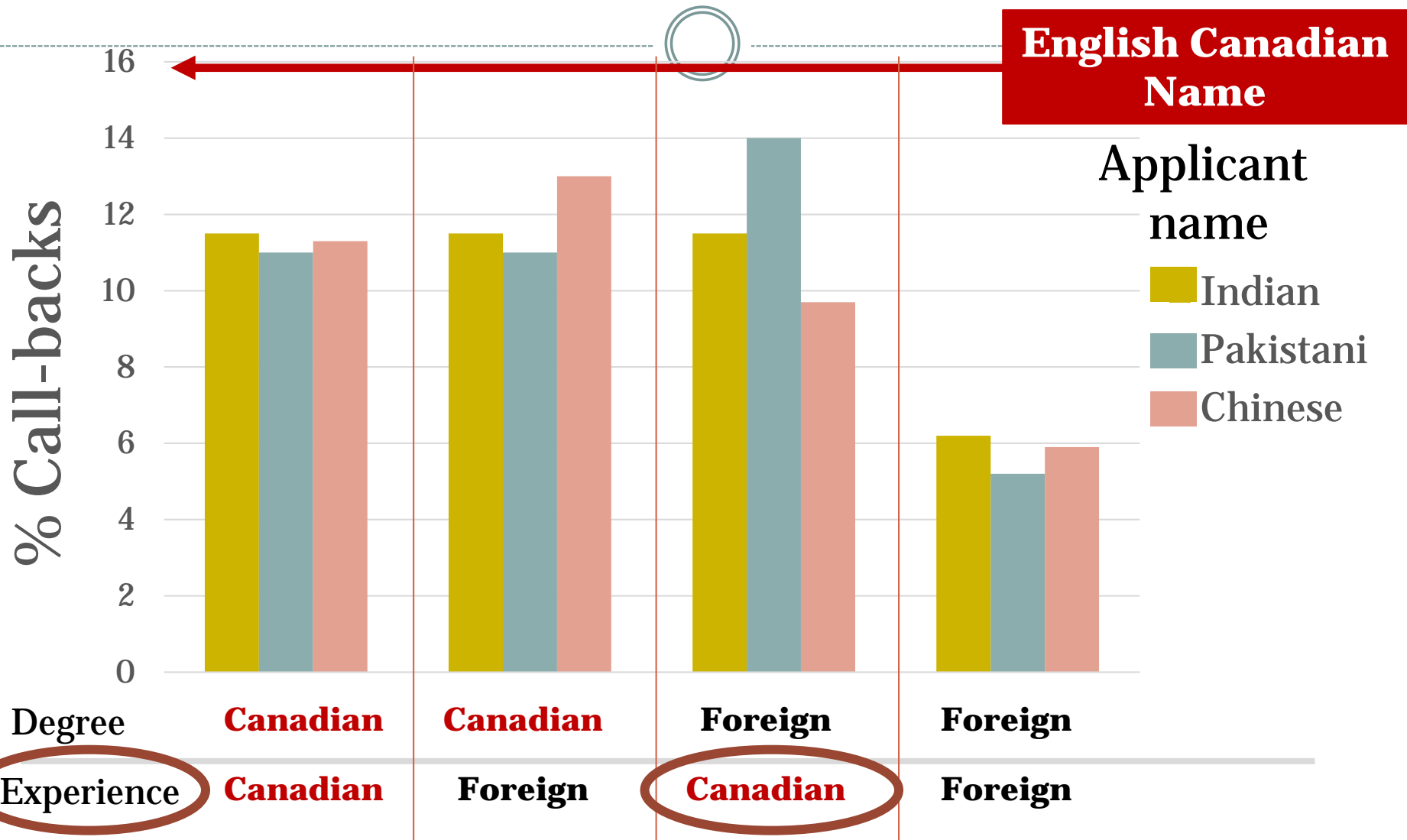
- skilled immigrants or Canadian-born

  Variables included:

  - Country of origin: India, China, Pakistan, Britain
  - 'Ethnic' names or not
  - Undergraduate degree in Canada or not
  - Experience in Canada or not
  - Fluent in multiple languages or not

Callback rate

Employment Opportunities: anti-immigrant bias

Oreopoulos 2011

Employment Opportunities: anti-immigrant bias

Question to Recruiters:
Explain bias based on name?
(self-reflection)

The problem is the ability to communicate in English. Foreign sounding names may be overlooked due to a perception that their English language skills may be insufficient on the job site.

Employment Opportunities: anti-immigrant bias

1. 'Ethnic' names decrease call-backs

   - Asian vs. English-Canadian: ~62%

   - Less so in larger organizations
     - Banerjee et al 2017

2. Canadian experience reduces bias (~30%)

   - Ontario Human rights commission 2013: "strict requirement for "Canadian experience" is discrimination…"

Assessment: racial bias

Subjects: Law partners (n = 60)

Given:
- **Identical** legal memos
- **22 deliberate errors**

Task:
- assess writing competence of young attorneys

> **Memo**
>
> Subsection 61(1) of the Act requires the Director to issue a receipt for a prospectus unless it appears to the Director that it is not in the public interest to do so. The Director has no choice with respect to the issue of a receipt pursuant to this subsection unless the Director comes to the determination that issuing the recepit would not be int the public interest. The issuer has the benefit of the doubt under ... where requirements of the ...not clear to the

Assessment: racial bias

Name: Thomas Meyer	**Name:** Thomas Meyer
Seniority: 3rd Year Associate	**Seniority:** 3rd Year Associate
Alma Mater: NYU Law School	**Alma Mater:** NYU Law School
Race/Ethnicity: African American	**Race/Ethnicity:** Caucasian

Reeves 2014, Nextions
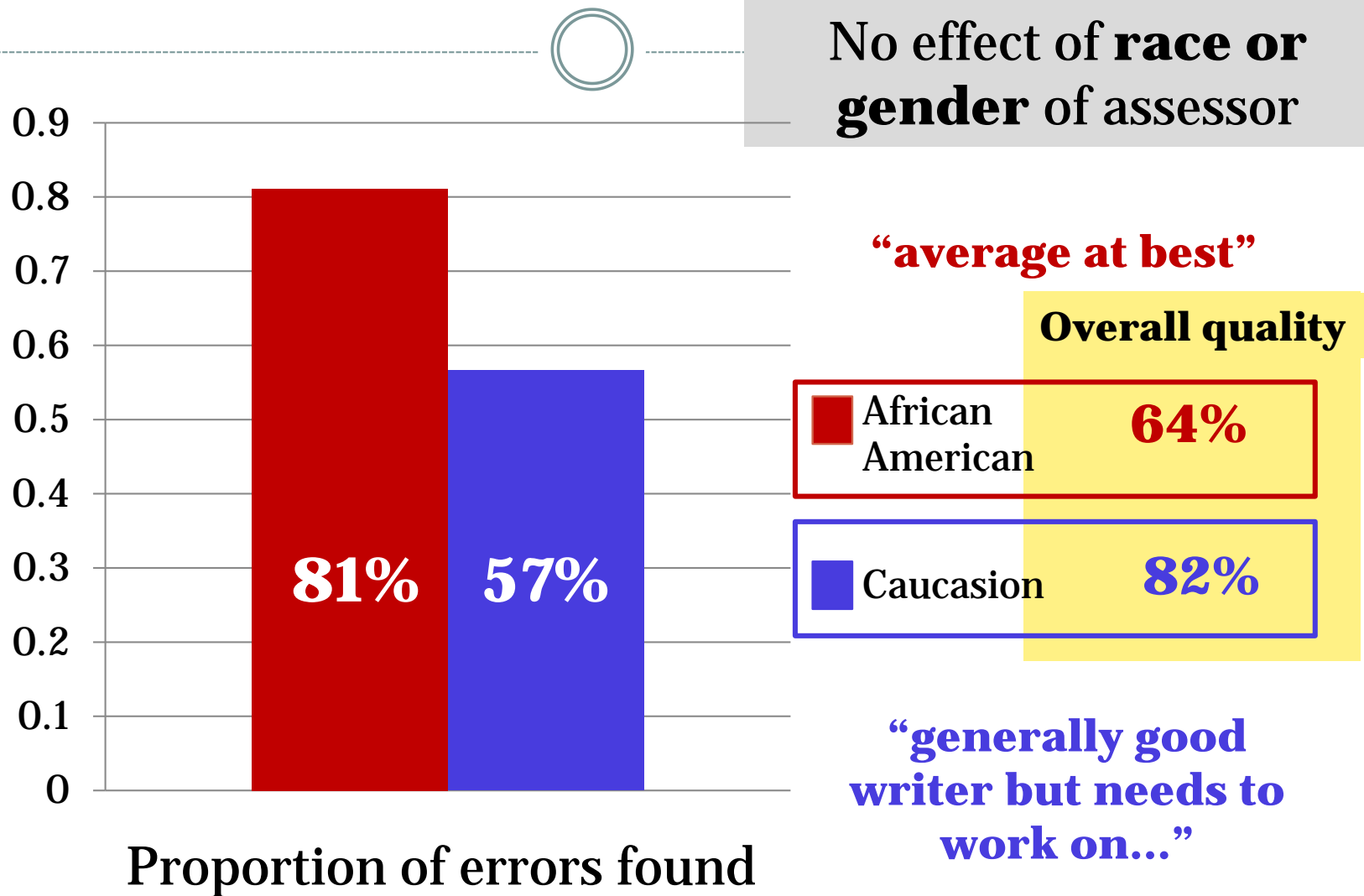
Housing Opportunities: intersectional bias

Queries sent online for advertised apartments (>9,500)
Response from Landlords?

Variables included:

- Race: White, Black, Arab, Latino
- Religion: Christian, Muslim

Results:

- Blacks, Arab males, Muslims & single parents = decreased response (Murchie & Pang 2018)

- 'subtle discrimination' against blacks (Hanson et al 2011)

- Also seen in mortgage lending (Hanson et al 2016)

Murchie & Pang 2018; Hanson et al 2011; Hanson et al 2016

Other studies:
Bias & compromised assessment

- Assessment of leadership ability of black leaders (vs. whites)*Rosette et al 2008; Knight et al 2003
- Career mobility of black executives (vs. whites) Guest, 2016
- Call-backs/job offers for black vs. white entry-level applicants. Pager et al 2009, Oreopoulos & Dechief, 2012; Kang et al 2016
  - Invitations to give plenary talks Tower 2008
  - Nominations (& elections) to prestigious societies, (award) of prestigious prizes
    - Lincoln et al , 2012; EOS editorial, Am.Geophysical Union, 2011

- Orchestra auditions & musical talent
  - Golden & Rouse 2000
- Assessment of leadership ability/qualities
  - Geis et al 2006, Scott & Brown 2006, Rojahn & Willemsen, 1994

- Reactions to leaders   Eagly et al 1995; Butler & Geis 1990
- Paper acceptance rates   Tregenza 2002
- Letters of recommendation   Trix & Psenka, 2003, Schmader et al 2008, Dutt et al 2016
- Student evaluations of instructors   Basow 1998; McPherson et al 2009; Reid, 2010, MacNell et al 2014
- Assessment of scientific competence
  - Wenneras & Wold 1998; Steinpreis et al 1999, Moss-Racusin et al . 2012

And many, many more…

Unconscious Bias & Implications for Newcomers

1. **Patterns of representation**

2. **Why consider representation?**

3. **Schema & Unconscious bias**

   - Case studies: Opportunity, recognition, & bias

4. **Moving forward**

   - Structural
   - Personal
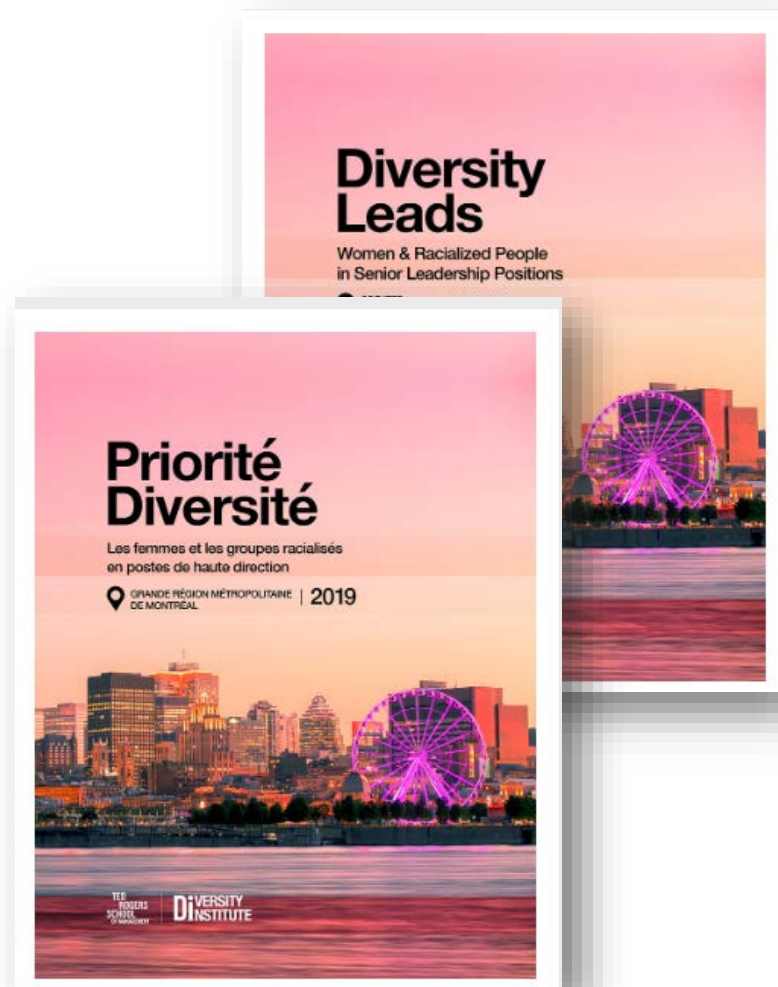
Moving forward: effective practices to reduce bias

- Kirwan Institute
- Google Re:Work
- Biasinterrupters.org
- Education Advisory Board
- Cook-Ross Diversity Best Practices (pdf)
- Catalyst
- CRC Secretariat
- Diversity and Inclusion Innovation Forum
- McKinsey & Co
- Boston Consulting Group

Resources

Diversity Institute

- <u>Many reports</u>
  - Useful Canadian data
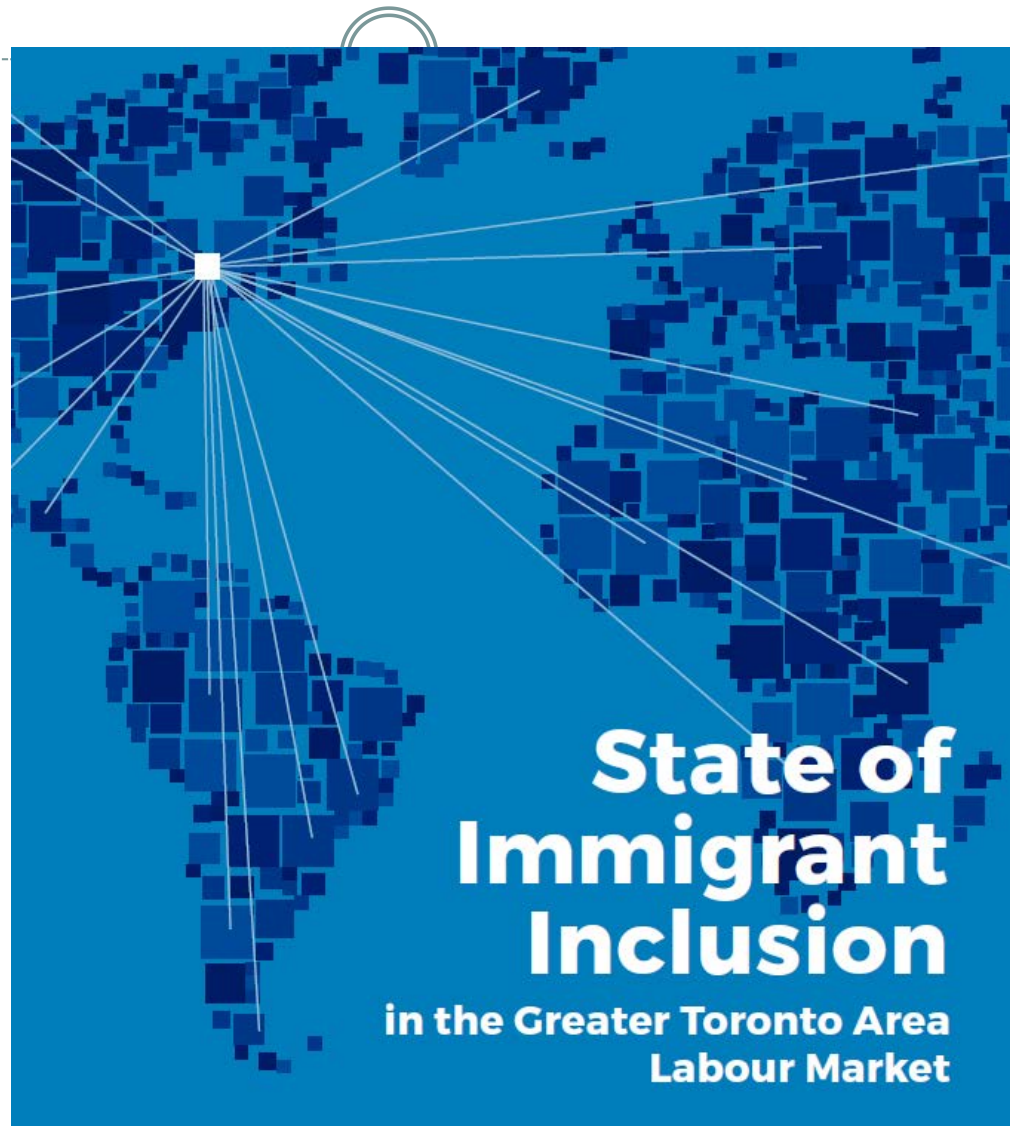 - recommendations
- Primary focus on gender & race

Resources

2018

Resources

Race relations in Canada 2019
A survey of Canadian public opinion and experience

Les relations raciales au Canada 2019
Un sondage canadien d'opinion publique fondé sur l'expérience vécue

Environics Institute

- 2019 Canadian data on attitudes towards race

Beyond good intentions

Bringing an employee lens to Diversity & Inclusion in corporate Canada

November, 2019

BCG — CENTRE FOR Canada's Future

BCG

Diversity & Inclusion in corporate Canada, 2019

Resources

Alternative versions of this talk available online:

1. Audience = <u>faculty, staff & students</u> @ UTSC

2. Audience = <u>UNBC talk</u>

3. Audience = <u>medical scientists</u>

Moving forward

- **Diverse teams, review boards, recruiters**
- **Equity targets & monitoring**
- **Clear Decision-making processes**
- **(Name-) Blind review**

Structural

- Education about bias

- Source Monitoring
- Recognize signs of bias
- Bias Interrupters:
  - Reflective decisions
  - Individuation
  - Perspective-taking

Personal

2017

IMMIGRATION

Ottawa pilots 'name-blind' recruitment to reduce 'unconscious bias' in hiring

By **Nicholas Keung** Immigration reporter
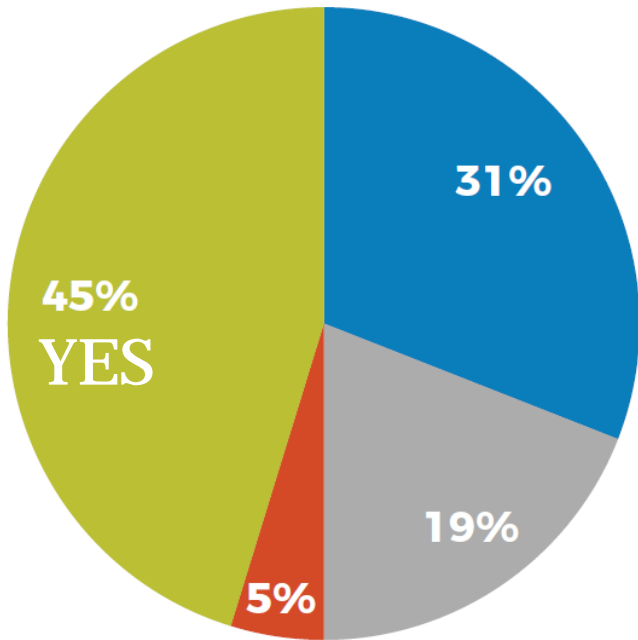⚠ Thu., April 20, 2017 | ⏱ 3 min. read
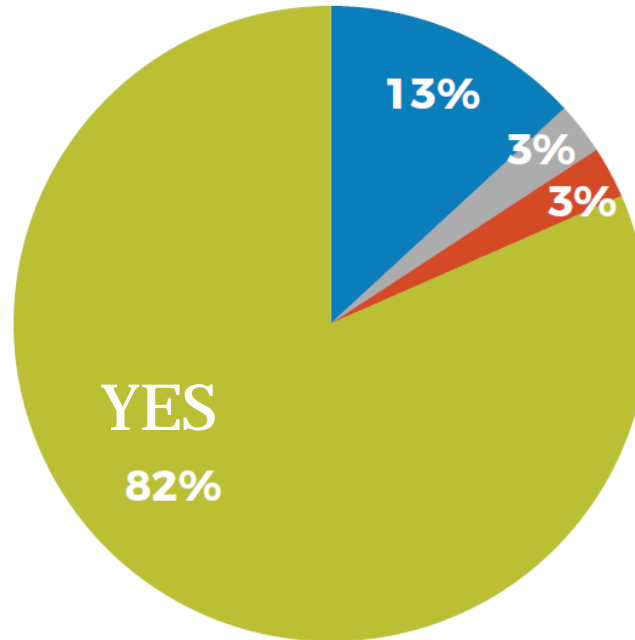
Anonymized recruitment
<u>Is it effective?</u>

Moving forward: **structural**

Does hiring skilled immigrants have a positive impact on your company?

No programs

Skilled immigrant employment programs

Legend:
- No significant impact one way or the other
- Not applicable or don't know
- Overall, the impact has been negative - more costs/problems than benefits
- Overall, the impact on our organization has been positive

Being intentional makes a difference

Moving forward: **The Call for Leadership**

"What gets measured gets done."

Business case for diversity
Business case for hiring immigrants
(market & labour force)
Acknowledgement of barriers (bias)

Diversity & Inclusion as a Key Performance Indicator

Intentionality
Measurement
Reflection
Repeat

Moving forward

- Diverse teams & review boards
- Equity targets & monitoring
- Clear Decision-making processes
- (Name-) Blind review

Structural

- **Education about bias**

- Source Monitoring
- Recognize signs of bias
- Bias Interrupters:
  - Reflective decisions
  - Individuation
  - Perspective-taking

Personal

Moving forward: **structural & personal**

Consider (your own) implicit biases

implicit.harvard.edu

Moving forward

- Diverse teams & review boards
- Equity targets & monitoring
- Clear Decision-making processes
- (Name-) Blind review

Structural

- **Education about bias**

- Source Monitoring
- Recognize signs of bias
- Bias Interrupters:
  - Reflective decisions
  - Individuation
  - Perspective-taking

Personal

Source Monitoring (self/others)

Relate facts & judgements to explicit criteria

- Identified in advance
- Beware of unspecified 'fit'
    - Be vigilant to reconstruction of merit criteria (e.g., Uhlmann & Cohen 2005)

Moving forward: **personal**

Source Monitoring (self/others)

- Ensure **sufficient time** for careful assessment
  - Rushing = stronger effect of biases (e.g., Bertrand et al 2005; Beattie et al 2013)
  - Capacity & small-business effect on bias?

Anderson et al 2015. J. Appl Social Psych

Source Monitoring (self/others)

Eliminate personal information when not relevant

- Blind assessment if possible
- Relatively minor 'cues' can trigger biases

Hold yourself and others to a high standard based on evidence: ensure specific examples/facts support inferences

Moving forward: **personal**

Recognize potential *signs* of bias

- **Gendered/racialized use of *doubt raisers***

  - "...**although** labour challenges **resulted in production delays**, she **managed to complete** the projects on time..."

  -vs.-

  - "...he **overcame** labour challenges **to ensure** deadlines were met..."

Trix & Psenka 2003; Dutt et al 2016; Schmader et al. (2008), Hebl et al 2018

Moving forward: **personal**

Recognize potential *signs* of bias

Gendered / racialized querying of attribution of success

White Men	Women & Racialized people
Attribution of success:	
•Intelligence	•Luck
•Talent	•Circumstance
•Natural Ability	•Collaborators/ Mentors
	•Hard Work

Greenhaus & Parasuraman 1993; Trix & Psenka 2003; Schmader et al. 2008, Dutt et al 2016; Hebl et al 2018

Moving forward

- Diverse teams & review boards
- Equity targets & monitoring
- Clear Decision-making processes
- (Name-) Blind review

Structural

- **Education about bias**

- Source Monitoring
- Recognize signs of bias
- Bias Interrupters:
  - Reflective decisions
  - Individuation
  - Perspective-taking

Personal

Moving forward: **personal**

Bias Interrupters

Reflective decisions: consider your own biases

Actively **consider** your own reactions

- "Keep track of your surprises"

Actively **audit** your own assessments

- Particularly when an under-represented group is affected
- Identify & question your assumptions
- Pay attention to **outcomes, not intent**

Bias Interrupters

Perspective-taking:

Cognitive-based intervention that promotes an other-focus by directing one to **imagine** how a person's situation affects that person's life

Imagine how they feel in addition to **assessing** their situation

Galinsky et al 2000, Drwecki et al 2011

Bias Interrupters

Individuation

- Disrupts biases based on categorization
- Regular opportunity for interaction with diverse others
- Help business understand foreign experience & degrees
- Regular exposure to success stories

Mentorship events with employers
Cultural celebrations with landlords
Engaging with news media to tell the stories

MCB Andrade 2016

Moving forward: **personal**

Government of Canada / Gouvernement du Canada

Stories across Canada

Be inspired by stories of immigrants enriching our communities and making a difference in our lives.

Featured stories

Coquitlam, British Columbia

Fighting food waste while feeding the community

Montréal, Quebec

Building opportunities for future Canadian engineers

Morden, Manitoba

Growing a community through immigration

Why consider representation?

1. Fairness
- Human rights

2. The business case
- Utilize available talent
- Recruitment/retention/reputational links to EDI
- 'to win your market...hire your market' (profit)

3. Benefits of diverse teams
- Elevated problem-solving capacity
- Innovation (avoid 'group think')

Canada is a nation of *diverse* immigrants

Mutual benefit requires *action*