Unconscious Bias & Implications for Newcomers

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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
~16%

2011
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

Toronto
Abbotsford - Mission
Hamilton
Calgary
Windor
Kitchener - Cambridge - Waterloo
Ottawa - Gatineau (Ontario part)
Victoria
Edmonton
Guelph
Winnipeg
St. Catharines - Niagara

Canada
Montreal
Kelowna
Barrie
Rest of British Columbia
Thunder Bay
Brantford
Kingston
Saskatoon
Regina
Rest of Alberta
Peterborough
Rest of Ontario
Rest of Manitoba
Ottawa - Gatineau (Quebec part)
Greater Sudbury
Halifax
Rest of Saskatchewan
Territories
Prince Edward Island
Saint John
Moncton
Sherbrooke
Rest of New Brunswick
Rest of Nova Scotia
Quebec
St. John's
Trois-Rivières
Rest of Quebec
Rest of Newfoundland and Labrador
Saguenay

2011 (measured)
2036 (estimated)

https://www150.statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.htm
Immigrants and their children are a significant proportion of the labour force & the market

2011 (measured) 39.4%
2036 (estimated) 41.9%

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

Statistics Canada 2016
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

- Mother tongue not French or English: 77.4%
- ‘Visible minority’: 77%
- Non-Christian religion: 34.6%

Recent immigrants (2001 - 2011)
Total Population

Statistics Canada 2011, 2016
Newcomers

Largest group from Asia

Largest group from Europe

2036 (6 scenarios)

Statistics Canada 2016
Canada is a nation of diverse immigrants

#AllAreWelcomeHere

#TousSontLesBienvenusIci
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...
2018

State of Immigrant Inclusion
in the Greater Toronto Area Labour Market

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

Bachelor degrees

Canadian-born
Newcomer, Canadian degree
Newcomer, International degree

Newcomer Underemployment: Negative effects of international degree & gender

Percent working in a job that requires a degree

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

STEM

Bachelor degrees

Non-STEM

Canadian-born
Newcomer, Canadian degree
Newcomer, International degree

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

<table>
<thead>
<tr>
<th>'the pool'</th>
<th>'leadership'</th>
</tr>
</thead>
<tbody>
<tr>
<td>University educated Toronto workforce</td>
<td>University educated Toronto senior managers</td>
</tr>
<tr>
<td>Canadian-born: 52%</td>
<td>Immigrant: 35%</td>
</tr>
<tr>
<td>Immigrant: 45%</td>
<td>Immigrant: 63%</td>
</tr>
</tbody>
</table>

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

And yet...

Under-representation is still a problem in Canada in every sector...
Underemployment of racialized people: PhD holders not employed as professors

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.
<table>
<thead>
<tr>
<th>Category</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected</td>
<td>36.2%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Public</td>
<td>33.2%</td>
<td>39.2%</td>
</tr>
<tr>
<td>Corporate</td>
<td>16.5%</td>
<td>19.9%</td>
</tr>
<tr>
<td>Voluntary</td>
<td>34.0%</td>
<td>33.8%</td>
</tr>
<tr>
<td>Education</td>
<td>40.2%</td>
<td>41.4%</td>
</tr>
<tr>
<td>Government ABCs</td>
<td>42.0%</td>
<td>40.7%</td>
</tr>
</tbody>
</table>

% of women in leadership positions

Toronto (GTA), *Diversity Leads 2013/2014*, Ryerson
Fewer Women Run Big Companies Than Men Named John

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>John</td>
<td>5.3%</td>
</tr>
<tr>
<td>David</td>
<td>4.5%</td>
</tr>
<tr>
<td>All women</td>
<td>4.1%</td>
</tr>
<tr>
<td>Robert</td>
<td>3.9%</td>
</tr>
<tr>
<td>James</td>
<td>3.9%</td>
</tr>
<tr>
<td>Michael</td>
<td>3.8%</td>
</tr>
<tr>
<td>William</td>
<td>3.1%</td>
</tr>
</tbody>
</table>

Source: Execucomp

2015

http://www.nytimes.com/2015/03/03/upshot/fewer-women-run-big-companies-than-men-named-john.html?_r=0
Percentage of Racialized People:

senior leaders: 5%

residents: 23%

2019
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. **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’)

The Business Case

2017
1,700 companies
8 countries

Companies with below-average diversity scores
- 26% average innovation revenue reported by companies

Companies with above-average diversity scores
- 45% average innovation revenue reported by companies

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

Modified from re:Work (Google)

Unbiasing rework.withgoogle.com
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: 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
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

Greenwald et al 1998

implicit.harvard.edu/implicit
Anti-black implicit bias

Strong implicit bias for black

No bias

Strong implicit bias for white

> 3 million scores (2002-2015)

Greenwald et al. 1998

 implicit.harvard.edu/implicit
Anti-black implicit bias

Strong implicit bias for **black**

-2.0 14%

No bias 18%

17%

Strong implicit bias for **white**

2.0 51%

>3 million scores (2002-2015)

Greenwald et al 1998
Unconscious bias: Height & Leadership

Average height: American men
5’9”

Average height: Fortune 500 CEO’s
6’

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

But

negative effects strongest for identities associated with common stereotypes
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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 trying 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.
Employment Opportunities: anti-immigrant bias

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

% Call-backs

Degree

Experience

Canadian

Canadian

Foreign

Foreign

Canadian

Foreign

Indian

Pakistani

Chinese

Applicant name

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...”

http://www.ohrc.on.ca/en/policy-removing-%E2%80%9Ccanadian-experience%E2%80%9D-barrier
Assessment: racial bias

Subjects: Law partners (n = 60)

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

Task:
• assess writing competence of young attorneys
Assessment: racial bias

Name: Thomas Meyer

Seniority: 3rd Year Associate
Alma Mater: NYU Law School
Race/Ethnicity: African American

Name: Thomas Meyer

Seniority: 3rd Year Associate
Alma Mater: NYU Law School
Race/Ethnicity: Caucasian

Reeves 2014, Nextions
Overall quality
64%
82%

“generally good writer but needs to work on…”

No effect of race or gender of assessor

Proportion of errors found

African American
81%
Caucasion
57%

“average at best”

Overall quality

African American
64%
Caucasion
82%

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)
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
- 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
- Reactions to leaders Eagly et al 1995; Butler & Geis 1990
- Paper acceptance rates Tregenza 2002
- Student evaluations of instructors Basow 1998; McPherson et al 2009; Reid, 2010, MacNell et al 2014
- Assessment of scientific competence

And many, many more...
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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

- Many reports
  - Useful Canadian data
  - Recommendations
- Primary focus on gender & race
Resources

• 2019 Canadian data on attitudes towards race

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

Beyond good intentions
Bringing an employee lens to Diversity & Inclusion in corporate Canada
November, 2019

Diversity & Inclusion in corporate Canada, 2019
Resources

Alternative versions of this talk available online:

1. Audience = faculty, staff & students @ UTSC
2. Audience = UNBC talk
3. Audience = medical scientists
Moving forward

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

- Education about bias

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

2017

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
Is it effective?

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

- **45% YES**
  - No programs
  - 31% Overall, the impact on our organization has been positive
  - 19% Skilled immigrant employment programs
  - 5% Overall, the impact has been negative - more costs/problems than benefits
  - 3% Not applicable or don’t know

- **82% YES**
  - Skilled immigrant employment programs
  - 13% Overall, the impact on our organization has been positive
  - 3% Not applicable or don’t know
  - 3% No significant impact one way or the other

**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

• **Education about bias**

• Source Monitoring
• Recognize signs of bias
• Bias Interrupters:
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<table>
<thead>
<tr>
<th>Structural</th>
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<table>
<thead>
<tr>
<th>Personal</th>
</tr>
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</table>
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)

Anderson et al 2015. J. Appl Social Psych
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?
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

Anderson et al 2015. J. Appl Social Psych
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**

<table>
<thead>
<tr>
<th>White Men</th>
<th>Women &amp; Racialized people</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Intelligence</td>
<td>• Luck</td>
</tr>
<tr>
<td>• Talent</td>
<td>• Circumstance</td>
</tr>
<tr>
<td>• Natural Ability</td>
<td>• Collaborators/ Mentors</td>
</tr>
<tr>
<td></td>
<td>• Hard Work</td>
</tr>
</tbody>
</table>

### Moving forward

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

### Structural

### Education about bias

### Personal

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

Nalty, 2016 The Colorado Lawyer; www.catalyst.org
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
Moving forward: personal

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
Moving forward: personal

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

#AllAreWelcomeHere