

System	Potential Bias	Elements that may indicate bias	Ways to prevent bias	Resources
Going to market for talent - Advertising - Job Criteria/Scoping - Recruitment briefing	Affinity Confirmation Gender Conformity	<ul style="list-style-type: none"> <li>• Imagery used in advertisements</li> <li>• Language used in advertisements</li> <li>• Identification of target audience and channels chosen for advertising</li> <li>• Criteria for the job - too many, based on years of experience, based on industry and type of experience, based on very specific qualifications (this may be necessary but worth double checking as the world of education is changing rapidly)</li> <li>• Very similar candidates applying - same background, same experience, same gender, same ethnicity etc</li> <li>• Application forms contain questions that are inviting bias - such as asking to disclose salary status, or years of experience.</li> <li>• The impact on homogeneity from employee referral systems - they absolutely have their place but need to be well designed</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse imagery</li> <li>• Use of tools to identify masculine/feminine language in advertisements (<a href="#">textio</a> plus others available)</li> <li>• Stripping back job criteria - challenging the must haves and removing criteria based on years of experience and industry</li> <li>• Data collection and reporting - diversity of candidates at key milestones/gates</li> <li>• Ensure applications forms do not ask for current salary information.</li> <li>• Be careful with the design of screening questions - are they well designed to avoid any bias</li> </ul>	<a href="#">WGEA recruitment and promotion guide</a>
Selection <ul style="list-style-type: none"> <li>• Screening</li> </ul>	Affinity Attribution	<ul style="list-style-type: none"> <li>• Criteria used for screening is unclear or not codified</li> </ul>	<ul style="list-style-type: none"> <li>• Interview guides that are designed specifically for each recruitment</li> </ul>	<a href="#">Recruitment Techniques</a>

<ul style="list-style-type: none"> <li>-Interviewing Assessing</li> <li>-Shortlisting</li> <li>-Job Offer</li> </ul>	<p>Confirmation Gender Conformity Halo/Horn</p>	<ul style="list-style-type: none"> <li>Interview questions are not set and not reviewed carefully prior to interviews being conducted.</li> <li>Assessments are not correctly aligned to job criteria</li> <li>There is no data integration process for multiple assessors when shortlisting</li> <li>Assessors and interviewers are not diverse</li> <li>Assessors and interviews have not completed any appropriate training</li> <li>Candidate progressing through are not diverse - they are very similar and very like the people assessing!</li> </ul>	<ul style="list-style-type: none"> <li>Assessment matrix prepared and populated at each stage</li> <li>Data integration process is facilitated to ensure all views and evidence is heard/assessed</li> <li>Assessors/interviewers are diverse and have been trained</li> <li>There is diversity amongst candidates at each gate</li> </ul>	
<p>Onboarding</p>	<p>Halo/Horn Attribution Affinity</p>	<ul style="list-style-type: none"> <li>There is some discomfort with introducing more diverse team members to the existing team</li> <li>The onboarding process fails to trigger the onboarding manager to a) explain the organisations approach to I&amp;D b) learn more about the person and their individual needs and c) help the person settle into the environment and feel that sense of belonging to team (ie: the</li> </ul>	<ul style="list-style-type: none"> <li>The team is comfortable and excited to learn about the new team member and makes it safe for the new member to share</li> <li>The team accepts new people and gives them space and time to ask questions and seek information before actually starting to perform value adding work</li> <li>All existing team members allocate time to the onboarding process with the new team member</li> </ul>	<p><a href="#">Inclusive onboarding</a></p>

		onboarding process focusses on ensuring someone 'fits in'	<ul style="list-style-type: none"> <li>New team members have an avenue to seek clarification or raise issues easily and without judgement</li> </ul>	
Promotion Succession	Halo/Horn Conformity Attribution Gender	<ul style="list-style-type: none"> <li>Process for succession planning is not transparent or clearly understood.</li> <li>Succession planning is seen as a chore rather than prioritised as a business continuity exercise</li> <li>Stronger sponsors dominate the matrix - the most vocal and active sponsors advocate for their candidates</li> <li>People on parental leave not being considered in succession plans</li> <li>The process fails to look beyond senior roles and doesn't plan in development horizons for potential successors</li> </ul>	Please refer to the <a href="#">Succession planning that works for women resource</a> to learn about and address bias in your promotion/succession processes	<a href="#">Succession planning that works for women</a>
Assignment identification	Halo/Horn Conformity Attribution Gender	<ul style="list-style-type: none"> <li>Process for assignment allocation is ad hoc</li> <li>People on parental leave not being considered for stretch assignments</li> <li>Net not casting wide enough for stretch assignments</li> </ul>	Please refer to the <a href="#">Succession planning that works for women resource</a> to learn about and address bias in your Assignment Identification processes	<a href="#">Succession planning that works for women</a>

Sponsorship	Halo/Horn Conformity Attribution Gender Affinity	<ul style="list-style-type: none"> <li>• Stronger sponsors dominate the succession plan with their candidates - the most vocal and active sponsors advocate for their candidates</li> <li>• Sponsorship is not an expectation of all senior leaders - leaders not held to account on the number of people and the diversity they sponsor into roles</li> </ul>	Please refer to the <a href="#">Succession planning that works for women resource</a> to learn about and address bias in your Sponsorship processes	<a href="#">Succession planning that works for women</a>
Remuneration	Confirmation Attribution Halo/Horn Gender	<ul style="list-style-type: none"> <li>• Gender pay gaps exist in the team (base salary and total salary audit)</li> <li>• Benchmarking salary against a candidate's previous rate of pay.</li> <li>• Paying part time and job share employees lower in band</li> <li>• Not paying employees who provide contract cover for leave such as parental leave cover equivalent rates of pay</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring the potential for bias is called out in remand ben policy</li> <li>• Conducting annual pay gap audits</li> <li>• Activating remedial action or closing any identified gaps</li> </ul>	<a href="#">The gender pay gap calculator (WGEA)</a>
Feedback	Confirmation Halo/Horn Recency effect	<ul style="list-style-type: none"> <li>• Giving more feedback to some members of the team than others</li> <li>• Relying on the feedback from the same people and not taking the time to ask quieter, less outgoing people for feedback.</li> <li>• General discomfort from people on the team with giving and</li> </ul>	<a href="#">Strategies for more inclusive and respectful feedback</a>	<a href="#">Brené Brown – The engaged feedback checklist</a>

		receiving feedback (defensiveness, blame, judgement, talking behind backs, feedback is not specific)		
Performance Review, Goal Setting and Reward and Recognition	Confirmation Attribution Halo/Horn Gender Affinity	<ul style="list-style-type: none"> <li>Ratings are not evenly distributed amongst the team (ie: women are viewed more favourably or less favourably in ratings than men overall)</li> <li>Some employees dominate allocated performance review time - take up more of the managers time than others</li> </ul>	<a href="#">10 performance review biases and how to avoid them</a>	<a href="#">Brené Brown – The engaged feedback checklist</a>
Decision making and approval processes	Affinity Attribution Confirmation Gender Conformity Halo/Horn	<ul style="list-style-type: none"> <li>Lack of clear criteria around decisions</li> <li>Over weighted criteria linked to speed, and cost (versus creativity, innovation and consultation with diverse stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>This is a really huge area that overlaps with every system</li> <li>Organisations that have a range of decision-making tools and resources at their disposal and have a culture of discipline over utilising these tools and processes prevent more bias than those who don't</li> </ul>	<a href="#">How to minimise your biases when making decision (HBR)</a>
Investigative processes (safety, respect, code of conduct)	Affinity Confirmation Conformity Halo/Horn	<ul style="list-style-type: none"> <li>The right people do not get spoken to</li> <li>Not enough or not the right questions</li> <li>No rapport with victims/complainants</li> <li>Not enough time listening</li> </ul>	<ul style="list-style-type: none"> <li>The best prevention of bias, in any form, is a professional, thorough, and evidence based investigation</li> <li>Once aware of the different areas in which bias can impair their work, investigators can take additional steps to counter the effects of bias.</li> </ul>	<a href="#">Start by Believing and the question of bias</a>  <a href="#">Implicit bias and the investigation</a>


		<ul style="list-style-type: none"> <li>• Untimely action - lags through the process</li> <li>• Reaching conclusions too quickly - without gathering all the necessary information</li> </ul>	<ul style="list-style-type: none"> <li>• The article provided in reference here covers the topic of 'start with believing' extremely well, as many people express concern that this approach introduces bias rather than preventing it - this article explains the concept very clearly and should help address these concerns</li> </ul>	
Problem Solving approaches and methodologies	Affinity Attribution Confirmation Gender Conformity Halo/Horn	<ul style="list-style-type: none"> <li>• Short term fix is the go-to position</li> <li>• Problems are solved by the most experienced people and relied upon to do so</li> <li>• Teams get anxious when problems arise</li> <li>• There is pressure to get to solutions quickly and this translates to stress</li> <li>• Mistakes are covered up</li> </ul>	<ul style="list-style-type: none"> <li>• Problems are solved through use of robust problem-solving methodology (root cause analysis)</li> <li>• Diversity in the team is leveraged at all points of the PS process</li> <li>• Multiple viewpoints are sought in order to solve problems</li> <li>• Teams are committed to and excited about solving problems</li> <li>• Teams are challenged to find the best solution quickly</li> <li>• A learning culture is evident</li> </ul>	<a href="#">How diverse teams produce better outcomes</a>
Overtime, shift and task allocation		<ul style="list-style-type: none"> <li>• Small group of people taking on the majority of overtime</li> <li>• Lack of clear process for OT allocation</li> <li>• Seniority or length of tenure being a highly weighted criteria for OT</li> </ul>	<ul style="list-style-type: none"> <li>• Well designed, clear decision-making principles for team application</li> <li>• Collaborative EA redesign to remove seniority or tenure as a criteria for decision making</li> </ul>	

Meeting/Forum facilitation and protocols		<ul style="list-style-type: none"> <li>• Lack of protocol in relation to calling meetings - not having valid reasons and defined outcomes</li> <li>• High number of 'last minute' meetings</li> <li>• Meetings that include the same people regularly and leave people out regularly</li> <li>• Lack of agendas and protocol for conducting meetings' to ensure all voices are heard</li> <li>• Lack of any way of determining meeting effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting facilitators well versed in meeting protocol and actively facilitating to an agenda</li> <li>• Expectations for each type of meeting clearly articulated</li> <li>• Regular check of 'who is invited' exploding the net where necessary - think beyond the regular suspects and swap people in - rather than adding more people to the meetings</li> <li>• Put a meeting checklist in place - suggested included in resources - analyse the results and make shifts when needed</li> </ul>	<a href="#">Meeting effectiveness checklist</a>
Team principles/ protocols/ expectations		<ul style="list-style-type: none"> <li>• Not codified or clearly understood</li> <li>• Inherited from previously formed teams - legacy protocols</li> <li>• Not bought into by the whole group</li> <li>• Not able to be challenged or questioned by members of the team</li> </ul>	<ul style="list-style-type: none"> <li>• Team principles are clear - how we work together</li> <li>• The team is aligned to company values and can articulate them in a way that has meaning for their work</li> <li>• Team members are expected to hold one another to account and reward and recognise each other for great effort</li> </ul>	<a href="#">The one minute manager builds high performing teams - Ken Blanchard</a>
Place/location of work		<ul style="list-style-type: none"> <li>• When there is very little flexibility in when and where work can be performed this can</li> </ul>	<ul style="list-style-type: none"> <li>• Challenging norms and assumptions about when, how and where work can be done can give us more room to attract diverse talent. Perhaps an</li> </ul>	<a href="#">Fostering belonging in the context of hybrid work</a>

		<p>result in bias toward certain groups of people</p> <ul style="list-style-type: none"> <li>• Assumptions re: best meeting times - without consultation.</li> <li>• Social events outside normal hours of work - where work decisions get made</li> </ul>	<p>additional 'flex shift' could be introduced that sits slight outside the bounds of the 8am - 3pm shift - having some people start at 10 and finish at 2 for example to enable school pickups and drop offs</p> <ul style="list-style-type: none"> <li>• Supporting FIFO workers within home care options to enable them to be away from home longer.</li> <li>• Enabling hybrid work arrangement for knowledge workers - focussing on outputs rather than presenteeism</li> </ul>	
Gender inclusive facilities		<ul style="list-style-type: none"> <li>• Many operational environments do not have gender inclusive facilities. Many employees are left without comfortable or safe places to change, shower, or use the restroom, or they are required to go to another building or location to seek out an inclusive facility</li> <li>• Lack of lighting or safe access/egress to parking or public transport zones for shift workers</li> <li>• Isolated work areas with little or no surveillance or security</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate facilitates for all regardless of gender identity. This includes provision of gender specific and gender inclusive restrooms</li> <li>• The goal is that no individual would need to leave their immediate place of work to locate a restroom, shower, or changing facility</li> <li>• Lockable changerooms with sufficient space</li> <li>• Storage (lockable) for personal items</li> <li>• Spare uniforms (for all shapes and sizes)</li> <li>• Gloves/glasses and other PPE that fits correctly</li> <li>• Sanitary Hygiene disposal facilities</li> <li>• Sanitary Hygiene products available</li> </ul>	



			<ul style="list-style-type: none"> <li>• Breastfeeding rooms and milk storage</li> <li>• Women's/Men's and unisex/disabled toilets available</li> <li>• Amenities within 10 mins of fixed worksites</li> <li>• Cleaning processes and resources (not a 'clean your own facilities' approach)</li> </ul>	
Uniforms and PPE		<ul style="list-style-type: none"> <li>• PPE seen as a cost rather than an investment in staying safe</li> <li>• PPE requirements not adjusted or enabled for diverse needs (ability, faith, pregnancy, size)</li> </ul>	<ul style="list-style-type: none"> <li>• Uniforms are procured with input from diverse employees</li> <li>• Special PPE is invested in to ensure comfort and safety - catering for all diversity</li> </ul>	<a href="#">Shewear</a>
Hours of work		<ul style="list-style-type: none"> <li>• Some jobs have more flex than others</li> <li>• Starting from a position of what we can do rather than what we can't is always more inclusive and less biased</li> <li>• Guiderails and principles around hours of work are important</li> <li>• Operations personnel have tighter guiderails due to the nature of the work</li> </ul>	<ul style="list-style-type: none"> <li>• Ask - what flexibility can we provide? Identify High, Medium and Low Flex roles in your team and make that clear when you are filling those roles</li> <li>• Be clear on the why for people when flexibility cannot be provided</li> <li>• Have an output focus not a 'presenteeism' focus for knowledge workers</li> </ul>	<a href="#">Learning from knowledge share</a>

Exit interviews/disembarking		<ul style="list-style-type: none"> <li>• No exit interviews</li> <li>• Exit interviews for some and not for others</li> <li>• No standard format/questions</li> <li>• No data capture and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Standard exit interview (via tech) before the employee leaves.</li> <li>• Follow up discussion if that survey has a particularly negative skew. Seeking to learn and understand</li> </ul>	
Leave and Absence management		<ul style="list-style-type: none"> <li>• Qualification for paid parental leave based on carer status</li> <li>• Parental leave policies not revised and updated to reflect the shift to sharing the care</li> <li>• '12 months' service requirements preventing pregnant employees from applying for roles.</li> <li>• Lack of flexibility in how leave can be taken</li> <li>• Lack of men taking parental leave - perhaps due to concerns about the impact on their profile/career</li> <li>• No policy that assists with the increasing need to provide 'elder care'</li> <li>• No transition support to, from or during extended leave</li> </ul>	<ul style="list-style-type: none"> <li>• Policies that provide equitable opportunity for primary care to be shared</li> <li>• Policies that encourage men to share the care</li> <li>• Support for ensuring the best possible transition to and from leave</li> <li>• Enablers for connection during leave.</li> <li>• Support for medically challenged pregnancies and childbirth</li> <li>• Support for adoption and IVF procedures</li> <li>• Grievance support for miscarriage and stillbirth</li> <li>• Policies to support medical support through pregnancy (attending scheduled check-ups - all parents)</li> <li>• Child care support to provide extracurricular events and developmental programs (such as conferences, training courses, evening events)</li> </ul>	<p><a href="#">Paid Parental Leave and Gender Bias   Q+A</a></p>  <p><a href="#">NAWO Case Study - Pernod Ricard</a></p>

Other systems to check



Performance management
Issues resolution processes
Technology Policies and access to IT capability
The list goes on :-) Feel free to add.