

What should organisations be doing to tackle bias & unacceptable behaviour?

Bias is a disproportionate weight given in favour or against one thing, person, or group compared with another

Unacceptable behaviour (including bullying, harassment and victimisations), may involve actions, words or physical gestures that could reasonably be perceived to be the cause of another person's distress or discomfort. This behaviour may be caused by an individual or by a group.

When you build your roadmap focus on affecting day to day behavioural change, ongoing education and training, working with data, allyship and measuring the impact of your programme.

Creating your roadmap

1. Define a broad vision and goals for your programme aimed at tackling bias and unacceptable behaviour. Senior executives must be involved and engaged at this stage.
2. Allocate a REAL budget
3. Evaluate your policies, practices and processes and identify opportunities for improvement
4. Evaluate procedure applied to previous grievances, complaints, and review exit interviews to understand history with unacceptable behaviour and current procedure for response
5. Outline and agree specific outputs and results of your programme and make people accountable for those outcomes
6. Build a high level plan which outlines the order in which you will kick off specific anti bias activities
7. Identify and outline potential challenges, areas of resistance, roadblocks and risks associated with your programme
8. Build a data collection plan
9. Outline and agree a KPIs, metrics and criteria for review with a schedule for review and evaluation
10. **Make yourselves accountable for things getting better!**

Useful resources

PAGE/TITLE	RESOURCES
1 - Summary	<ul style="list-style-type: none">• Definitions: unacceptable behaviour• Definitions: bias
2 – Education	<ul style="list-style-type: none">• Developing and delivering effective anti-bias training - challenges and recommendations• The principles behind successful antibias and diversity training• Don't do unconscious bias training
3 - Allyship	<ul style="list-style-type: none">• Questions about allyship internal communicators need to ask• How to be a good ally in the workplace• How to be an effective ally in the workplace• How allyship drives workplace inclusion• How men can become better allies to women• Allyship – The Key to unlocking the power of diversity• 7 strategies for men who want to be better allies to women in the workplace
4 – Employee Lifecycle	<ul style="list-style-type: none">• 7 practical ways to reduce bias in your hiring process• How to attract more women to your company• How to design inclusive Job Descriptions• How to measure your diversity efforts when hiring• How the best bosses tackle bias on their teams• How to Be an Inclusive Leader Through a Crisis• The difference between equality and equity and why it matters• The importance of sponsorship in advancing women into leadership roles



Sarah is a senior HR professional

Goals Create an impactful programme of education to help us mitigate bias

Challenges Doesn't know how to ensure engagement and impact

PROGRAM DESIGN AND DEVELOPMENT

MANAGING THE DAY TO DAY

DEMONSTRATING IMPACT

Thinking & Feeling

- How do I create an education programme that makes an impact?
- What should an anti bias programme look like?

- How do I manage discomfort that employees and managers might feel?
- Do I make training mandatory?
- Should everybody participate in the same education programme ?

- How do I know the programme has been successful?
- How to I ensure the learning are embedded?

Dos & Don'ts

- Have very clear goals in terms of results, impacts, and learnings
- Make training and education a strand of a comprehensive diversity & inclusion strategy connected to broader EDI objectives
- Set measures of success from the outset – make people accountable for outcomes
- Ensure any training programmes selected do more than create awareness of individual biases
- Engage different stakeholder groups in the programme design

- Check in with employees, managers and staff to get their feedback, input and response to initiatives BUT prioritize the learning needs and outcomes – not positive reviews
- Change policies and practices and communicate the reasons for these changes – connect these changes to learnings from education programme where possible
- Develop, agree, model and communicate effective behaviours for mitigating bias
- Differentiate your training and education to reflect the experience / knowledge base of your employees / managers and staff - e.g. employees of colour may not be engaged in a training programme explaining
- Engage senior stakeholders and encourage anti bias evangelism sharing stories and experience of positive change

- Engage senior stakeholders for review and measure meetings
- Set targets for areas of improvement – baseline against pre education metrics and a timeframe for review
- Continue the review cycle to evaluate the short, medium and long term impact of education
- Design and develop post programme feedback process and additional support mechanisms

Roadmap activity

- Evaluate your processes, policies and practices – understand where biases exist to ensure the education programme has relevance and can be effective
- Evaluate the needs and experiences of the different stakeholder groups in your organisation and teams to differentiate the approach
- Make a plan for collecting relevant data

- Build a communications plan for senior executives
- Implement review / check ins on training, additional needs, education programme and required support to include in next phases of programme.

- Build a plan for measuring success based on education programme goals and EDI strategy
- Perform surveys to gain qualitative data on the impact and effectiveness of the education programme
- Build communication plan to disseminate results and findings



Steve is one of the employees in a tech start-up

Goals There is a big push for allyship in the company so he would like to do his part

Challenges Doesn't know where to start; afraid he will make a mistake and offend others

ONBOARDING

MANAGING THE DAY TO DAY

SPONSORSHIP

Thinking & Feeling

- I have new colleagues from different backgrounds – how do I make them feel welcome?
- How do I best understand the historical difficulties they have had?

- I was in a meeting where it seemed some of the comments made my colleague feel uncomfortable – do I speak up?

- Isn't treating everyone the same the fairest thing to do?
- I'm worried about being accused of positive discrimination

Dos & Don'ts

- Be open to listening and feedback on onboarding practices even if uncomfortable
- Be aware of your own implicit biases
- Do not expect to be taught or shown. Educate yourself as much as possible.

- Do the work every day to learn how to be a better ally & understand what privilege means
- Speak up when you witness behaviours that make people feel uncomfortable
- It's not about you.

- Use your privilege to amplify (digitally and in-person) historically suppressed voices – e.g. suggest people for awards, promotions, highlight their contributions in open forums
- Lift others up by advocating

Roadmap of activity

- Share educational resources for all employees including training on allyship & incentivise employees to learn and sign up
- Create a forum for hiring managers/interviewers to discuss best practices especially around allyship and D&I topics

- Encourage and reward people speaking up against unacceptable comments and behaviours
- Offer guidance/training on how to begin the conversation when calling out unacceptable behaviours
- Involve HR and company leadership in highlighting the importance of speaking up & think of how to penalize unacceptable behaviour

- Revisit your promotion practices and remove bias from these decisions
- Share success stories of people from underrepresented groups so the story associated with success doesn't always equal a white male
- Measure effectiveness of your efforts – track progress in the data from employee surveys; exit interviews; hiring and retention stats; HR cases



Michael is an IT manager, he's part of the IT Leadership team

Goals Create an inclusive and diverse culture and tackle bias

Challenges IT Team are 75% white men, 3 out of 4 new job applicants are currently from men also

ATTRACTING AND HIRING

MANAGING THE DAY TO DAY

GROWTH

Thinking & Feeling

- Our team is 75% men, 25% women, but isn't this the same for all IT teams? I'd like to have a more diverse team, but we get very few applicants applying.

- Given the current climate, I don't want to burden the team with additional responsibilities.
- Isn't treating everyone the same the fairest thing to do?

- How do I keep the momentum going?
- How do I ensure my approach continuous to be fair to everybody?

Dos & Don'ts

- DO measure current diversity to set feasible goals.
- DO set objective hiring criteria and process
- DON'T ignore diversity in your employer branding strategy.

- DO respond to double standards, stereotyping, "manterruption," etc etc.
- DO equalise access to your time proactively
- "DON'T allow your bias impact how you assign career enhancing opportunities to the team.

- DO set out objective criteria for access to additional learning and development opportunities.
- DON'T be afraid to create groups that support the development of specific groups

Roadmap of activities

- Evaluate current hiring process to identify and address any bias.
- Partner with companies such as Code First Girls to improve employer branding.
- Design inclusive job advertisements.
- Capture key metrics during the hiring process to assess progress.

- Make virtual meetings equitable by allowing everyone to speak, sending documents, and collecting input in advance.
- Mindfully design and assign people to career enhancing opportunities
- Conduct reviews of the employee lifecycle and critically evaluate for bias
- Implement regular reviews of data and metrics

- Be clear on the difference between Equality & Equity and design learning & development programmes accordingly
- Leverage external industry development programmes designed to provide equity
- Promote mentorship and sponsorship programmes.
- Capture key metrics around learning and development and promotion opportunities.