



Lessons Learned on the Road to Inclusive Hiring

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Today's Discussion

Objectives:

- Share Best/Next Practices
- Recognize Obstacles
- Consider Your Next Steps

Agenda:

- Why?
- What?
- How?



Background on Liberty Mutual



Liberty Mutual.
INSURANCE



Our purpose: We exist to help people embrace today and confidently pursue tomorrow.



Our promise: We promise protection for the unexpected, delivered with care.



Background on Liberty Mutual DEI



At Liberty Mutual, we believe that recognizing, appreciating and applying the unique insights, perspectives and backgrounds of each person cultivates an atmosphere of trust and respect. It's also key to our success in engaging with all people and possibilities.

Diversity, Equity & Inclusion (DEI) is how we do business, and we'll continue to invest in it to create a stronger global organization.

We've reflected this commitment through our multi-year plan which includes goals to increase representation of women and people of color at all levels in the U.S. by 2025, as well as ensuring our goals progress over the long term. Delivering on these goals means that about one-third of all employees will be people of color and over half will be women.



One Why for Inclusive Hiring: Diverse Teams are Smarter



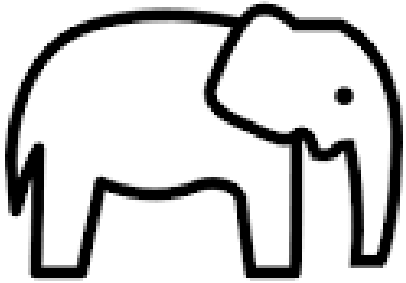
- Focus more on facts
- Process information more carefully
- Question assumptions/biases

From “Why Diverse Teams are Smarter” by David Rock and Heidi Grant, HBR, 11/4/16



So, What's the Issue?

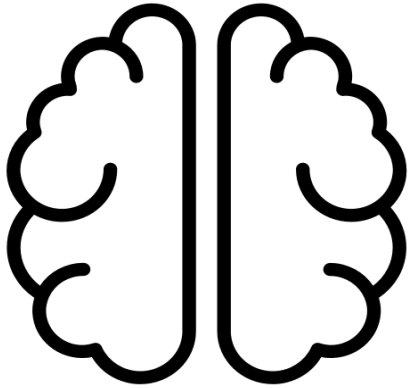
Often, its the “Elephants in the Room”



- “Isn’t this really about hiring women and people of color “just because?”
- “We have to lower the bar to hire more diversity. Feels like we’re abandoning our commitment to always hire the best person for the job.”
- “It feels easier and less risky to hire people with backgrounds we’re more familiar with and who can hit the ground running.”



Bias is the # 1 Obstacle



Similarity Bias:

- Preference for candidates like me
- Ex: “We think a lot alike, I’m sure he’ll be a great fit.”

“Halo/Horns” Bias:

- Allowing one positive or negative attribute to shape my view
- Ex: “She’s really technical. She’ll be perfect for the role.”

Confirmation Bias:

- Unconsciously focusing on info that confirms my “gut” feeling
- Ex: “I knew when he said that I was right about him.””

Stereotype Bias:

- Judging a candidate based on their identification with a group
- Ex: “She’s a mom– we just won’t be able to depend on her.”





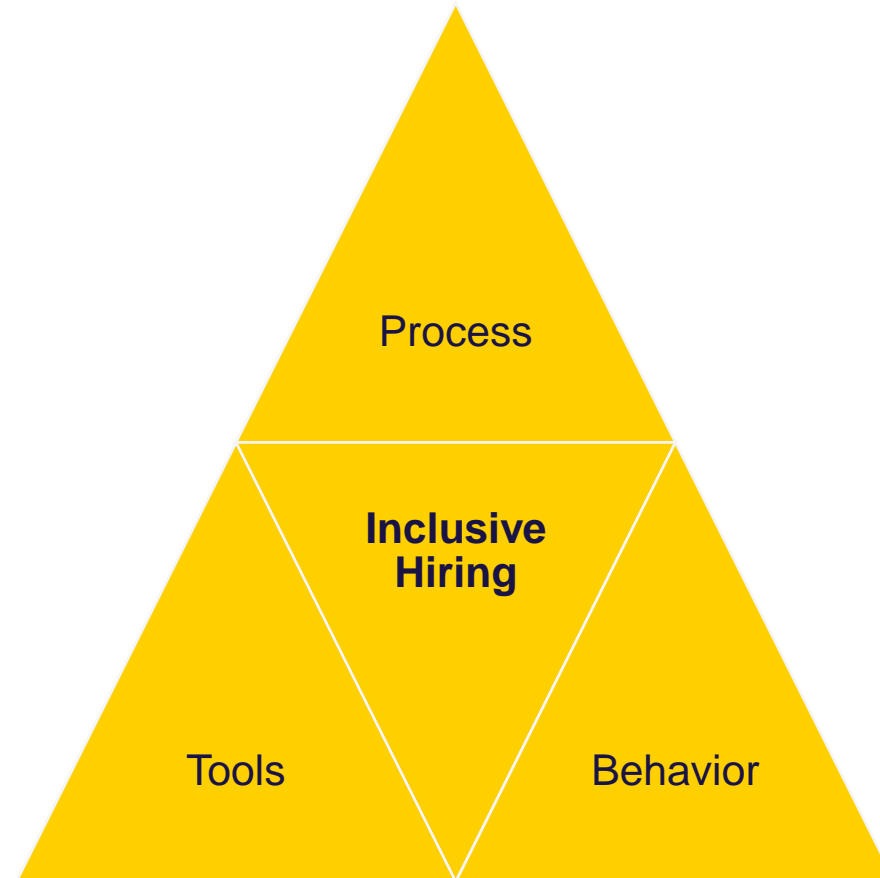
The Issue Of “Company Type”

- Characteristics or traits that people consider successful tend to have.
- “Must haves” for advancement into senior leadership, in particular (e.g., “polish”)
- When missing, causes the reaction, “I don’t think he/she/they would be a good “fit.”

What’s your company’s type?

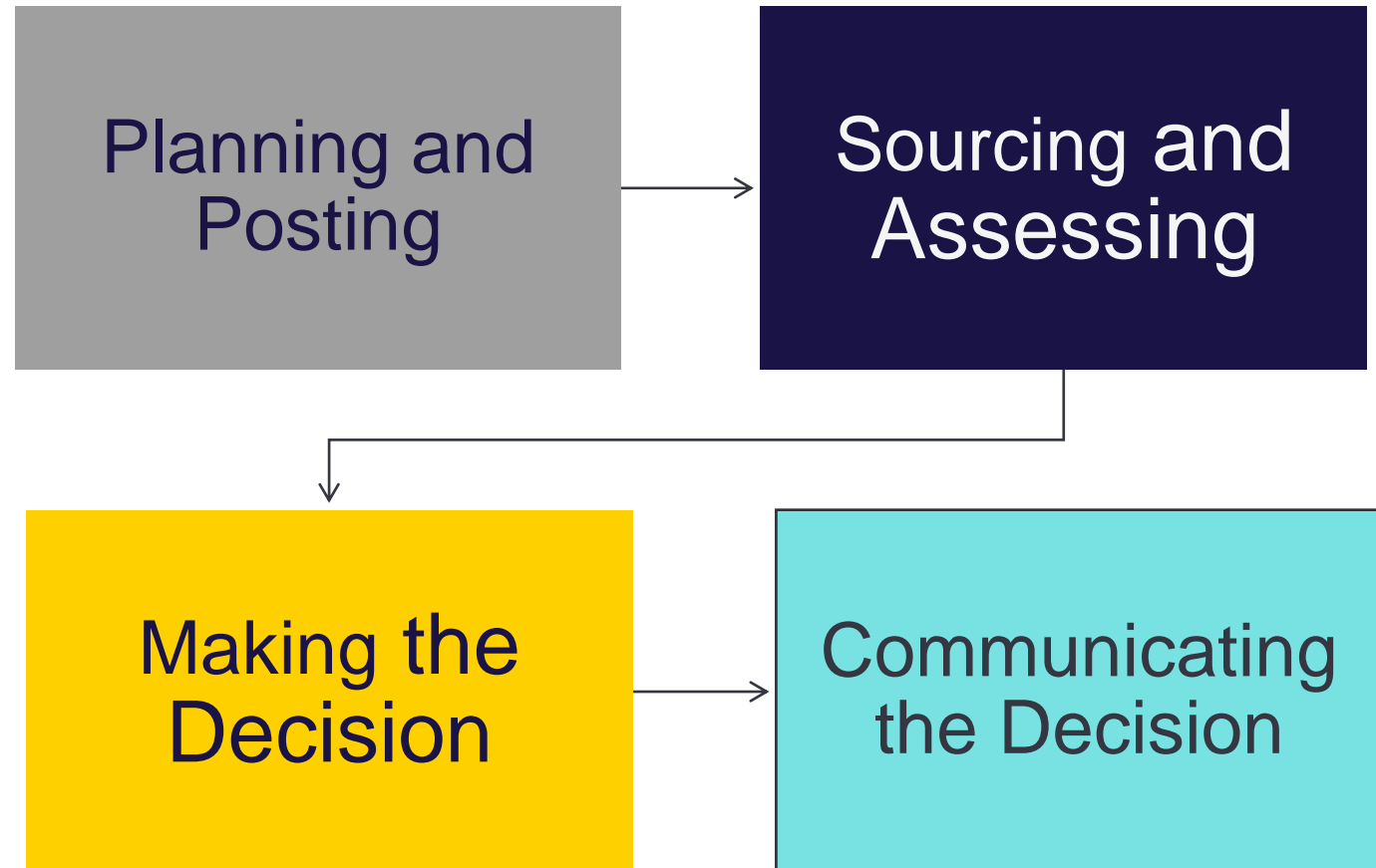


Inclusive Hiring Requires





Key “Moments of Choice” in Hiring

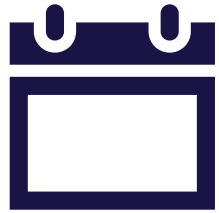




Actions for Inclusive Hiring

- Identify, define, rank key requirements for the role
- Focus on what's missing on the team – skills, experiences, perspectives
- Use AI to “debias” job posting
- Make a plan that's intentionally inclusive





Actions for Inclusive Hiring: Planning & Posting

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Actions for Inclusive Hiring: Sourcing and Assessing

- Draft a set of behavior-based questions to assess requirements identified upfront
- Select a diverse interview team and prep them on requirements and questions
- Probe for details (Situation, Action, Result) on each question



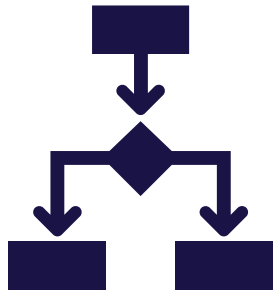


Actions for Inclusive Hiring: Making the Decision

- Rate all candidates on each requirement using objective rating scale
- Get input from each interviewer and compare ratings; probe for rationale
- Watch for bias - vague evaluations or holding candidates to different standards



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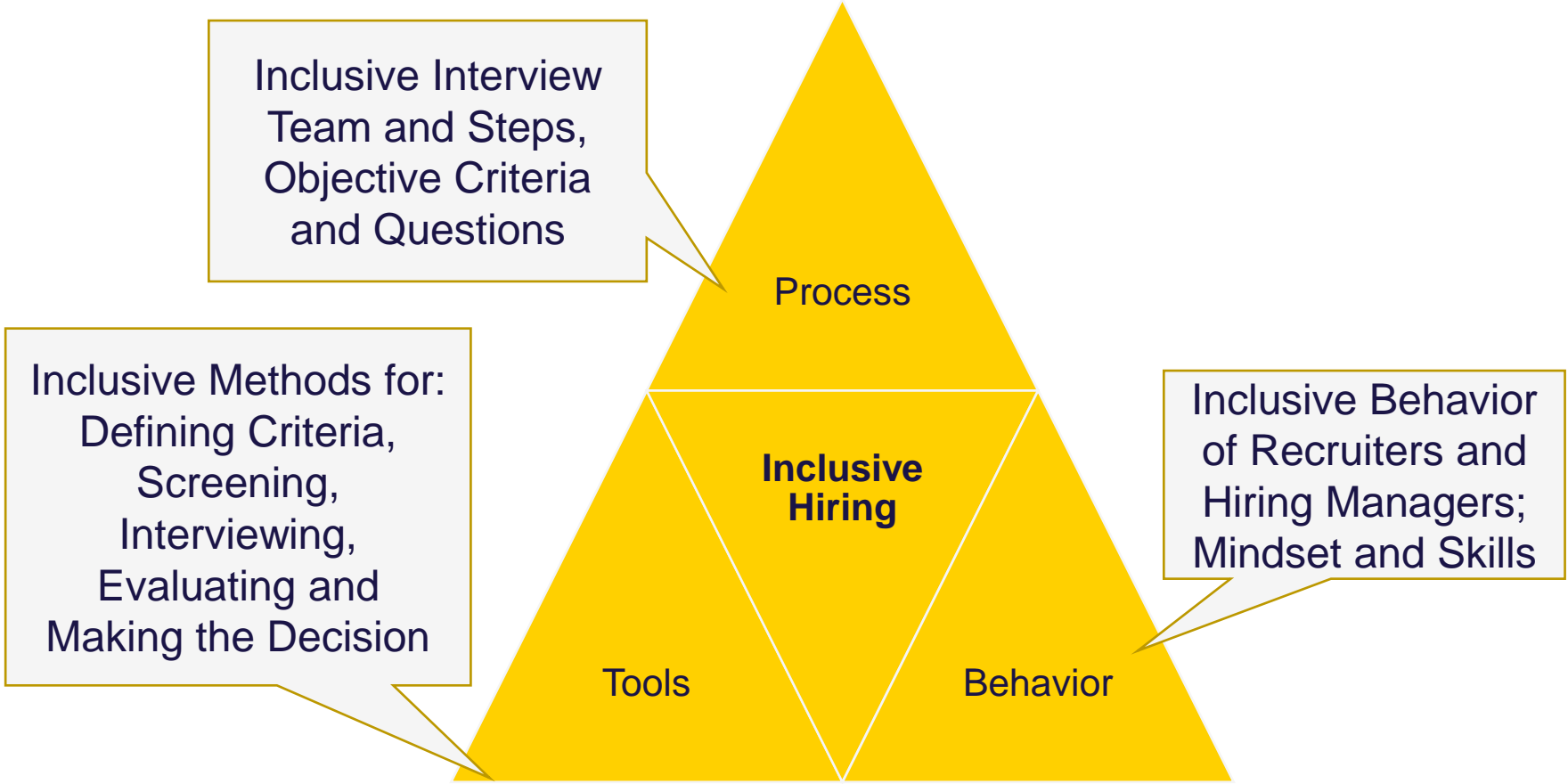


Actions for Inclusive Hiring: Communicating the Decision

- Align interviewers on reasons for the decision + what to communicate (to all candidates)
- Give the candidates not hired meaningful feedback they can use for future interviews
- Proactively share what the person hired brings to the role that's additive/what makes them best for the role



Next Steps: Identify Your Gaps





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