

Empirically-Based Search Practices



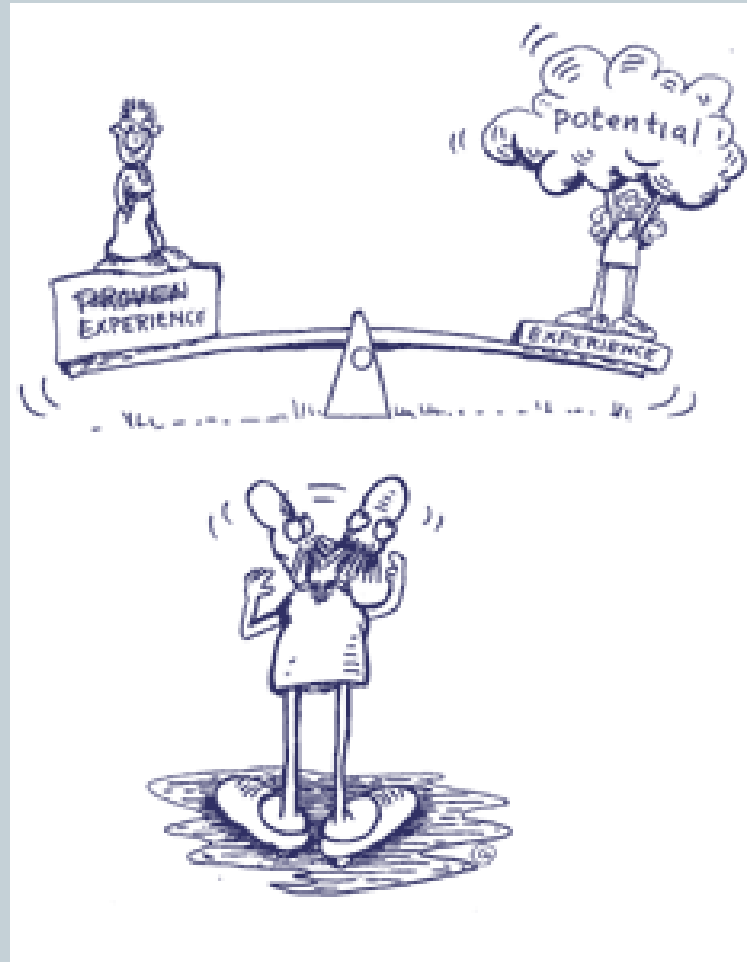
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Orchestrating Impartiality



Goldin, C. & Rouse, C. (2000) Orchestrating impartiality: The impact of “blind” auditions on female musicians. *The American Economic Review*, 90, 715-741.

Constructed Criteria



Study Design



Male Evaluator

Streetwise - male applicant

Streetwise - female applicant

Educated - male applicant

Educated - female applicant

Female Evaluator

Streetwise - male applicant

Streetwise - female applicant

Educated - male applicant

Educated - female applicant

Evaluation of the Applicant



- How strong is this candidate on education and streetwise criteria?
- How important are education and streetwise criteria, respectively, to success as police chief?
- Should this applicant be hired?

Shifting Criteria



- Male and female applicants were rated the same on the perceived strength of the applicants credentials.
- A given credential was rated as more important for success if a male applicant possessed it.
- Bias was *greater* among raters with high self-perceived objectivity than among raters with low-self perceived objectivity.

Further Findings



- When the job was stereotypically feminine (women's studies professor), evaluators tailored the criteria of importance to match the characteristics of the female candidate, *regardless of what those characteristics were.*
- Requiring evaluators to define what criteria were important and commit to that decision *before* evaluating the candidate eliminated gender bias in hiring decisions.

Implications?



- It may be important to define specifically and concretely, *before* evaluating any candidates:
 - What criteria are desirable for a particular position
 - Which of those criteria are most important for success in the position and the decision to hire
- Then, of course, committee members need to use those objective criteria to compare candidates fairly.

Wording of Job Advertisements



Feminine

- Pleasant attitude, dependable judgment, attentive to detail.
- Excellent communicator.
- Understand real estate markets to establish appropriate selling prices.

Masculine

- Self-confident attitude, decisive judgment, and be detail-oriented.
- Strong communicator.
- Analyze real estate markets to determine appropriate selling prices.

Findings



- Job ads for male-dominated areas contained more masculine wording than those for female-dominated areas.
- There was no difference in the presence of feminine words in job ads across male v. female dominated areas.
- When job ads contained more masculine words
 - Subjects perceived more men within these occupations
 - Women found these jobs less appealing; men did not have the same adverse response to feminine-worded ads
 - Perceptions of belonging, rather than perceived skill, mediated the negative effect of masculine wording for women.

Implications?



- It may be important to word job advertisements carefully to avoid discouraging applicants through language that suggests they would not fit in or belong because of their identities.

The Motherhood Penalty Experimental Study



- **Compared to childless women, mothers were:**
 - Perceived as less committed and competent
 - Held to stricter performance standards in terms of required performance on employment tests and allowable days arriving late and leaving early.
 - Given lower starting salaries, and viewed as less suitable for hiring, promotion, and management training.
- **Fathers did not suffer the same penalties.**

The Motherhood Penalty Audit Study



- Childless women received 2.1 times as many call backs as equally qualified mothers.
- Fathers were called back at a higher rate than childless men, but this difference was not significant.

Implications?



- Discussion and consideration of the family situation and responsibilities of candidates, *even if done on a gender neutral basis*, may disproportionately disadvantage mothers.

The End

