The Subtlety of Privilege and Bias

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Learning Objectives:

- Learn Bennet’s Schema of Intercultural Sensitivity and how it can impact behavior in the hiring process
- Define and discuss unconscious bias
- Evaluate ways to manage unconscious bias throughout the search committee process
- Discuss on-boarding in a culturally inclusive manner
- Learn helpful ways to find a voice on the search committee
- Identify next steps and how to implement
Bennet’s Schema - 3 Levels of Intercultural Sensitivity:

1) Defense
2) Minimizers
3) Acceptance
Bennet’s Schema - 3 Levels of Intercultural Sensitivity:

1) Defense: View those different as less valuable, would tend to think negatively of terms such as “affirmative action,” would view this as “special privileges.” Any other culture different than my own is not as good.
   o Examples: “Why don’t these people speak my language?,” “These people don’t value life the way we do.”
Bennet’s Schema - 3 Levels of Intercultural Sensitivity:

2) Minimizers: Either a superficial recognition of cultural differences (food, dress) or a broad brush approach which minimizes differences. Also, a tendency to support diversity only with those who “fit” the dominant culture and are like themselves.

○ Examples: “Customs differ, of course, but we are all pretty much the same.”
Bennet’s Schema - 3 Levels of Intercultural Sensitivity:

3) Acceptance: Recognize and appreciate cultural differences, often, though they would be strong advocates for diverse hiring but some times feel ill-equipped to improve changes

Kayes, P. (Winter, 2006).
How does this impact communication and behavior?

- Microagressions are brief and commonplace daily verbal, behavioral, and environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial, gender, sexual-orientation, and religious slights and insults to the target person or group” (Sue, et al., 2007).

- Microassault: Explicit and intentional discriminatory actions by verbal or nonverbal attack against someone’s identity with intention to hurt the victim through name-calling, avoidant behavior, or purposeful discriminatory actions. For example: “You're in America, you need to speak English.”

Adapted from Grossmont University
How does this impact communication and behavior?

- Micro insults: Are often characterized by nonverbal or verbal remarks or comments that unintentionally convey rudeness and insensitivity and demean a person’s heritage or identity. Examples: “You speak so well” (directed towards a Black male), a female physician at an emergency room is mistaken by male patients as a nurse, “What are you?”

- Micro invalidations: Characterized by verbal comments or behaviors that exclude, negate, or nullify thoughts, feelings, or experiential reality of a person’s identity. Examples: “There is only one race. The human race.” “I am not homophobic. I have a gay friend.” “I don’t see color” “Oh, I have OCD too. I’m a perfectionist.”

Adapted from Grossmont University
On the other side of the coin...

- Micro-affirmations: hard to see acts, small, often unconscious but very effective

- Two interview scenarios…but first…an interview joke:
Exercise of the Unconscious

Look at the picture below of the two tables and see if you can determine which of the tops is bigger. Or are they the same size, the same shape?
Examples on Search Committees where we see unconscious bias...

- Saying someone is just “not a good fit.”
- “Merits,” “Qualifications”
- Non-traditional candidates
- Veteran candidates / transferable skills
Ways to Combat Hidden Bias:

- Reframe the conversation to discuss fairness, not “protected classes”
- Review every aspect of the employment life cycle for hidden bias: Screening, interviewing, onboarding…
- Support projects that encourage positive images of persons of color, LGBT, veterans, and other social identity groups on campus
- Conduct anonymous employee surveys
- Say it! If you think something is preferential, say it. Be respectful but be open.
- Think outside the box: Non-traditional candidates, transferable skills etc.
Advocacy Tools:

Transferable Skills for all Veterans:
1) Leadership
2) Commitment
3) Diversity
4) Practical Experience
5) Maturity and Focus

Schwartz, M. (September 15, 2014).
On Campus Interviewing and Onboarding:

- Affinity groups
- Cultural aspects and events around Indy
- Places to live
- Things to know
- Surviving v. Thriving
On the Search Committee:

- Develop Search Committee Code of Ethics, evaluate practices such as looking on candidate’s social media...ethical or non-ethical?
- You as the EIA Advocate should not be the only one asking Diversity questions, make a plan beforehand
- In assessing answers to Diversity questions, consider things such as: Did they use inclusive language, did they address all members of the committee when answering?
- Recognize language of unconscious bias
- Keep in mind the Levels of Intercultural Sensitivity
- Questions?
Next Steps...

- Implementation, Thoughts, Fears??
- Continued trainings
- Use the TEAM as a resource
Find and Follow Us…

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References:


