

1 [Urging the Department of Human Resources to Analyze and Implement Strategies to Reduce
2 Implicit Bias in Recruitment for Employment]

3 **Resolution urging the Department of Human Resources (DHR) to analyze strategies**
4 **and create a plan to reduce implicit bias in the hiring process for City and County of**
5 **San Francisco employment, and further urging DHR to report its findings and plan to**
6 **the Board of Supervisors by June 2016.**

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8 WHEREAS, Eliminating implicit bias in hiring decisions improves the City’s workforce
9 and the community by ensuring that qualified, capable, and competent individuals are not
10 denied opportunities to work for the City; and

11 WHEREAS, The City and County of San Francisco employs more than 30,000 full-time
12 and temporary employees in more than 1,000 classifications within 60 departments; and
13 receives more than 150,000 applications annually for vacant positions; and

14 WHEREAS, Research has shown that implicit bias can negatively affect job candidates
15 with ethnic-sounding names. In one study by the National Bureau of Economic Research,
16 applicants with “White-sounding names” received 50 percent more callbacks for interviews
17 than resumes with “African American-sounding names;” thus, “a White name yields as many
18 more callbacks as an additional eight years of experience on a resume”; and

19 WHEREAS, Research has also shown that implicit bias can negatively affect
20 candidates during the hiring process based on names associated with a certain gender; and,

21 WHEREAS, One study done by Yale University demonstrated that “faculty participants
22 rated male applicant as significantly more competent and hireable than the (identical) female
23 applicant” for a lab manager position and even recommended paying the female applicants
24 with a lower salary; and

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1 WHEREAS, Strategies to remove implicit bias from the hiring process include
2 modifying resume-review systems so that they do not reveal applicants' names, addresses, or
3 graduation years, which can provide signals about race, gender, age, and nationality, until or
4 unless the information is necessary for contacting applicants for interviews; and

5 WHEREAS, San Francisco recently received the Award of Excellence from the
6 International Public Management Association for Human Resources (IPMA-HR) for its
7 centralized Conviction History Review Program which eliminates conscious and unconscious
8 bias in hiring decisions against individuals with conviction histories; and

9 WHEREAS, The Department of Human Resources is initiating citywide training on
10 implicit bias, with a focus on elimination of bias in employment decisions; and

11 WHEREAS, The Department of Human Resources is initiating citywide training on
12 implicit bias, with a focus on elimination of bias in employment decisions; and

13 WHEREAS, San Francisco city government should continue to find ways to improve its
14 hiring process and to give everyone from all backgrounds a fair chance at finding
15 employment; now, therefore, be it

16 RESOLVED, That the Board of Supervisors urges the Department of Human
17 Resources (DHR) to create a plan to reduce implicit bias in the hiring process for City and
18 County of San Francisco employment; and, be it

19 FURTHER RESOLVED, That the Board of Supervisors urges DHR to report its findings
20 and plan to the Board of Supervisors by June 2016.

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