

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 names associated with specific ethnic communities. In one study by the National Bureau  
16 of Economic Research, applicants with names associated with one ethnic community  
17 received 50 percent more callbacks for interviews than resumes with names associated with  
18 another ethnic community; thus, a name could yield as many more callbacks as an additional  
19 eight years of experience on a resume; and

20 WHEREAS, Research has also shown that implicit bias can negatively affect  
21 candidates during the hiring process based on names associated with a certain gender. One  
22 study done by Yale University demonstrated that “faculty participants rated male applicant as  
23 significantly more competent and hireable than the (identical) female applicant” for a lab  
24 manager position and even recommended paying the female applicants with a lower salary;

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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, ethnicity, gender, age, and  
4   nationality, until or unless the information is necessary for contacting applicants for interviews;  
5   and

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

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

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

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

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

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

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