



Federal
Anti-Discrimination
Agency



Using the Gender Bias Check (gb-check)

to promote economic independence for women and men with the help of gender neutral personnel procedures

Charlotte Kastner (Federal Anti-Discrimination Agency, Germany)

project background

project partners:

- German Federal Anti-Discrimination Agency
- Harriet Taylor Mill – Institute for Economics and Gender Studies at the Berlin School of Economics and Law
- Financed by the European Union

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main objectives:

- Providing private companies and public bodies with analytical tools to systematically review the equal treatment of women and men in different personnel policy action areas
- Ensure economic independence for women and men by equal treatment in working life
- Developing a toolbox called „Gender Bias Check (gb-check)“

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- ... helps to highlight any discrimination on the basis of gender in several personnel policy fields.
- ... provides ideas and impetus for removing any discrimination found.
- ... helps to avoid unequal treatment in working life.
- ... promotes equal opportunities for both genders at operating level.

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- Working hours

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Pairwise comparisons:

by directly comparing, on an anonymous basis, a female and a male employee, discrimination at individual level can be highlighted.

Review area	Statistics	Process analysis	Pairwise comparison
Job advertisements		✓	
Personnel selection	<ul style="list-style-type: none"> ✓ Recruitment ✓ Professional advancement 	✓	✓
Working and employment conditions	<ul style="list-style-type: none"> ✓ Employment ✓ Health 	✓	
Continuing vocational training	✓	✓	✓
Appraisals	✓	✓	✓
Working hours	✓	✓	

www.gb-check.de/english

Procedure for reviews using the gb-check

Step 1: Forming a company project group

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Procedure for reviews using the gb-check

- Step 1:** Forming a company project group
- Step 2:** Choice of review areas and tools
- Step 3:** Collecting and processing data and information
- Step 4:** Using the selected tools
- Step 5:** Writing a results report
- Step 6:** Developing measures beyond the review

Examples:

Review area: Personnel selection (recruitment and promotion)

— Process Analysis

Requirements profile for the position

Analysis of application documents

Interviews

Required profile for applicants

Recruitment tests

Selection decision in general

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— Paired comparison

Process analysis

(suitable for recruiting and promotion)

5. Is the requirements profile for applicants always determined by a group or team?

If the requirements profile for applicants is defined by several people, it is less likely to run the risk of discrimination, especially if people are included who have an in-depth knowledge of the requirements of the position. It may also be necessary for the group to be a mixed-gender group in order to incorporate a range of diverse viewpoints.

Example:

When determining the requirements for applicants, the personnel department consults expert employees from the specialist department in order to take their specific expertise into account. Since the work must take account of the special interests of both female and male customers, the group will be a mixed-gender group.

yes no partly

Explanation:

Process analysis

(suitable for recruiting and promotion)

9. Are application documents made anonymous before they are analysed or is an anonymous application process applied?

It must be ensured that the application documents are analysed without discrimination. Gateways to this are generally subjective interpretations of information that can be obtained from the application documents: appearance (photo), family status or career breaks, age or country of origin. It has been found that making applications anonymous, i.e. the absence of an applicant photo, blanking out of names, date of birth, family status and country of origin increases the chances of women, older people and migrants being invited to interviews. The selection criterion is then solely whether the applicants are qualified.

See also the results of the project of the Federal Anti-Discrimination Agency on anonymous applications (see list of literature at www.gb-check.de).

yes no partly

Explanation:

Process analysis

(suitable for recruiting and promotion)

11. Are there procedures within the company which guarantee a standard assessment of applicants?

The application of double standards when assessing applicants must be avoided. Since personal aspects, e.g. sympathy/antipathy or performance expectations that are not objectively justified can lead to biased results in selecting personnel, procedures should be used that promote a standardised assessment on the basis of the job profile.

Examples:

- *When looking through the application documents, the company is guided by a list of the essential and merely desired skills of the applicants.*
- *Company guidelines or agreements define which aspects are legally permitted and which may not be applied during the assessment (such as number of children, appearance).*
- *In later interviews, structured interviews are carried out with the applicants.*

yes no partly

Explanation:

Process analysis

(suitable for recruiting and promotion)

19. Is it guaranteed that only structured (partly standardised) interviews are held which exclude questions that are unlawful and do not need to be answered truthfully by the applicants?

Unstructured interviews can mean that male and female applicants are asked different questions that have nothing to do with the activity and which may be defined by stereotypes. This can create perceptions that are biased on the basis of gender. (Partly) standardised interviews can also provide a better guarantee that only lawful questions are asked.

Example:

A married female applicant with two small children is asked how she proposes to combine family obligations with her career, but a married male applicant with two small children is not asked this question.

yes no partly

Explanation:

Statistics on personnel selection: Promotion - example

For the company: ABC

Edited by:

XYZ

Date:

dd.mm.yyyy

Vacant positions in 2016 calendar year	Number of positions	Promotion potentials				Promotions				Promotion rate			
		Internal applicants who took part in the selection process				New holders of the position with the lower previous classification				Actual promotions as % of promotion potential			
		Men	Women	Other*	Part-time	Men	Women	Other*	Part-time	Men	Women	Other*	Part-time
Newly vacant/newly created positions in total	22	17	21	0	12	5	6	0	3	29,4	28,6	0,0	25,0
in lower salary range**	12	3	11	0	8	1	4	0	3	33,3	36,4	0,0	37,5
in middle salary range**	6	6	6	0	2	1	1	0	0	16,7	16,7	0,0	0,0
in upper salary range**	4	8	6	0	1	3	1	0	0	37,5	16,7	0,0	0,0

* For example, transsexual, transgender, intersexual, intergender or no answer.

** lower salary range: Basic remuneration for activities which do not require a completed 3-year vocational training; middle salary range: Basic remuneration for activities which require a completed 3-year vocational training; upper salary range: Basic remuneration for activities that require at least a university degree, and non-collective wage employees

The example shows:

- In the 2016 calendar, 22 positions were vacant in total, which were advertised internally and externally. Job interviews were held with 17 male and 21 female internal applicants, including 12 part-time employees. Of these 38 applicants, 5 men (29.4%) and 6 women (28.6%) were promoted. 25% of the applicants working part-time were promoted.
- A look at the salary ranges shows a differentiated picture: In the lower salary range, 36% of the women interviewed were promoted, while the proportion of men promoted was 33.3%. In the middle salary range, 16.7% of the women and 16.7% of the men were found to be suitable for the positions. In the upper salary range, only one of the 6 female candidates (16.7%) was appointed, whereas the proportion of men promoted was significantly higher, at 37.5%.
- The number of part-time employees as a proportion of staff promoted was relatively high in the lower salary range, at 37%, whereas no part-time employees were promoted in the middle range or the upper range.

The individual cases should be examined to determine whether the selection decision to promote people in the upper salary range was non-discriminatory. This is possible using the tool "Pairwise Comparison for Personnel Selection".

Statistics on personnel selection: recruitment – example

For the company: ABC

Edited by: XYZ

Date: dd.mm.yyyy

Positions to be filled (description of position)	Full-time/ part-time	Number of positions	Number of applicants in total			Applicants participating in the selection process, number and as % of total applicants						Applicants appointed, number and as % of positions to be filled						Previous holder of position, m/f
			Men	Women	Other*	Men	%	Women	%	Other*	%	Men	%	Women	%	Other*	%	
Head of department X	FT	1	12	10	0	6	50,0	2	20,0	0	0,0	1	100,0	0	0,0	0	0,0	1 m
Vehicle driver	FT	2	50	15	0	10	20,0	1	6,7	0	0,0	2	100,0	0	0,0	0	0,0	2 m

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The example shows:

- Only slightly more men (12) than women (10) applied for the management position. Of the applicants, disproportionately more men (50%) were involved in the selection process than women (20%). This shows that 80% of the female applicants were considered unsuitable from the start. The position was previously held by a man.
- Considerably more men than women applied for the two driver positions. 20% of the male applicants and 6.7% of the female applicants were involved in the selection process, i.e. 93.4% of the female applicants were not short-listed. Both positions were filled by a man.
- Both positions had previously be held by a man.

A review of individual cases should be carried out to determine whether the suitability of the female applicants was determined on a non-discriminatory basis, both for the invitation to the interview and for the appointment decision. This can be done using the tool "Pairwise Comparison for Personnel Selection".

Paired Comparison

Designation of post to be filled:	Financial advisor		
Requirements profile for the post (acc. to advertisement/job description)	Weighting of characteristic in %	Profile of rejected person	Profile of appointed person of opposite gender
I. Essential requirements	95		
Essential basic education Degree in business administration Above-average final grading	35	✓ Final grading 1.3	✓ Final grading 2.0
Essential additional training - Chartered Financial Analyst - EDP SAP R/3, MS Office - English - business fluent	20	✓ ✓ ✓	✓ ✓ ✓
Essential professional experience 5 years	15	✓	✓
Additional requirements Ability to communicate/negotiating skills	15	AC: very good	AC: very good
Team spirit	10	AC: very good	AC: very good
Are the people suitable as regards the essential requirements? a = not suitable b = suitable		b	b
II. Desirable requirements	5		
Experience abroad	5	4 years	2 years
How do the persons under comparison do in the overall evaluation? c = more suitable than fellow applicant		c	

As regards the essential requirements, both people are suitable to fill the post. However, if the better final grading and longer period of experience abroad of the rejected person are considered, this person does better overall.