

Bias Reflection Exercise

Instructions

- Read the three candidate profiles and choose the candidate you would initially select.
- Record the evidence that influenced your decision.
- Your tutor will then reveal additional information about each candidate.
- Review your original choice and decide whether your decision changes.
- Reflect on what influenced your judgement and identify ways employers can reduce bias.

Job Vacancy

A small business is recruiting a Customer Service Assistant. The role requires good communication, teamwork, reliability, problem-solving and basic digital skills.

Candidate Profiles – Initial Information

Candidate	Initial Profile	Your Initial Thoughts
Candidate A	Recently completed a business qualification. Confident communicator and has experience using social media and digital tools. Limited formal work experience.	
Candidate B	Has several years of experience in retail and customer-facing roles. Has worked in different teams and dealt with customer complaints. CV is brief and presentation is quite simple.	
Candidate C	Has worked in administration and volunteered within the local community. Has experience organising tasks and supporting different people. Appeared nervous during the interview.	

Initial Decision

Which candidate would you initially select?	
What evidence influenced your decision?	
Were any assumptions involved in your decision?	

Additional Information – Tutor Reveal

Do not read this section until instructed by your tutor.

Candidate	Additional Information
Candidate A	During a previous group project, they regularly missed agreed deadlines and relied on other team members to complete tasks.
Candidate B	Their previous manager described them as highly reliable and praised their ability to calmly resolve difficult customer situations.
Candidate C	Although nervous in the interview, they have strong references and regularly use digital systems in their current voluntary role.

Review Your Decision

Would you change your original decision? Why?	
Did the new information challenge any first impressions?	
What type of unconscious bias could have influenced the original decision?	
What evidence should an employer focus on when making the final decision?	

Reducing Bias in Recruitment

Identify three practical ways an employer could reduce unconscious bias when assessing candidates.

Method	How would this improve fairness?