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Guide to Hiring a Multigenerational Workforce

Welcome

If you're reading this, you're curious about how hiring managers can build teams where all employees can thrive without encountering age or generational biases.

The issue has never been more pressing. In a recent AARP study, 83% of employers said that creating a more multigenerational workforce would drive their success and growth.[1] They believe that their organizations need to do more to maximize the full potential of a generationally diverse workforce. In fact, these executives highlighted age as a top area of workforce management that requires the most improvement.

Despite executives' good intentions, a recent UC Irvine study found that qualified older applicants are extended 40% *fewer* offers than their younger counterparts after in-person interviews.[2] This creates major opportunities for employers, who now consider it a key business strategy to address the needs and unleash the synergies of a workforce that can span as many as five generations. Hiring an age-diverse team is the first step in this strategy, and so a valuable tactic is to train hiring managers on how to successfully recruit and lead a mixed-age team.

You're holding a powerful guide that you can use to leverage your position as a recruiter or hiring manager to build teams with employees across a range of ages and career phases. This guide can be used by all members of your interview panel, and by organizations of all sizes. It can be adapted for organizations with all types of employees, and across all industries. Make it yours!

You can use this guide to:

1. Collaborate with your own team to make your team's next hire an age-inclusive effort

2. Win buy-in from key influencers in your organization to train managers on age-inclusive hiring

3. Start a new initiative to train managers to recruit and hire mixed-age teams

The guide has what you need to create a more age-friendly hiring practice — from the data you need to garner support and win resources to the tactical training exercises you can use. We have even synthesized the best practices into a set of DIY Hiring Documents for you to customize and use throughout your organization. As you use it, share your successes by emailing us at **employerpledge@aarp.org**.

Warm regards,

Heather Tinsley-Fix
Senior Advisor, Employer Engagement

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[1] "According to the AARP Global Employer Survey 2020, 83% of employers state that it would be very or at least somewhat valuable to their organization's success and growth to create a more multigenerational workforce. Executives in large global companies recognize that their organization would need to undertake more efforts to maximize the full potential that an age-diverse workforce offers, listing age, besides disability, as the area of diversity management that requires most improvement (Forbes Insights, 2011[33])."
[2] https://www.nber.org/papers/w26623

Toolkit: Hiring a Multigenerational Workforce

The guide you are holding is part of a full toolkit AARP has developed to help organizations adopt best practices in hiring and managing a multigenerational workforce. You can use these resources to:

- **Host your own training workshops for your team**

  Find everything you need to train your Talent Acquisition team to lead a workshop for all your hiring managers and teams. From an email draft to request your leadership team's approval, to the presentation deck used to lead the training, to a follow-up email for all participants, we make it easy for you.

- **Invite an AARP guest expert to facilitate a virtual workshop for your team**

  Request an AARP guest expert to join your Talent Acquisition team and/or hiring managers to deliver a live, virtual workshop on *Hiring a Multigenerational Workforce*.

- **Access the full set of *Try It Now* exercises from this guide**

  Download the full set of all *Try It Now* worksheets so you can easily distribute them to your team.

- **Access the full *set of DIY Hiring Documents* from this guide**

  Download the full set of DIY Hiring Documents so it's easy for your hiring managers to customize it for your organization and/or their current open role.

- **Find AARP's latest digital resources to support hiring a multigenerational workforce**

  We're always creating digital tools to help you and your team learn and experiment with best practices for hiring and managing multigenerational teams. Use our accompanying digital resources to bring the guide off the page and practice some of the suggested actions online.

Access the full suite of resources at: www.aarp.org/hiringtoolkit.

If you have any questions about how to use or access these resources, reach out to us at **employerpledge@aarp.org**.

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Why Should I Hire a Multigenerational Workforce?

Managers of mixed-age teams are likely to create more value.

"Employers who can successfully combine the talents and diverse outlooks of their employees — whatever their age — generally find that their workforce is enriched and more productive as a result," according to the OECD.[3]

How does this happen? On a multigenerational team, as in teams that are diverse in other aspects, people bring different skills, experiences and views to bear on the work at hand and thus produce stronger end results.[4] "Diverse teams have far more pathways to execute on an idea, which enables them to iterate faster and more cost-effectively…They can also navigate the enterprise on a tight budget and tap into networks they may not have otherwise explored on their own. This type of expansive, serendipitous collaboration is what drives fast action."[5]

The OECD report continues "reaping these benefits will require putting in place tailored support at all ages and strengthening collaboration between generations."[6]

The team unit is a natural environment in which to provide this tailored support and strengthened collaboration — and managers' hiring decisions are the first step towards creating an age-diverse team. The issue is becoming more pressing for managers as the hiring landscape is changing quickly. By 2028, 25% of U.S. workers are expected to be age 55 or older, more than double the 12% in 1998. As workforce demographics change, managers' hiring practices must change as well.

Without age-inclusive hiring practices, it is unlikely a manager will be able to build a team that can harness the full breadth of experience necessary to innovate, solve problems and think creatively.[7] This is why it's critical for employers to provide managers with resources and support to adopt age-inclusive hiring practices — like this guide.

[3] https://www.aarpinternational.org/file%20library/llel/OECD_Promoting-An-Age-Inclusive-Workforce.pdf
[4] https://www.sciencedirect.com/science/article/abs/pii/S0927537112001236
[5] https://www.greatplacetowork.com/resources/blog/why-diverse-and-inclusive-teams-are-the-new-engines-of-innovation
[6] https://www.aarpinternational.org/file%20library/llel/OECD_Promoting-An-Age-Inclusive-Workforce.pdf
[7] https://www.hbs.edu/recruiting/insights-and-advice/blog/post/actively-addressing-unconscious-bias-in-recruiting

Of course, hiring managers also want to stay on the right side of the law.

Finally, remember that age discrimination in hiring is illegal in the United States. The Equal Employment Opportunity Commission defines it as "treating an applicant or employee less favorably because of their age." The Age Discrimination in Employment Act forbids age discrimination against people who are age 40 and older.[8] So, while the "carrot" of the benefits of a multigenerational workforce are motivating, so too is avoiding the "stick" of an age discrimination lawsuit against you by a candidate for hiring or promotion on your team. The U.S. Supreme Court has ruled that even "stray remarks" among the hiring team or to a candidate, or focusing recruiting on one specific group (e.g., recent college graduates) may be considered evidence of age discrimination.[9]

Managers want to align with their senior leadership team expectations.

"We give interview templates and guidelines to all our clients to help them stick to questions related to skills and work experience, rather than personal topics. The biggest piece is having each interviewer fill out an objective evaluation at the end of the conversation. Rather than concluding an interview and asking the hiring manager for her overall impression, it's more helpful — and fair — to have her sum up her opinion of the candidate's skills."[10]

- Laurie McCann, Senior Attorney, AARP Foundation

8 https://ideal.com/age-discrimination/
9 https://www.shrm.org/hr-today/news/hr-magazine/0218/pages/hiring-in-the-age-of-ageism.aspx
10 https://www.shrm.org/hr-today/news/hr-magazine/0218/pages/hiring-in-the-age-of-ageism.aspx

Try it Now — What's Your Personal Motivation to Reduce Age Bias? ⬇

We are more successful in reducing bias in our relationships and behaviors if we take time to reflect on our motivations for reducing it.

Step 1: Read this list of possible personal motivations and add your own in the blank areas.

- ☐ I need to fill high-volume hiring needs and see a strategic opportunity to do so if I ensure my sourcing and selection efforts include older candidates.

- ☐ It's been challenging to find the most qualified candidates for recent hires, and upon reflection I realize that there were no older workers among the candidates we interviewed.

- ☐ I've seen or experienced age bias personally and don't want others to have that experience.

- ☐ I would like to have a reputation as a manager who strives to be inclusive, as that could make my teams function more effectively, make it easier to recruit into my team and improve my own chances of promotion by leading a high-performing team.

- ☐ I believe we will better serve diverse customers and capture new markets by creating a diverse team.

- ☐ Given how many generations are in the current workforce, it just makes sense as a smart talent management strategy to hire across all of them.

- ☐ I already try to build a diverse and inclusive team in other ways, but realize I need to take age into account in these efforts.

- ☐ I want to lead the way because I know my organization doesn't have any defined policies to help create a multigenerational workforce, such as defined unbiased recruitment processes.[11]

- ☐ (Add your own here) _____

- ☐ (Add your own here) _____

Step 2: Now check the boxes next to the top 3 that are your core personal motivators.

Step 3: Consider your top reason for wanting to reduce age bias in your professional relationships and behaviors. With it in mind, list three words to describe what it would feel like to manage your team *after* you have taken steps to reduce age bias within your team hiring.

1. _____   2. _____   3. _____

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[11] Only 5% of employers have defined policies to help create a multigenerational workforce, such as unbiased recruitment processes, phased retirement, or life-long learning opportunities. OECD. (2020). Promoting an Age-Inclusive Workforce. Living, Learning and Earning Longer, p.90. https://www.aarpinternational.org/file%20library/llel/OECD_Promoting-An-Age-Inclusive-Workforce.pdf.

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Step 4: Consider these common reasons hiring managers are reluctant to hire both younger and older workers.

Reflect on whether your personal motivation to reduce age bias in your team's hiring could reduce these common hiring manager concerns about hiring younger and older workers. Remember that many of these concerns are based on assumptions and stereotypes that do not apply to all workers in a given age group.

Hiring Managers Concerns About Employing Gen Z Workers

Concern	Percentage
Lack of experience	~80%
Likeihood of job hopping	~65%
Unprofessional attitude	~60%
Unreliability	~53%
Laziness	~48%

ResumeBuilder.com

Hiring Managers Concerns About Employing Senior Workers

Concern	Value
Likelihood of retiring	~79
Potential health issues	~68
Lack of experience with technology	~50
Work too slowly	~43
Fixed mindset/set way of doing things	~41
Need for time off	~32
Poor social skills	~22

ResumeBuilder.com

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How Can I Hire a Multigenerational Workforce?

There are three key elements in age-inclusive hiring:

1. Learning to **recognize** age bias in the hiring process,

2. Taking steps to **prevent** age bias in the hiring process, and

3. Practicing how to **interrupt** age bias when it does happen during an active hiring effort.

How Can I Recognize Age Bias in Hiring?

As with any change, the first step is to see clearly what's in front of us — and in ourselves. All of us have likely encountered age bias in recruiting and hiring during our careers, but we may not have noticed it. Yet.

As you read this section, highlight the ideas that resonate most powerfully with you.

What is age bias?

- "Age bias occurs whenever age is used to diminish the competency and capability of another. It can happen across all ages whenever age gaps exist — whether only a few years or a few decades separate the parties. It's important to address bias since it can often lead to discrimination. Simply put, age discrimination is unfavorable treatment as a result of one's age."[12]

- As with any type of bias, it can play out both as conscious or unconscious (i.e., implicit) bias. It shows up in our assumptions, stereotypes and behaviors. "A person may even express explicit disapproval of a certain attitude or belief while still harboring similar biases on a more unconscious level."[13]

- We likely all have some level of age bias, but we can all reduce it. To do so, we have to go beyond awareness into both action and self-reflection.

- We may have internalized age bias regarding our own age that reduces our belief in our own value and capacities.

Who does it affect?

- While workers at either end of the age spectrum (both younger and older) are most likely to experience age bias personally, nearly all of us are affected by it.[14] How? Bias against one group can reduce the level of inclusion for others — even if they are not a member of the group experiencing that type of bias.

- As a hiring manager, the age bias that may already exist in your team, team members and/or process can make it hard for you to hire in an age-inclusive manner. You are in a position to shift how your team hires,

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[12] https://www.forbes.com/sites/sheilacallaham/2022/04/25/joking-about-age-bias-is-not-okayheres-what-to-do-about-it/?sh=525c5173c008
[13] https://www.verywellmind.com/implicit-bias-overview-4178401
[14] For more details and data on who age bias affects, see the *Intergenerational Employee Resource Group Toolkit* from AARP.

and to create positive effects for potential employees, current team members and your organization's leadership pipeline.

How do I identify it?

- Consider that age bias may be present throughout your hiring processes and the people participating in them, likely unconsciously rather than as blatant bias. Approach with curiosity and a willingness to adjust rather than with defensiveness or blame.

- Watch for flags in what IS said and what IS done. For example what do people say when they discuss candidates? Which candidates do they decide to invite for interviews?

- Watch for flags in what is NOT said, and what is NOT done. For example, do recruiters scan to ensure a broad range of ages among candidates they have sourced and consider to be qualified? Do interview panels talk about "cultural" fit concerns or say a candidate is "overqualified" without openly saying they feel a candidate's age is a problem?"

- Consider both people and processes at each step of the talent acquisition process. The processes we inherit were likely created without specific anti-bias best practices. We can improve them as we use them in our own hiring efforts. The people involved from our organization (and a hiring manager's selection of who will participate and influence the hiring decision) also bring their own level of commitment to and preparation for contributing in a bias-aware manner.
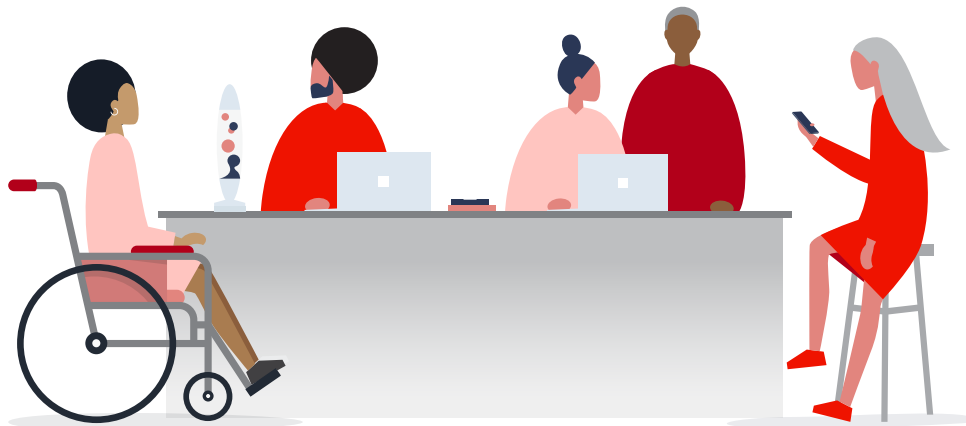
"Even if you head up your organization's diversity committee, even if you are from an underrepresented community, you have biases that impact your professional decisions, especially hiring. Affinity bias — having a more favorable opinion of someone like us — is one of the most common. In hiring this often means referring or selecting a candidate who shares our same race or gender [or age], or who went to the same school, speaks the same language or reminds us of our younger selves."[15]

- Ruchika Tulshyan, Author, Inclusion on Purpose

[15] https://hbr.org/2019/06/how-to-reduce-personal-bias-when-hiring

Try It Now: How Can I Recognize Age Bias in Hiring? Say This, Not That. ⬇

Step 1:

As you read this sample job description, can you spot the keywords below that indicate bias? <u>Underline</u> any words or phrases that could dissuade an older candidate from applying for the position.

The Widget Company, Inc.

At The Widget Company, we take great pride in our company culture. A large portion of our success stems from our people, who are talented, innovative, ambitious, creative and forward-thinking. The Widget Company encourages our team to think outside the box and bring fresh ideas to our work and clients.

The Widget Company is looking for a marketing strategist with up to five years of experience to support North America business development. With room to grow quickly, this position is perfect for recent graduates looking to gain industry knowledge and those who want a chance to make their mark in a fast-paced start-up environment.

Requirements: GPA of 3.8 or higher from a top university with marketing or related major preferred, advanced user of Salesforce's Marketing Cloud and Tableau tools, experience or ability to quickly learn technology tools for work collaboration, proven track record of promotion in a high-growth organization, cultural fit in a high energy team, ability to travel to U.S. client locations two to three times per quarter, sometimes on short notice. Candidates must be able to work at headquarters office in downtown Chicago a minimum of 3 days per week. Candidates may have a flexible schedule, but must be available to work core business hours of 10-4 CST within their full workday on each weekday.

Salary: Commensurate with experience

About The Widget Company: We know there's more to life than work. As a Widgeton, you'll work hard and play hard. Our teams enjoy free lunches, happy hours and a full social calendar. Among our benefits, we offer health, dental, student loan, pet care and commuter benefits. We strive to be a fully inclusive workplace.

How to apply: Submit a cover note with your LinkedIn profile to our job posting at <u>www.widgetcompany.com/careers</u>.

The Widget Company

Step 2:

Now review this **_Say This, Not That_** cheat sheet. ⬇

Use it to edit the language you underlined in the sample job description. Jot the replacement phrases above the language you'd want to replace.

Say This:	Not This:
Entry level	Recent college grad
List specific skills and required proficiency level	Digital native
List specific skills and required proficiency level	Tech savvy
Agile, creative thinker	Fresh ideas
Adaptable	Young
Education level	Graduation year
List company values, benefits	Cultural fit
Productive	Go-getter
Highly engaged	High energy
At least 7 years of experience	7-10 years' experience in...
Examples of overcoming obstacles in academic or workplace environments	High-potential
Expectation of 3 days per week in office	(Leaving it out of the job description)
Flexible schedule with core team working hours of 10-2 EST	(Leaving it out of the job description)
Salary range xxx-yyy	Salary commensurate with experience
Highly engaged	Energetic
Evidence of ability to apply new knowledge	Requesting GPA, SAT or GMAT/GRE scores
Ability to cultivate and activate professional networks to achieve team goals	Social
Clearly delineate between "required" and "nice to have"	A long list without indicating if any or all are required, or if some are simply beneficial but not critical
High-growth organization	Start-up atmosphere, fast-paced
Aligned with our company values (list them)	Cultural fit
We value experience, dependability and comfort navigating uncertainty	Choosing not to include language that explicitly values these common hallmarks of older workers
Add something you've seen in a job description here:	

Step 3:

Now copy and paste the job description for a role you are currently hiring to fill, or the one you most recently filled into an open Word doc. If you don't have access to either of those you can even use your own job description.

Use the *Say This, Not That* chart from Step 2 to edit it to reflect language that is more likely to draw candidates from a wide range of ages and experiences. Then copy and save it back to your own files so the updated version is ready for you to use.

How Can I Prevent Age Bias in Hiring?

Once we can see age bias, and understand that it may be happening unconsciously, we want to take steps to prevent it in our team's recruiting and hiring efforts.

Stanford researchers have found that "many managers want to be more inclusive. They recognize the value of inclusion and diversity and believe it's the right thing to aspire to. But they don't know how to get there. For the most part, managers are not given the right tools to overcome the challenges posed by implicit biases. The workshops companies invest in typically teach them to constantly check their thoughts for bias. But this demands a lot of cognitive energy, so over time, managers go back to their old habits."

Their research shows "there are two, small — but more powerful — ways managers can block bias: First, by closely examining and broadening their definitions of success, and second, by asking what each person adds to their teams, what we call their "additive contribution."[16]

We can build these and other age-bias prevention strategies into both key elements of hiring: first, the people influencing the hiring and second, the processes and tools they use during hiring.

Who Influences My Hiring Decisions?

As a recruiter or hiring manager, you are a key influencer of every person involved in the processes and conversations you'll use to recruit, hire and onboard your new team member. Use that leverage to encourage the team to learn to see, prevent and interrupt age bias. These people, whom you can engage to "examine and broaden their definitions of success" and to focus on the "additive contribution" of each potential job candidate, could include:

- HR team members/recruiters who support the job posting process and screen candidates

- Team members/your own direct reports who will be peers of the new hire

- Functional leaders of teams with whom the new hire will collaborate, and who will participate in any element of review and selection of candidates

- A senior leader who may participate in a final round interview(s)

- HR decision makers who design and approve the new hire's compensation and benefits package

[16] https://hbr.org/2018/10/two-powerful-ways-managers-can-curb-implicit-biases

To help prevent age bias throughout your work with the hiring team, you could:

- Convene the hiring team for a brief meeting to kick off the hire and talk through the bias-reduction strategies in this guide. Share this guide with your team and use it together. Coach the team members on how to raise questions about potential bias during the hiring process rather than once it's completed; this will allow the team to course correct in real time. You can also ask your HR team to host a training on age-inclusive hiring practices, or to invite an AARP guest expert to facilitate a training workshop for your organization. Information on how to do so is at www.aarp.org/hiringtoolkit.

- Ensure that at each phase of the hiring process, you have a group of people participating who themselves bring diverse experiences and perspectives to the conversation — even better if the group itself includes team members who represent a broad range of ages.

- Take a strong role as hiring manager to lead the hiring team's discussion of candidates using the structured approach described later in this section. This structured approach keeps the hiring team focused on assessing the candidate's qualifications and reduces the likelihood they will fall back on habits that accidentally bring age bias into the conversations and decisions.

"I find the more employees that participate in an interview,
the more balanced the approach — especially if you're deliberate about
core values and reminding people what we're looking for in a role."
— Dave Martin, SHRM-CP[17]

## What Processes and Tools Influence My Hiring Decisions?

As a hiring manager, you likely inherit a set of hiring processes and tools that your organization uses. As you use these processes and tools, remain curious about where they may inadvertently exacerbate bias issues. Use your influence to adjust and evolve them as needed. Ask yourself:

- What clear elements do I see in these tools and processes to prevent age bias from creeping into our hiring experience?

- Do I need to add or remove steps or tools?

- Are the questions or criteria built into the standard hiring approach fully inclusive? Can I adjust them?

- How can my HR partner be a great resource in this effort to use best practices, which will make their own work to build an inclusive organization more effective?

[17] https://www.shrm.org/hr-today/news/hr-magazine/0218/pages/hiring-in-the-age-of-ageism.aspx

What Should I Consider at Each Step of the Hiring Process?

The steps of the hiring process function as a funnel to narrow your list of candidates until you choose one to hire. Pay special attention to the steps at the top of the funnel. Why? If a broad group of candidates are not sourced for an open role, you're likely to hire someone who makes your team more homogeneous, which we know limits the potential of that team to excel.

Source: https://www.upturn.org/work/help-wanted/
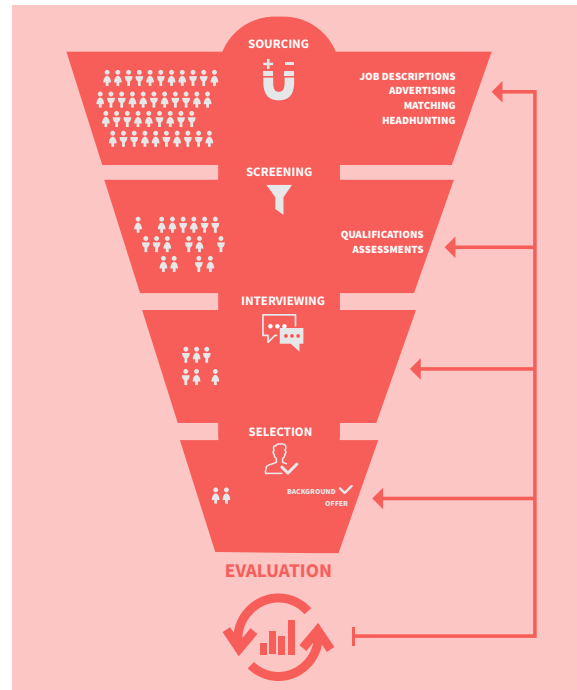
To help prevent age bias, consider using research-backed best practices at each step of the hiring process. The *Try This* activity in this section will help you identify ways to adopt more best practices. Use this exercise with your own team and share it with the HR or a Talent Acquisition team member in charge of your organization's hiring practices.

"When Alicia Powell was managing chief counsel at PNC Bank, she made a point of listing the qualities that would make new team members successful in their roles: proactive in managing risk, self-disciplined, patient, customer-focused and independent. Powell shared this information with the rest of her team and candidates, ensuring that everyone was on the same page. You should hold people accountable in the same way. Waive criteria rarely, and require an explanation for those exceptions; then keep track of long-term waiving trends. Research shows that objective rules tend to be applied rigorously to out-groups but leniently to in-groups."[18]

Try It Now: How Can I Prevent Age Bias in My Team's Hiring? ⬇

Are you ready for the tactics you can use with your team? We have reviewed the research and gathered the top research-backed recommendations in one place for you.

First: Use the list of best practices on the following pages as a self-assessment.

- Read through the full list of best practices and supporting examples. As you read each one, choose whether you use it "Consistently," "Sometimes," or "Not Yet." Check the **C**, **S** or **N** next to each practice.

Second: When you are done reading the full set of best practices, choose:

- One best practice that you use "Consistently" that you will celebrate with your team: _____
_____

- One best practice that you use "Sometimes" that you plan to move to "Consistently:"_____
_____

- One best practice that you use "Not Yet" that you can't change on your own, so will raise
to HR/other leaders for their consideration to change it: _____
_____

Third: Jot a 1-2 sentence plan to take action on each of the items you selected in Step 2. This can be as simple as bringing it up in your next team meeting, sending an email or identifying whom to talk with about this topic. Add a due date for each one.

- The one "Consistently" that you will celebrate with your team: _____
_____

- The one "Sometimes" that you plan to move to "Consistently:" _____
_____

- The one "Not Yet" that you can't change on your own, so will raise to HR/other leaders for their consideration to
change it: _____
_____

Fourth: Check out the downloadable, customizable DIY Hiring Documents later in this toolkit. It integrates all of these best practices into templates you can use.

How Many Bias-Reduction Best Practices Can You Use in Your Hiring?

Step 1: Sourcing

Create the job description

■ **Work with the hiring committee to determine the top 5 (7 maximum) qualifications for the position, which can cover both business and technical skills. State them explicitly in the job description, listed in priority order so candidates know what you will be assessing.[19]**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. **Remove "culture fit" criteria,**[20] which often is where unconscious bias plays out in preferring a candidate with whom you have things in common, or with whom you would be willing to socialize outside work. If you strongly feel that "likeability" is a key hiring criteria, ask yourself why. Use that insight to define it and add it to the qualifications rubric so your hiring team will have a structured, informed conversation about each candidate's "likeability."[21] For example, if you are hiring for a client-facing role, you might include a core qualification as "Able to quickly create rapport with clients and to understand their needs." This clearer definition of "likeability" can help avoid affinity bias, which often weeds out candidates who are both youngest and oldest.

2. **Scrub language from your job description** that can signal to older candidates that they may not be a good fit, or language that is generationally or age-specific and therefore not as likely to appear on older candidates' applications. Your job description language determines how recruiting software will filter and rank the applicants, so ensure the language is age-neutral and bias-free. Use the *Say This, Not That* chart from this guide to ensure your language does not accidentally signal that older candidates should not apply.

3 . **Use the same top skills/acumen criteria** to design the interview assessment rubric that all interviewers will use, and the work assignment that all interviewees will complete.[22] (More information on these is below, and the last section of this guide provides a set of DIY Hiring Documents where you can easily do this.)

[19] https://hbr.org/2022/11/6-behavioral-nudges-to-reduce-bias-in-hiring-and-promotions
[20] https://www.hbs.edu/recruiting/insights-and-advice/blog/post/improve-decision-making-avoid-pitfalls-in-hiring
[21] https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
[22] https://hbr.org/2022/09/when-hiring-prioritize-assignments-over-interviews

Create the job advertisement/posting

■ **Remove language and images from the job ad that include subtle age-based stereotypes.**

I use this best practice: ☐ Consistently ☐ Sometimes ☐ Not Yet

1. Check your advertisements for three common age-based stereotypes in job ads: implied communication skills, implied physical ability and implied technological ability.[23] Older workers are less likely to even apply to job advertisements that contain language with ageist stereotypes.

2. Test the stereotypes by "flipping" them — substitute another aspect of identity in place of age proxies to see how it sounds. How might it read to someone who is much younger than you are? Significantly older than you are?[24] Ask others with different perspectives to review it for you.

■ **Add inclusive language and images to the job ad.**

I use this best practice: ☐ Consistently ☐ Sometimes ☐ Not Yet

1. Ensure the images on any websites or marketing materials used in recruiting reflect a diverse workforce, including both older and younger workers. Remember that older workers need not always be "coded" as grey-haired in the images you select. People in their 40's and beyond have a wide range of self-presentation that you can feature.

2. Include information about how candidates can contact leaders of affinity groups or employee resource groups, where they can gather broader perspectives on the organization's culture.

■ **Include information and links to the benefits and policies available to the new hire.**

I use this best practice: ☐ Consistently ☐ Sometimes ☐ Not Yet

1. It is especially important to include policies around hybrid/flexible schedule/remote work options and around support for parents and caregivers in the job description, as these can be filters for candidates choosing where to apply.[25]

2. Include details on retirement savings benefits such as company matching, which can be key to workers who want to accelerate their retirement savings in later career phases.

3. Include information on the specific amount of vacation and holidays, so older candidates are aware of this in advance. This may be of particular interest to candidates who have built up a lot of vacation time with their current employer due to seniority.

4. For more data on the benefits and work culture valued by workers 40+, check out AARP reports such as *Understanding a Changing Older Workforce: An Examination of Workers Ages 40-Plus*[26] and *The Economic Impact of Menopause: A Survey of Women 35+ and Employers*.[27]

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[23] https://www.frbsf.org/research-and-insights/publications/economic-letter/2023/03/age-discrimination-and-age-stereotypes-in-job-ads/
[24] https://hbr.org/2020/03/write-a-job-description-that-attracts-the-right-candidate
[25] https://www.beapplied.com/post/how-to-write-a-job-description
[26] https://www.aarp.org/pri/topics/work-finances-retirement/employers-workforce/multicultural-work-jobs-study-2023/
[27] https://www.aarp.org/pri/topics/work-finances-retirement/employers-workforce/menopause-workplace.html

Recruit applicants for the role

■ **Collaborate with any supporting recruiters and HR staff to create a plan to activate a diverse set of networks so you can source a wide range of qualified candidates.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. Strategically include culture and benefits information in your recruiting materials that are especially valued by older candidates. Health care benefits, flexible schedules, hybrid work opportunities, part-time roles, caregiver support benefits and policies, and employer contributions to retirement plans can all attract older candidates.[28]

2. Include the salary range for the role in the job description. This can reduce concerns about older candidates being "overqualified" or assuming they will expect higher compensation than younger candidates for the same role. Hiring managers can therefore feel confident that all candidates are aware of the salary range before deciding to apply for the role.

3. Ask to review the targeting options on ad placements and adjust them so that they don't filter out older candidates. Sometimes a proxy is used instead of a specific age cap, such as "level of seniority" or "years of experience."

4. Make a point to activate networks beyond your own personal and professional network. For example, share the role internally with all ERGs, and ask them to share in their own personal networks, which will likely lead to a broad range of potential candidates. Referral hiring by hiring managers and their direct reports often leads to more homogeneous teams.

5. If you engage in on-campus recruiting, be sure to also engage each school's alumni career center and specific programs and networks for alumni.

6. If you offer a structured internship program, extend it to include structured "returnship" roles as well, or adjust your intern recruiting to welcome interns of all ages.

7. Share externally with multiple organizations that focus on different diverse candidate pools; for example, consider organizations who cater to returning caregivers, veterans and trailing spouses, or "fractional" workers. Attend the career fairs of organizations who work with or advocate for older workers.

8. Monitor the diversity of your applicant pool and repost strategically to increase applications from more age diverse candidates.

[28] [Ask HTF if keep this or cut] https://uk.indeed.com/lead/hiring-retaining-olderworkers?
gad_source=1&gclid=CjwKCAjwtdi_BhACEiwA97y8BMvygD1tzWPDHpfUZVu68y9J_HI5WdADRiBi0rEhAtsGnQ8bskGMyRoCj6oQAvD_BwE&ac eid=&gclsrc=aw.ds

Step 2: Screening

Assess how well candidates match the role requirements

■ **Test the output of any automated resume screening and ranking tools. Do they advance an age-representative proportion of your applicant pool? If not, check the settings and filters and adjust them as needed.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. When determining keywords for automated resume screening, include terminologies that may have been common in the past 15 years, rather than only those that are the current workplace jargon for the core skill that will enable success in the role.

2. If software or AI tools are used to screen or rank applicants, ask to see a report that shows the age distribution of all applicants compared to the age distribution of the candidates it recommends or ranks highly. If these are not similar, ask to see the top 10 applicants from each decade of age range in order to broaden the pool you are considering. These tools are helpful but can inadvertently encode age bias — or explicitly screen out candidates with more experience than the job description requires.

"One biased human hiring manager can harm a lot of people in a year, and that's not great. But an algorithm that is maybe used in all incoming applications at a large company… that could harm hundreds of thousands of applicants."

– Hilke Schellman, Assistant Professor New York University[29]

Communicate with all applicants in a clear, timely manner

■ **Reach out to all candidates with updates on their status at each step of the hiring process, and provide a way to reach a team member if they have questions.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. Every candidate, but especially those from older generations, values prompt, clear communication about their application, and after each interaction they have with your organization or team. Older candidates in particular often appreciate specific feedback, which they can use to improve their continued candidacy or to allay concerns that they are being passed over because of their age.

2. Older candidates are often especially comfortable with phone calls and are likely to be quickly responsive via email — so be sure to include an email that accepts replies.

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[29] https://www.bbc.com/worklife/article/20240214-ai-recruiting-hiring-software-bias-discrimination

Check qualifications of candidates who have applied

■ **Set your hiring team up to make great decisions by broadening whom you invite to interview, and postponing triggers of unconscious bias for as late in the process as possible.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. **Insist on a group of qualified candidates** from a broad range of experiences and perspectives. Whether you are working with recruiters or doing the hiring yourself, make it clear from the outset that you want true diversity. Research shows that the odds of hiring a woman are 79 times as great if at least two women are in the finalist pool, while the odds of hiring a nonwhite candidate are 194 times as great with at least two finalist minority applicants.[30] This dynamic is also in play for older candidates.

2. **Use technology** to anonymize candidates for as long as possible. Research shows age bias starts as soon as the employer becomes aware of the candidate's age. It suggests that using online applications rather than in-person applications, and an online assessment of ability to meet specific job requirements that provides a numerical score to select interviewees, can delay the start of age bias.[31] Software programs can help "blind" the resumes before you review them, so you won't have indicators of age, race or gender.[32] These technologies can be valuable in your selection of candidates to invite for interviews. "Batching" resumes using best practices can result in more diverse hires without any drop in candidate quality.[33]

3. **Resist the urge to look up candidates** on social media, which can trigger many different unconscious biases — wait and do that scan only for your top candidate after your final candidate interviews and before you make an offer if you really need to as part of their background check.[34]

4. **Interview candidates who may seem overqualified.** You can ask up front why they want the role, and what they hope to learn in the role. Candidates who appear "overqualified" are often older candidates. They can bring a "bonus" set of expertise (both functional and relational) that creates immense value for your whole team. They likely have personal reasons that make the role exciting — a chance to apply their expertise in a new industry, to work in a high-growth organization, to swap a long commute for a shorter one, or to work in a better culture. Don't assume — ask!

Conduct candidate assessments

■ **Use the results of candidate assessments carefully.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. **If your organization uses aptitude or personality testing in screening applicants,** remember that these tools can inadvertently screen out highly qualified older candidates if they focus on skills that are perceived to be more common among younger workers, or assess skills that are not needed to succeed in the role.[35]

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[30] https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams
[31] https://www.forbes.com/sites/patriciagbarnes/2020/01/06/age-discrimination-starts-when-an-employer-becomes-aware-of-an-older-workers-age/?sh=37b110d519ce
[32] https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
[33] https://hbr.org/2020/07/research-a-method-for-overcoming-implicit-bias-when-considering-job-candidates
[34] https://www.shrm.org/topics-tools/news/hr-magazine/hiring-age-ageism
[35] https://xobin.com/blog/pre-employment-assessment-test-eeoc-compliance/#:~:text=3.,the%20role%20specifically%20requires%20it.

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2. **To ensure you aren't missing out on highly qualified candidates in your interview pool,** you can ask to see the top 10 candidates from each age bracket and consider broadening your selection considerations. Remember that assessments can create legal risk for employers.[36]

Step 3: Interviewing

Conduct interviews systematically

■ **Prepare your interview approach to help you select the best qualified candidates.**

I use this best practice: ☐ **Consistently** ☐ **Sometimes** ☐ **Not Yet**

1. **Schedule the older candidates first.** Our brains unconsciously anchor on the first 1-2 candidates we meet and then compare any later candidates to the 'presumed' winner.[37] This is doubly important because much unconscious ageism is based on appearance.

2. **Conduct first-round interviews via phone or voice-only online meetings.**[38] This makes it easier for you to focus on the candidate's qualifications rather than reacting to their age and other aspects of their appearance. Research shows that age bias is triggered by seeing the candidate for the first time — whether online or in person.[39] If you must use a video interview or in person interview, try to notice and manage the unconscious assumptions you are likely to make about a candidate when you see them.

3. **Seek diverse perspectives on every candidate.** You can have multiple people join an interview, or schedule successive interviews for the candidate with a broad set of interviewers. Where possible, have a range of ages in your panel, or stay alert for selection bias if the panel members are similar in age.

4. **"Standardize" the interview by asking the same set of questions in the same order,** designed "to align directly with what will define success in this role, and remove any that are superfluous or could exacerbate bias."[40] These questions should move through your list of top qualifications that you included in the job description. Research shows this structured approach is more successful than unstructured interviews for predicting success in the job — not just for reducing bias in hiring.[41] "When creating the questions, focus on skills assessments. Rather than ask 'How comfortable are you with Excel?' say 'Here's a data set. How would you find out X?' For more complex skills, such as project management, pose a problem or a task that candidates are likely to encounter on the job and ask them to describe in detail how they would handle it."[42]

36 https://www.shrm.org/topics-tools/news/talent-acquisition/hiring-assessments-get-trouble
37 https://hbr.org/2022/11/6-behavioral-nudges-to-reduce-bias-in-hiring-and-promotions
38 https://www.hbs.edu/recruiting/insights-and-advice/blog/post/improve-decision-making-avoid-pitfalls-in-hiring
39 https://www.aarp.org/work/age-discrimination/job-interviews/
40 https://www.hbs.edu/recruiting/insights-and-advice/blog/post/improve-decision-making-avoid-pitfalls-in-hiring
41 https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
42 https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams

Conduct interviews systematically

■ **Lead interviews in which every candidate can present themselves successfully.**

I use this best practice: ☐ Consistently   ☐ Sometimes   ☐ Not Yet

1. **Ask concise, clear questions** and pace the conversation so candidates have time to consider their responses and speak directly to the qualifications you are seeking. Older brains have built billions of connections which make them rich in context but slower in processing speed than younger brains. In an interview context, this has important implications. These practices are similar to those that bring out the full potential of more introverted candidates or neurodiverse candidates.

2. **Use a rubric of the top 5-7 key qualifications** you chose at the start of the hiring process as a scorecard during the interview, and assess "low, medium, high" or a score of "1-5" for each one. Each interviewer should fill out the same form for each candidate and do so independently — jotting the score for each question immediately after it is answered, then adding comments immediately after the interview is complete."[43] Harvard Kennedy School Dean Iris Bohnet explains that "evaluators who wait until the end of the interview to rate answers risk forgetting an early or less vivid but high-quality answer or favoring candidates whose speaking style favors storytelling."[44] If it makes you more comfortable, you can explain to the candidate that pausing to jot notes after each set of questions is a best practice your team uses to reduce the potential for bias in the hiring process.

Offer candidates an opportunity to show the top skills they need to succeed in this role

■ **Give candidates a work sample assignment after the first screening interview, before advancing candidates to second round interviews.**

I use this best practice: ☐ Consistently   ☐ Sometimes   ☐ Not Yet

1. **One of the best ways to remove bias from hiring** is to request a small sample work project. This lets you assess what the candidate's capabilities are, rather than relying solely on what they tell you they can do. It can be especially helpful for older candidates who may not use the latest lingo when describing their skills. Request the same assignment from every candidate you are interviewing.

2. **Design the assignment specifically to show each of the top 5-7 business skills** or areas of functional acumen you have already defined. At Deloitte Consulting, these are framed as "minimally viable demonstrations of competence" and specifically designed to be "unfussy and brief and shows skills in action that are essential to the job."[45]

3. **Ask a team member to provide all of the work samples to you from all candidates** as "blinded" so you don't know which candidate completed each sample. Be sure to use the same rubric to assess them. Do the same for any other members of the hiring committee who will review the work assignment.

43 https://hbr.org/2022/11/6-behavioral-nudges-to-reduce-bias-in-hiring-and-promotions
44 https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews
45 https://hbr.org/2022/09/when-hiring-prioritize-assignments-over-interviews

Step 4: Selection

Discussing candidates

■ **Use structured conversations to ensure you choose the candidate who will add the most value to your team.**

    I use this best practice: ☐ Consistently   ☐ Sometimes   ☐ Not Yet

1. **Use a systematic approach to comparing ALL candidates** once all interviews are completed. Be sure your entire hiring team can participate. As the hiring manager, guide the team through a very structured approach. "It's best to compare candidate responses horizontally. That is, if you interview five candidates, compare each of their answers on question one, then each answer on question two, and so on...[These] comparative evaluations not only help us calibrate across candidates but also decrease the reflex to rely on stereotypes to guide our impressions."[46]

2. **Once your team is focused on the top two or three candidates, ask curious questions** about each candidate's perceived key strength and weakness. How might a weakness function instead as a strength? How might a concern about "fit" actually add value to team discussions and decision making? "What has this person learned from their experiences? Can they take risks and persevere through difficulties?" If your top candidates vary considerably by age, ask deliberate questions regarding ageist assumptions.

3. **Then ask questions that assess each candidate's "additive contributions"** that help us determine how a person adds to the portfolio of experiences and skills across our entire team. "Ask 'how does this person's approach help us get to better discussions and decisions?' and 'Does this person help me see outside my box?' 'What skills and experiences are missing on my team that this person has?' Ultimately, 'How can this person add to the total value (composition) of our team?'"[47]

4. **Reframe concerns about "overqualified."** Consider that an "overqualified" candidate may be one who will step in quickly to add value, reframe major challenges and give you a chance to continually evolve the team. They may, in fact, reinvigorate your whole team. Don't assume "overqualified" means they are not excited about the job or are "settling" for it. If your concern or assumption is a financial one, consider including a salary range in the job posting. Refrain from eliminating candidates based on assumptions about the salary and benefits they want due to their age — ask, don't assume!

Checking background and references

■ **Use the final stage of your selection process to pressure test your decision and ensure that age-based assumptions are not affecting your choice.**

    I use this best practice: ☐ Consistently   ☐ Sometimes   ☐ Not Yet

1. **Ask each reference for information that can help you assess** the candidate's "additive contributions" to the teams they join, such as "Tell me about a time when the candidate brought a unique viewpoint to your team, and how it influenced the value the team was able to create." Ask questions to help challenge a concern or an age-based assumption that you or others may have about this candidate.

[46] https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews
[47] https://hbr.org/2018/10/two-powerful-ways-managers-can-curb-implicit-biases

2. **Before you finalize your choice, debrief with your hiring team to reflect on the team's bias-reduction efforts.** Use this list of best practices to guide conversation about where your team consistently used bias-reducing approaches, where you did not and why. Once you are comfortable that your hiring process has been bias-aware, congratulations — make that offer!

Making an offer

■ **Approach the offer and the negotiation in ways that make it easy for the candidate to accept the offer.**

1. **Make the offer in a way that welcomes the candidate to your team.** When you make the offer, personalize it to immediately create a sense of belonging on your team. You may have a standard offer letter you must use based on company policy and, if so, simply create a supplemental document. You could include a welcome message from each interviewer. Be sure to include a fully diverse set of voices in the "you belong here" messaging that you wrap around the official nuts-and-bolts HR offer letter.

2. **When negotiating compensation,** remember that social norms may affect how candidates advocate for themselves. Younger candidates and male candidates often negotiate more aggressively. Older candidates and female candidates may not be as assertive in negotiations or may be negatively perceived if they are assertive. If a more experienced candidate asks for higher compensation, it may be reasonable if they already have the skills to come up to speed quickly and can bring their own personal networks or other experiences to generate unique and substantial value for the team. Think broadly during compensation negotiations, as candidates in later life stages or career stages may be more focused on negotiating for benefits than salary.

"You can't be a great manager without becoming a bias interrupter."[48]

Joan Williams, Distinguished Professor of Law, UC-Hastings,
and Founding Director of the Center for WorkLife Law

[48] https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams
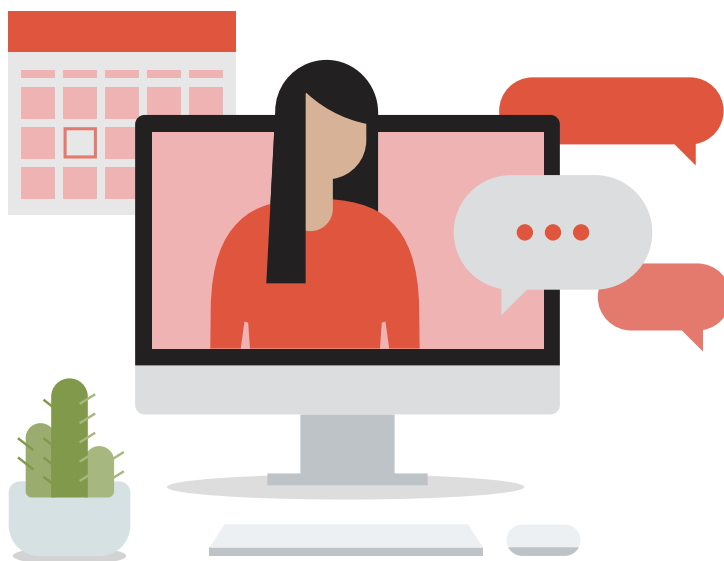
How Can I Help My Team Interrupt Age Bias?

Once we can see age bias, and understand that it may be happening unconsciously, we can take steps to interrupt it in our own team's recruiting and hiring efforts. Hiring managers who use the best practices described earlier will have less need to interrupt age bias during the hiring process. Still, moments will pop up and each member of the hiring team needs to be willing and able to interrupt age bias as it happens so the team can self-correct.

When you are training your team on how to reduce bias in hiring, to be sure to include age in the mix. The good news is that the same strategies that reduce other types of bias, and may already be embedded in your efforts, are also effective for reducing age bias.

We can use strategies to interrupt age bias during an active hiring scenario by addressing both key influences of hiring: people and processes/tools.

People Influencing the Hiring

As a hiring manager, you are a key influencer of every person involved in the processes and conversations you'll use to recruit, hire and onboard your new team member. Use that leverage to encourage these people to learn to see, prevent and interrupt age bias. You could:

- At a kickoff meeting with the hiring team, have a conversation about the value of diversity on the team, including age diversity. This anchors everyone in the positive benefits of building an age-inclusive team. To guide the discussion, you can use Section I of AARP's Managing Mixed-Age Teams Guide, and consider using Activity #1 of this guide too.

- At the same kickoff meeting, talk about the pervasiveness of age bias so that everyone understands they are expected to both self-reflect and help others do the same. This makes it easier for those same hiring team members to raise concerns (and accept constructive feedback in turn) about age-related bias in their hiring process as it unfolds. For example, you might take ten minutes to complete the free Harvard Implicit Bias Test (Age IAT) and briefly discuss your reactions to the results.

- Practice as a group HOW to interrupt age bias in the hiring process. Some simple role plays with your hiring team may feel awkward and even silly at times, but the practice of having a live conversation makes people more likely to speak up when the stakes are higher. You could ask pairs to take turns speaking/reacting to the situational activity.

- Encourage team members to listen and amplify a concern that someone else flags, and to provide examples of ways they can do so. For example, "Ari encouraged us to follow up with the candidate about our concerns that she might not stay long in the role because she is 'overqualified.' I think he made a great point. What is under the concern about 'being overqualified,' and what else could we learn about the candidate to address that concern?"

- Ask people to raise concerns about potential age bias during, not just after, the hiring process. That way you have time to course correct. For example, you might pre-assign one member of the hiring team to do a quick 1:1 check-in

with each hiring team member right before key decisions — whom to interview, whom to invite back as finalists and whom to offer the role. Having someone whose clear role is to ask about potential bias in the process makes it more likely that people will both ask and answer honestly.

Remember that members of the hiring team who are at either the younger or older range of the group may be less likely to feel comfortable raising concerns about age bias among the hiring team. This is often tied to how psychologically safe each person feels within the team and within the organization.[49]

Processes and Tools Used in the Hiring:

As a hiring manager, you are a key influencer of every person involved in the processes and conversations you'll use to recruit, hire and onboard your new team member. Use that leverage to encourage these people to learn to see, prevent and interrupt age bias. You could:

- Before you start a new hire process, talk with your team about why it's important for everyone to use the organization's standard process and tools. They are likely to be based on best practices, which are designed to remove many types of bias, including age bias.

- Ensure the hiring team adds a final "debrief, reflect and adjust" step to the hiring process to continually improve, and to reinforce team member learning and practice on age bias. Celebrate wins big and small, not just things that need to be improved or changed. Use your learnings to make improvements to your tools and processes after each hire, so they are constantly, incrementally improving.

- Integrate age bias reduction conversations into your existing team norms, structures and meetings throughout all hiring efforts on your interview panel. Extend it into your overall team culture beyond hiring — as with all behavior changes, "one and done training" is not effective. Repeated application of the ideas is what sustainably changes behaviors and outcomes.

- Where relevant, include feedback on age-inclusive hiring and onboarding contributions in performance assessments for hiring team members. If a member of the hiring team is not your own direct report, consider sending a "kudos" email to their manager after the hiring process is complete, to positively reinforce their efforts to make the hiring process more age-inclusive.

"It's been my experience that while people react very quickly and rightly to negative comments about race, ethnicity and sex, they still chuckle about the 'old dog, new tricks' comments."[50]

— William Milani, Vice Chair Board of Directors, Epstein Becker and Green

[49] https://hbr.org/2022/12/a-guide-to-building-psychological-safety-on-your-team
[50] https://www.shrm.org/topics-tools/news/hr-magazine/hiring-age-ageism

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Try It Now: How Can I Interrupt My Own Age Bias in Hiring? ⬇

Interrupting age bias as it occurs needs first to start with becoming comfortable with a little bit of discomfort. As the hiring manager, take a moment to increase your own capacity for feeling a little uncomfortable. It will help you lead the team more effectively in your shared efforts to reduce age bias in hiring.
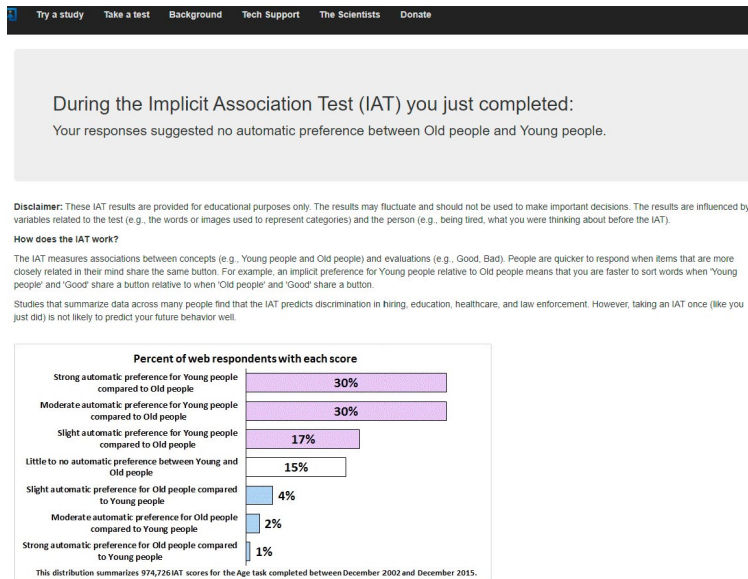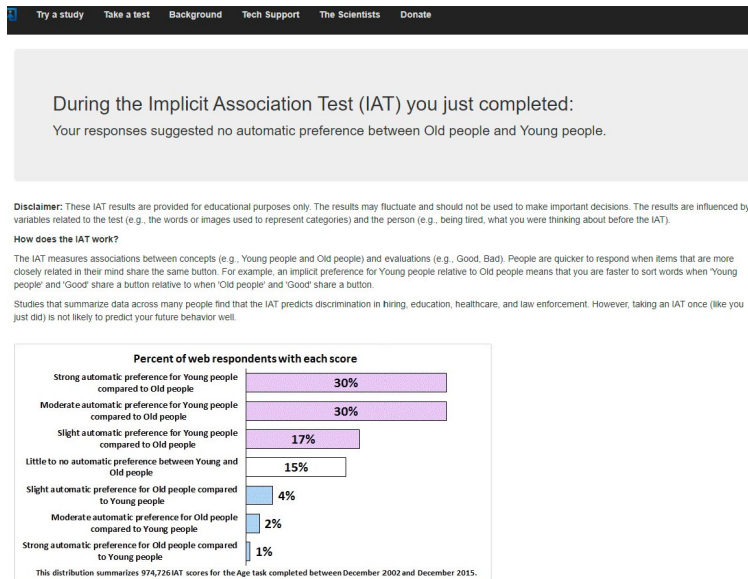
After this exercise, you can use the next *Try It Now* exercise to do something similar with your team to help them become aware of how to interrupt age bias in your team's overall hiring efforts.

Step 1: Reflect on your own possible implicit age bias

Take ten minutes to complete the free Harvard Implicit Bias Test (Age IAT). Read through the results and the summary of web respondent scores on key indicators. After you have read the results twice, reflect on these questions. Jot thoughts if you want to.

- In what work relationships might implicit age biases have played out in my own professional life — 5 years ago, 5 months ago, 5 days ago? _____ _____

- In what ways might my implicit biases have led to hiring/project assignment decisions to minimize my own potential discomfort? _____ _____

- Could my own managerial decisions and hiring decisions seem to show a pattern of affinity bias (preference for colleagues who are a similar age as I am)? _____ _____

- How might any implicit age bias affect how open I am to hiring someone who is older than I am as my direct report? _____ _____

- How might my own level and type of implicit age bias have evolved over time? _____ _____

- If my results suggested no automatic preference for either older or younger people, what could this mean for how I lead the hiring process?_____ _____

• **Sample Age IAT results:**

Try a study   Take a test   Background   Tech Support   The Scientists   Donate

During the Implicit Association Test (IAT) you just completed:
Your responses suggested no automatic preference between Old people and Young people.

Disclaimer: These IAT results are provided for educational purposes only. The results may fluctuate and should not be used to make important decisions. The results are influenced by variables related to the test (e.g., the words or images used to represent categories) and the person (e.g., being tired, what you were thinking about before the IAT).

How does the IAT work?

The IAT measures associations between concepts (e.g., Young people and Old people) and evaluations (e.g., Good, Bad). People are quicker to respond when items that are more closely related in their mind share the same button. For example, an implicit preference for Young people relative to Old people means that you are faster to sort words when 'Young people' and 'Good' share a button relative to when 'Old people' and 'Good' share a button.

Studies that summarize data across many people find that the IAT predicts discrimination in hiring, education, healthcare, and law enforcement. However, taking an IAT once (like you just did) is not likely to predict your future behavior well.

Percent of web respondents with each score

Category	Percent
Strong automatic preference for Young people compared to Old people	30%
Moderate automatic preference for Young people compared to Old people	30%
Slight automatic preference for Young people compared to Old people	17%
Little to no automatic preference between Young and Old people	15%
Slight automatic preference for Old people compared to Young people	4%
Moderate automatic preference for Old people compared to Young people	2%
Strong automatic preference for Old people compared to Young people	1%

This distribution summarizes 974,726 IAT scores for the Age task completed between December 2002 and December 2015.

Step 2: Reflect on your current post-hire debrief process

Think of the last hire you made for your team. Below, jot notes about the post-hiring steps you used:

- **Debrief:** Once you'd made the hire, did you talk with the others involved in the hiring process about what went well? What didn't go as well as hoped? _____
_____

  Was this a casual conversation, or a defined step in the hiring process? _____
_____

  Was age bias part of your debrief conversation with the hiring team? If so, in what way? If not, why not?
_____
_____

- **Reflect:** How did you reflect on the hiring process? On your own and/or with others? Mentally, in conversation and/or in writing? _____
_____

  Was age bias part of your reflection? If so, in what way? If not, why not?_____
_____

- **Adjust:** What did you decide to adjust or change about the people and/or process you used in that most recent hiring experience? _____
_____

  How will this change address age bias (unconscious or otherwise) in your next hiring process?
_____
_____

Try It Now: How Can I Help My Team Interrupt Age Bias in Our Team's Hiring? ⬇

Interrupting age bias as it occurs needs first to start with becoming comfortable with a little bit of discomfort. As someone who influences your team's hiring practices and decisions, take a moment to increase your own capacity for feeling a little uncomfortable. It will help us be more effective in our shared efforts to reduce age bias in hiring.

Step 1: Reflect on your own possible implicit age bias

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- In what work relationships might implicit age biases have played out in my own professional life — 5 years ago, 5 months ago, 5 days ago? _____ _____

- In what ways might my implicit biases have led to hiring/project assignment decisions to minimize my own potential discomfort? _____ _____

- Could my own decisions about how I choose and work with team members seem to show a pattern of affinity bias (preference for colleagues who are a similar age as I am)? _____ _____

- How might any implicit age bias affect how open I am to hiring someone who is older than I am as my colleague on my core work team? _____ _____

- How might my own level and type of implicit age bias have evolved over time? _____ _____

- If my results suggested no automatic preference for either older or younger people, what could this mean for how I influence the hiring process?_____ _____

- **Sample Age IAT results:**

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Moderate automatic preference for Young people compared to Old people	30%
Slight automatic preference for Young people compared to Old people	17%
Little to no automatic preference between Young and Old people	15%
Slight automatic preference for Old people compared to Young people	4%
Moderate automatic preference for Old people compared to Young people	2%
Strong automatic preference for Old people compared to Young people	1%

This distribution summarizes 974,726 IAT scores for the Age task completed between December 2002 and December 2015.

Step 2: Reflect on your current post-hire debrief process

Think of the last hire you made for your team. Below, jot notes about the post-hiring steps you used:

- **Debrief:** Once the hire was complete, did you talk with the others involved in the hiring process about what went well? What didn't go as well as hoped? _____
_____

  Was this a casual conversation, or a defined step in the hiring process? _____
_____

  Was age bias part of your debrief conversation with the hiring team? If so, in what way? If not, why not?
_____
_____

- **Reflect:** How did you reflect on the hiring process? On your own and/or with others? Mentally, in conversation and/or in writing? _____
_____

  Was age bias part of your reflection? If so, in what way? If not, why not? _____
_____

- **Adjust:** What did you decide to adjust or change about the people and/or process you used in that most recent hiring experience? _____
_____

  How will this change address age bias (unconscious or otherwise) in your next hiring process?
_____
_____

• **Discussion questions to consider:**

      1. What surprised you about the Harvard IAT test?

      2. Is there anything you think we can learn and apply to our next hiring effort for our team?

      3. Are there any specific areas where you'd like HR to provide more insight or explain how our organization's processes and tools help us reduce age bias throughout our hiring funnel?

Source: https://www.upturn.org/work/help-wanted/
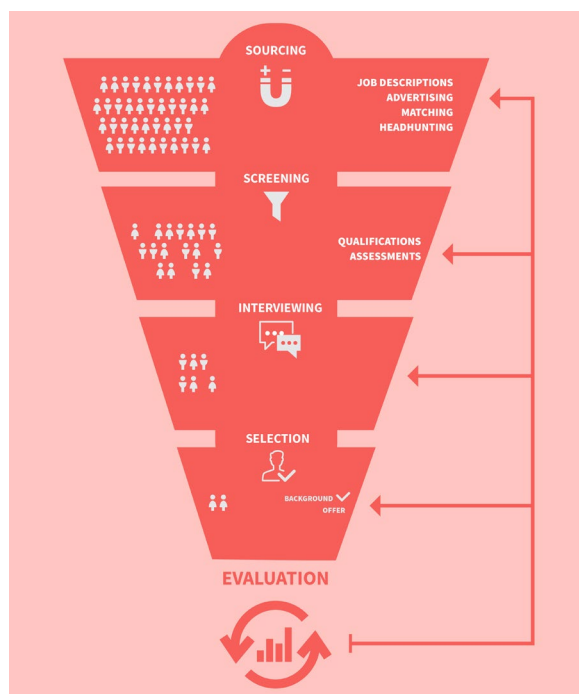
Customize your DIY Hiring Documents

Now that you've learned how to see, prevent and interrupt age bias in your hiring processes, take a few minutes to customize your own hiring kit. You can download this as a template, edit it for your own content, then share it with your hiring team to use a new version for each role you hire. The best practices embedded in this kit reduce age bias, but also are likely to reduce many other types of hiring bias.

Most of what you need is already here. All you need to add are the job description for the role you're hiring, the key skills/areas of acumen needed to succeed in the role and the interview questions you'll use. Make it your own!

You can download the full hiring kit here ⬇ or just download specific elements of it as you wish.

Step 1: Sourcing

⬇ Define the Role

Define the Role

1. Choose a role

This could be a role for which you are currently hiring, one you are designing as an addition to your team or maybe your own, so it's easy to hire a replacement when you get promoted.

Job Opening Basic Information

Title of the role: _____

Hiring manager name: _____

Type of hire:

❑   Replacement for currently defined role

❑   Replacement for role being redefined during this hiring process

❑   Hire into a new role

*The type of hire is important to keep in mind as you define the Top 5 Skills in the following steps. If it is #1 or #2 above, gather input from team about the skills they believe are most critical to succeed in this role.

2. Carefully draft definitions of the Top 5 Skills for this role

These should be specific skills *or* types of acumen that will enable the new hire to be successful in the role. Keep these as succinct as possible, as you will be using them in many ways throughout the rest of the hiring process. If you really can't stick with five, you can add up to eight skills. Keep in mind that more than five will create more work for your team throughout the process.

Top 5 Skills/Acumen Areas Needed to Succeed in this Role DRAFT

As hiring manager, draft the top skills or types of acumen you believe are critical to success in the role.

Skill or Type of Acumen	How might the candidate show they have this?	Why is this a key to success in the role we are hiring?
(try to stay to 5, but up to 8 is ok)		

Top 5 Skills/Acumen Areas Needed to Succeed in this Role FINAL

Vet the drafted Top 5 Skills with the full hiring team to ensure everyone is on the same page and understands each one. This is *very important* because the hiring team will interview to assess a candidates' work samples and determine the final candidate assessments against these specific skills/acumen requirements. Take time to have a meeting to discuss and confirm before moving ahead in the process. Copy the final version here:

Skill or Type of Acumen	How might the candidate show they have this?	Why is this a key to success in the role we are hiring?

3. Draft a job description

The job description should be concise, reflect the final Top 5 Skills and use the best practices described in this guide. Remember that the more qualifications you list, the less likely you are to receive applications from candidates who assume they need to have all of these to successfully compete for the role. Stay focused on the most important qualifications. Take care to use non-biased language and images, and to signal inclusion of all ages and career phases in the benefits and policies area, as explored earlier in this guide.

Job Description DRAFT

As hiring manager, draft the job description.

Job title	
Job responsibilities	
Desired skills/acumen	1. (copy directly from the list you've finalized in Step 2) 2. 3. 4. 5.
How to apply	
Salary range	
Benefits and policies	
About our organization	

Job Description FINAL

Solicit feedback from your hiring team on the draft job description. If appropriate, also solicit input from the members of your team who will be peers of this new hire. Paste the final job description here:

Job title	
Job responsibilities	
Desired skills/acumen	1. (copy directly from the list you've finalized in Step 2) 2. 3. 4. 5.
How to apply	
Salary range	
Benefits and policies	
About our organization	

Step 2: Screening

As you are screening candidates and assessing their match for the role's key requirements, see how many of these best practices you can use.

⬇ Screening

Step 2: Screening

Assess how well candidates match the role requirements

■ **Test the output of any automated resume screening and ranking tools. Do they advance an age-representative proportion of your applicant pool? If not, check the settings and filters and adjust them as needed.**

   I use this best practice: ☐ Consistently ☐ Sometimes ☐ Not Yet

   1. When determining keywords for automated resume screening, include terminologies that may have been common in the past 15 years, rather than only those that are the current workplace jargon for the core skill that will enable success in the role.

   2. If software or AI tools are used to screen or rank applicants, ask to see a report that shows the age distribution of all applicants compared to the age distribution of the candidates it recommends or ranks highly. If these are not similar, ask to see the top 10 applicants from each decade of age range in order to broaden the pool you are considering. These tools are helpful but can inadvertently encode age bias — or explicitly screen out candidates with more experience than the job description requires.

Communicate with all applicants in a clear, timely manner

■ **Reach out to all candidates with updates on their status at each step of the hiring process, and provide a way to reach a team member if they have questions.**

   I use this best practice: ☐ Consistently ☐ Sometimes ☐ Not Yet

   1. Every candidate, but especially those from older generations, values prompt, clear communication about their application, and after each interaction they have with your organization or team. Older candidates in particular often appreciate specific feedback, which they can use to improve their continued candidacy or to allay concerns that they are being passed over because of their age.

   2. Older candidates are often especially comfortable with phone calls and are likely to be quickly responsive via email — so be sure to include an email that accepts replies.

⬇ Select and Complete First Round Interviews

Select and Complete First Round Interviews

1. **Use a Top 5 Skills scorecard to select applicants to invite to first round interviews.**

Step 1: Review applications.

Interview Selection Scorecard

For candidates whom you consider inviting for first round interviews, make an initial assessment of the Top 5 Skills based on their resume and cover letter. The rating scale is as follows:

1. Minimal evidence of this area of skill/acumen
2. Low evidence
3. Moderate evidence
4. Strong evidence
5. Exhibits complete mastery of this skill/extremely high acumen
   N/A. No information available to assess this skill area

Refer to this list of Top 5 Skills here for easy reference when reviewing candidates:

Desired skills/acumen	
	1. (copy directly from the list you've finalized)
	2.
	3.
	4.
	5.

Candidate Name for Potential 1st Interview	Skill Area #1:	Skill Area #2	Skill Area #3	Skill Area #4	Skill Area #5	Candidate Age* (Fill in later by HR)	Candidate Race/ Ethnicity* (Fill in later by HR)	Candidate Gender* (Fill in later by HR)	Candidate Disability* (Fill in later by HR)
J. Doe									

*These are important to track because they are the four most common types of employment discrimination.[1] Of course, you can add in any other demographic information that enhances your ability to recruit a fully diverse team.

Step 2: Run a quick anti-bias check on the candidate pool selected for a first-round interview. AFTER you have filled out the list of potential interviewees and selected interviewees from the list, do a quick anti-bias check. Ask an HR team member who is NOT on the hiring committee to add demographic information for the candidates you selected. Ask them to share the summary (gray box info only) with you, without attaching it to specific candidate names. Why do we need to do it this way? We should try to keep the "blind selection" in place as long as possible, while also doing checks for implicit bias along the way.

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[1] https://www.eeoc.gov/data/charge-statistics-charges-filed-eeoc-fy-1997-through-fy-2021

Step 4: Selection

⬇ Request and Assess a Work Sample from Second Round Candidates

Request and Assess a Work Sample from Second Round Candidates

1. **Design a work assignment that is a brief, unfussy way for candidates to demonstrate that they have these Top 5 Skills**

Signal to candidates that you respect their time and are looking to understand how they can show and apply the desired skills/acumen listed in the job description. Specify that the assignment should only take 60-90 minutes total. This is a work sample, not a project output you would expect from a current team member. Having candidates *show* you how they work is much more valuable than simply asking them to *tell* you how they work. Ideally, all candidates have submitted their work sample before any of them participates in a second round interview. In any case, ensure that no candidate has an unfair advantage by finishing their second round interviews before starting their work sample, unless all candidates have this advantage. A staggered interview process could result in a candidate's unfair ability to apply what they learned in interviews to the work sample project.

"Show Don't Tell" Work Assignment

The purpose of the assignment	This assignment is intended to help us understand your strengths and ability to apply the core skills we believe are necessary to succeed in this role. It is intended to be a short 60- to 90-minute exercise that gives us a sense of how you gather information you need, how you think, how you work and how you communicate your ideas. We do not expect an exhaustive, perfect deliverable. Think of it as a way we can see what you can do, rather than simply assess what you've done to date in your past professional and academic life.
How we will assess it	The full hiring team, including everyone with whom you interview, will review your submission. They will each assess it against a rubric of the top skills we believe will enable you to succeed in this role. These include: [list your Top 5 here].
How do we use it in our hiring process	When the team discusses your candidacy, they will draw on your resume, their interview with you and their review of this assignment.
The assignment	The assignment: [Describe your assignment clearly here. Be sure it is designed specifically so the candidate can show, and you can assess, the strength of the Top 5 Skills your hiring team believes will help them succeed in the role.] Guidelines: • You may gather information in any way that works for you. We expect that any analysis, writing or development of the deliverable is solely your work and completed without asking others to suggest, review and/or edit. You'll have plenty of time in the role to show us how you collaborate — this assignment should help us understand how you work as an individual. • Please plan to spend only 60-90 minutes preparing and creating the deliverable.
If you have questions	If you have any questions as you work on this, please don't hesitate to reach out to [add name and email here.]
How to submit it	Please submit it to [name, email] by [5 p.m. PT on July 1, 2023.] In the body of the email, please include the following statement: "This work represents solely my own efforts. I did not ask other(s) for advice, input, editing or assistance in producing it. The estimated total time that I spent in all aspects of this assignment, including research, preparation, drafting and finalizing it — is [xxxx.]"

2. **Use a standard rubric to assess the work assignment**

The rubric is designed to guide each hiring committee member through a structured assessment of the Top 5 Skills/Areas of Acumen that defines a new hire's success.

When you provide the work assignment sample to the reviewers, do not attach the candidate's name, instead assign each sample a number that's easily traceable. As always, we are trying to "blind" as much of the assessment as possible to reduce the likelihood of bias creeping in.

Work Assignment Scorecard

Each reviewer should use a copy of this scorecard to review each candidate's submission.

Candidate:			
Skill or Type of Acumen	Notes on evidence in this assignment of this skill/ acumen area	Rating on this skill/acumen level based on the responses to these questions	Jots to help me remember details when the hiring committee convenes
[List your 1st key skill or area of acumen here]		1 2 3 4 5	
[List your 2nd key skill/area of acumen here]		1 2 3 4 5	
[List your 3rd key skill/area of acumen here]		1 2 3 4 5	
[List your 4th key skill/area of acumen here]		1 2 3 4 5	
[List your 5th key skill/area of acumen here]		1 2 3 4 5	

Complete Second Round Interviews

Complete Second Round Interviews

1. Plan Second Round Interviews

Second Round Interview Schedule

Remember that the best practice is for non-majority candidates to be interviewed first. For candidates who are more likely to encounter implicit bias in the hiring process, we don't also want to layer in the natural bias to favor and "anchor on" to the candidate who interviews first.

The same set of interviewers should interview the candidates, ideally in the same order.

Candidates often appreciate interviewing with the hiring manager last, when they can apply what they learned from earlier conversations and can ask questions about the role and the team that have arisen during earlier conversations. This timing also helps give the manager the chance to ensure every candidate's final interview experience inspires them to feel positive about the organization, the role and their potential direct manager.

Interview Order	Candidate Name	Candidate Interview Schedule	Interviewers
First			Panel #1: Panel #2: Hiring Manager
Second			Panel #1: Panel #2: Hiring Manager
Third			Panel #1: Panel #2: Hiring Manager
Fourth			Panel #1: Panel #2: Hiring Manager

2. Select Second Round Interview Questions

Standard Second Round Questions and Interview Scorecard

All interviewers should use the same questions in the same order. Interviewers should jot a score on the rubric immediately after the responses and can jot notes for all areas immediately after the interview concludes.

The rating scale is as follows:

1. Minimal evidence of this area of skill/acumen
2. Low evidence
3. Moderate evidence
4. Strong evidence
5. Exhibits complete mastery of this skill/extremely high acumen

---

Advice from the first round of interviews applies again here: When creating the interview questions, focus exclusively on assessing the top skills your team has defined as key to success in the role. Resist the natural inclination to have personal conversations and small talk, which make it much more likely to trigger implicit biases. To test skills, "Rather than ask 'How comfortable are you with Excel?' say, 'Here's a data set. How would you find out X? For more-complex skills, such as project management, pose a problem or a task that candidates are likely to encounter on the job and ask them to describe in detail how they would handle it." Define follow-up questions on each skill area using best practices from behavioral interviews, with examples here to guide you.

Candidate Name:			
Interviewer Name:			
Skill or Type of Acumen	**Interview question(s) to assess this skill/acumen area**	**Rating on this skill/acumen level based on the responses to these questions**	**Jots to help me remember details when the hiring committee convenes**
[List your 1st key skill/area of acumen here]	1. Tell me about a time when... 2. Tell me more about... 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 2nd key skill/area of acumen here]	1. Tell me about a time when... 2. Tell me more about... 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 3rd key skill/area of acumen here]	1. Tell me about a time when... 2. Tell me more about... 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 4th key skill/area of acumen here]	1. Tell me about a time when... 2. Tell me more about... 3. If you could do it again, what would you do differently?	1 2 3 4 5	
[List your 5th key skill/area of acumen here]	1. Tell me about a time when... 2. Tell me more about... 3. If you could do it again, what would you do differently?	1 2 3 4 5	

Now come the final steps — considering your candidates and choosing to whom you will offer the role. Before you start this section, it is critical here to remind the team that anyone with concerns about potential age bias at any point in the process should share their questions with others.

⬇ Summary: Second Round Interview and Work Sample Scores

Summary: Second Round Interview and Work Sample Scores

Step 1: As the hiring manager/HR partner, gather all rubrics from the interview team to synthesize the scores each candidate received from each member of the hiring committee.

Skill #1: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #2: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #3: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #4: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Skill #5: [List here]	Interview rating	Work sample rating	Indicate top 3 candidates for this Skill Area
[Candidate #1 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #2 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #3 name]	1 2 3 4 5	1 2 3 4 5	
[Candidate #4 name]	1 2 3 4 5	1 2 3 4 5	

Step 2: As hiring manager (or with assistance from your HR partner), check the demographics of each candidate (age, race, gender, etc.) and scan for patterns that raise questions about potential implicit bias within the hiring effort so far. Does one hiring committee member have patterns you want to better understand? Are you surprised at the demographics of the top scoring candidates? Are there any conversations you want to have with hiring committee members before you finalize and share results with the team in the team meeting?

Step 3: Bring this summary to share live in the hiring committee meeting; do not share beforehand. This ensures that reactions and conversations provide input for all members of the hiring team in the decision-making process. The best practice would be to create a slide for each Top Skill Area results table and reveal the next only when the first has been discussed and top candidates identified. In addition, paper-based copies of this sensitive HR information can be hard to track and destroy afterwards.

⬇ Gather the Hiring Team and Select the Final Candidate

Final Hiring Team Meeting Agenda

Create and use a clear agenda for the final hiring team meeting

As hiring manager, it is your role to ensure that the final team review and decision-making process is bias-free and efficient. Keeping to a structured agenda can accomplish both.

Agenda Item	Goal/ Outcome
Refresh of the Top 5 Skills list.	• Ensure shared understanding on the criteria, so we can use them fairly and consistently across all candidates.
Introduce the summary spreadsheet of all interviewers' rubric scores for interviews and work assignments.	• Explain how we will use this data.
Review summary of scores for each Top 5 Skills area: • **Skill Area #1:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #2:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #3:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #4:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area. • **Skill Area #5:** Review all candidates' interview and work assignment scores for this skill. Discuss. Identify top two candidates for this skill area.	• Identify which candidates will bring the most to each of our Top 5 Skills/Areas of acumen. • Identify areas where we need further discussion due to inconsistencies. • **Why do we need to do it this way?** "It's best to compare candidate responses horizontally. That is, if you interview five candidates, compare each of their answers on question one, then each answer on question two, and so on... [These] comparative evaluations not only help us calibrate across candidates but also decrease the reflex to rely on stereotypes to guide our impressions."[1]
Self-check for any areas where candidates interviewed may have experienced implicit age bias and/or other types of implicit bias. • Ask about each candidate specifically, and what may trigger implicit bias among the hiring team members. • This is a key point to make note of any "waivers" you've given to these candidates and chosen to advance candidates who are not the strongest based on the criteria we defined and agreed to at the outset. Are you comfortable with this "waiver" or want to circle back to discussion?	• Reduce potential for bias to negatively affect our best decision.
Full discussion of the top two candidates who show highest results in Top 5 Skills/Acumen. Before beginning discussion, ask each member to jot their own thoughts on the following for each candidate: • Assumptions I make about the candidate • Concerns I have about the candidate • Strengths I see in the candidate	• Consider the top two candidates holistically and decide on who to offer the role.
Decision on who to offer the role.	• Ensure team buy-in to the decision. • Determine next steps with candidates.

[1] https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews

⬇ Make an Offer That Shows You Believe the Candidate Belongs On Your Team

In your offer email, cite specific examples of why team members felt the candidate would be successful in the role. Beyond the standard HR language, these details help launch your new candidate with an immediate sense of belonging to your team. If your organization has a standard HR offer letter that cannot be changed, you can use this template as a more personal letter that is a follow-up note to the official HR letter. For example:

Dear [Name,]

While your official offer letter is coming separately, our team wants to share with you a few thoughts on why we think you belong here.

Whether telling us about [insert an example from a story interview], reflecting on [insert an example from a story in an interview] or sharing that you [insert something from an interview story], we can tell that you have the skills and acumen that will enable you to succeed in this role.

Moreover, we have a belief that with you on our team, our entire team will think more creatively, collaborate more productively and make better decisions. When you told us about [xxx] and how you creatively addressed [name a part of the work assignment], we could see that you bring a unique perspective that will make our team stronger. In short, we look forward to learning with and from you, and to helping you learn throughout your career with us.

Our interview process is designed specifically to help us — and you as a candidate — focus on the role and how it advances the purpose of our organization. With that said, we're sure you have questions about what it's really like to work on our team and in our organization. You are welcome to reach out directly to any member of the hiring committee with any questions you still have, to our HR partners to better understand our benefits and policies (and how people really use them) and to the leaders of our ERGs for fresh perspectives on what it's like to work here. [Insert list of ERG leaders/contacts here.] We already believe you belong here, but we want you to feel confident about that before you choose to join us.

All the best,

[Hiring Manager Name]

Build Momentum for Hiring a Multigenerational Workforce

Need to Use This Guide in a Team Training Session?

AARP has created a workshop that is based on this guide, which you can use for free to train your HR team and hiring managers across your organization. There are two options:

1. **You can use AARP's do-it-yourself workshop resources** to lead a "train the trainer" session for your Talent Acquisition team. They can then use the same resources to facilitate the workshop for groups of hiring managers, recruiters or other key team members who influence hiring processes, tools and decisions.

2. **You can invite an AARP guest expert to facilitate a live, virtual workshop for your team.** You gather your team members on the virtual meeting platform of your choice, and the AARP guest expert will facilitate the workshop using the same resources as in the DIY version. This can help your Talent Acquisition team members become more confident leading workshops for your full staff. Or it can be an efficient way to train your hiring managers. You choose!

Find information on how to request a training at: **www.aarp.org/multigenworkforcetrainings**

Need More Activities Ideas?

After we've made our hiring decision, what can I do to achieve the full potential of a mixed-age team?

Explore other resources AARP has created to help you fully leverage your mixed-age team to drive increased engagement, innovation and productivity. All of AARP's employer resources can be found at **www.aarp.org/employers**.

Here are a few to get you started:

- A practical guide for managers with team members of all ages

- Generations at Work — a step-by-step approach to building age-inclusive organizations for all generations

You can also invite a **Guest Speaker from AARP** to join your manager training event(s), HR leadership events and/or Senior Leadership team events. We offer virtual workshops on *Age Inclusive Hiring* and on *Leading Mixed-Age Teams.* Email **employerpledge@aarp.org** to find out more.

"The most effective UB [unconscious bias] training does more than increase awareness of bias and its impact. It teaches attendees to manage their biases, change their behavior and track their progress.
It gives them information that contradicts stereotypes and allows them to connect with people whose experiences are different from theirs."

- Francesca Gino and Katherine Coffman, Harvard Business School[51]

[51] https://hbr.org/2021/09/unconscious-bias-training-that-works