

Organization-Level Discrimination

Organizational biases reflect historical systems of oppression and advantage, as well as individual biases that are baked into how things get done. These biases are exemplified across the employment cycle, from application to promotion.



Biases in Getting the Job

Most jobs are still acquired through personal or professional connections, which is problematic because of the inequities in access to networks.

When hiring managers reach out to people who are already in their social networks, the applicant pool is largely comprised of people who are similar to the hiring managers.



Biases in Compensation

Some structural characteristics that can make pay inequity even worse include that past compensation can be used to determine future compensation, the inability to evaluate the fairness of their compensation relative to others in their organizations due to invisible compensation systems, and compounding salaries.



Biases in Promotion

The processes and procedures that underlie promotion decisions reflect forms of organizational biases. If an organization requires a particular experience or certificate that is less accessible to some employees than others, it will ultimately prohibit some employees from even being eligible for the promotion.

