
DEIJ TOOLKIT:
MITIGATING BIAS IN RECRUITMENT AND HIRING
(updated October 29, 2020)

This toolkit is designed to help organizations and individuals mitigate gender, racial, and other hidden biases in your institutional recruiting and hiring processes. It provides tips on structural pieces you can implement to recruit, retain, and promote a broader range of talented people. This is an organic document that continues to grow as we become aware of new research and ideas, so please keep checking in for future (more improved) versions. There is also a robust list of strategies on this topic in the [Bias Interrupters Toolkit](#).

Recruitment

- ❑ **Identify the criteria for a successful search:** [Institute recruitment targets](#) for hiring across identities. Especially for senior level positions, make sure candidate pools include women and Black, Indigenous, or People of Color (BIPOC); one way to do this is to anonymously seek candidate demographic information and leave positions open until criteria are met.
- ❑ **Institute accountability:** Create institutional processes that hold managers (and any external recruiters) accountable for fair and inclusive hiring practices.
- ❑ **Recruit intentionally and often:** Post the call for applications on a variety of job sites. Recruit outside your traditional network or even the sector (e.g., outdoor, conservation). Consider building a relationship with and recruiting from affinity groups, historically Black colleges, Hispanic Association of Colleges and Universities, tribal colleges, community colleges, and identity-specific professional associations. Some websites related to DEIJ in the environmental/conservation field available at the time of this update include [the Doris Duke Conservation Scholars Alumni job board](#), the [In Solidarity Job Board](#), and the [Black Oak Collective](#).
- ❑ **Support pathway or bridge programs:** Support internship or fellowship programs to build bridges for talented people from marginalized communities who may be interested in careers in your sector. Avoid calling them “pipeline programs” as pipelines can have negative connotations (e.g. oil & gas pipelines, school to prison pipelines, and simply just not wanting to envision oneself in a pipeline).). Examples of such programs include the [Doris Duke Conservation Scholars Program](#) and the [RAY Fellowship](#).
- ❑ **Hire in clusters:** [Research](#) shows that cluster hiring—hiring multiple employees into one or more departments who share interests and identities—increases both the diversity of the incoming talent pool as well as retention of female staff and staff of color.



- ❑ **For senior positions:** When using recruiters for senior level positions, ensure they are familiar with and value DEI, and know how to recruit to find talented candidates with marginalized identities. (some firms include: [Nonprofit HR](#), [Koya Partners](#), [360 Group](#), [BlueRidge Advisors](#), and [Protege Search](#)).

Employee Branding

- ❑ **Ensure a diversity of prospective candidates can see themselves reflected in your materials, such as your website and printed marketing materials?**
Aspirational advertising is not misrepresentational as long your materials authentically represent who you reasonably aspire to be, and you are taking substantive action to expand recruiting efforts and cultivate an inclusive culture.
- ❑ **Ensure your recruitment materials reflect myriad identities that your candidates may have, including race, gender expression, age, sexual orientation, and ability.**
- ❑ **Ensure the activities portrayed in your materials speak to all audiences.** Often conservation, environmental, and outdoor organizations' optics feature individuals engaging in activities such as hiking, backpacking, kayaking, and rock climbing that don't speak to every person's relationship to nature. Try to include imagery of groups of people (not just individuals) engaging in a broad range of activities, including fishing, picnics, walking, etc.
- ❑ **Make your commitment to diversity, inclusion, equity, and justice clear to candidates.** Make sure you have a diversity, equity, inclusion, and justice statement that declares your organization's commitment and values, and that this statement not only is in every job posting but is featured prominently on your website or jobs landing page.

Job Descriptions

- ❑ **Include only the bare necessities:** Job descriptions should be succinct. Potential applicants can be dissuaded from applying if they feel they do not meet all qualifications. For example, [one study](#) shows men apply for jobs when they can check 6 out of 10 boxes on the list of qualifications; women only apply when they can check off all 10. Take out anything that is not required of the candidate.
- ❑ **Avoid common requirements that can exclude people based on their identity or background:**
 - **Language bias:** Do not require English language skills (which can be illegal unless English speaking skills are necessary for safety) unless it is necessary to complete the job.
 - **Disability bias:** Do not add requirements such as "ability to lift _ lbs." unless it is necessary for the job. [Research](#) shows this and other requirements create strong biases that deter people with disabilities from applying for jobs they are capable of performing.

- **Asking for extracurricular activities or personal interests, as these create class bias:** Research shows that hiring managers are biased in favor of hiring people whose hobbies and interests align with owning/upper class versus working class communities. For example, in [one study](#) of identical resumes, candidates listing sailing, polo, and classical music were deemed more eligible than candidates listing track and field, soccer, and country music.
- **Eliminate all preferred qualifications:** Remove any sections on “bonus” or “preferred” qualifications, including specific degrees, prior outdoor or nonprofit experience, or that the candidate be a prior participant in your program. You can ask about these skills in an interview.
- **Separate required and desired/preferred skills:** And mean it. If you do decide that you need a separate “preferred” skills section, make it clear. Conflating required and desired skills can deter some people from even applying, especially women. Being clear about required and desired skills will also help you create a clearer rubric for selecting candidates for interviews.
- **Think expansively about the skills needed for a particular job.** Organizations often overvalue skills and qualifications that are more easily recognizable (e.g., familiarity with a specific environmental law or experience backpacking) and undervalue skills that are less easy to see or assess via a resume (e.g., ability to work well on a team, ability to accept feedback graciously and integrate it, communication skills). In fact, those skills that are typically labeled “soft” are in fact some of the most technical skills a person will need to learn.
- **Honor multiple types of education and knowledge sets:** Many jobs in the conservation space require a particular type of education, such as a bachelor’s degree in Natural Resources Management, or require someone to have a particular type of knowledge. Know that dominant culture values and elevates Eurocentric knowledge over non-White, Indigenous, and non-European knowledges. [One article](#) suggests that as you think about job requirements, instead of listing degrees or fields, think about listing both the ability to think critically about the validity of certain knowledge sets as well as the ability to situate one’s own knowledge in the field (i.e. the ability to speak to how knowledge is institutionalized and validated in their field.)
- **Cast a wider net with fair and balanced wording:** Job description language should be balanced language to make your organization attractive to everybody. Certain wording may signal to someone that they may not fit or belong in that job. For example, [a study](#) of 4,000 job descriptions found that that postings for jobs dominated by men had a high frequency of words such as *lead*, *head*, *direct*, *determined*, and *superior*, and postings for jobs dominated by women had a balance of these words and complementary words such as *collaborate*, *committed*, *responsive*, and *self-aware*. The chart below provides more examples of these words. Researchers also found women were more interested in jobs when the

description had a balance of words (even when the job was male-dominated, like engineering).

MASCULINE WORDS	FEMININE WORDS
Lead	Join
Head	Dedicated
Determined	Committed
Driven	Motivated
Ambitious	Inspired
Superior participant experiences	Responsive,
Competitive	Sympathetic
Assertive	Sensitive to participants' needs
Decisive	Collaborative
Outspoken	Cooperative
Assertive	Honest
Independent	Understanding
Direct	Engaged
Assist	Loyal
Analyze	Support
Determine	Review
Individualized	Establish
Risk	Community
Gamble	Connected
Master	Interpersonal
Acquire knowledge	Experience
Aptitude	Understand
Self-confident	Learn
Intellect	Ability
Challenge	Self-aware
	Acumen
	Opportunity

- ❑ **Avoid coded language:** Words like “diverse,” “urban,” “inner city,” and “underserved” are often used as code for low income communities or people of color. Be specific and inclusive in your language. So instead of “candidate must have experience working with underprivileged youth,” consider “candidates must have experience working with communities outdoor education organizations have failed to previously engage.” (see article [here](#))
- ❑ **The criteria should allow candidates to demonstrate important life experiences that may not show up on traditional résumés:** Job descriptions should encourage applicants to describe any pertinent experience, including professional and personal experience.
- ❑ **Describe skills desired, not characteristics:** For example, “the ability to take initiative and produce results is a skill as demonstrated by ____.” but “action-oriented, results-driven” describes character.

- ❑ **Don't require candidates to be available evenings and weekends unless absolutely necessary:** Adding this to your job description may needlessly eliminate qualified candidates who are caregivers of others or may have other life priorities.
- ❑ **Include criteria such as "ability to effectively work on diverse teams or with a diverse range of people"** If this is a position that is directly linked to carrying out diversity, equity, inclusion, and justice efforts, be specific about the qualifications they need to carry out the specific work.
- ❑ **Include a demonstrated commitment to diversity, equity, inclusion and justice:** Require that candidates show some sort of commitment to DEIJ through past job experience, personal activism, or any other pertinent experience. While many can learn *how* to implement DEIJ efforts on the job, it is important the candidate can demonstrate that they understand the importance of DEIJ.
- ❑ **Disclose salary range:** Allow candidates to decide whether the salary range is fiscally feasible or desirable for them before they put the work into submitting an application.
- ❑ **Add "salary negotiable:"** This two-word phrase has been proven to decrease the pay gap and mitigate biases against women and those from more collectivistic cultures that may not value assertive self-advocacy. For example, [researchers](#) posted two versions of job announcements in stereotypically masculine businesses (NASCAR, football, and basketball), with one version including the words "salary negotiable." They found that women were less likely to negotiate their salaries without these words, and that ultimately this two-word phrase closed the negotiation gap and the pay gap between the male and female hires by 45%.
- ❑ **Don't ask for salary history:** Unless you can articulate how salary history will help the hiring committee select a candidate, don't ask for salary history. A person's past salary has no bearing on their experience and expertise. In fact, [asking salary history has been made illegal in several states and counties](#).
- ❑ **Be honest about your preference for an internal candidate:** Often organizations express the desire to cast a wide net, but have a clear preference for an internal candidate. Be clear to all candidates whether you prefer someone who has had experience within your organization or company. Additionally, be able to articulate why an internal candidate is a preference. Remember that someone without institutional knowledge can often add a new lens to the work that you do.
- ❑ **Be transparent about your process, including hiring timeline and start date:** Tell your candidates about your timeline and then stick to it. Often candidates are applying for multiple jobs and are juggling schedules and deserve to know your timeline. Plus, putting a clear timeline in your job posting saves you the time of having to answer the same timeline questions over and over again.
- ❑ **Don't ask applicants to perform time-consuming projects as part of their application, and if you do, compensate them for their time:** It's ok to ask candidates who have advanced in the process to provide some materials, but it

should not be excessive (*i.e.* take longer than 3 hours). If you would like candidates to provide something more robust, compensate them for their time.

Your Team

- ❑ **Form a recruiting committee:** Ensuring more than one person makes hiring decisions creates a system of checks and balances that mitigates each individual's biases and results in greater success in hiring the right candidates.
- ❑ **Ensure your team is diverse:** A diverse hiring team further mitigates individual team members' biases and counterbalances inherent institutional biases that disadvantage women, people of color, and other underrepresented communities. Diversity includes hierarchy, location, gender, age, sexual orientation, race, and ethnicity, and perspectives.
- ❑ **Don't use a person of color as "diversity cover."** Often, people of color are enlisted to participate in hiring or recruiting committees in an act of contrived diversity, with the decisions ultimately being made by a fixed formula or being held by the committee chair (who usually isn't a person of color). In addition, these people are often tokenized and overutilized, leading to them taking on a greater burden than other staff.
- ❑ **Ensure committee members are bought into diversity, equity, inclusion, and justice:** Make sure each member is committed to diversity through their actions and accomplishments as an employee.
- ❑ **Value all members' input:** Even with multi-person and diverse committees, decisions can be made in a way that replicates bias. For example, if the committee chair is directive ("I will ultimately make the decision and don't really need your input") or consultative ("I will ultimately make the decision and want to hear what you have to say, but might disagree and go in another direction), then it does not matter that your committee is diverse. Instead, think about a system that values everyone's input (it does not have to be total consensus).
- ❑ **Be clear about committee members' input:** If you are running a directive decision making process, but asking for input, make sure committee members know.

Screening résumés

- ❑ **Screen résumés with names, address, and even school marked out—just look at experience:** Fold the résumé over or take a sharpie to the name, address, and education section for the first round of review to mitigate bias.
 - [In a study](#) of identical résumés—one with a man's name and one with a woman's— researchers found that 79% of male applicants vs. only 49% of female applicants' names were deemed 'worthy of hire' and that the women deemed worthy of hire received \$4,000 less in compensation.
 - In [another study](#), résumés with white-sounding names received 50% more calls for interviews than identical résumés with black-sounding names, and

researchers concluded the white-sounding name was equivalent to about 8 more years of experience

- [The same study](#) on class bias also suggested marking out schools and universities, as there can be biases in favor of hiring from certain institutions. In our experience in the conservation sector, we have encountered organizations hiring almost exclusively from select programs that are only available at particular private universities.
- ❑ **Be aware of assumptions about family obligations:** It can be tempting to make assumptions about family obligations based on a candidate's age, gender, and experience. Avoid making these assumptions. Membership in a PTA or taking time off to be a stay-at-home parent or caregiver should not count against the candidate. In a [study](#) of identical résumés with one difference—"membership in the PTA"—researchers found that those listing this were 79% less likely to be hired, half as likely to be promoted, and offered an average of \$11,000 less in salary.
- ❑ **Check your style bias:** If you want top talent, you need to recognize different résumés' communication styles and the skill sets behind them. If you dismiss a candidate based on their résumé, be clear about what skills and experience the candidate lacks. For example, in [an analysis](#) of 1,100 résumés in the tech sector (which like the conservation and outdoor industry is traditionally dominated by men and masculine culture), researchers found that the womens' résumés were longer than the mens', but that they included less precise bullet-by-bullet job descriptions than the mens' and instead had more high-level job descriptions with narratives interweaving their experience. The women told stories; the men let the facts speak for themselves. Though both qualities are valuable, the tech industry is far more equipped to appreciate precise execution, which results in a résumé reading bias that overwhelmingly eliminates qualified female candidates.
- ❑ **Consider input and not just output:** Ask if you're only considering output and recognition (publications, awards, accomplishments) versus input (relationships held, cultural knowledge accessed, time spent engaging in advocacy and activism). The latter is often not rewarded but as valuable if not more in some positions.

The Interview

- ❑ **Interview each person in the same space or via the same technology:** Each person being interviewed should be interviewed via the same medium. If a candidate is unable to interview in person and is interviewed over video, then all other candidates should be interviewed over video.
- ❑ **Ensure your physical space is welcoming:** The power of subtle social signals is incredible. Even the way your physical space is designed can send signals of inclusion or exclusion. In [a Stanford University study](#) of undeclared majors, researchers found women were more likely to consider degrees in engineering and computer science when the room in which they were interviewed was clean and decorated in a gender neutral fashion. This includes making sure the interviewee

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has access to a clean and well-stocked bathroom, decorating with neutral images or, if you have images of people, including a balance of people of multiple identities. Also remember that the impact of décor continues past the interview—to make your workplace truly inclusive you don't want your interview room to be the only welcoming space in your workplace.

- ❑ **Introduce the candidate to employees who may identify the way they do:** For example, ensure women candidates meet other women and people of color meet other people of color, though be aware of making assumption about the candidate and/or tokenizing staff when asking them to introduce themselves.
- ❑ **Use an interviewing rubric:** An interview rubric ensures that each candidate is asked the same questions and that their answers will be evaluated similarly. The rubric helps guide the interview so casual conversation and affinity bias are mitigated. It also allows the hiring committee to similarly assess each candidate to make a fair decision. This is probably the most challenging piece of mitigating hiring bias. Rubrics can feel robotic, contrived, and not conversational . . . which is exactly why they are necessary. Casual conversation is rife with opportunities for affinity bias, where interviewers latch on to commonalities between themselves and the candidate that may have nothing to do with the job but make the interviewer feel like the candidate would be a “great fit.” Maybe they went to the same school as you. Or maybe they're from the same town. A rubric ensures that you ask only those questions that are necessary, and that you have predetermined what constitutes a good, mediocre, and bad response to each question.
- ❑ **Check your body language and your expectations for the candidates' body language:** Expecting candidates to shake your hand firmly, make eye contact, sit squarely to you, and speak in a loud, modulated, firm tone biases your interview in favor of white, American, male candidates. In some communities of color and non-Western cultures, eye contact is seen as an affront, sitting squarely is viewed as aggressive and not respectful, and handshakes are not a common practice.
- ❑ **Hire for “values fit” and not “culture fit.”** Hiring for culture fit just reproduces a current culture and prevents organizational change and growth. Instead, hire for values fit, meaning a candidate shares core values with the company, despite having major differences in styles, background and experiences. Finally, make sure that justice, equity and inclusion are organizational values.
- ❑ **Embrace multiple communication styles:** If you want to recruit a wider range of people, you need to embrace a wider range of communication styles than the dominant, which is direct, informal, and immediate. Depending on the candidate's culture, they may be more indirect or even use storytelling to make a point, they may be more formal than you're used to, and they may be more reflective. Provide the candidate with time to respond and ask clarifying questions if you do not understand their response.
- ❑ **Consider sharing interview questions prior to the interview:** Some candidates' strength is in their ability to deliberate and process complex issues. By asking

complex questions in the interview, you may not be giving more reflective candidates a chance to demonstrate their ability to process complex information. If you're worried that a candidate will go research and seek answers to the question from other people or resources, don't be. That's a sign of a person who knows where to find information, synthesize it, and apply it to your organization. That's a great skill!

- ❑ **Avoid the token “diversity” question; instead integrate it into every question:** Instead of just asking candidates “how do you work across differences?”, integrate concepts of diversity, equity, inclusion and justice into all your questions. For example, “how would you teach in a culturally responsive way?” (for an educator) or “how do you ensure that your advocacy represents the voices of all constituents, not just white constituents? How do you bolster marginalized voices in advocacy?” (for an advocacy organization).
- ❑ **Ask if there is anything you didn't ask that the candidate wants to contribute:** Your application and interview process may have not given the candidate a space to talk about something they really want to share. Give them that opportunity at the end of the interview.
- ❑ **Offer to give feedback to all candidates about their interview:** In your email or phone call, be sure to make it clear that you are happy to give feedback to them about their application process.

The Selection

- ❑ **Consider the long term:** Often interview committees focus on what needs to happen in the short term, and think about how candidates can achieve those goals. That can shift a committee's preference toward an internal candidate. If the position has high turnover, then thinking about the short term is certainly important. However, it is also important to think about how that candidate can contribute to new ideas for larger scale projects.
- ❑ **Don't have “automatic eliminators:”** Eliminating candidates because of a typo in their application or the wrong kind of education does not serve anyone.

Example of changes you can make to a job description to mitigate bias and cast a wider net

Original Job Description: Outdoor Program Job	Better Job Description: Outdoor Program Job
<p style="text-align: center;"><u>PROGRAM COORDINATOR</u></p> <p><u>Description</u> Responsible for creating a world-class outdoor experience for participants and is a professional role model in attitude and appearance. Assists the Program Director in curriculum, briefing, debriefing, and evaluation, and completes all assignments delegated by the Program Director.</p> <p><u>General Responsibilities:</u></p> <ul style="list-style-type: none"> • Direct instructor teams to achieve stated student outcomes; • Provides superior support with individualized attention to each instructor; • Acquire knowledge of curriculum, learning objectives, and student outcomes; • Complete additional assignments from Program Director, including but not limited to: <ul style="list-style-type: none"> a. Managing curriculum library (virtual and had copy) b. Briefing and debriefing instructor teams <p><u>Required Qualifications:</u></p> <ul style="list-style-type: none"> • Curriculum design experience; • Experience in facilitation (briefing, debriefing); • Excellent skills in developing lesson plans; • Results and task-oriented style; • Flexibility in personal time commitments to do what is necessary based on the needs of the organization; • Experience with Salesforce and Excel. • Exceptional interpersonal skills; 	<p style="text-align: center;"><u>PROGRAM COORDINATOR</u></p> <p><u>Description</u> Part of a collaborative team responsible for working together to meet program objectives, including setting instructors up to provide students with positive outcomes and a welcoming experience.</p> <p><u>General Responsibilities:</u></p> <ul style="list-style-type: none"> • Support instructor teams to achieve positive student outcomes; • Responsive and sympathetic to instructors' needs to set them up for success; • Dedicated to learning about our curriculum, learning objectives and student outcomes; • Support the Program Director with other tasks, including but not limited to: <ul style="list-style-type: none"> a. Managing curriculum library (virtual and had copy) b. Briefing and debriefing instructor teams <p><u>Required Qualifications:</u></p> <ul style="list-style-type: none"> • Curriculum design experience; • Experience in facilitation (briefing, debriefing); • Experience developing lesson plans; • Ability to take initiative and produce results with minimal supervision; • Demonstrated commitment to the mission and values of XYZ Outdoor Program, including its DEIJ values (state them)

- Experience working with underserved youth.

Preferred Qualifications:

- Outdoor program experience;
- Graduate of XYZ Outdoor Program;
- College degree.

Salary: \$30,000

Submit résumé and cover letter to programs@xyzoutdoors.org.

- Experience or a willingness to learn and utilize Salesforce and Excel.
- Ability to work on diverse teams or with a diverse range of people;
- Effective of communicating across difference with people different from themselves
- Demonstrated experience working with black and Latinx youth
- Understanding of the myriad relationships youth may have with the outdoors and outdoor program based on class, race, and gender.

Salary: Base starts at \$30,000 but is negotiable

Submit résumé and cover letter to programs@xyzoutdoors.org, and make sure to address any pertinent experience, including professional and personal experience, that is relevant to this position.

Timeline: Deadline is May 2. ; Screening will happen May 3-4, Calls for interviews will occur by May 5. Interviews will be scheduled for the week of May 9. A final decision will be made by May 16



Original Job Description: Conservation Job	Better Job Description: Conservation Job
<p style="text-align: center;"><u>CAMPAIGN MANAGER</u></p> <p><u>Description</u> XYZ seeks a Fossil Fuel Campaign Manager to lead efforts in stopping the fossil fuel industry from building new infrastructure in our region. This is a high profile position and the candidate with spearhead efforts between a consortium of organizations in campaigns such as Stop Dirty Fuels.</p> <p><u>General Responsibilities:</u></p> <ul style="list-style-type: none"> ● Lead the Stop Dirty Fuels campaign ● Analyze policy related to the threat of fossil fuel infrastructure in the region. ● Spearhead efforts to support disrupting technology that doesn't rely on fossil fuels. ● Engage with, and conduct outreach to underserved communities. ● Serve as a spokesperson with the media as needed ● Organize strategy sessions to advance the goals of the campaigns <p><u>Required Qualifications:</u></p> <ul style="list-style-type: none"> ● Proven leadership of a campaign ● Ability to work on diverse teams ● Ability to travel across the state as needed (driver's license required) 	<p style="text-align: center;"><u>CAMPAIGN MANAGER</u></p> <p><u>Description</u> XYZ seeks a Fossil Fuel Campaign Manager who will serve as the connective tissue between stakeholders, communities, and partners working to stop the fossil fuel industry from building new infrastructure in our region. This position is public facing and requires someone who willing to serve as the face for campaigns such as Stop Dirty Fuels.</p> <p><u>General Responsibilities:</u></p> <ul style="list-style-type: none"> ● Guide the Stop Dirty Fuels campaign.; ● Understand and assess policies related to the threat of fossil fuel infrastructure in the region. ● Support campaigns to advance technologies that don't rely on fossil fuels. ● Build relationships with and meaningfully engage tribal nations, communities of color, low income communities, and particularly, rural low income communities in the region. ● Coordinate meetings to develop and monitor strategies and goals of the campaign. <p><u>Required Qualifications:</u></p> <ul style="list-style-type: none"> ● Experience as an leading organizer within a campaign ● Understanding of how conservation and environmentalism have historically and currently impacted black, indigenous, and other communities of color. ● Demonstrated commitment to racial justice. ● Ability to work on teams with diverse perspectives, values, and identities.

- Strong writing, verbal and analytical skills
- **Superior** organizational skills and attention to detail
- **Independent and self-motivating** in a fast-paced, dynamic environment

Preferred Qualifications:

- Budgeting experience
- Experience serving as a media spokesperson
- Familiarity with legal framework surrounding fracking and fossil fuels in the region.
- Familiar with disrupting technology.

Submit résumé and cover letter to campaigns@xyzoutdoors.org.

- Ability to travel across the state as needed (must have **or be willing to obtain a driver's license**)
- Strong writing, verbal and analytical skills
- **Strong** organizational skills and attention to detail
- **Ability to work independently with minimal supervision** in a fast-paced, dynamic environment

Salary: Base starts at \$55,000 but is negotiable

Submit résumé and cover letter to campaigns@xyzoutdoors.org, and make sure to address any pertinent experience, including professional and personal experience, that is relevant to this position.

Timeline: Deadline is May 2. ; Screening will happen May 3-4, Calls for interviews will occur by May 5. Interviews will be scheduled for the week of May 9. A final decision will be made by May 16

