



Screening Committee Member & EEO Representative Training

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Welcome

Introductions

- Name
- Title
- Screening committee experience
 - If yes, how recent?
- What is the role of a screening committee member?
- What is the role of an EEO representative?



Agenda

- Compliance, Laws and Protected Classes
- Confidentiality and Liability
- Conflicts of Interest
- Committee Make-up
- Roles and Responsibilities
- Interview Techniques
- Common Errors to Avoid
- Eliminating bias
- Recruitment Procedures



Nondiscrimination: Title 5 § 59300

- **No person in the state of California shall be discriminated on**
 - the basis of a protected class
 - the basis of perceived characteristics or associations with any person or group.
- **This applies to all schools that receive federal funding from the Chancellor or Board of Governors of the California Community Colleges.**
- **Mt. SAC receives this federal funding and we are required to be in compliance with Title 5.**



What Do You Think?

The ESL Department is hiring for an Administrative Specialist I position. Hazle Nutt (applicant) was a top candidate during the review of applications and was invited for interviews. The committee interviewed five candidates and was now deciding who to move forward for 2nd level interviews. The committee was now discussing Hazle Nutt, one of the top candidates. Anna Fender (committee member within the department) stated that she was uncomfortable with Hazle Nutt's accent and broken English, since this position is the first line of contact for the department. Anna stated she did not want to move this candidate forward for 2nd level interviews.

Should this be a topic of discussion for the committee? What are your thoughts?



What Do You Think?

The committee is in the middle of their compilation meeting. During this meeting, the committee is determining who they will be inviting for interviews. Marsha Mellow (committee member) comments that she would like to interview four (4) of the top five (5) candidates. Marsha indicated that she did not want to interview Justin Time (applicant) because when she googled his name, Justin was previously arrested for domestic violence and that concerned her. She stated that according to her searches, the other four (4) candidates did not have any previous records or arrests she was able to find.

Since Marsha found information that is most likely true, the committee can consider this information and do not have to invite Justin Time to interviews.



Federal / State List of Protected Classes

- Ethnic group identification
- National origin
- **Immigration status**
- Religion
- Age
- Sex or gender
- **Gender identification**
- **Gender expression**
- Military and veteran status
- Marital status
- Medical condition
- **Race**
- Color
- Ancestry
- **Sexual orientation**
- Physical or mental disability
- **Criminal convictions**
- Any other characteristic protected under applicable federal or state law



Salary Determinations

California Labor Code 432.3 – Effective January 1, 2018

- An employer shall not rely on the salary history information of an applicant for employment as a factor in determining whether to offer employment to an applicant or what salary to offer an applicant.
- An employer shall not, orally or in writing, personally or through an agent, seek salary history information, including compensation and benefits, about an applicant for employment.
- An employer, upon reasonable request, shall provide the pay scale for a position to an applicant applying for employment.



Salary Determinations

California Labor Code 432.3 – Effective January 1, 2018

- This section applies to all employers, including state and local government employers and the Legislature.
- Nothing in this section shall prohibit an applicant from voluntarily and without prompting disclosing salary history information to a prospective employer.
- If an applicant voluntarily and without prompting discloses salary history information to a prospective employer, nothing in this section shall prohibit that employer from considering or relying on that voluntarily disclosed salary history information in determining the salary for that applicant.



What Do You Think?

Otto Matic has applied for the Laboratory Technician 5 times. The last time Otto applied, he made it to the 2nd level interviews, however did not get the position. One of the committee members shared with Otto that he was the best qualified, however the committee decided to choose another person.

Since the recruitment is over, the committee member shared their opinion with Otto. What do you think? Is this okay? Why or why not?



Confidentiality

- What is discussed in the committee stays in the committee!
- Nothing is off record.
- The hiring process is a highly sensitive and confidential process. It is critical that all selection committee members, and those associated with this activity, maintain the highest degree of confidentiality in order to preserve the integrity of the process.
- It is a breach of confidentiality to: unofficially contact colleagues or others connected to an applicant for information about an applicant, answer any questions from curious colleagues regarding characteristics of the applicant pool, divulge any information about the applicants or the dynamics of the hiring committee process before, during or after the process.
- Failure to maintain confidentiality may result in disciplinary action.



Liability

Failure to maintain confidentiality may result in liability (to the District and you personally) stemming from complaints filed by unsuccessful candidates that were provided information about the hiring process.



True/False

- Brock Lee and Rose Bush were related by marriage. Rose was married to Brock's uncle. Rose and Brock's uncle were recently divorced. Brock decides to apply for a position and it turns out that Rose is on the Screening and Selection Committee for that position. Although Brock applied, Rose can continue to serve since they are no longer related due to the divorce.
- Russell Sprout and Polly Ester are both Administrative Specialist II's in the same department. Russell is on a Screening and Selection Committee for an Administrative Specialist III position, to which Polly has applied. Russell shares with the committee that he has difficulty working with Polly since she is not timely and therefore strongly believes she is a bad fit. Russell can continue to serve on the committee.
- Monty Carlo has been renting a home from Will Power for the past 5 years. Monty is an applicant, and Will happens to be on the Screening and Selection Committee. Will shares this information with the committee once he learns that Monty has applied. Will can continue to serve on the committee.



Managing Conflicts of Interest

- As a member of the selection committee, it is your responsibility to recognize and acknowledge potential biases or conflicts of interest.
- Examples:
 - Applicant is a relative or close personal friend
 - You have personal or inside knowledge that would influence your attitude about an individual (from a prior work or social setting)
 - Dislike/disdain or admiration of an applicant that is so compelling you cannot remain fair or impartial
- Disclose potential conflict of interest to Vice President of Human Resources prior to the selection of candidates. Solutions could range from pledging to remain fair and impartial to stepping down from the committee.
- Not revealing a conflict of interest could lead to a complaint of an unfair hiring practice.
- Not revealing a conflict of interest could result in removal from the selection committee.



True/False

- A classified position has recently been approved to fill and all committee members have been assigned, with the exception of the classified representative assigned by CSEA. The hiring manager and the committee are ready to meet for the orientation meeting and HR has made several attempts to get a classified representative appointed by CSEA, unfortunately one has not yet been assigned. The hiring manager may proceed with the orientation meeting without CSEA representation.
- Second level interviews have been scheduled to take place two (2) days after the scheduled interview date, however the assigned EEO Representative shares that they are unavailable to meet that day. The committee may replace the EEO Representative for the upcoming 2nd level interviews.
- The department is ready to hire a full-time, tenure-track faculty member. They have decided to add two (2) non-voting members. These additional non-voting members are able to participate in the recruitment process and can provide their opinions to the committee during deliberations.



Committee Make-Up

Classified Positions (AP 7121, revised 1/13/21)

Manager of position to be filled (or management designee)

classified staff (within the department, appointed by hiring manager)

classified staff (selected by appropriate CSEA unit)

EEO Representative

Optional Member (recommended by the committee)

Confidential Positions (AP 7123, approved 1/13/21)

Manager of position to be filled (or management designee)

1 confidential staff (selected by manager) within the department (if no internal, chosen from the group)

1 confidential staff (selected by the Confidential Meet and Confer group)

EEO Representative

Optional Member (recommended by the committee)

Faculty Positions (AP 7120, revised 3/8/17)

Area Administrator

Department Chair

3 Faculty voted by department

EEO Representative

2 Optional non-voting member(s)



Committee Make-Up

Management Positions (AP 7122, revised 2/24/21)

Manager of position to be filled (or management designee)

2 President appointed Managers

2 faculty appointed by Academic Senate

2 classified staff (selected by appropriate bargaining unit)

Confidential Employee (selected by Confidential representatives)

EEO representative

optional additional member(s) added by the President

Executive Management Positions (AP 7124, approved 2/24/21)

VP appointed by the College President/CEO

4 President appointed Managers

1 faculty appointed by Faculty Association

2 faculty appointed by Academic Senate

4 classified staff (2 selected from both CSEA 262/CSEA 651)

Confidential Employee (selected by Confidential representatives)

EEO representative

optional additional member(s) added by the President



HR's Role in the Hiring Process

- Human Resources works with the hiring authority to develop a job announcement, which identifies job related minimum and preferred qualifications.
- Human Resources announces vacancies in various local, regional, state and national publications to draw a diverse pool of applicants.
- Human Resources manages the online applicant tracking system.
- Human Resources completes the initial pre-screening of applicants for minimum qualifications (in consultation with the hiring authority, or Academic Senate as appropriate) to determine which applicants will be forwarded to the committee for review and consideration.
- Human resources assigns an EEO Representative to the hiring committee.



True/False

- During the compilation meeting, the committee was unable to decide who they were going to interview. The committee decided to ask the EEO Representative for their opinion. The EEO Representative can share their opinion.
- During the scheduled faculty interviews, applicants are expected to hold a teaching demonstration, which requires interaction between the committee and the applicants. The applicant asks the EEO Representative to participate. The EEO Representative can participate in the teaching demonstration.
- The committee orientation meeting was scheduled for three (3) hours. The EEO Representative needs to take a restroom break, and informed the committee, however, the manager did not want to break, but wants to continue with the discussion. The committee can continue with their meeting, since the EEO Representative was stepping away for a few minutes.
- The EEO Representative participates in 2nd level interviews, which will be taking place with the Vice President of Administrative Services. The assigned EEO Representative is an employee who works under the VP, Administrative Services area. Since the EEO representative does not directly report directly to the VP, Administrative Services, the EEO Representative can participate in the 2nd level interviews.



Roles & Responsibilities: EEO Representative (non-voting)

- Should be individuals who will most likely be viewed by all committee members and applicants as neutral, free of personal motivations and conflicts of interests, and reasonably free from influence in relation to the particular vacant position.
- Serve as a resource and guide to the committee on matters and questions related to EEO hiring and compliance with Title 5 EEO Regulations. Consult with HR as necessary.
- Ensure that all applicants receive fair and equitable treatment and to advise on matters related to compliance with Title 5 EEO Regulations.
- Ensure that EEO principles are applied throughout the process.
- Ensure full participation is afforded to all committee members.
- Immediately report allegations of noncompliance to HR.
- Shall not be under the supervision of the area administrator or committee chair.
- Are required to participate in an EEO screening and selection committee training session within two calendar years of the appointment on a committee.
- Note: authority for halting the process or shutting down an active recruitment rests with the Vice President, Human Resources or designee.



Roles & Responsibilities: EEO Representative (non-voting)

- Do not participate in the voting of candidates, do not share opinions, do not participate in developing criteria and interview questions.
- Should time the interviews.
- May participate in asking interview questions.
- Should take notes of the interviews and write down specific information regarding the selection of the finalists to be moved forward.
- Do not participate in activities or presentations.
- Need to be present at all meetings, however in cases of emergency, please contact HR.
- Are required to monitor all phases of the recruitment process, including final interviews.
- Support the committee in selecting finalists to move forward.
- Monitor discussion of candidates between interviews (no comparisons of other candidates until the interviews are complete)
- To monitor the line draw to select finalists for first level interviews. Committee members do not change scores.



Roles & Responsibilities: Screening Committee Chair

- Engage with appropriate groups for designated committee member(s).
- Collaborate with all committee members to establish recruitment timeline
- Prepare draft interview questions, writing assignments, and/or presentation required as part of the recruitment process
- Act as a point of contact along with human resources to address questions and/or concerns from committee members



Roles & Responsibilities: Committee Members

- Ensure that candidates thoroughly understand the job duties, requirements and other conditions of employment.
- Conduct a fair, impartial and job-related interview.
- Avoid making assumptions or jumping to conclusions that will limit your objectivity and result in inappropriate and possibly discriminatory assumptions about the candidate.



Roles & Responsibilities: Committee Members

- Do not engage in any behavior that would provide any candidate an unfair advantage or that could be perceived by others as giving an unfair advantage
- Do not discuss the content of the interview, the selected candidate's qualifications or presentation with other candidates or with anyone not involved in the selection process.
- Do not inform non-selected candidates that they were the best qualified, but were not selected for various reasons. Outside of the committee interview, communications with any candidate by any committee member is not permitted.



Screening Committee's Role in the Hiring Process

- Select criteria to evaluate applications
- Create interview questions
- Screen applications
- Select applicants for interviews
- Interview applicants
- Recommend finalists for hiring consideration



Screening Criteria and Interview Questions

- **Screening Criteria**

- Developed solely on job-related criteria, from the job posting
- *Ensure that there are at least one diversity and one equity criteria included in the applicant screening**
 - Reference the application for answers to the supplemental questions on diversity and equity mindedness to evaluate the screening criteria; may also reference other sections of the application packet as part of the evaluation on diversity and equity mindedness
- Evaluate candidates based on the application and supporting documentations submitted

- **Interview Questions**

- Interview questions and related interview assignments (writing assignments, specific testing relevant to the job, presentations, etc.) are designed to solicit job-related information relative to the skills, attitudes, and knowledge of the applicants
- *Ensure that at least one diversity question and one equity question is asked during the interview**
 - Interview questions should be developed to assess the applicant's understanding of and commitment to diversity, equity mindedness, and their level of cultural proficiency, specifically interview questions addressing an applicant's soft skills (i.e., effective communication skills, teamwork, dependability, adaptability, conflict resolution, flexibility, leadership, problem-solving)



Screening Applicants

- Each committee member is responsible for thoroughly reviewing the application and corresponding materials submitted by each applicant using only established job-related criteria.
- The screening of applicants shall be conducted without reference to, or consideration of, perceived or actual protected statuses pursuant to Federal and State laws.
- Prior to screening applicants, each committee member must ensure that they understand the knowledge, skills, and abilities needed for a particular position.
- Each committee member must screen applicants for required and preferred qualifications based solely on job related criteria as listed in the approved job announcement.

Compilation / Line Draw Sample

<p align="center">Applicant Rating Compilation</p>					
<p align="center">Position: Administrative Specialist III</p>					
<p>Application Screening Criteria Rating Key:</p>					
<p>4 – Strong evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.</p>					
<p>3 – Moderate evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.</p>					
<p>1 – Minimal evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.</p>					
<p>0 – No evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.</p>					
		Committee Members:			
	Applicant Name	Committee Member 1	Committee Member 2	Committee Member 3	OVERALL CRITERIA TALLY
1	Barb Dwyer	30	25	30	85
2	Paige Turner	28	28	28	84
3	Otto Matic	27	28	25	80
4	Brock Lee	28	26	26	80
5	Terry Aki	20	30	30	80
6	Anna Sthesia	28	26	25	79
7	Monty Carlo	25	20	31	76
8	Jeanie Inabottle	8	34	32	74
9	Cliff Hanger	32	8	30	70



Interview Techniques: Committee Members

- Each interview should begin with the Chair briefly describing the function of the department, the position and the essential job responsibilities.
- Have a general plan for the interview. Ask all questions on the same rating factor in the same sequence for each candidate. Jumping around in your questions may confuse candidates and/or raters and may prevent complete coverage of all rating factors.
- Be sensitive to the effect you have on the candidate and the effect the hiring procedures may have on the candidate so as not to create a misunderstanding of your words or actions.



Interview Techniques: Committee Members

In addition:

- Try to minimize writing notes during the interviews
- Stay in the room during the entire interview
- Try not to rustle papers, make nervous gestures, movements
- Pay attention to the candidate's responses and show genuine interest in what the candidate is saying



Interview Techniques: Committee Members

- Use follow-up questions **to clarify** the candidate's answers to the prior question or for clarification on information regarding their application, so long as it is within the context of the question; not to introduce a new question or to provide the opportunity for new information.
- Use a consensus approach to determine which candidates will be forwarded for second level interviews.

REMINDER: The committee is not hiring an individual; the committee is recommending the finalists for hiring consideration.



Common Errors to Avoid

- Halo Effect - providing high or low ratings based upon only one aspect or skill of the job.
- Stereotypes, personal biases or preferences must never interfere with evaluations. Ratings should always be based on the actual job related factors.
- In some cases, there may be many different ways and styles for effectively performing the same job. In your rating, when applicable, methods other than the traditional or familiar for performing the job should be considered when rating each candidate on their abilities.
- Needing to average each category to reach a final rating for each candidate. An unsatisfactory in just one critical area can result in an overall unsatisfactory evaluation. However, if challenged, be prepared to explain and justify your final ratings to the committee.



Common Errors to Avoid

- First Impressions - An interviewer might make a snap judgment about someone based on their first impression - positive or negative - that clouds the entire interview.
- Nonverbal Bias - Undue emphasis might be placed on nonverbal cues that have nothing to do with the job, such as loudness or softness of voice, or the type of handshake given.
- Contrast Effect - Stronger candidates who interview after weaker ones may appear more qualified than they are because of the contrast between the two. Note taking during the interview and a reasonable period of time between interviews may alleviate this.



Best Practices to Eliminate Hiring Bias

Diversity on Committees:

A properly functioning and diverse committee will help its members recognize and face unconscious bias in a collegial and productive manner, helping to check each other's blind spots.

Additional Bias Eliminators:

- Set criteria in advance
- Identify screening criteria and interview questions in advance; tied to the job notice
- Use the same interviewers for all candidates
- Develop a consistent interview agenda for all candidates
- Educate interviewers on position, process and questions
- Use standard evaluation and rating sheets
- Conduct reference checks consistently, and complete by the same person



Recruitment Procedure

- Initial Screening Review Date
 - Posting remains open until offer is accepted
- Human Resources Role
 - Continue to provide support to the Committee (in the background)
 - HR Technicians will typically be present during the orientation meeting for the first 15-20 minutes for a brief overview of the recruitment process
 - No changing scores
 - Follow-up questions



True / False

- Prior to the scheduled interviews, the committee decided to allow follow up questions. The first interview question asked the interviewees to provide their employment history and background. A committee member questioned the interviewee's employment gap. The committee member is able to ask this follow up question.
- To close their interview, Sonny Day (applicant) brought sample documents for the committee, highlighting his previous employment. The committee can review and evaluate the documents provided by Sonny.
- Jack Pott (candidate) asks Winsom Cash (committee member) if he can explain the interview question that was just asked because he wanted to make sure he was answering the question correctly. Winsom can rephrase the question for Jack.



Any Questions?

Interested in serving as an EEO Representative?

