

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?

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.

Federal/State List of Protected Classes

- Age (40 and over)
- Ancestry
- Color
- Religion
- Religious Creed (including religious dress and grooming practices)
- Denial of Family and Medical Care Leave
- Disability (mental and physical) including HIV and AIDS
- Marital Status
- Medical Condition (cancer and genetic characteristics)
- Genetic Information
- Military and Veteran Status
- National Origin (including language use restrictions)
- Race (including hairstyles and texture)
- Sex (which includes pregnancy, childbirth, breastfeeding and medical conditions related to pregnancy, childbirth, breastfeeding)
- Gender, Gender Identity, and Gender Expression
- Sexual Orientation

Salary Determinations - New Law

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 - New Law

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.

Criminal Convictions - New Law

California Government Code 12952 - Effective January 1, 2018

- It is an unlawful employment practice for an employer with five or more employees to do any of the following:
 - To include on any application for employment, before the employer makes a conditional offer of employment to the applicant, any question that seeks the disclosure of an applicant's conviction history.
 - To inquire into or consider the conviction history of the applicant, including any inquiry about conviction history on any employment application, until after the employer has made a conditional offer of employment to the applicant.

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.

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 Director EEO Programs 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.

Committee Make-Up

- Classified
 - Hiring Manager, CSEA Member (manager selects), CSEA Member (union selects), EEO Rep, Optional Member
- Confidential
 - Hiring Manager, 2 confidential employees, EEO Rep, Optional Member
- Faculty
 - Hiring Manager, Department Chair, 3 Faculty voted by dept., EEO Rep, may add 2 non-voting member
- Management
 - Hiring Manager, 2 President appointed Managers, 2 academic senate selected, 1 union selected classified, EEO rep, 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.

Role and 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.

Role and 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.

Responsibilities: Screening Committee Chair

- Engage with appropriate groups for designated committee member(s).
- Select EEO Representative from approved EEO List
- 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

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.

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 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

Applicant Rating Compilation

Position: Administrative Specialist III

Application Screening Criteria Rating Key:

4 – Strong evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.

3 – Moderate evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.

1 – Minimal evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.

0 – No evidence that the Applicant possesses the experience, knowledge, skills or abilities addressed in the job-related screening criteria.

Unique ID	Applicants	Committee Members:			OVERALL CRITERIA TALLY
		Committee Member 1	Committee Member 2	Committee Member 3	
1	Barb Dwyer	30	25	30	85
2	Paige Turner	28	28	28	83
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 s/he 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

Implicit Bias



Implicit Bias

Please state the *color* of the *text*

Blue

Red

Green

Black

Green

Red

Blue

Black

Black

Blue

Green

Red

Green

Green

Black

Blue

Updates to the Recruitment Procedures

- 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 10 - 15 minutes for a brief overview of the recruitment process
 - No changing scores
 - Follow-up questions

True/False

- At the end of an interview, Luke (applicant) shares that he has a medical condition that requires an accommodation should he be selected for the position. Judy (committee member) shares with the committee that she does not want to accommodate Luke and asks the committee to consider another applicant despite Luke being the top candidate. The committee can proceed based on Judy's request.
- At the beginning of the interview, Luke (applicant) decides to pass out his resume and letters of recommendation to the hiring committee. The hiring committee can accept the additional documents during the interview process.

True/False

- At the end of the interview, Jenny (candidate) invites the committee to ask any additional interview questions of Jenny. The committee can accept Jenny's invitation to ask additional interview questions.
- Jay Jay (committee member) decides in the middle of the interview process that he does not want to participate in asking interview questions and wants it reassigned to other committee members. Jay Jay just wants to observe and take notes. The committee can accommodate Jay Jay's request.
- John (candidate) asks Judy (committee member) if he is answering an interview question correctly and wants Judy to verify his response. Judy can provide feedback to John.

True/False

- The hiring committee does not want to hire Jenny (19 years old) because she is young and lacks experience but wants to hire John (45 years old) because he is more experienced. The hiring committee can discriminate against Jenny based on her age.
- You find out that John (committee member) has been working with Jenny (applicant) for years at a prior organization. John has shared with you that he does not believe she is a person the college should hire. John should remain on the hiring committee.
- John (committee member) shares with Jenny (short-term temp) that he is on the hiring committee and provides her with the committee makeup, orientation date, line draw, and interview dates. Jenny gives you a call to confirm if what John shared was true. John does not believe he has done anything wrong and is following the hiring process.

True/False

- John (hiring manager) states that the union was not willing to work around the tentative schedule he has set for the hiring process and wants to proceed without a union representative. John tells you he has the right to proceed because union representation is optional and not required.
- John (committee member) asks Jenny (EEO Representative) for her opinion on a candidate who works in Jenny's department. Jenny decides to share her opinion of the candidate with the committee. Since Jenny is part of the hiring committee, she is welcome to share her opinion.
- John (committee member) decides in the middle of the interview process that he no longer wants to be assigned to interview question number 9 because it is too long and wants to swap with Jenny (committee member) who has question number 4 which is shorter. The hiring manager can accommodate John's request to swap with Jenny.

Questions?