

<b>Position</b>	
<b>Department</b>	

**1. PLANNING & APPROVAL PROCESS**

Review *Recruitment Planning Guide* and Student Participation process with Kirsten (optional).

**2. INITIAL SCREENING COMMITTEE MEETING**

Schedule 1<sup>st</sup> meeting with committee members in Outlook/Zoom

(HR to provide meeting materials)

Host 1<sup>st</sup> Screening Committee Meeting

➤ **Read “President’s Standards of Decorum” aloud at beginning of meeting**

➤ Develop Screening Criteria, Interview Guide, and Final Teaching Demo Topic

○ All criteria and interview questions must be based on the Essential Functions and Knowledge/Skills/Abilities as listed in the posting; questions may also be based on the DEI statement that the applicant is required to attach to their application.

○ Screening Criteria: at least one (1) diversity/equity/inclusion criterion must be included.

○ At least two (2) diversity/equity/inclusion related questions and one (1) technology question are required.

○ If a teaching demo or presentation will be required during the 1<sup>st</sup> interview and interview will be held remotely, ensure it is Zoom-friendly. Be sure to develop guideline answers for the demo.

○ **Develop topic/prompt for final teaching demo to be presented for students.**

➤ Allow **2-2½ hours** for this meeting

➤ Prepare/type new Criteria and Interview Guide and forward to Kirsten for review and finalization

**3. BOOK SCREEN-DOWN MEETING AND COMMITTEE INTERVIEW DATES**

Schedule Screen-down meeting with committee members in Outlook/Zoom; cc: Kirsten on invite.

➤ Allow **1-1½ hours** for this meeting

Schedule 1<sup>st</sup> interview dates with committee members in Outlook/Zoom; cc: Kirsten on invite.

➤ Allow for 5” per interview question (8” for multi-part questions), plus teaching demo length, plus 5” in between each interview, plus 15-minute Getting Situated period at beginning of each day, lunch breaks, and 60” Discussion period at end of last interview.

**4. BOOK FINAL INTERVIEW & PRESENTATION/STUDENT TEACHING DEMO DATES**

*Please refer to the “Final Teaching Demos & Interviews Materials (Student Participation)” email for more information (Kirsten to send separately following first committee meeting).*

***The final demo/interview date(s) should be booked as soon as possible, once the committee interview dates have been set, to avoid scheduling conflicts at the end of the semester.***

Block *final demo/interview* date(s) on President’s & Designee’s calendars to take place at least 12 business days after the committee interviews; then block same date(s) on committee’s calendars.

➤ Enough time should be blocked to accommodate one 15” Student Instruction period at the beginning of each day, approximately 45-60” per demonstration (depends on topic), 30” per candidate to interview with Pres/Designee, one 60” period at end of last demo for committee to develop their demo observation summary, and one 30” period immediately thereafter for the committee to present its summary to the Pres/Designee (*see scheduling samples to be provided by HR as noted above*).

Book final demo/presentation room and media equipment

Assign Greeter/Usher to facilitate finalists’ visit to campus

Begin recruiting students to participate in the final teaching demos as soon as you have blocked the date(s).

**Notify Kirsten of blocked date(s)/times.**

5. HOST SCREEN-DOWN COMMITTEE MEETING

- Committee members bring their completed Criteria Worksheets; tally overall ratings to identify the top-scoring candidates; these candidates should be invited to interview. Committee's Criteria Worksheets must be returned to HR electronically immediately following the meeting.
- Use the **Committee Criteria Screening Summary** form to document discussion surrounding candidates who were not unanimously selected; email completed form(s) to Kirsten at end of meeting.
- Email list of candidates selected for an interview to Kirsten following meeting.

6. SCHEDULE AND HOST COMMITTEE (1<sup>ST</sup>) INTERVIEWS

- Create Interview Schedule based on reserved dates to include: a 15-minute Getting Situated period at beginning of each day, lunch break, and at least one-hour Discussion period at end of last interview. *Consult with Kirsten if necessary.*
- Invite and schedule candidates for their interview.
- Send email confirmation to scheduled candidates, to include: date, interview start time, location (building/room or via Zoom), explanation that interview questions will be provided 15 minutes prior to their interview for previewing, teaching demo/presentation instructions (if applicable), job posting and Zoom link (if being held remotely). *(HR will provide template; cc: Kirsten on each email confirmation.)*
- Document for HR any candidates who do not respond to invitations for interview or who do not show for their interview (email candidate's name to Kirsten).
- For Remote Interviews:* Prepare and send the interview questions to candidate 15 minutes prior to interview (may be able to use the Delay Delivery feature in Outlook to set these up in advance; time allotment may vary by position).
- For Campus Interviews:*
  - Consult with Kirsten regarding COVID-19 protocol and logistics.
  - Hiring manager to confirm vaccination status prior to candidate's arrival on campus. Vaccinated candidates to send proof of vaccine to hiring manager. Unvaccinated candidates must submit evidence of a negative COVID-19 test within 72 hours of their arrival on campus to the hiring manager. **Hiring manager may not admit candidate to campus without verifying this status.**
  - Assign a Greeter who will provide the interview questions for preview.
  - Reserve a quiet space with a writing surface for candidates to preview interview questions and take notes.
  - Greeter to situate candidates upon arrival and provide questions for preview, along with pens and note paper.
- Host/conduct interviews & host Discussion period immediately following last interview.
- Hiring manager documents selection process and deliberations via **Committee Interview Summary form** during the Discussion period. One form should be completed for each candidate. **NOTE: The President will make the final hiring decision, so it's important for the committee to understand that anyone they move forward could ultimately be offered the position; the committee, therefore, should feel fairly confident that anyone selected as a finalist would be able to perform the job.**
- Hiring Manager emails completed Committee Interview Summary forms to HR immediately following Discussion** *(if a separate conversation is warranted, contact HR accordingly)*. HR will conduct adverse impact analysis and will prepare summary notes for President based on the content of these forms.
- Committee's completed interview guides must be sent to HR electronically immediately after the interviews have been completed.**

7. FINAL INTERVIEWS & PRESENTATIONS/STUDENT TEACHING DEMOS

- Upon President's approval to move forward, invite candidates to final demo/presentation and interview.
- If demo/interview to be held on campus, arrange for campus tours with Outreach Office.
- Send email confirmation to candidates, to include: date, start time, agenda (including campus tour, if applicable), demo/presentation topic and instructions, and Zoom link (if being held remotely); cc: Kirsten on each confirmation.

- Confirm dates/times/Room #/Zoom links with Screening Committee, President & Designee, Students, and any other participants.
- Develop student evaluation form or survey.
- Issue and collect Student Confidentiality forms.
- Send reminder email to all participants a couple of days in advance and confirm tours w/Outreach Office (if applicable).
- Host final teaching demo/presentation & usher candidate to final interview w/Pres & Designee and/or to campus tour guide.
- For Campus Interviews:*
  - Consult with Kirsten regarding COVID-19 protocol and logistics.
  - Hiring manager to confirm vaccination status prior to candidate's arrival on campus. Vaccinated finalists to send proof of vaccine to hiring manager. Unvaccinated finalists must submit evidence of a negative COVID-19 test within 72 hours of their arrival on campus to the hiring manager. Hiring manager may not admit finalist to campus without verifying this status.
- Collect student evaluation forms or survey results, to be considered during final meeting.
- Screening Committee meets to prepare Final Teaching Demo/Presentation Summaries for President & Designee (i.e., HM completes the Final Teaching Demo/Presentation Summary forms while meeting with the committee, using the committee's own notes/observations made during each demonstration, as well as the student evaluation results). **NOTE: This discussion is not meant for deliberating the candidates' performances in their committee interviews (you'll have already done that) – it should be based solely on the final teaching demos/presentations. And, the summaries that you prepare during this meeting are intended to provide the President with the committee's collective observations/feedback – they are not designed to rank and/or recommend any finalist over another for the actual position.**
- Screening Committee *presents* Final Teaching Demo Summaries to President & Designee.
- Email copy of Summary forms to Kirsten following the meeting.

#### 8. REFERENCES & RETURN OF RECRUITMENT MATERIALS

Upon President's direction, conduct reference checks:

- First obtain finalist's permission to contact references and current/former supervisors listed on application
- Obtain at least 3-4 references, preferably including a combination of the candidate's listed references and their current and former supervisors.
- Must ask at least one diversity/equity/inclusion related question per reference.
- May use **Reference Check Form** to document each conversation/exchange, including questions asked and responses given.
- Summarize findings for President (*cc: Kirsten*).
- Email all reference notes to HR for recruitment file.
- Return all recruitment materials to HR (electronically, preferably) (e.g., emailed interview confirmations (if not already cc'd to Kirsten), committee's completed Criteria Worksheets & Interview Guides, Final Teaching Demo/Presentation Summary forms, reference check notes, and anything used to document the recruitment's meetings/interviews).

#### 9. RESOURCES

- Human Resources Employment Services Staff:
  - **Julie Breakstone** (*Classified and Classified Administrator positions*)  
jbreakstone@marin.edu; (415) 485-9331
  - **Kirsten Gisle** (*Faculty and Educational Administrator positions*)  
kgisle@marin.edu; (415) 485-9342
  - **Nikki Harris** (*Administrator, Classification and Compensation*)  
nharris@marin.edu; (415) 485-9520

- Resources (*many of these resources are also available in the MyCOM Portal under “Employee Resources”*)
  - [\*\*COM’s Recruitment Process for Hiring Managers slideshow\*\*](#)
  - [Screening Committee Hiring Process Guide](#)
  - [Screening Committee EEO-Diversity Best Practices](#)
  - [Screening Committee EEO/Diversity and Unconscious Bias Training](#)
  - [“Unconscious Bias in Recruiting” video on YouTube by IncrediblePeopleAUS \(5:26\)](#)
  - [“How Microaggressions Are Like Mosquito Bites” video on YouTube by Fusion Comedy \(1:57\)](#)

**RULES & EXCEPTIONS:**

- All screening committee members and participants to the recruitment must sign the *Confidentiality & Nepotism Agreement Notification-Declaration* and the *EEO Diversity – Best Hiring Practices* training acknowledgment form prior to the first committee meeting.
- It is mandatory that all Screening Committee members attend all first-round Interviews. If they miss one interview, then they must recuse themselves from further participation.
- If a Screening Committee member has a bias toward any applicant and cannot be impartial, then they need to recuse themselves from the recruitment process entirely.
- Prior to checking references, the candidate should be notified in order to provide them the opportunity to confirm/update reference contact information and so that they may provide notice to their references accordingly, including the current employer.
- When checking references, three or four references should be contacted, including, when possible, a combination of the candidate’s listed references and their current and former supervisors.
- **The recruitment must conclude by <Date> in order to be eligible for <Month> Board approval. The new employee’s onboarding appointment with Human Resources must be held by <Date> in order to ensure they’ll be onboarded by <Date>.**