



# Screening Committee Training for Hiring Managers

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NEKODA HARRIS, ASSISTANT DIRECTOR OF HUMAN RESOURCES

MIA ROBERTSHAW, GENERAL COUNSEL

JUNE 6, 2018



# Diversity & Inclusion

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**DEFINING TERMS:**

**Diversity:**

Who we are

**Inclusion:**

How we behave

**DIMENSIONS OF DIVERSITY:** Diversity can be defined in innumerable ways, but for this training module's purposes, it is the uniqueness of all individuals, which encompasses different personal attributes, values and organizational roles.

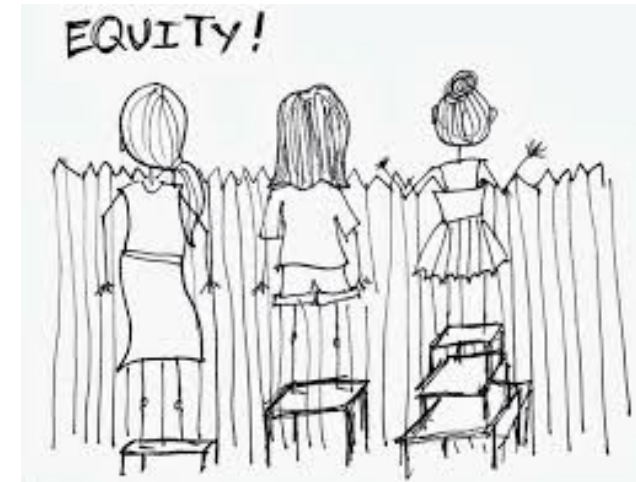
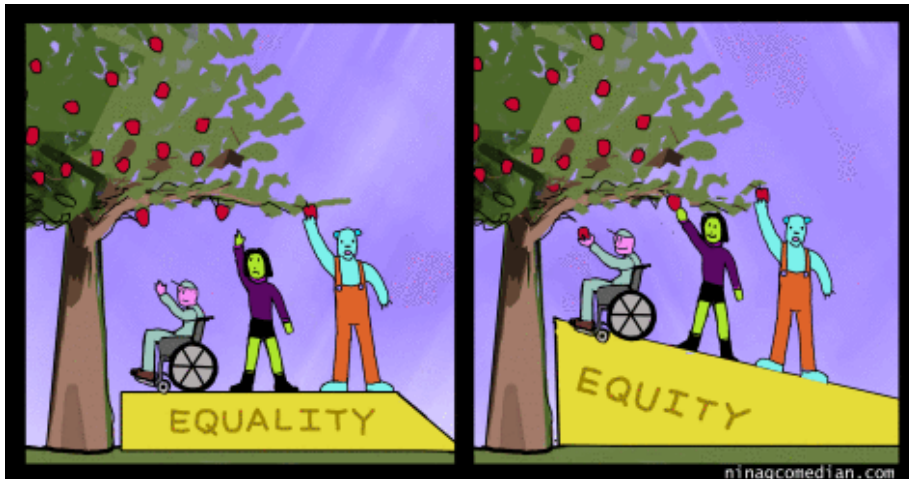
**INCLUSION** is the achievement of a learning or work environment in which all individuals: feel valued, respected and supported; are treated fairly and have equal access to opportunities and resources; and can contribute fully to the organization's success. It is about how we engage successfully in a *diverse* environment.

# Equity

**EQUITY:** Addressing people individually, acknowledging their struggles, and getting them the resources they need.

“Equity means recognizing the historical and systemic disparities in opportunity and outcomes and providing the resources necessary to address those disparities.” —Education Trust-West

See the Center for Urban Education’s Indicators of Equity-Mindedness at Attachment 1



# Equity-Mindedness

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Equity-minded practices, policies and mindsets are:

1. Institutionally-focused
2. Critically Race Conscious
3. Systematically Aware
4. Evidence-Based
5. Action-Oriented



-Center for Urban Education's *Indicators of Equity-Mindedness* (2016)



# Equal Opportunity Employment Laws & Policies

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# Federal Laws

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## **Title VII of the Civil Rights Act of 1964**

Prohibits discrimination of an applicant or employee on the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

## **Title VI of the Civil Rights Act of 1964**

Prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance.

## **The Americans with Disabilities Act of 1990**

Prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities.

# Federal Laws *cont.*

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## **Age Discrimination Act of 1975**

Prohibits discrimination based on age in programs or activities that receive federal financial assistance, for instance, financial assistance to schools and colleges, provided by U.S. Department of Education.

## **Title IX of the Education Amendments of 1972**

Prohibits discrimination based on sex in education programs or activities which receive Federal financial assistance.

**And more...** See Attachment 2, Selected Federal and California Laws Addressing Nondiscrimination





# State Laws

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## **California Government Code Sections 11135 – 11139.5**

No person in the State of California shall, on the basis of sex, race, color, religion, ancestry, national origin, ethnic group identification, age, mental disability, physical disability, medical condition, genetic information, marital status, or sexual orientation, be unlawfully denied full and equal access to the benefits of, or be unlawfully subjected to discrimination under, any program or activity that is conducted, operated, or administered by the state or by any state agency, is funded directly by the state, or receives any financial assistance from the state.

## **California Fair Employment and Housing Act, Government Code Sections 12900 *et seq.***

Prohibits harassment and discrimination in employment because of race, color, religion, sex, gender, gender identity, gender expression, sexual orientation, marital status, national origin, ancestry, mental and physical disability, medical condition, age, pregnancy, denial of medical and family care leave, or pregnancy disability leave.

## **California Education Code Sections 87100 *et seq.***

The Legislature expresses its intent to establish and maintain within the community college districts a policy of equal employment opportunity.





# MCCCD Board Policy 3410

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## **Nondiscrimination**

The District is committed to equal opportunity in educational programs, employment, and all access to institutional programs and activities.

The District, and each individual who represents the District, shall provide access to its services, classes, and programs without regard to age, ancestry, color, religious creed (including religious dress and grooming practices), family and medical care leave, disability (mental and physical) including HIV and AIDS, marital status, medical condition (including cancer and genetic characteristics), genetic information, military and veteran status, national origin (including language use restrictions), race, sex (which includes pregnancy, childbirth, breastfeeding and medical conditions related to pregnancy, childbirth or breastfeeding), gender, gender identity and gender expression, sexual orientation, or because they are perceived to have one or more of the foregoing characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.



# MCCCD Board Policy 3420

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## **Equal Employment Opportunity**

The Marin Community College District shall assure that effort is made to build a community in which opportunity is equalized and community colleges foster a climate of acceptance with the inclusion of faculty and staff from a wide variety of backgrounds. The District agrees that diversity in the academic environment fosters cultural awareness, mutual understanding, respect, harmony, and suitable role models for all students. Therefore, the District is committed to promoting equal employment through a continuing equal employment opportunity program.



# MCCCD Board Policy 7100

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## **Commitment to Diversity**

The Marin Community College District is committed to employing qualified administrators, faculty, and staff members who are dedicated to student success. The Board of Trustees recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students. The Board is committed to hiring and staff development processes that support the goals of equal opportunity as well as diversity and provide equal consideration for all qualified candidates.

# Recruitment Process

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# RECRUITMENT FLOWCHART – THE HIRING MANAGER’S ROLE

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# RECRUITMENT PROCESS BASED ON POSITION

## Classified/Confidential



## Administrator/Supervisory



## Faculty



***Please note: Process subject to change depending on the needs of the position***



# Screening Committee's Role and Responsibilities

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# SCREENING COMMITTEE'S ROLE AND RESPONSIBILITIES

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The Screening Committee is responsible for the following steps during the hiring process:

- Review all screening committee materials provided by Human Resources
- Develop Screening Criteria
- Develop Interview Questions/Guideline Answers
- Screen Applications
- Select candidates for interview
- Conduct interviews (virtual/remote Interviews and in-person)
- Recommend finalist(s) for second interviews (where applicable) c position/pool







# SCREENING COMMITTEE'S ROLE AND RESPONSIBILITIES

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- Ensure equitable consideration and treatment of all candidates throughout the process; uphold EEO law and MCCD Board Policy; refer questions to HR
- Exclude prior knowledge of a candidate, consider hourly or temporary employee like any other applicant
- Contribute to development of member roles and timeline to complete the search process
- Consult with Human Resources to help to clarify processes or to report the occurrence of any unfair or bias practices
- Remain open to feedback and input
- Actively participate in meetings to develop screening criteria, interview questions, select candidates for interview, interview candidates, document actions
- Become knowledgeable about the position's Knowledge, Skills and Abilities (KSAs)
- Maintain confidentiality before, during and after the process has been completed
- Forward finalists to the President/hiring manager



# SCREENING COMMITTEE'S ROLE AND RESPONSIBILITIES

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- Assist in the development of the interview questions and screening criteria
- Based on the screening criteria, evaluate candidates with relation to the position's Essential Functions and Knowledge, Skills & Abilities
- Be fair and consistent in applying the screening criteria
- Document reasons for screening a candidate in or out of the first interview
- Participate in ALL interviews of candidates
- List strengths and weaknesses of finalists and all other candidates interviewed
- Complete all interview documentation in full and sign it where noted.
- Recommend finalists for second interviews (if applicable) or for references checks



# Hiring Manager's Role in the Recruitment Process

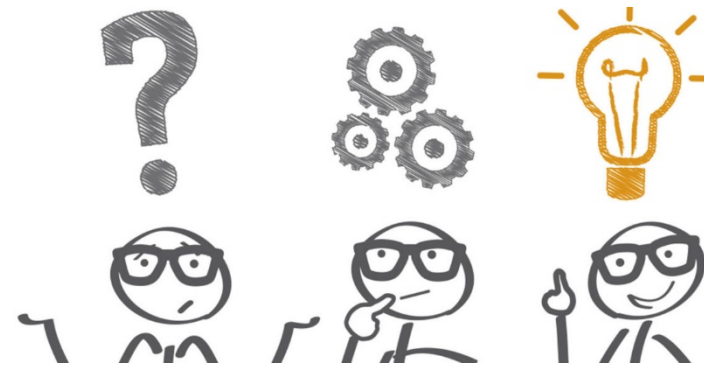
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# PLANNING & APPROVAL

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- ❑ Submit a completed Personnel Requisition, including appropriate budget code(s), your signature, and other information as requested on form.
- ❑ Schedule meeting with HR to create your recruitment plan.





# INITIAL SCREENING COMMITTEE MEETING

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- ❑ Please allow at least 2-3 hours for this meeting.
- ❑ Hiring Manager should provide an overview of the needs of the position and the department, as well as what the ideal candidate's skills and abilities would be.
- ❑ Review Equal Employment Opportunity best practices.
- ❑ Develop Criteria/Interview Questions and assessment exercise, teaching demo, etc.
- ❑ Develop **at least one Criterion** that focuses on the applicant's skill and ability **to show their understanding and experience in diversity, inclusion, students, and equity.**
- ❑ **Two (2) diversity/inclusion related questions must be included in the Interview Questions.**
- ❑ Develop timelines & interview schedules for committee members.



# Hot Seat!

## Exercise 1

Review the job posting.

Be prepared to explain the needs of position and what the ideal candidate's skills and abilities would be.



# FOLLOWING INITIAL SCREENING COMMITTEE MEETING

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- Incorporate any changes/recommendations as appropriate into a new Criteria Screening form and Interview Guide (questions/answers).
- Email new Criteria and Interview Guide to Human Resources for review and approval.
- Inform Human Resources in advance of when the Screen-down Meeting will take place so that they can release the Criteria Screening form and applications to the screening committee in a timely manner.



# Hot Seat!

## Exercise 2

Draft four interview questions that would help an interview panel learn more about an applicant's experience supporting diverse environments.

Be prepared to discuss what information your group hopes to gain from each question, and how that ties into supporting diverse environments.





# SCREEN-DOWN COMMITTEE MEETING

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- Please allow at least 1 – 1½ hours for this meeting.
- Consider each applicant and determine a list of candidates to interview.
- Document why applicants were or were not selected for interview using the “Committee Screening Summary” (or other documentation method).
- Committee to determine whether offering interviews by Zoom is appropriate; if so, inform HR to determine necessary logistics.



# FOLLOWING SCREEN-DOWN COMMITTEE MEETING

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- Email list of candidates selected for interview to Human Resources
- Forward all Committee Criteria Summary forms or other documentation showing why applicants were or were not selected for interview (i.e., for those where it is not clear by the criteria scoring why they're being forwarded or not)
- Determine interview dates; select Greeter; book room, pre-interview question preview location, media equipment, and student ambassadors for campus tour (if applicable)
- Contact candidates to schedule interviews
- Send email confirmation to selected candidates **at least one week prior to the interview**, to include: date, arrival time, interview start time, question preview & exercise explanation, teaching demo/presentation instructions, parking permit/map, and job posting
- Notify all of the committee members of the interview schedule



Hot Seat!

Exercise 3

**Acceptable** or **Unacceptable?**





# INITIAL INTERVIEW

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- ❑ Greeter greets candidates, provides question preview and exercise; may connect candidate with ambassador for tour (if applicable).
- ❑ Print Interview Guide, Table & Greeter versions of interview questions, job posting, applications, and Committee Summary forms. (Please ensure you bring the above materials to interview.)
- ❑ Conduct interviews.
- ❑ Do not discuss candidates until after all committee members have completed their individual documentation of candidates' responses, including response scores and overall rating for each candidate.
- ❑ Scores should be indicated for all questions except those specifically designated as “non-rated”.
- ❑ The same set of pre-determined interview questions (and skills/teaching demonstrations) shall be used to screen each candidate.
- ❑ The Committee may ask pre-determined follow-up questions or appropriate questions to clarify a candidate's response.
- ❑ Finalists should be those who have clearly demonstrated knowledge, skills, and abilities that best meet the needs of the position, department and district.



# FOLLOWING THE INTERVIEW

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- ❑ Document candidates who do not show for their interview and forward to Human Resources.  
Documentation may include any of the following:
  - email the name(s) to Human Resources
  - write “no show” next to the candidate’s name on the interview schedule (return to HR at conclusion of recruitment)
  - write “no show” on the candidate’s application packet (return to HR at conclusion of recruitment)
- ❑ Hiring Manager documents selection process via Committee Interview Summary form
- ❑ Hiring Manager emails list of selected candidates/finalists and completed Committee Interview Summary form(s) to Human Resources



# SECOND INTERVIEW

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- ❑ If the initial interview with the Screening Committee was conducted virtually, the final/second level interview must be conducted in person.
- ❑ For positions where President will conduct second interview, prior to Hiring Manager's contacting candidates to schedule, Human Resources must provide summary documentation to President/Designee for approval.
  - Once approved, Hiring Manager coordinates with President's/Designee's office(s) to arrange 2<sup>nd</sup> interviews for finalists\*.
- ❑ For positions where the Hiring Manager/Designee will conduct second interview, Hiring Manager to schedule, confirm, and conduct interviews\*.
- ❑ At least one diversity/inclusion question must be included in the second interview

*\* Including any other interview activities (e.g., demos/presentations, meet-&-greet, campus tours)*



# Hot Seat!

## Exercise 4

Identify any issues and/or problems related to the hypotheticals in the attachment for Exercise 4, “Practice Responding to Issues.”

In each case, what would you do as the Hiring Manager?



# REFERENCE CHECKS

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- ❑ Before calling the references, please obtain permission from the candidate so they may properly inform current employers/managers.
- ❑ Inform candidate that you may be contacting a combination of individuals listed in the References section of their application, as well as current or previous supervisors/managers listed under Work Experience.
- ❑ Effort should be made to obtain at least three (3) references per finalist.
- ❑ Return completed Reference Check form (provided by HR) to Human Resources.
  - ***Note: at least one diversity/inclusion question must be included when checking references***





# JOB OFFER / TEMP POOL APPOINTMENT

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## ☐ Positions Where President/Designee (P/D) Conducts 2<sup>nd</sup> Interview:

- P/D verbally offers position
- P/D notifies HR via email to prepare written Job Offer & Employment Agreement (if applicable)
- Once the signed Offer & Agreement are received by HR, P/D notifies finalists not selected for position of their status
- P/D returns all interview materials to HR

## ☐ Positions Where Hiring Manager Conducts 2<sup>nd</sup> Interview or 2<sup>nd</sup> Interviews Are Not Conducted:

- Hiring Manager verbally offers position
- Hiring Manager notifies HR via email to prepare written Job Offer
- Once the signed Offer is received by HR, Hiring Manager notifies finalists not selected for position of their status
- Hiring Manager returns all recruitment materials to HR

## ☐ Temp Pool Appointments:

- Once Hiring Manager has submitted list of selected candidates and completed Committee Interview Summary forms to HR, HR notifies all interviewed candidates of their status.



# CONFIDENTIALITY

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As you know, the hiring process is a highly sensitive and confidential process. It is critical that the Hiring Manager and all Screening Committee members **maintain the highest degree of confidentiality both during and after the process.**

Any breach of confidentiality will result in the removal of a Screening Committee member and abeyance of the recruitment process. Any unauthorized disclosure of confidential information by a Screening/Interviewing Committee member may result in disciplinary action, including possible suspension from serving on these committees in the future.



# WHEN IN DOUBT – ASK!

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Hiring Managers should immediately contact HR if they are not sure about a situation. It is much better to seek help to address an issue than remain quiet and jeopardize the hiring process.

Hiring Managers must immediately report to HR any information that may suggest a problem with the hiring process.



# Human Resources' Role and Responsibilities

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# HUMAN RESOURCES' ROLE AND RESPONSIBILITIES

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- General oversight of all aspects of the recruitment and hiring process
- Respond to questions and concerns expressed by applicants, screening committee members or other individuals involved in the hiring process
- Match the requirements of a position vacancy with State minimum qualification requirements, if any, to be included in the job posting
- Create job posting based on job description or in collaboration with Hiring Manager (faculty) and advertise
- Screen for minimum qualifications
- Coordinate with the Academic Senate President and Equivalency Committee to process applications for equivalency (faculty positions/pools)
- Approve screening criteria, interview questions and guideline answers developed by the Screening Committee
- Review list of candidates selected to interview and list of recommended finalists
- Provide Reference Check form to Hiring Manager and/or approve reference check questions developed by HM
- Review all committee materials upon return to ensure completeness and that appropriate procedures were followed



# HUMAN RESOURCES' ROLE AND RESPONSIBILITIES

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HR is responsible for coordinating the following steps during the hiring process:

1. Work with the Hiring Manager to develop the job posting, including minimum qualifications and desirable attributes and skills.
2. Announce openings in various publications to draw a diverse pool of candidates.
3. Compile all materials from applicants for committee members.
4. Request participants from constituency group leaders for screening committee representation:
  - A. The screening committee members are voted on and appointed through shared governance by the following committees:
    1. Classified Professional Liaison Committee (CPLC) appoints classified committee members
    2. Academic Senate appoints faculty committee members
  - B. Management screening committee members are appointed by the Superintendent/President.
5. Act in an advisory capacity to all committees to ensure fairness and adherence to all state and federal laws and local policies and procedures.

# QUESTIONS

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Thank You!  
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