



Screening/Interviewing Committee Briefing

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Office of Human Resources



Overview

- Committee Member Responsibilities
- Confidentiality & Conflicts of Interest
- Equal Employment Opportunity (EEO)
 - The Law
 - Role of Human Resources
 - Protected Classifications, Pre-employment Inquiries, Candidates with Disabilities
 - Unconscious Bias
 - Committee Conduct
- Committee Proceedings

Committee Member Responsibilities



- Support the mission, vision, and values of the College and the District.
- Actively facilitate and participate in the process.
- Participate in discussion and development of screening criteria and interview questions.
- Evaluate candidates in accordance with the agreed-upon criteria.
- Be fair and consistent in applying the evaluation criteria.

Committee Member Responsibilities



- Participate in all interviews of the candidates.*
- Recommend finalists.
- Maintain confidentiality before, during, and after the process has been completed.
- Notify the Committee Chair or HR if you discover a breach of confidentiality or any unfair/biased practice occurring.

Confidentiality

- The hiring process is a highly sensitive process.
- It is critical that everyone maintain the highest degree of confidentiality in order to:
 - *Preserve the integrity of the process*
 - *Protect the privacy of the applicants*
 - *Protect the reputation of the Chabot – Las Positas*
 - *Provide a “safe space” for committee member participation*

Conflicts of Interest

- It is your responsibility to recognize potential biases or conflicts of interest.
- Relatives (blood/marriage/adoption)
- Close personal friends or a like/dislike of someone so compelling that you cannot remain fair or impartial.
- Failure to disclose a conflict of interest can provide credibility to a complaint of an unfair hiring practice by a candidate.

Confidentiality/Conflict of Interest

- Failure to disclose a conflict of interest, a breach in confidentiality, or personal bias toward a candidate may result in removal from the Committee and/or participation on future Selection committees.
- Failure to maintain confidentiality may result in a personnel action taken against an employee and may subject you and the District to liability.
- Immediately notify the committee chair or HR if confidentiality is breached or a conflict of interest arises.

Equal Employment Opportunity Law

CA Title 5 § 53003(c):

Screening/selection committee shall be trained on:

- a) federal and state law, including Title 5;
- b) the educational benefits of workforce diversity;
- c) the elimination of bias in hiring decisions; and
- d) best practices in serving on a selection/screening committee.



Equal Employment Opportunity Law

Education Code §87100(a)(3)

“A work force that is continually responsive to the needs of a diverse student population may be achieved by ensuring that all persons receive an equal opportunity to compete for employment and promotion within the community college districts and by eliminating barriers to equal employment opportunity.”



Equal Employment Opportunity Law

Education Code §87100(a)(2)

“Academic excellence can best be sustained in a climate of acceptance and with the inclusion of persons from a wide variety of backgrounds and preparations to provide service to an increasingly diverse student population.”

Equal Employment Opportunity Law

CA Title 5 §53024

“The governing board or its designee shall have the authority to make all final hiring decisions based upon careful review of the candidate or candidates recommended by a screening committee. This includes the *right to reject all candidates and to order further review by the screening committee or to reopen the position* where necessary to further achievement of the objectives of the EEO plan or to ensure equal employment opportunity.”

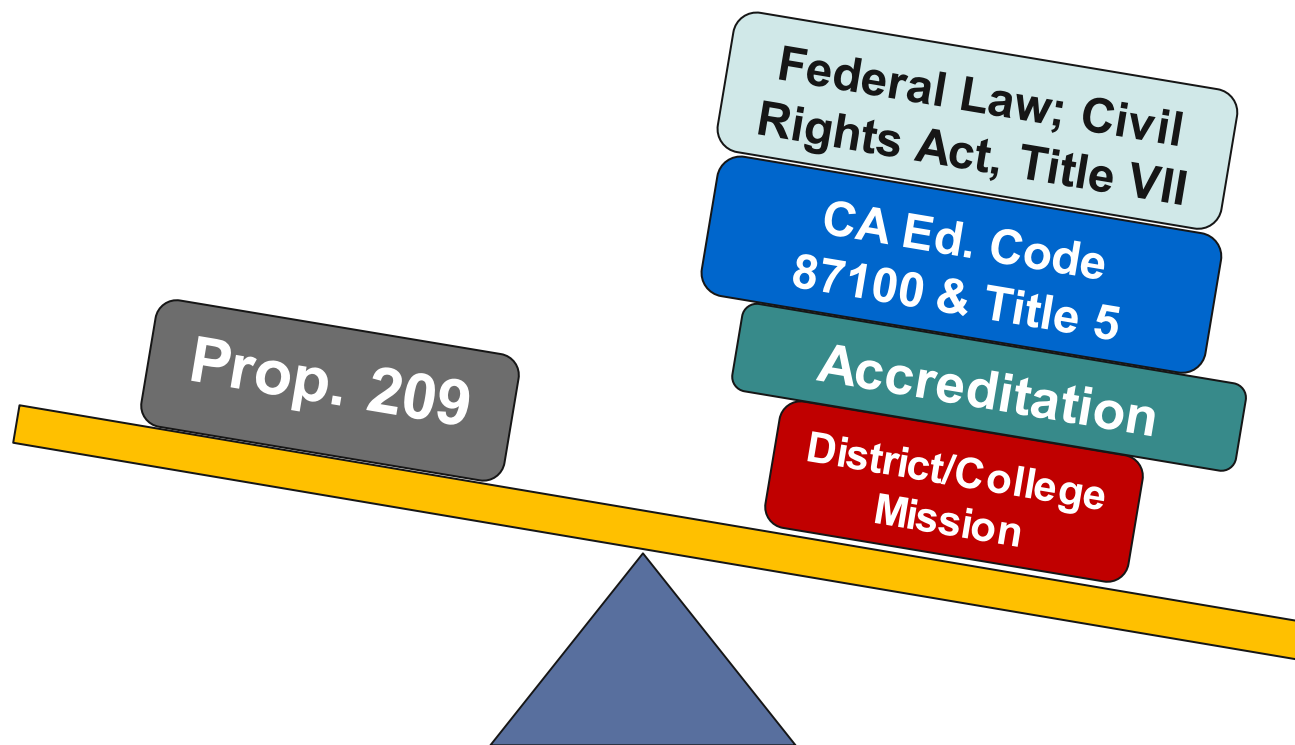
Equal Employment Opportunity Law

Government Code Section 11139.6

The legislature finds that the California Constitution “does not prevent governmental agencies from engaging in inclusive public sector outreach and recruitment programs that...may include focused outreach and recruitment of minority groups and women if any group is underrepresented...” including:

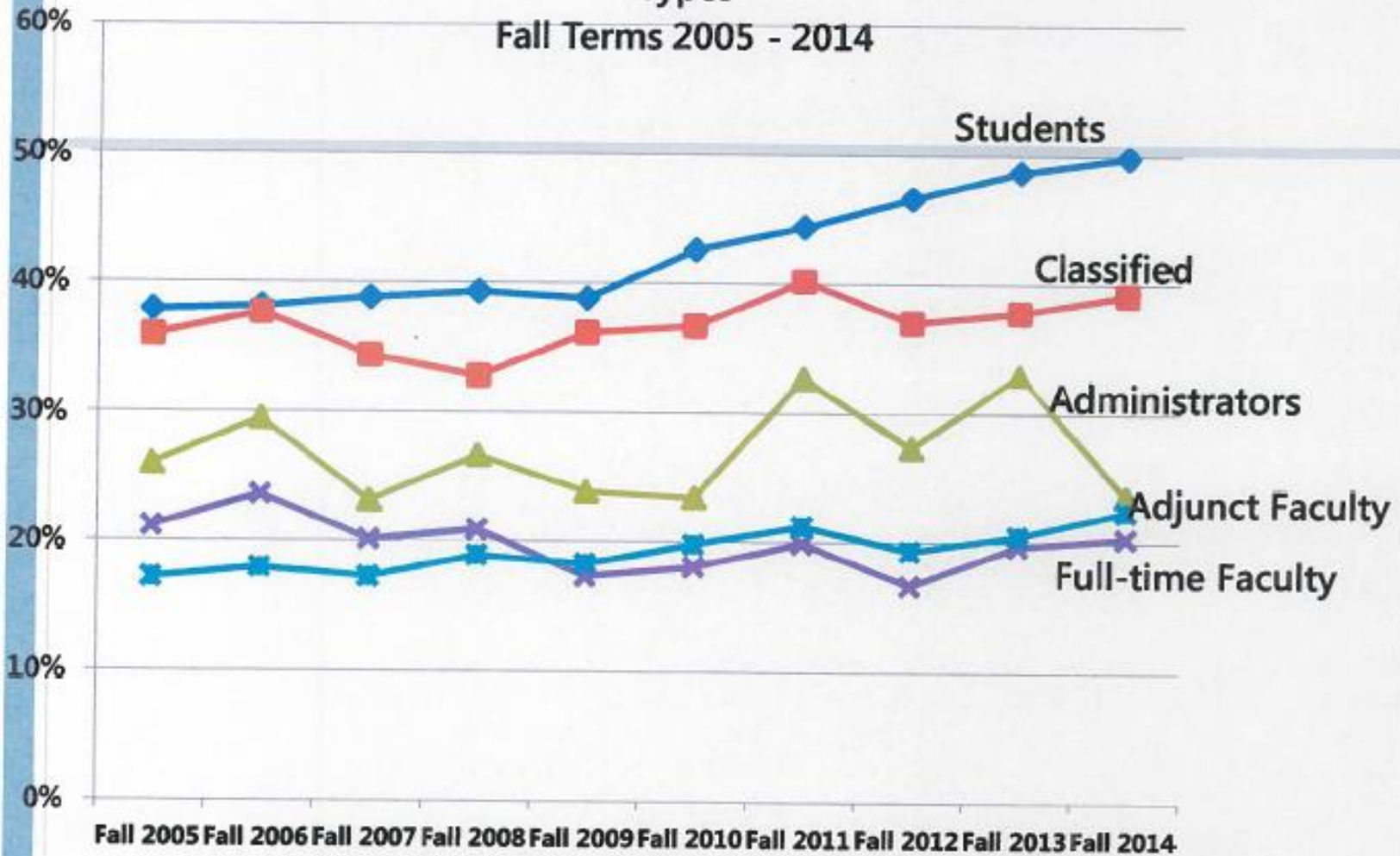
- Advertising/Job Announcements in Media “that provide information in languages other than English and whose primary audience is residents of minority and low-income communities.”
- Job Fairs, Events Drawing Significant Participation By Minorities/Women/economically Disadvantaged.
- Other measures are listed, but list is not exclusive.

Prop 209



Under-Represented Minority* Percentages by Student and Employee Types

Fall Terms 2005 - 2014



* Under-Represented Minority: Black, Hispanic, Native American, and Pacific Islander.

HR's Role

- Monitor the hiring process to ensure that no candidate is unlawfully discriminated against.
- Ensure full participation of all Committee members.
- Stop the process if appropriate!
- Reinitiate recruitment if necessary.



Protected Classifications

- Race/Ethnicity/Color
- Religion/Creed
- National Origin/Ancestry
- Sexual Orientation
- Age, Gender or Gender Identification
- Disability/Medical Status/Pregnancy
- Marital Status
- Military and Veteran Status



Pre-Employment Inquiries

Personal questions related to the following should not be asked:

- ANY Protected Classification
- Political Affiliation

Candidates with Disabilities

- It is unlawful to ask an applicant questions about his/her disability before a job offer is made. Even if the Committee becomes aware of an applicant's disability during the hiring process, the Committee may not ask about its nature or severity. These questions can only be asked after a job offer is made.
- The appropriate approach:
 - **WRONG:** “Can a blind person do this?”
 - **RIGHT:** “Can you perform the functions required for this position with or without reasonable accommodation?”
- **Interactive Process**



EEO/Questions from Candidates

- If candidates ask questions of the Committee, responses to these inquiries need to be consistent from candidate to candidate.
- If a candidate asks you, as a member of the committee, a question about the process outside of the interview, politely refer them to Human Resources.

Guidelines for Conduct

Every member of the committee should hear the same discussion.

Guidelines for Conduct

- During Screening and Interviewing:
 - Do not advocate for a candidate.
 - Do not voice opinions against candidates.
 - NEVER collaborate to develop individual scores.
- Advocacy and expression of opinions occurs appropriately within the context of considering the final scores and determining which candidates to forward (or not forward) to the next level in the process.

Guidelines for Conduct

- Committees are to consider and rate only the information gathered in the application review and interview processes.
- Never share *personal* or *professional* experiences involving candidates.
- Never share information acquired about candidates from other sources (Google, etc).
- This can create bias and influence the judgments of other Committee members.
- You also subject yourself to personal liability.
- Reference checks will be conducted at a later stage in the process.

Unconscious Bias

- ən- 'kän(t)-shəs: not consciously realized, planned or done; without conscious volition or intent
- bī-əs: a particular tendency or inclination, especially one that prevents unprejudiced consideration of a question; prejudice

Unconscious Bias

- Many people feel most comfortable interacting with others that are just like themselves.
- “Good Fit”
 - Name
 - Residence
 - Schools Attended
 - Previous Employers
- Interviews
 - Dress
 - Speech
 - Time Taken Answering Questions
 - Physical Appearance

Unconscious Bias

- Advantage of committees
 - Constituent Groups
 - Personal Perspectives
 - Variety of needs, values and frames of reference
 - Collective wisdom

Tips

- Develop ground rules for how you will raise contentious issues and handle disagreements
- Keep deliberations about candidates “skill-based” rather than “feeling-based”
- Be cautious of phrases such as “I just don’t like him/her” or “I don’t think s/he is a good fit”
- Concerns about “fit” should be viewed with caution. First level interviews are intended primarily to assess skill level.

“Starter Phrases”

- “Starter phrases”
 - “Does anyone else share my concern?”
 - “I’d just like to throw this out there.”
 - “Can we discuss/consider....?”
 - “Can you tell me again why you rated this candidate so low?”
 - “Am I missing something about the qualifications of this candidate that makes them unqualified?”
 - “My understanding is that we are screening for qualifications, not fit.”

Developing Screening Criteria

- Every application must be screened by every member of the committee. A cutoff, based on the cumulative scores, must be used to determine who is invited for interview.
- If the committee will interview all candidates, then paper-screening is not required.
- The Committee will screen applicants based on qualifications that reflect the desirable qualifications, ability to perform duties in the position announcement, and qualifications that exceed the minimum.



Guidelines for Screening of Applications

- Do not copy, forward or share application materials.
- Do not discuss applicants with anyone (including other committee members) until all screening is completed.
- Use the rating key developed by the committee and apply the screening criteria fairly and consistently among all applicants.
- Maintain confidentiality of all applications.
- No extraneous comments on materials.

Make Every Question Count

- Every interviewee must be scored by every member of the committee. A cutoff, based on the cumulative scores, must be used to determine who is forwarded for final interviews.
- Questions should require the candidate to draw from their present and past experience.
- Interview questions are to be job related only. Ask for specific examples.
- Ask questions that require a candidate to really think about their answer and that elicit narrative responses.
- Remember to address any conditions in the work environment that may create challenges.

Demonstrations and Practical Exercises

- Notify candidates in advance.
- Reasonable Accommodation.
- Establish Scoring Rubric.



• QUESTIONS ?