

Dear Equity Representative:

Remember to . . .

- Contact the Search Committee Chairperson to:
 - Review committee composition for gender and ethnic diversity
 - Submit “ER Demographics Review Form” (included) NO LATER THAN 24 hours after first committee meeting
 - Review “Steps in the Hiring Process” document (included)
 - Develop and/or review committee timeline

- Review “ER Talking Points” and “Shared Principles” (included)

- Review “ER Resource Guide” for a review of materials on:
 - Bias
 - Screening
 - Meeting agendas
 - Equity minded questions

- Complete, sign and return the following documents to the Equity Office (STS 105) at the conclusion of interviews (included):
 - ALL: Equity Representative Certification form*
 - ALL: Equal Opportunity Employment Checklist, (Form P-130)*
 - CLASSIFIED: Classified Employment (Form P-137)*

- Contact the Equity Officer for any concerns regarding committee conduct, questions, and procedures at (916) 650-2711.

SACRAMENTO CITY COLLEGE
ER DEMOGRAPHICS REVIEW FORM
Confidential

As the equity representative, I am requesting that the campus Equity Officer review the Search Committee composition for the position of _____ position # _____ to confirm that the committee meets the diversity requirements as outlined by the District.

COMMITTEE MEMBERS

<u>Name</u>	Ethnicity and Gender <small>TO BE COMPLETED BY CAMPUS EQUITY OFFICER</small>
Chair _____	_____
Equity Rep. _____	_____
Member _____	_____
Member _____	_____
Member _____	_____
Member _____	_____
Member _____	_____
Member _____	_____
Member _____	_____
Member _____	_____

<u>Ethnicity and Gender</u> <small>TO BE COMPLETED BY CAMPUS EQUITY OFFICER</small>

Print and Sign: _____
Equity Representative

**PLEASE COMPLETE THIS FORM AND SUBMIT TO
EQUITY OFFICER VIA EMAIL (CAMPUSINTERVENTIONS@SCC.LOSRIOS.EDU) OR IN
PERSON (STS-105) ONCE ALL INFORMATION IS KNOWN.
THANK YOU!**

STEPS IN THE HIRING PROCESS

PROCESS

- Equity Representative's job: offer overview and monitor process; participate in tabulation phase; consult with Chair; ensure district policies are followed.
- The Equity Representative ensures that all candidates are treated equally and fairly, the best candidate gets the job, and no one feels the job was awarded for any reason other than each candidate's abilities.
- The committee offers the same warm, positive welcome to all candidates.
- The Equity Representative ensures **absolute confidentiality of everything** related to screening, questions, interviews, discussions, results, and committee membership is maintained.
- Discussions can take place only **at the meetings with committee members**; no outside discussions with anyone, including other committee members, are allowed.
- If the Equity Representative is unsure of an issue or question, he/she will request appropriate and equitable evaluation from the campus Equity Officer.
- The Equity Representative fills out all appropriate paperwork supplied by campus Equity Officer.

QUESTIONS

- Questions are prepared by the committee as a group.
- If a second meeting is necessary to finalize them, not all members need to be present (Chair and Equity Representative must be present at all meetings).
- Drafts of questions can be shared via e-mail, chair must setup secure email process (see hiring guide).
- Questions cannot be brought in from another hiring to be used as a template. This needs to be a group process.
- Committee can use databank of questions provided by HR to generate ideas or as a starting point.

TO BE DECIDED BY THE COMMITTEE BEFORE INTERVIEWS

- If a question has two parts and the candidate only answers one, the person who had originally asked the question could repeat the part that was not answered.
- The Chair can answer candidate's questions at the end of the interview or ask another committee member to answer them.
- Committees have the option of asking questions of interviewees at the end, based on interests developed in the interview.

INTERVIEW / RATING

- Numerical or non-numerical ratings can be used (if non-numerical, results must clearly reflect marks used).
- Interview ratings are based exclusively on the interview and paperwork.
- Overall rating of candidates should be based on entirety of materials available: application materials and interview related materials (writing sample, presentation, etc).
- **Personal information (knowledge)** of the candidate's abilities cannot be used for the rating and can **only be discussed** privately with the **president and/or vice-president**.
- After the interview, all the paperwork (including notes taken) is to be given to the Chair.
- Committee discussions/results are **confidential** and cannot be discussed with **anyone else** or any committee member outside of the **committee meetings**.

AFTER THE INTERVIEW (Faculty Hires and Classified Hires With 2nd Interviews)

- For faculty hires, after each member of the hiring committee ranks the candidates privately, the committee Chair and the Equity Representative meet together to total the rankings in order to determine the top five candidates. The last names of the top five are written on the board in alphabetical order.
- The committee then discusses the strengths and weaknesses of each candidate.
- After the discussion, the five candidates are re-ranked and the top three are written on the board in alphabetical order. The President and Vice President of Instruction then join the committee to hear the strengths and weaknesses of each candidate. They also have the opportunity to ask any questions they may have.

AFTER THE INTERVIEW (Classified Hires – NO 2nd Interviews)

- Each member of the hiring committee ranks the candidates privately. The committee chair and the Equity Representative meet together to total the rankings. The number of candidates to be discussed is decided at that point.
- The committee then discusses the strengths and weaknesses of each candidate.
- Ultimately the decision is made by the administrative chair after he/she has met with the finalists.

Generic Calendar

Position Posted (Calendar Days excl holiday: 14 – Classified; 40 – Fac/Mgr/LTT)	(Insert Date)
Position Closes	(Insert Date)
Minimum Qualification Review by HR	(Closing Date Plus 1 Wk)
1st Interview Committee Meeting* *Pool cannot be released until screening criteria and interview questions are submitted. (Review process, create screening criteria, questions, interview date(s), 2nd level interview date)	(ASAP After Posting) Approx. 2-3 hours
Committee Screening Due	(Starts 1 Wk After Closing) Depending on pool, could require 2 weeks
2nd Meeting – Screening Meeting/Candidate Selection (At Least Chair, ER, and Screeners)	(Day Screening Is Due) Meeting is approx. 1 hour
Applicant Interviews (2Wks notice...May Be Multiple Days)	(Determined At 1 st Mtg)
Closing Discussion W/ Supr	(Last Day Of Interviews)
Finalist Interviews W/ Supr (Optional For Classified)	(Determined at 1 st Mtg.)
Board Approval (Only For Fac/Mgr/LTT)	(Date)** **3 rd Wed. Of Month - Need 10 Day Notice To Make Agenda
Potential Start Date (After Fingerprinting & Background Check)	(After Brd. Mtg-Fac/Mgr/LTT)

Equity Representative Talking Points

At All Meetings

- Remember that all candidates deserve nondiscriminatory and fair treatment.
- Enter this process with an open mind. Leave behind any preconceived ideas of which candidate(s) should or should not be selected (Review forms of bias, conduct bias awareness activity or show video – See PowerPoint slides from packet).
- This process must remain completely confidential. Nothing concerning the details of this specific committee can be discussed outside of the committee meetings, even among fellow committee members. These rules stay in effect even after the process is finished.
- Any concerns a committee member has but does not feel comfortable discussing with the committee needs to be discussed with the Chair and/or Equity Representative immediately. If the concern is serious, it can be shared with the campus Equity Officer.
- If any committee member discovers that he/she has or has had a close or familial relationship with an applicant, it is expected that he/she will ask to be excused from the committee. The committee Chair will work with the appropriate senate president and the department chair, as needed, to obtain a replacement.

At Criteria Meeting

- Screening criteria must reflect the position announcement and job description.
- Interview questions should reflect the job description, but can include, the information on the position announcement.
- Screening criteria and interview questions cannot be slanted to favor or disfavor any group or individual (for example, must have community college experience).
- Screening criteria and interview questions should span and reflect the key skills required for the position. Screening criteria, in particular, can be weighted to reflect the needs of the position.
- Screening criteria must be able to be assessed from the application materials; the assessment rubric for the criteria should be as broad as possible (i.e. teaching experience should value formal teaching experience in all venues, not just community college and should give some credit to informal teaching positions such as coaching, mentoring, tutoring, etc.)
- Screening criteria and interview questions must be completed and approved by the full committee before screening takes place.

At Candidate Selection Meeting

- While ranking, committee members must look at each candidate individually and not compare or contrast candidates to one another. Decisions are based only on the materials submitted by the candidates.

At Interviews

- In the interview the same committee member must ask the same question in the same manner of each candidate. The format and structure for follow-up questions (if any) must be clarified prior to the start of the interviews.
- Committee members should be affirming and welcoming to all candidates.
- When discussing strengths and weaknesses of candidates, committee members must refrain from comparing and contrasting candidates, focusing on the strengths and weaknesses of each candidate individually. Discussions need to be based only on the submitted materials and the interview itself.

Academic Senate Statement on Distance Technology for Hiring Interviews

The Academic Senate encourages departments conducting hiring searches to consider allowing the use of video conferencing technology for initial and follow-up interviews. In the effort to promote faculty that reflects the diversity of our students and to ensure that the best candidates are evaluated, video interviews offer a viable option for those who face hardships travelling to campus for on-site interviews.

The Academic Senate recognizes that for some departments, evaluating a candidate adequately through interactive video may not be possible. Consequently, the decision to use this technology should be decided by the hiring committees at the beginning of the hiring process. Offering candidates a video option will require that hiring committees adjust the interview process to address possible challenges, but every effort should be made to ensure an equitable process and experience for all interviewees.

The approved platform for video conferencing technology is CCC Confer/Zoom

Shared Principles – Screening, Interviewing and Confidentiality

Los Rios Community College District

Shared Principles Screening, Interviewing & Confidentiality

Los Rios employees are key contributors in the selection process of new employees who will serve our students and colleges. As such, shared principles and values which are part of our culture are evidenced in our practices.

Employees involved in the screening/hiring process support the following principles:

Non-Discrimination

- LRCCD is committed to being an Equal Opportunity Employer. LRCCD rejects discriminatory hiring practices, especially those based upon ethnic group identification, race, color, creed, national origin, religion, gender, age (over forty), sex, sexual identity, sexual orientation, political beliefs, political activities, political affiliation, military and veteran status, marital status, or disability.

Confidentiality

- The hiring process includes the recruitment process; development of interests, screening criteria and interview questions; the paper screening of the applicants materials; interviewing and subsequent discussion of the candidates. Confidentiality should be maintained prior to, during, and following the recruitment process, including reference checks.
- All written, verbal and electronic records and information regarding this hiring process are confidential prior to, during, and following the interview process, including reference checks.
- For committee members, confidentiality throughout the process, from the development of an announcement to the final hiring action by the Board of Trustees and beyond, is essential to maintain the integrity of the hiring process.

Keeping It Legal

- A mandatory requirement of non-discrimination ensures candidates are treated equitably throughout the process. Independent fact-finding activities by committee members, including electronic searches on social media and/or other venues, are outside the process and not appropriate.
- Questions regarding the interview process should be referred to the Hiring Committee Chair, Equity Representative, College Equity Officer, or District Human Resources.
- Hiring Committee Members having a close personal or familial relationship (i.e., living with and/or having a legal connection to) or business connection with any applicant shall notify the Hiring Committee Chair or Equity Representative, or the College Equity Officer.
- Failure to maintain confidentiality and equitable treatment throughout the process may result in a violation of Federal or State regulations and/or incur liability upon the District.

Helpful Hints

- Keep all written notes in the interview folder and submit to the Committee Chair / Equity Representative after each meeting.
- If a candidate contacts you regarding the process, please refer the candidate to the Committee Chair or to Human Resources.

Thank you for agreeing to share your time and expertise as a key member of this committee. The selection of Los Rios employees is one of the most important responsibilities within the District. Members of a screening/interview committee are acting as agents of the District and are participating in a confidential process [Title 5, California Code of Regulations, section 53023 (a)]. Any disclosure of records or information of the evaluation process for any individual would amount to an unwarranted invasion of privacy as set forth in Section 6254 of the California Government Code.

These shared principles were jointly prepared with the District Academic Senate and supported by other unions/associations involved in the interview process.

Again, thank you for helping Los Rios hire quality staff members who will serve our students and colleges.

:forms/interview committee shared principles

07/15

ER RESOURCE GUIDE



Hiring The Best Committee Training



1

Unconscious Bias

Unconscious Bias – Making the Unconscious Conscious

[https://www.youtube.com/watch?v=NW5s -NI3JE](https://www.youtube.com/watch?v=NW5s-NI3JE)

2

Recognizing Bias

- Bias has a negative connotation because it is most often associated with Explicit Bias which is intentional discrimination.
 - Most biases are unconscious or implicit biases, and they can be positive or negative in nature.
 - Unconscious biases are a result of our upbringing, our culture, our religious beliefs, our experiences, our education, etc.
 - We ALL have unconscious biases, and they influence the decisions we make every day without us even realizing it.
 - To address unconscious biases, we must first recognize, accept, and admit that we have them.
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Common Forms of Implicit Bias During the Hiring Process

- Qualified candidates from institutions that are not commonly known among committee members may be undervalued
 - Candidates from known institutions may be assumed to be more qualified
 - Candidates who have a PhD may be assumed to be more qualified than a candidate with a master's degree
 - Candidates who have a PhD with less teaching experience (i.e. teaching assistant during graduate school) may be undervalued
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Common Forms of Implicit Bias During the Hiring Process (*continued*)

- Candidates with community college experience may be automatically preferred
 - Internal candidates may be automatically preferred
 - Non-traditional teaching methods, or career path may be undervalued
 - Assumption of “fit” with the existing institution and/or department may perpetuate unconscious biases
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BIAS DEFINITIONS

- **Affinity Bias:** The unconscious tendency to get along with others who are like us.
 - **Confirmation Bias:** The tendency for people to seek information that confirms pre-existing beliefs or assumptions.
 - **Equity:** Refers not just to equal access, but to equal outcomes among all racial and ethnic student groups in institutions of higher education
 - **Equity-mindedness:** Refers to the perspective or mode of thinking exhibited by practitioners who call attention to patterns of inequity in student outcomes.
 - **Groupthink:** This bias occurs when people try too hard to fit into a particular group, by either mimicking others or holding back thoughts and opinions. This causes them to lose part of their identities and cause organizations to miss creativity and innovation.
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BIAS DEFINITIONS (Cont.)

- Halo Effect: The tendency to think everything about a person is good because you like that
- Implicit or Unconscious Bias: The human brains making incredibly quick judgments and assessments of people and situations without us realizing it
- Microaggressions: A statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority.
- Perception Bias: The tendency to form stereotypes and assumptions, which make it impossible to make objective judgements.

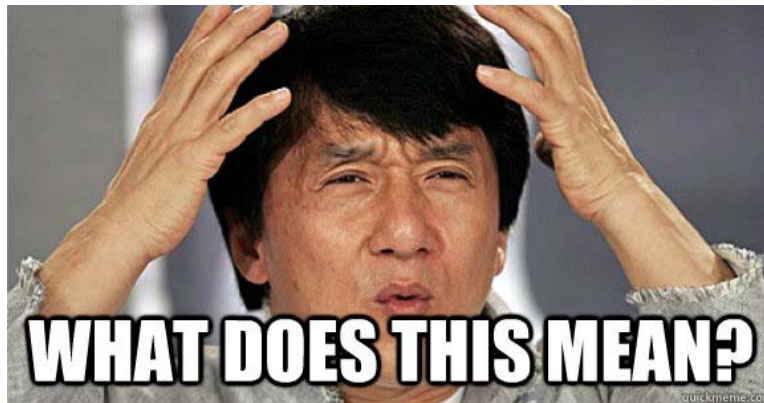
Strategies to Minimize Bias

- Recognize and accept that you are susceptible to implicit bias
- Increase inclusiveness of selection committee
- Build a diverse applicant pool
- Develop well defined evaluation criteria
- Use inclusion strategies when deciding when to move candidates forward in the process
- On-going review of effectiveness of selection criteria for addressing bias



Hiring Committee

You've been asked to be on a hiring committee...NOW WHAT?



Rev. 5/15/2019

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Sample Agenda For First Committee Meeting (3 hours)

1. Welcome
2. Introduce Equity Rep
 1. Read "Equity Representative's Talking Points," "Shared Principles and confidentiality" and facilitate conversation about bias
3. Introductions
4. Schedule
 1. Follow up meetings (If necessary)
 2. Position closing date
 3. Committee screening timeline
 4. Committee screening criteria (Needed prior to receiving pool)
 5. Candidate Selection Meeting
 6. Interviews
5. Screening Criteria (Based on JD)
6. Interview Questions
 1. Provide examples of effective and equity-minded questions (see ER slides)
7. Interview Day Schedule & Decisions

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Screening Criteria and Process

- Requirements for screening criteria and interview questions:
 - Developed before committee gets access to applications
 - Based on job announcement
 - Be equity-minded
 - Must include a diversity/equity component
- Criteria should be scored on 1-10 points (Recommendation)
- Criteria can be weighted based on job responsibilities
- Criteria should include examples of what you're measuring to assist screeners

Once pool is released Chair...

- Sends out access to pool and screening sheets (See Handout)
- Reminds screeners not to alter sheet (sort, etc)
- Screeners enter scores and based on scoring determines Y/N/M for interviews
- Screening sheets sent electronically to Chair & ER

NOTE: Traditionally access to pool and screening sheets were the ONLY items allowed to be shared electronically. Question development can now be done electronically.

Screening Criteria To Consider:

- | | |
|--|---|
| <ul style="list-style-type: none"> a) Discipline preparation b) Communication and other interpersonal skills c) Equity-minded conceptions of merit: <ul style="list-style-type: none"> i) experience teaching racially minoritized students ii) expertise with culturally relevant pedagogy iii) educated in social justice & equity iv) experience acting as an equity advocate v) experience with self-reflection & willingness to reflect on racialized outcomes of practice d) Equity-minded conceptions of fit: <ul style="list-style-type: none"> i) reflects students' racial/ethnic identities ii) holds high expectations for racially minoritized students iii) can connect with students through multiple identities iv) can support and further campus equity efforts | <ul style="list-style-type: none"> e) Creativity and innovation f) Leadership potential g) Community service h) Recency of training or evidence of updating of skills and/or professional development i) Experience working with people of varying abilities, ages, and cultures j) Experience with a broad range of teaching methods k) Related work experiences l) Experience with technology to support student learning |
|--|---|

Effective Interview Questions

- Are open-ended, allowing the applicant to share their strengths and related experience
- Performance-based /behavioral based questions are encouraged
- Language of the questions is clear and easy to understand (make sure committee understands all terms/vocabulary)
- Should reflect and span interests (what kind of information does the committee want to get?)
- Should assess skill and knowledge level, including transferable skills and knowledge

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Sample Equity-Minded Questions

How do you create a classroom/office/campus culture that intentionally welcomes and supports students from different racial/ethnic and socio-economic backgrounds?

Do you currently look at outcomes data for your students to identify inequities in outcomes by race and ethnicity? Please describe your process of doing so or how you could do it if you don't already.

Tell us about an instance where you adapted your teaching/service delivery approach in order to work effectively with a racially minoritized/traditionally underserved student.

Tell us about a time when you helped change a policy or practice that resulted in unequal outcomes for racially minoritized/traditionally underserved students. What motivated you to do so?

Source: Equity in faculty Hiring Institute, CUE

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Sample Agenda For Candidate Selection Meeting (1 hour)

1. Opening
2. Equity Rep
 1. Read “Equity Representative’s Talking Points,” “Shared Principles and confidentiality” and reminder about bias
3. Individual Candidate Scoring Reviewed Confidentially For Accuracy
4. Rankings Converted To “Summary of Rankings” Sheet
5. Committee Reviews Summary of Rankings Sheet
 1. Yes=2; Maybe=1; No=0 Follow up meetings
 2. Committee determines number of interviewees by looking for “natural” break in scoring

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Candidate Selection...Making The Cut

- Screeners bring paper copy of screening sheets
- **Each member meets with chair and ER separately to review their individual scoring sheet for accuracy**
- Screeners sign and date their ranking sheets and submit to chair
- Committee reviews final scores (without names) to determine “natural break”
- Selected candidates forwarded to appropriate VP/VP-AA
- VP-AA submits names to HR for candidate pool approval
- Once approved:
 - VPI-AA or VPSS-AA schedules interviews for faculty/Mgr
 - HR schedules interviews for classified

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Sample Agenda For Interview Day(s)

1. Committee Arrives 30 minutes prior to 1st interview
2. Opening and Review of Process
3. Equity Rep
 1. Read "Equity Representative's Talking Points," "Shared Principles and confidentiality" and bias reminder
4. Assignments
 1. Interview questions
 2. Timer
 3. Subject matter expert (If needed)
 4. Technology support (If needed)
5. Review Expectations
 1. No discussing candidates during interview process
 2. No comparing candidates
 3. Rating of candidates
 4. Rankings

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After Interviews Are Completed

1. Committee members sign interview sheets
 2. Committee members complete rank of candidates and submit to chair and ER (1st rank in fac/mgt/LTT searches)
 3. Chair and ER add rankings to determine:
 1. Top 3 candidates – Classified
 2. Top 5 candidates – Fac/MGT/LTT
 4. Candidates are shared in alphabetical order
- IF classified position and second interviews are NOT conducted, reference checks and process ends
 - If classified position and second interview are going to be held, proceed to #5
- For Fac/Mgt/LTT Positions (Or 2nd level interviews for classified position)**
5. Chair and ER facilitate a discussion of top 5 candidates (Strengths and Limitations)
 6. Committee Members complete 2nd rank of candidates and submit to chair and ER
 7. 2-4 Candidates may be presented to committee in alphabetical order (depending on scoring)
 8. Closing conversation with Hiring Committee and 2nd level interviewers (ex. VP & Pres)

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Resources

Campus Equity Officers

ARC – Nicholas Daily Equity Officer @ 484-8163

CRC – Brian Bedford Equity Officer @ 691-7171

FLC – TBD, Equity Officer

SCC – Andre Coleman, Equity Officer, @ 650-2929

Website: <http://losrios.edu/legal/Title%20IX%20Officers.htm>



District Office

Jake Knapp AVC, HR @ 568-3101

Victoria Rosario, District Director – HR and Support Programs @ 568-3150

Mellonie Richardson, Confidential Human Resources Officer, @ 568 3139

Peter Khang, Director of Diversity, Compliance & Title IX, HR @ 568-3063

Administrative Hiring Guide:

<https://employees.losrios.edu/docs/lrccd/employees/hr/hiring/hiring-practices-admin-guide.pdf>

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Additional Resources

Project Implicit:

<https://implicit.harvard.edu/implicit/selectatest.html>

Inclusion, Exclusion, Illusion and Collusion - Dr Helen Turnbull

<https://www.youtube.com/watch?v=zdV8OpXhl2g>

Higher Education Recruitment Consortium:

https://www.hercjobs.org/career_advice/diversity_resources/index.html

HigherEd Jobs – Diversity Resources:

<https://www.higheredjobs.com/articles/DiversityResources.cfm>

Center for Urban Education, University of Southern California

<https://cue.usc.edu/>



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SACRAMENTO CITY COLLEGE
EQUITY REPRESENTATIVE CERTIFICATION
Confidential

As the equity representative, I certify that the interview process for the position of _____
 _____ position # _____ was conducted on
 _____ in accordance with approved LRCCD policies on equity representation.

NAMES OF CANDIDATES INTERVIEWED

Please list all candidates interviewed and mark with an **asterisk (*)** the candidates recommended by the interview committee as finalists.

COMMITTEE MEMBERS

	<u>Name</u>	<u>Title</u>
Chair	_____	_____
Equity Rep.	_____	_____
Member	_____	_____
Member	_____	_____
Member	_____	_____
Member	_____	_____
Member	_____	_____
Member	_____	_____
Member	_____	_____
Member	_____	_____

Signed: _____
 Equity Representative

PLEASE COMPLETE THIS FORM AND FORWARD TO
EQUITY OFFICER IN STUDENT SERVICES 105 WITHIN 2 DAYS.
THANK YOU!

