

# Hiring Committee Training



**Presented by:  
Human Resources  
2014**

# Hiring Committee Goal



- To hire the candidate who will stimulate the learning or working environment and provide the greatest asset to our diverse student population and the greater campus community.
- To employ personnel who are qualified for the respective positions and who support the programs and services of the college, as well as the college's mission, vision, and values.

# Napa Valley College *Mission*



- Napa Valley College prepares students for evolving roles in a diverse, dynamic, and interdependent world. The college is an accredited open-access, degree- and certificate-granting institution that is committed to student achievement through high-quality programs and services that are continuously evaluated and improved. The college serves students and the community in the following areas: transfer courses, career-technical education and training, basic skills, and self-supporting contract education and community education classes.

# Napa Valley College Values



Napa Valley College is a community of people excited about learning, where students are first and foremost in everything we do. We value, model, and encourage:

- student success
- honesty
- creativity
- integrity
- adaptability
- inclusivity
- responsibility
- openness to new ideas
- respect for others
- health and wellness

# The College as a Leader in Diversity



- The college should be a leader in the Napa Valley. The college is an invaluable academic, social, cultural and professional resource for the community in the area of diversity.

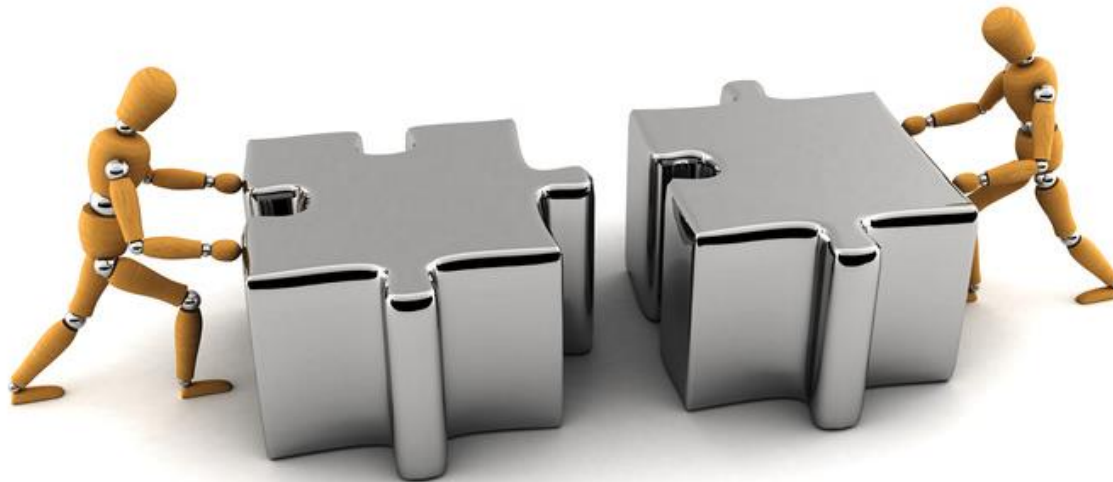
*(Source: Diversity Task Force Plan and Recommendations, 2001)*

# Embracing Diversity



- It is the responsibility of higher education to expose students to faculty and staff who bring with them differing intellectual ideas, view points, and creative energies that serve to challenge the minds of students and stimulate the learning environment.

# Responsibilities



# Responsibilities of the Chair



- Guide, direct, facilitate, and oversee committee meetings.
- Maintain compliance with all district policies and procedures and state and federal laws.
- Review committee responsibilities with members.
- Diligently monitor the overall process for fairness.
- Create a climate of trust to ensure full participation by all committee members.
- Submit screening criteria and questions to HR for approval.
- Submit finalists for further review/hiring consideration.
- Coordinate all logistics between committee, department and Human Resources.



# Responsibilities of Committee Members



- Support the mission, vision, and values of the college.
- Actively facilitate and participate in the process.
- Receive training on district policies and procedures and the importance of a diverse workforce.
- Participate in discussion of screening criteria.
- Assist in development of interview questions/topics.
- Evaluate candidates with relation to minimum qualifications and desirable criteria.
- Be fair and consistent in applying the evaluation criteria.

# Responsibilities of Committee Members (cont'd)



- Participate in interviews of candidates.
- Recommend finalists for hiring consideration and second interviews.
- Maintain confidentiality before, during, and after the process has been completed.
- Notify the EEO representative or the Executive Director of HR if you discover an unfair or bias practice occurring.

# EEO Representative Responsibilities



- Monitor the hiring process to ensure that no candidate is unlawfully discriminated against.
- Ensure full participation of all committee members.
- Serve as committee liaison to the Equal Opportunity Officer (Executive Director of Human Resources).
- Report allegations of noncompliance to the Equal Opportunity Officer.
- Halt the process if appropriate!

# Equal Opportunity Employment Laws



**Napa Valley College Board Policy D1130**  
***Equal Opportunity and Educational  
Opportunities and Unlawful  
Discrimination***



This policy reaffirms the Board of Trustees' commitment to providing an educational and employment environment with full and equal access. It also:

- Recognizes the district's responsibility to provide opportunities for full participation in the college experience;
- Supports a college spirit of inclusion and openness and a celebration of the strengths that diversity brings to the campus;
- Prohibits discrimination on the basis of ethnic group identification, national origin, religion, age, sex, race, color, ancestry, sexual orientation, or mental or physical disability.

*BOT Policy D1130 is available on the campus website and from the Office of the President.*

# Federal Laws



- **Title VII of the Civil Rights Act of 1964** prohibits discrimination on the basis of race, color, religion, sex, or national origin.
- **Title VI of the Civil Rights Act of 1964** prohibits discrimination on the basis of race, color, or national origin in any program receiving Federal financial assistance.

# Federal Laws (cont'd)



- **The Americans With Disabilities Act of 1990** prohibits discrimination against the disabled in employment and public services.
- **Age Discrimination Act of 1975** prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance (Age 40 +)

# State Laws



- **California Government Code Sec. 11135 through 11139.5** prohibit discrimination against any person or denial of benefits on the basis of race, national origin, ethnic group identification, religion, age, sex, sexual orientation, color or any mental or physical disability under any program that is funded directly by the State or receives any financial assistance.



# State Laws (cont'd)



- **California Fair Employment & Housing Act, Calif. Government Code 12900, et seq.,** prohibits discrimination in employment on the basis of race, gender, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, sex, and age.

# Conflicts of Interest



- It is your responsibility to recognize potential biases or conflicts of interest.
- Relatives, close personal friends or a dislike of someone so compelling that you cannot remain fair or impartial.
- Not revealing a conflict of interest could lead to a complaint of an unfair hiring practice.

# Advisement



- You need to immediately notify the Executive Director of Human Resources if there is a breach in confidentiality or a conflict of interest arises.
- Failing 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 hiring committees.

# The Hiring Process



# The Hiring Process



- HR works with manager of area and/or respective VP to develop job announcement, including minimum qualifications and desirable characteristics.
- HR announces vacancies in various publications to draw a diverse pool of applicants.

# The Hiring Process (cont'd)



- HR compiles all materials from applicants for committee members.
- HR works with VP's, Division Chairs/ Deans, Academic and Classified Senates to form committees.
- HR acts in an advisory capacity to all committees to ensure fairness and adherence to all state and federal laws and local policies and procedures.

# The Hiring Process (cont'd)



The committee:

- meets to identify/clarify screening criteria
- selects candidates to be interviewed
- develops interview questions
- selects finalists for hiring consideration and second interviews

# The Hiring Process (cont'd)



- For faculty and administrative positions, second interviews are conducted by the president and vice president and one member from the selection committee.
- For classified positions, the manager of the area may conduct second interviews, along with a member of the selection committee.
- References are checked prior to making an employment offer.



# Screening Applicants



# Developing Screening Criteria



- The committee will screen applicants based on the qualifications reflected in the job announcement.
- Clarify the knowledge, skills, and abilities needed for particular position.
- Develop a point system or a rubric for assessing the extent to which candidates meet the desirable qualifications.

# Screening Applicants



- Each committee member is responsible for thoroughly reviewing the application and corresponding materials submitted by each applicant.
- The screening of applicants shall be conducted without reference to, or consideration of, perceived or actual race, ethnicity, religion, disability, sexual orientation, or other protected characteristics.

# Rules for Screening



- Do not write on any application materials.
- Do not copy application materials.
- Do not discuss candidates until all screening is completed.
- Apply the screening criteria fairly and consistently to all applicants.
- Maintain confidentiality of all applications.
- Do not remove applications from the designated site without permission

# Developing the Interview Questions



# Rules for Screening



- The committee must be able to distinguish an applicant's ability to do the job from their ability to get the job.

# Focus



## **Shift the focus from experience to results:**

- Job performance in a former position, accomplishments, and productivity.
- Be less concerned with years experience and more concerned with ***what they have done.***
- Past performance is the best predictor of future performance.

# Effective Interviewing



- How do you shift the focus from experience to results?
- Create questions that make the candidate tell the committee about specific work experience and their professional accomplishments.



# Good Questions Begin with Knowing What You Want



- Review Screening Criteria to identify what traits a successful candidate should possess, but which can't be adequately determined from the application.
- Get clarification from the respective manager on the direction of the department and what traits will help the department achieve its goals.

# Make Every Question Count



- Each question should require the candidate to draw from their past experience.
- Make them relay specific examples.
- This requires a candidate to really think about their answer and helps prevent them from giving you a prepared statement.
- Each question should help the committee to discriminate (legally) between candidates.

# Constructing Interview Questions



- **Traditional Question:** *Describe your experience.*
- **Results Based Question:** *Give a brief overview of your experience as it relates to our position. Please describe your most significant accomplishment(s) in a recent position.*

# Constructing Interview Questions (cont'd)



- Remember to address any conditions in the work environment that may create challenges.
- If you are hiring an employee for a department that is undergoing significant changes such as technology, facilities, etc, , you may want to ask a question about flexibility/adaptability.
- Avoid asking questions that might favor some candidates over others.

# Ideas for Questions



- **Team:** Please describe your experience working as a member of a team, the role you played, and the outcome of the project.
- **Professional Development:** Please provide specific examples of how you have worked toward your own professional development.

# Ideas for Questions (cont'd)



- **Teaching Methods:** Please provide a specific example of a challenging classroom situation. Describe the challenge, how you addressed it, and the learning outcome.
- **Ethics:** Please tell us about a time when you faced a difficult ethical dilemma on the job. How did you handle this situation? Would you do the same thing in the future?

# Ideas for Questions (cont'd)



- **Diversity:** Give an example of a specific event in your past that has shaped your approach in working with diverse groups of individuals.
- **Customer Service:** Tell us about a time when you had to work with a particularly difficult individual on the job. How did you address the situation and would you do anything differently in the future?

# Unlawful Pre-Employment Inquires



**Questions related to the following may not be asked:**

- Race/ethnicity
- Religion/creed
- National origin/ancestry
- Sexual orientation
- Gender
- Disability
- Age (40 or over)



# Unlawful Pre-Employment Inquires (cont'd)



If applicants offer information related to race, gender, disability, etc., committee members need to redirect the candidate.

# 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.

# Importance of Equity & Diversity



**As appropriate to each position, an effort should be made to evaluate candidates on their demonstrated ability to:**

- Understand the demographics of our student populations and the unique challenges they bring to us.
- Respond effectively to issues such as: academic preparation, culture, gender, race, ethnicity, sexual orientation, socioeconomic circumstances and disability.

# Interview Scoring



Each committee should discuss how they will assess answers to questions, including:

- Scoring Options
- Points for Each Question
- Points for Each Criterion
- Other Options
- Weighting Questions Appropriately

# Preparing to Conduct Interviews



## **What you should remember:**

- Candidates are interviewing us with the same level of interest.
- Allow time for the candidate to preview the interview questions.
- Candidates should leave feeling that the process was handled professionally and that they were treated respectfully.

# Prior to the First Interview:



**The committee should take about 30 minutes to collectively:**

- Review the job announcement.
- Assign questions to committee members.
- Review general framework for successful responses to individual questions.
- Prior to each interview the committee should briefly review the candidate's application.

# Rules for Interviews



- Be fair, consistent, and impartial in your assessment and scoring.
- Write down as much specific information as possible that weighs into your score value.
- Do not draw on your interview sheet or write down non-relevant information like: did not comb hair or cologne or perfume issues, because those do not relate to the candidate's ability to do the job.
- Be professional, courteous, and attentive at all times recognizing that you represent the college.
- Time Check.

# Using Follow-Up Questions



**Any committee member may ask a follow-up question to a candidate provided it meets the following criteria:**

- **One:** the question must be directly related in some way to the original question; or
- **Two:** the follow-up question must be directly related to something contained in their answer; or
- **Three:** the follow-up question may be related to information in the application, but which the candidate may not have brought up in their original answer.
- Follow-up questions allow you to probe for specificity. This helps to minimize exaggerations and limit generalizations. Such questions should not lead to the desired response.



# Rules Between Interviews



- Do not advocate for a candidate.
- Do not voice opinions against candidates.
- Do not compare candidates.
- All of the above are done only after all committee members have finished scoring all candidates.
- Never share *personal* or *professional* experiences involving candidates. This can create bias and influence the judgments of other committee members. You also subject yourself to personal liabilities.

# Questions from Candidates



- If candidates ask questions of the committee, responses to these inquiries need to be consistent from candidate to candidate.

# Selecting Finalists



- Assess the extent to which the applicants meet the “gold standard.”
- Use a consensus approach to forwarding finalists.
- Remember: You are not hiring the individual; you are recommending the finalists for hiring consideration.

# Reference Checks



Prior to making any employment offer, references are checked by HR or by the manager in charge of the area.

# Confidentiality

“Loose lips....  
sink ships.”



# Confidentiality



- 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.
- Failure to maintain confidentiality may result in personnel action taken against you.

# Maintaining the Integrity of the Hiring Process



If you become aware of acts that violate confidentiality, fairness, or equal opportunity immediately notify:

**Office of Human Resources**  
**(707) 256-7100**