El Camino College
Title IX and EEO
Compliance Office

Equal Employment Opportunity Representative (EER) Training*

October 2026

*In accordance with California Code of Regulations, Title 5 §53003(6)

EER Training Overview



EEO Laws, Policies, and Procedures

- Federal
- State
- El Camino BP/AP



The Search Process

- Search Committee Composition
- General Committee Duties
- EER Duties before, during, and after committee meetings
- Search Process Overview



EER Details

- Eligibility
- Service
- Payment



Benefits of Workforce Diversity

- Highlights of the Educational Benefits of Workforce Diversity!

Equal Employment Opportunity is

THE LAW



Federal Laws and Statutes

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in any program or activity receiving Federal financial assistance.	**Age Discrimination in Employment Act of 1967** protects individuals who are 40 years of age and older from discrimination in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment.	**Section 504 of the Rehabilitation Act of 1973** protects people from discrimination in admission, employment, treatment or access based on disability in any program or activity receiving Federal financial assistance.
Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment on the basis of race, sex, national origin, and religion. It is also unlawful under the Act for an employer to take retaliatory action against an individual for opposing employment practices made unlawful by the Act or for filing a discrimination charge or for testifying or assisting or participating in an investigation, proceeding or hearing under the Act.	**Title IX of the Education Amendments of 1972** prohibits discrimination on the basis of sex in education programs or activities and extends to employment and admission in any program or activity receiving Federal financial assistance.	**Title I of the Americans With Disabilities Act of 1990 as Amended** prohibits employment discrimination against qualified individuals with disabilities by employers with 15 or more employees.
Equal Pay Act of 1963 prohibits discrimination on the basis of sex. It requires that employers pay similarly situated employees the same wage, regardless of sex.	**Genetic Information Nondiscrimination Act of 2008** prohibits the use of genetic information when making hiring, firing, job placement or promotion decisions.	

State Laws, Statutes, and Regulations

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, genetic information or any mental or physical disability under any program that is funded directly by the State or receives any financial assistance.

Article 1, Section 31 (a) of the California Constitution (Prop 209) - The State shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.

California Education Code § 66010.2 - Institutions of public education shall provide educational opportunity and success to the broadest range of California citizens, and shall provide the following:

- Access to education
- Quality teaching and programs of excellence
- Educational equity

California Education Code § 66030 - It is the intent of the Legislature that public higher education in California strive to provide educationally equitable environments that give each Californian, regardless of age, economic circumstance, or the characteristics listed in Section 66270, a reasonable opportunity to develop fully his or her potential.

California Fair Employment & Housing Act, Calif. Government Code 12900, et seq., prohibits discrimination in employment on the basis of age (40 and over), ancestry, color, religious creed (including religious dress and grooming practices), denial of Family and Medical Care Leave, disability (mental and physical) including HIV and AIDS, marital status, medical condition (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), gender, gender identity and gender expression, and sexual orientation.

Chapter 4.5 of Part 40 of Title 3 - It is the policy of the State of California to afford all persons, regardless of disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other basis that is contained in the prohibition of hate crimes set forth in subdivision (a) of Section 422.6 of the Penal Code, equal rights and opportunities in the postsecondary educational institutions of the state. The purpose of this chapter is to prohibit acts that are contrary to that policy and to provide remedies therefor.

Minimum Qualifications for Faculty and Administrators in the California Community Colleges - The Minimum Qualifications Handbook lists those disciplines taught in the California Community College System and the minimum qualifications related to each discipline. There are three types of minimum qualifications associated with the various disciplines:

- Disciplines requiring a master's degree
- Disciplines where a master's degree is generally not available or expected but a specific degree is identified
- Disciplines where a master's degree is not generally available or expected

El Camino Board Policies & Procedures

Board Policy 3410 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 actual or perceived race, color, ancestry, national origin, religion, creed, age (over 40), disability (mental or physical), sex, gender (including pregnancy and childbirth), sexual orientation, gender identity, gender expression, medical condition, genetic information, marital status, military and veteran status, or retaliation; or on any other basis as required by state and federal law.

(See also Administrative Procedure 3410)

Board Policy 3420 Equal Employment Opportunity

The Board supports the intent set forth by the California Legislature to 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. It agrees that diversity in the academic environment fosters cultural awareness, mutual understanding and respect, harmony and respect, and suitable role models for all students. The Board therefore commits itself to promote the total realization of equal employment through a continuing equal employment opportunity program.

The Superintendent/President shall develop, for review and adoption by the Board, a plan for equal employment opportunity that complies with the Education Code and Title 5 requirements as from time to time modified or clarified by judicial interpretation.

(See also Administrative Procedure 3420)

Board Policy 3430 Prohibition of Harassment

All forms of harassment are contrary to basic standards of conduct between individuals and are prohibited by state and federal law, as well as this policy, and will not be tolerated.

It shall also be free of other unlawful harassment, including that which is based on any of the following statuses: actual or perceived race, color, ancestry, national origin, religion, creed, age (over 40), disability (mental or physical), sex, gender (including pregnancy and childbirth), sexual orientation, gender identity, gender expression, medical condition, genetic information, marital status, military and veteran status, or retaliation; or on any other basis as required by state and federal law.

(See also Administrative Procedure 3430)

Board Policy 3433 Prohibition of Sexual Harassment Under Title IX

All forms of sexual harassment are contrary to basic standards of conduct between individuals. State and federal law and this policy prohibit sexual harassment and the District will not tolerate sexual harassment. The District is committed to providing an academic and work environment that respects the dignity of individuals and groups. The District shall be free of sexual harassment and all forms of sexual intimidation and exploitation including acts of sexual violence.

The District seeks to foster an environment in which all employees, students, applicants for employment, and applicants for admission feel free to report incidents of sexual harassment in violation of this policy and Title IX, without fear of retaliation or reprisal.

(See also Administrative Procedure 3433)

The Search Process Overview



EEO Big Picture

Make the search process CONSISTENT and FAIR

Our job is to help ensure that every applicant gets the same opportunities, is evaluated in the same manner, and treated fairly throughout the search process.

Where to get help throughout the search process?

HR/HR Service Partner:

- Facilitate the search process including: iGreenTree navigation and the Hiring Workflow
- Approves Committee
- Releases the applications

Search Chair:

- Forms the search committee
- Provides access to the MS Teams site
- Collects all final search-related documents
- Defines screening criteria

T9/EEO Office:

- Oversees EEO Compliance
- EEO Video
- Statement of Confidentiality
- COI checks
- Something seems unequitable
- Implicit bias training

We're here to help! If unsure who your question/issue should go to, reach out to us! If the process needs to be stopped/paused for any reason, the EER should pause and check-in with the Search Chair, HR, and/or T9/EEO.

EEO Violation



WHAT TO DO WHEN THERE IS A VIOLATION OF EEO PROCEDURES

- If the process needs to be stopped/paused for any reason, the EER should feel comfortable speaking up at any stage during the search process.
- Any committee member can report a concern to the EER, the EEO Officer, or HR **at any time** before/during/after the search process.
- If informed during an active search, the EEO Officer will meet with the Search Chair and appropriate VP to discuss the issue.
  - The screening/interview process will be paused.
  - The EEO Officer will notify the committee members in writing of the violation.
- The Superintendent/President and/or the VP of HR will make a final determination regarding the issue.

Forming the Search Committee

Search Chair

- Forms the Search Committee.
  - The Chair should make a good faith effort to assemble a committee that is diverse to bring a variety of perspectives to the assessment of applicant qualifications.
  - EER requests come through the online Hiring Workflow (formstack) and must be received at least 2 weeks prior to the first meeting.
- May develop preliminary interview questions.

Human Resources

- HR approves committee members.
- HR screens out applicants who do not provide complete application materials or do not meet the minimum qualifications.

Title IX and EEO Compliance Office

- Sends out a call to eligible EERs to volunteer to serve on the search committee and will enter into Formstack and email the Search Chair.
- Assigns Keenan Training.

Search Committee Composition
Full-Time (non-faculty) Recruitments

Full-Time Search Committees must include (non-Faculty):

- Chair
- EER
- ECCE or AFT Union Rep (depending on type of recruitment)
- Optional, someone in a like position

Full-Time Search Committees must include (Police Officers Association (POA)):

- Chair
- EER
- POA Union Rep

Due to the unique nature of hiring for specialized roles such as Campus Police Officer or Public Safety Dispatcher, the sequence and steps in the search process may differ from standard procedures. The Search Chair will explain this during the 1st committee meeting.

Search Committee Composition
Part-Time Faculty Recruitments

- More flexibility!
- No Chair, Dean, EER, or Union Rep is required.
- Can be two faculty members within the division.



Search Committee Composition
Full-Time Faculty Recruitments*

- Chair: Division Dean or designee.
- EER (strong preference for faculty EER).
- Director (if applicable, who has specific program responsibility over the position).
- 3 or more FT faculty members from the discipline (one of whom must be tenured). These committee members shall be approved by a majority of the FT faculty in the discipline.
- Recommended: 1 FT faculty from an outside division approved by the committee and the division dean.

(FT Faculty recruitments do not require an AFT representative or Academic Senate)

**Per AFT Appendix M-1 (Tenure-Track Faculty Hiring Procedures)*

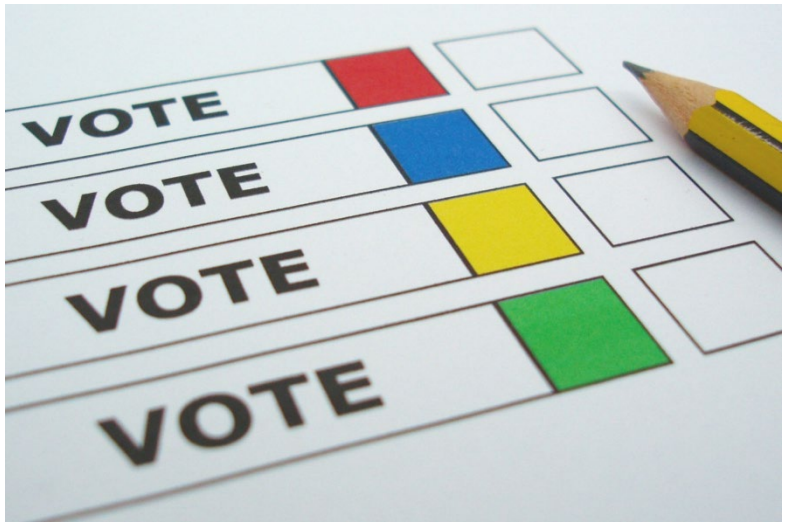
EER Voting Status

Full-Time Faculty Recruitments

- The Search Committee shall decide by majority vote, whether the EER shall be voting or NON-voting.
- This decision must be made prior to any substantive discussion.
- If non-voting, **EER *still* must** read and review applications and related materials and submit all related documents/forms.
- If non-voting, **EER still** upholds all normal duties (such as raising issues of bias).

All Other Recruitments

- EERs are VOTING members of the Search Committee.



What to do if you are NOT voting?



Question: If I can't vote, do I have to look at all the application materials?



Answer: Yes. You may not have to conduct a detailed analysis of each candidate. However, if you have not reviewed any of the candidates' application materials, you do not know if what is being discussed by your fellow committee members is out of bounds. You are also still required to complete any forms/docs used during the search process.

Committee Duties



Understanding what the Search Committee as a whole is responsible for

Committee Member Duties

These are all shared responsibilities

1. Maintain confidentiality.
2. Disclose and address all potential conflicts of interest.
3. Help each other recognize and overcome bias.
4. Make search recommendations based solely on the job description and requirements and candidates' application materials/interviews.

Overall, help each other uphold the integrity of the search process.

Committee Duties: #1 Maintain Confidentiality

You cannot talk about what takes place in the search committee or disclose details about it to anyone outside of the search committee, Human Resources, and the T9/EEO Office before, during, or after the recruitment is taking place.

- The search process is a highly sensitive and confidential process. It is critical that all search committee members, and those associated with this activity, maintain the highest degree of confidentiality in order to preserve the integrity of the process.
- It is a breach of confidentiality to:
  - unofficially contact colleagues or others connected to an applicant for information about an applicant, or answer any questions from curious colleagues regarding characteristics of the applicant pool.
  - divulge any information about the applicants or the dynamics of the search committee process before, during or after the process.
- Failure to maintain confidentiality may result in disciplinary action.
- Failure to maintain confidentiality may result in liability (to the District and you personally) stemming from complaints filed by unsuccessful candidates that were provided information about the search process.

Who can you talk to & what can you discuss or ask?

SEARCH CHAIR & COMMITTEE MEMBERS	HUMAN RESOURCES	Title IX and EEO Compliance Office
• Evaluating candidates, discussing their qualifications. • Qs/concerns of fairness, bias, conflicts of interest. • Qs about the job's required/desired qualifications. • Qs about scheduling.	• Qs about the search process itself, such as how the applications are screened, who is serving on a search committee, technical questions re: iGreentree, reference checks, board approval dates. • Feedback about the search process/workflow.	• Qs/concerns of fairness, bias, conflicts of interest that were not successfully addressed at the committee level.

Side discussions & off the record concerns:

- When a committee member shares a concern with you “off the record,” outside of committee meetings and deliberations, you need to share the concern with the group.
- In order to properly and timely address the concern, the committee needs to be aware of it and have the opportunity to discuss and address it as a group.
- It is best when the person can come forward and share their concern, but if they are not comfortable doing so, you need to share it.
  - Ex. “During the break, a committee member shared a concern with me that I want to make sure we address as a group…”

Remember: Nothing is off the record.

Committee Duties: #2 Addressing & Eliminating Conflicts Of Interest

As a member of the search committee, it is your responsibility to recognize and acknowledge potential biases or conflicts of interest (COI).

All committee members are required to disclose any potential conflicts of interest to the EER and/or EEO Officer before candidate selection and throughout the search process. **If a committee member indicates that they know a candidate, this disclosure must prompt a conversation to address the situation.** You must share their name, type of relationship, and degree of closeness.

- Solutions could range from pledging to remain fair and impartial to stepping down from the committee.
- Not revealing a conflict of interest could lead to a complaint of an unfair hiring practice.
- Not revealing a conflict of interest could result in removal from the search committee.

COI Check | *What to Disclose*

Examples:

- In general, you know any applicant for this position prior to this process.
- (Even though)… the applications have not yet been released …
  - I am aware of 2 people who I have heard are going to apply for the job. John Doe from Department A and Jane Doe from Department B. I worked with John for 2 years…but I feel I can evaluate him fairly and will not take into account my personal experiences working with him unless it is raised in his application materials. I have worked with Jane a few times…. but I feel I can evaluate her fairly and will not take into account my personal experiences working with her unless it is raised in his application materials.
- I do not know of anyone who is applying for this job, so I don't have any conflicts of interest I am aware of.

Examples of Conflict of Interest where you may need to *recuse* yourself.

- Applicant is a close personal friend.
- You have personal or inside knowledge that would influence your attitude about an individual (from a prior work or social setting).
- Dislike/disdain or admiration of an applicant that is so compelling you cannot remain fair or impartial.
- You are a close relative to or in a partnership with any applicant for this position (e.g., marriage, intimate partnership, sibling, child-parent, etc.).
- You have a financial interest or relationship with any applicant.
- You have been a party to a grievance, informal complaint, or investigation involving an applicant regarding moral integrity or character.
- You determine, for whatever reason, that you cannot be fair or remain unbiased toward all applicants involved in this process.
- You have an emotional investment in the outcome of a particular candidate.

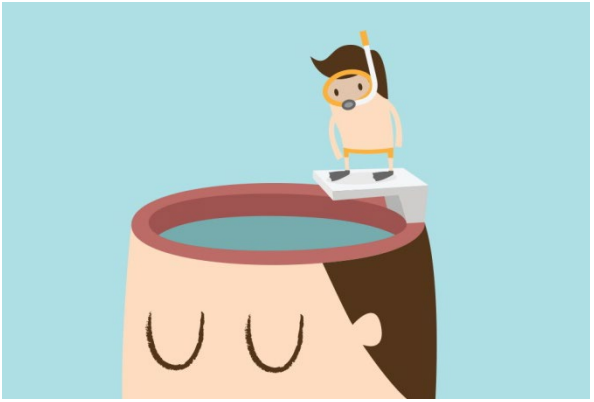
COI Check | *What to Disclose*

Clear COIs Where the committee member may need to recuse themselves	Potential COIs That can lead to [unconscious] biases interfering with the search process
• The candidate is a relative or close personal friend. • You have personal or inside knowledge that would influence your attitude about an individual (from a prior work or social setting). • Dislike/disdain or admiration of an applicant that is so compelling you cannot remain fair or impartial. • You have a financial interest with the applicant.	• You know who the candidate is prior to this process. • You have worked with the candidate previously. • You attended a work conference together. • You currently work with the candidate. • You are work friends. • You know the candidate socially. • You are distantly related to the candidate. • The candidate listed you as a reference on their application.

Committee Duties: #3 Recognizing & Overcoming Unconscious Biases

- Unconscious biases are our attitudes or stereotypes that affect our understanding, actions, and decisions in an **unconscious** way. Unchecked, these mental shortcuts can lead to erroneous conclusions that an applicant is not qualified for the job.

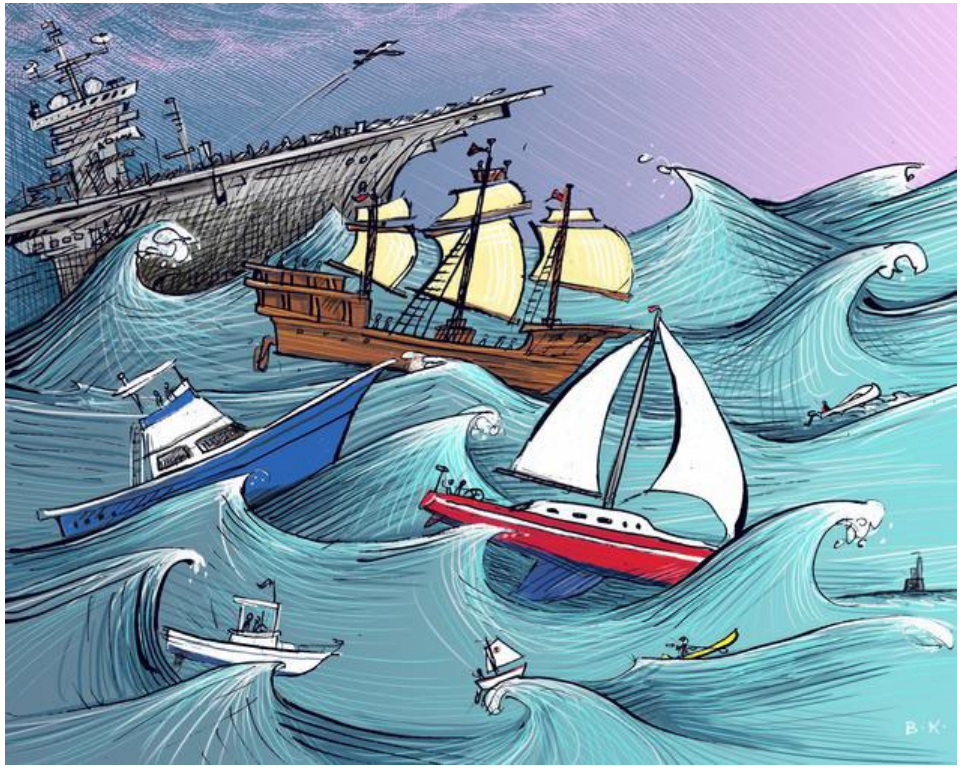
- They are pervasive, **do not necessarily align with our declared beliefs**, and can bypass our normal, rational, and logical thinking.
- Biologically we are hardwired to prefer people who look and sound like us, and who share our interests.



**Adapted from Reza, Jacqueline. Neal, Veronica. "Hiring Excellence with an Eye Towards Equity" Presentation. El Camino College, 29 September 2017.*

Recognizing & Minimizing Implicit Biases

We are NOT all in the same boat



- Stated Education
- Attire/Physical Appearance
- Demeanor
- Perceived Protected Classes, etc.

- Locations & Backgrounds
- Ambient Noises/Interruptions
- Appearing by Phone or Zoom Instead
- Technical Issues

How We Eliminate Bias in Screening Decisions

- Calibrate the committee: develop an equitized rating scale for all applicants before paper search based on **KNOWLEDGE, SKILLS, ABILITIES, EXPERIENCE.**
- Apply the same criteria to all applicants. No cherry picking.
- Develop a consistent interview agenda for all candidates.
- Educate interviewers on position, process and questions.
- Use standard evaluation and rating sheets.
- Conduct reference checks consistently.



How do you Interrupt Bias?

Ask Questions!

What do you mean by that?

How is [what you've said] related to the job based on the job announcement?

Is this within the scope of their application materials and interview?

Bias Statement	Interrupting Questions
This person is not the right fit.	Please explain. What's the cultural contribution we are aiming for? What aspect of the job requirements and duties is it related to?
This person was not professional.	What do you mean by that? Is it required in order to fulfill the job's duties and responsibilities? If so, which ones?
This person does not have (enough) California Community College experience.	Is that a required or desired qualification? How does that experience directly impact the job's function?
I couldn't understand this person with their accent. How will others be able to?	What part was unclear? Is their oral communication key to this position?
This person has no experience doing _____. The other person does.	Is this experience a required or desired qualification for this job? Are we valuing this qualification equally among candidates?
School A has a much better doctoral program than School B. So, we should pick the person who went to School A.	Is the caliber of school a required or desired qualification for this position? If not, it cannot be used as a deciding factor over those listed on the job announcement.
Person A worked at _____ Community College. They have a really strong program, so Person A would be really qualified for the job.	The caliber of a school or its program does not necessarily mean the person is also just as good. We need to consider the qualifications of the person, not the program.
I've heard some bad things about this person.	We are not allowed to consider anything that wasn't shared through the application or the interview process. Maybe we should discuss what can be addressed in the reference check process for anyone who makes it to that point.

Committee Duties: #4 Evaluating & Ranking Candidates

Make search recommendations based solely on the following:

The job description & requirements

and

The candidates' application materials & interviews

ALWAYS REFER TO THE JOB ANNOUNCEMENT

MINIMUM QUALIFICATIONS ALWAYS COME FIRST

Do they meet the minimum qualifications according to the **criteria detailed in the job announcement**?

- Education
- Equivalency
- Requisite years of experience
- Type of requisite experience

DESIRED QUALIFICATIONS ARE SECONDARY, BUT CAN BE DECIDING FACTORS.

They must be clearly **job-related**. Examples include:

- Excellent and extensive knowledge of a discipline; ability to provide advanced teaching and other services.
- Previous experience working in post-secondary educational settings.
- They may not be construed in a discriminatory manner.
- Example: strong communication skills and interpersonal skills.

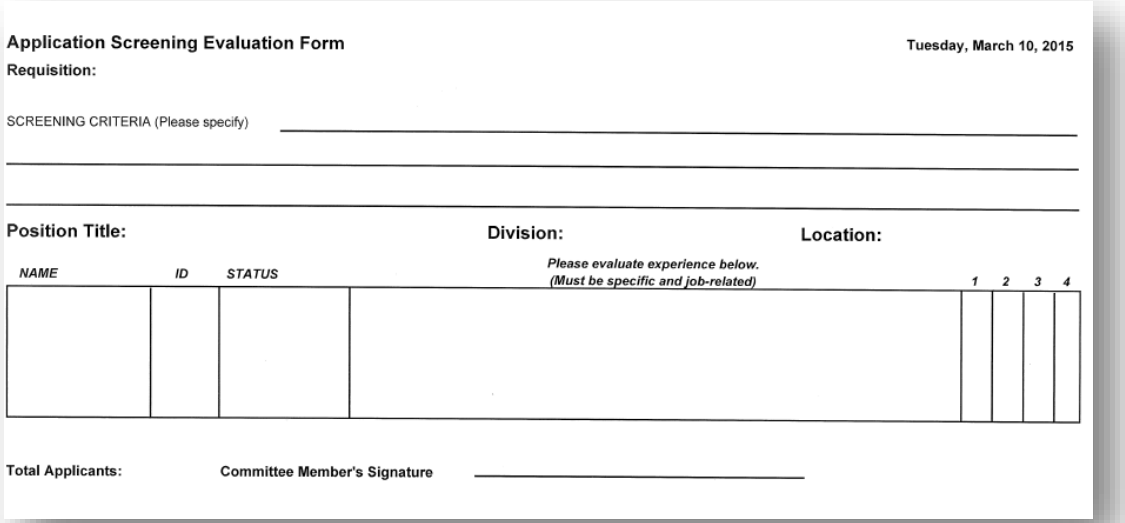
How to rank the candidates using the 1-4 scale

- Review each application to ensure the candidate meets minimum qualifications.
  - If there are equivalencies, what are examples of qualifying experience/ education?
- Review each application for the desired qualifications the group discussed.
- Stick to what the applicant discloses. Do not guess or make assumptions.
- Ranking should mostly consist of 1s, 2s, and 3s.
- There should be very few, if any, 4s.

1) **I want to interview this candidate**
2) **I'm not sure. Let me think about it**
3) **I do not want to interview this candidate**
4) **Candidate does not meet the minimum qualifications**

The Screening Evaluation Form

- **Every committee member (voting & non-voting)** needs to fill out the Screening Evaluation Form and upload it to the Teams site PRIOR to the 2nd meeting.
- Do NOT consider or write down any references to perceived or actual protected classes.
- The Chair will specify when the committee needs to submit their individual rankings.
- The Chair will compile all the scores using excel/sheets to establish a preliminary group ranking.



Application Screening Evaluation Form Tuesday, March 10, 2015

Requisition:

SCREENING CRITERIA (Please specify) _____

Position Title: **Division:** **Location:**

NAME	*ID*	*STATUS*	*Please evaluate experience below. (Must be specific and job-related)*	*1*	*2*	*3*	*4*

Total Applicants: **Committee Member's Signature** _____

Search Process: *Overview*

Before the 1st Meeting

1st Meeting

2nd Meeting

Interviews

Deliberation

Classified Staff: Deliberation = final decision.
All others: Deliberation = recommendation of 2-3 finalists (plus alternates) for President-level interviews.

President Level Interviews

Before the First Committee Meeting

Search Chair

- Share with the committee key information about the recruitment.
  - A copy of the job announcement/description.
  - A calendar invite with the first meeting date/time.
- Consults with committee to set interview dates.

All Committee Members

- All members will be assigned the Keenan online implicit bias training by the T9/EEO Office to be completed PRIOR to the 1st meeting.
  - This is a separate training from the EER's video everyone watches during the 1st meeting.
- If someone has taken the Keenan training within the last 12 months, they don't need to retake it.

EER Duties: *Before the 1st Committee Meeting*

- ❑ Check in with the Search Chair
  - Introduce yourself!
  - Confirm you have the first 20 minutes of the first meeting to train the committee members.
  - Make sure you are included in the consideration and scheduling of all dates (if not already done).
  - Confirm who the committee members are against the email that you receive from the online Hiring Workflow (which includes all the committee members in the email "to" field).
  - Check that you have access to the MS Teams site (that is where you will upload your completed EER documents). If you do not, request this from the Search Chair.

- ❑ Send the committee an email … (*using the template we'll provide*)
  - Introduce yourself!
  - Ask them to sign the Statement of Confidentiality/COI Duties form. Once complete you'll upload it to the specific recruitment MS Teams site.
  - Provide the Committee Member Duties overview/handout & Sample Diversity Questions.
  - Remind committee members to complete their Keenan online implicit bias training.

The 1st Committee Meeting



What needs to take place:

- ❑ EER trains the committee members. *All members must watch the EEO training video together.*
- ❑ The search chair leads the **review of the job** to make sure everyone on the committee understands the **job duties** and **minimum qualifications**.
  - ❑ For any specialized roles (such as Campus Police Officer or Public Safety Dispatcher), the sequence & steps in the search process may differ from standard procedures. The search chair will explain this during the 1st committee meeting.
- ❑ The search chair should explain any **equivalencies**.
- ❑ The search chair should explain the order of **desired qualifications** and highlight which are most important.
- ❑ The committee reviews, revises, and agrees on **interview questions**. *In the meeting/not emailed.*
- ❑ The committee makes **ground rules.**
- ❑ The committee **schedules** the 2nd meeting and (first round) interview dates.
- ❑ Helpful practice: the committee as a whole may **develop a ranking** of desired qualifications to clearly understand what to look for when evaluating application materials.

THIS MEETING SHOULD BE AT LEAST 90 MINUTES.

You cannot review applications until all these requirements are met.

The 1st Committee Meeting

Discussion is Key!

- Must be a meeting! Cannot be via email/chat.
- Make sure everyone understands what to look for in application materials.
- Make sure everyone understands what the most important desired qualifications are and why.
- Do not wait to raise an issue.
- Help make space for others who may be more hesitant to share their thoughts and concerns.
- Discuss and decide upon ground rules before any substantive discussions have begun.
  - Decisions on what to do if emergencies come up for either candidates or committee members.
  - How to proceed if only one selected applicant is available to interview? Meet/failed search/get a larger pool?
  - Interview variations (such as extra time, follow up questions, clarifications, etc.).
  - Zoom/tech issues.

This continues throughout the entire search process!

The 1st Committee Meeting

Interview Questions

Interview Questions:

- Make sure the questions are directly related to the job announcement.
- Make sure none of the questions pre-suppose something that exceeds a minimum qualification.
- Make sure the committee understands how the Q should be answered.
  - If the question is technical, what is the answer?
  - What type of answer would the ideal candidate have?
- Recommended practices:
  - Avoid Qs where the answer can be easily found in the application materials.

EER Duties: *At the 1st Committee Meeting*

- ❑ Train the committee by playing the EEO training video.
  - **Go first before there is any substantive discussion.**
  - Explain your role in safeguarding integrity of the search process.
  - Log into Keenan, share your screen, and show all members the EEO training video.
  - **Read** the Statement of Confidentiality and Conflict of Interest form.
  - Address any questions and concerns.
- ❑ Perform the 1st (of at least 3) Conflict of Interest (COI) check.
- ❑ Remind committee to sign and return the Statement of Confidentiality/COI Duties Form & complete Keenan implicit bias training.



ARRIVE PREPARED:

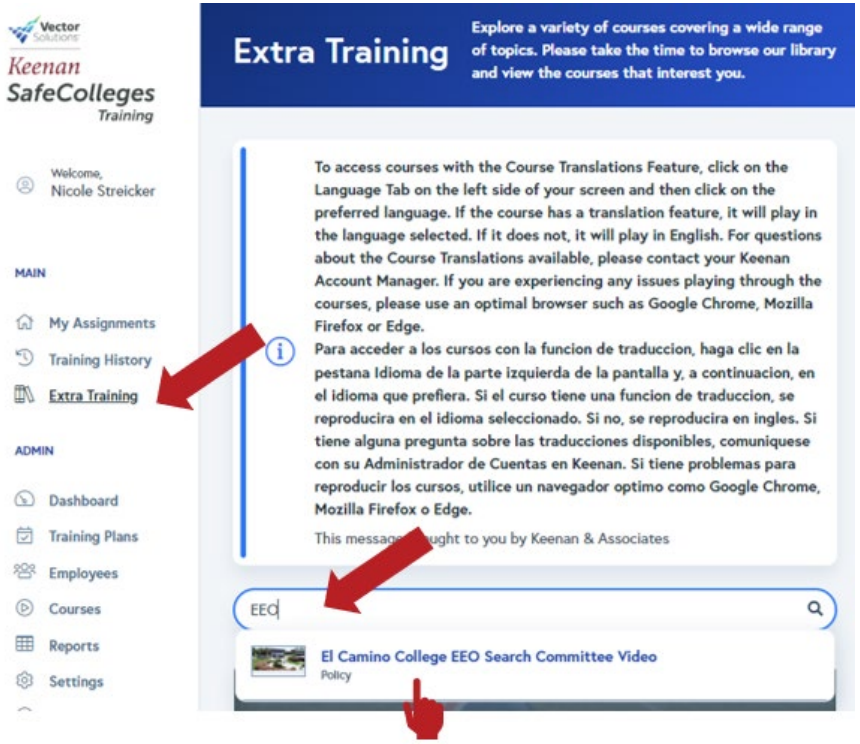
- ❑ Laptop
- ❑ Keenan EEO Video
- ❑ Statement of Confidentiality
- ❑ Conflict Disclosure Recording Sheet

NOTE: If the committee is meeting in-person all search committee materials **stay with the Search Chair** (e.g., the Statement of Confidentiality, COI, interview Qs, etc.).

Reminder: Due to the unique nature of hiring for specialized roles such as Campus Police Officer or Public Safety Dispatcher, the sequence and steps in the search process may differ from standard procedures. The Search Chair will explain this during the 1st committee meeting.

EER Duties: *The EEO Training Video*

(at the 1st Committee Meeting)



- ✓ The training video is about 15 minutes long.
- ✓ The purpose of the video is to train the committee on the key duties they must uphold during this process.
- ✓ Everyone must listen to & watch it together, even if they've seen it before.

How to play the EEO Video

- When you are with your committee, log into Keenan's website (https://elcamino-keenan.safecolleges.com/login).
- Go to EXTRA TRAINING, search the term "EEO" or scroll down to "Policy."
- Select the training titled **El Camino College EEO Search Committee Video.**
- Play the video for the committee.
  - In person: play the video & sound from a computer.
  - On Zoom: click on 'Share my Screen' and select the training video.
    - On the menu, click on 'More' and then select 'Share Computer Sound'
- Once the video is completed, Keenan will mark the training as complete.
- Answer any questions.

Best Practice

If possible, please have your camera on while the committee is watching the video, so all can be fully engaged.

EER Duties: *How to Conduct a COI Check*

Done at the start of each committee meeting

THE EER WILL NEED TO PERFORM A CONFLICT OF INTEREST (COI) CHECK EVERY TIME YOU MEET WITH YOUR COMMITTEE.

- This should be at least 3 times (first meeting, second meeting, interviews).
- Start the COI check by going first.
- Ask each individual committee member if they recognize anyone.
- If someone does, you will ask for the applicant's name, type of relationship, and degree of closeness.
- The committee will need to discuss and decide how to move forward.

EVERYONE MUST ANSWER INDIVIDUALLY

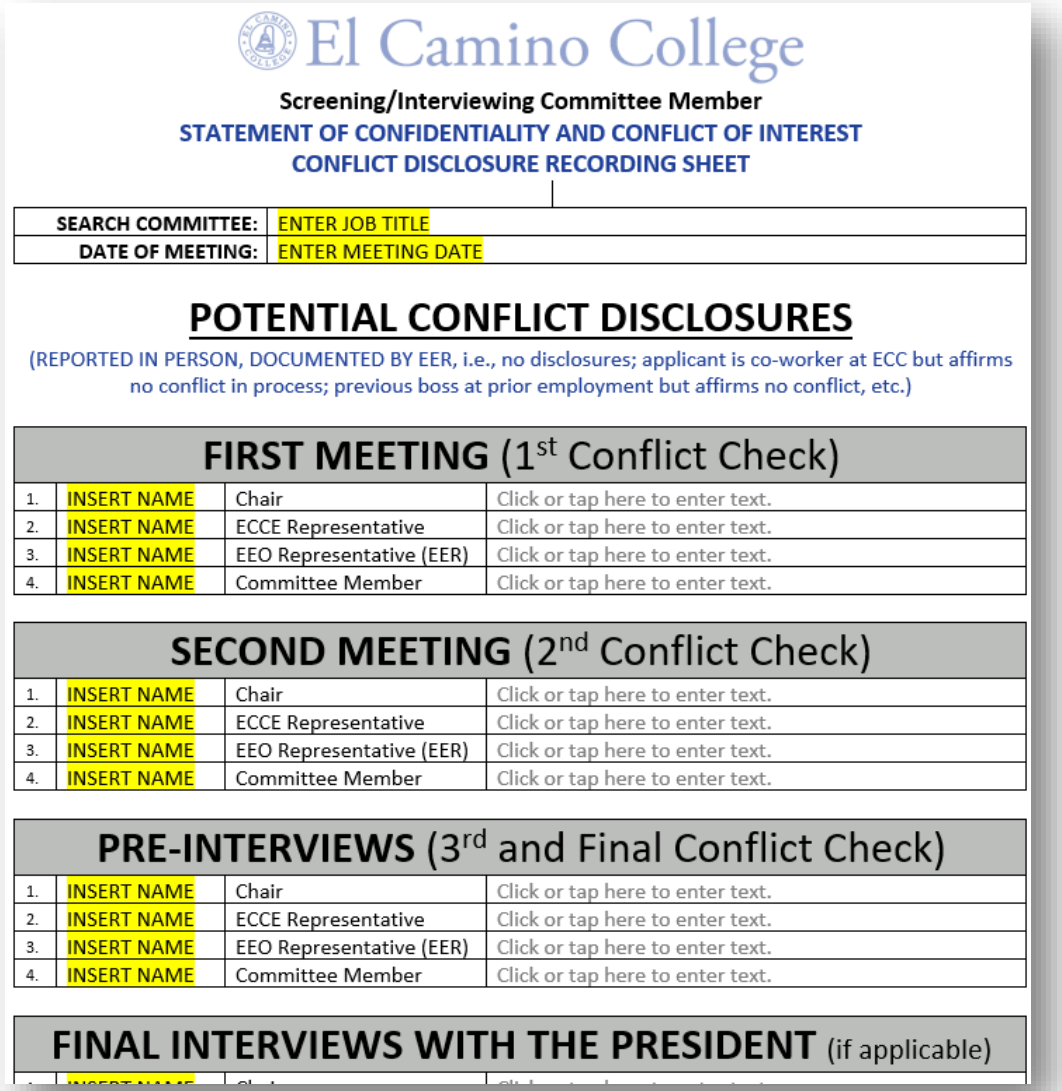
- You will ask each committee member individually if they have any conflicts to disclose. Don't just ask the group collectively, "does anyone have any conflicts?" Make sure **each committee member goes one at a time and answers the question explicitly**.

SAY THEIR NAME(S)

- It is CRUCIAL that each committee member not only disclose clear or potential COIs, but that they name the candidate. When disclosing, share their name, type of relationship, and degree of closeness.
- Knowing the names of the candidates is extremely important for the group to be able to check one another. By naming who the potential conflicts are, every committee member can help check each other and raise questions if it appears they are being biased.

EER Duties: *Filling out the Conflict Disclosure recording sheet*

- Fill in the highlighted sections (add or delete rows to fit your committee).
- Fill out each committee member's conflicts (or lack thereof) every time you meet with the committee.
- Example: 1st meeting, 2nd meeting, and prior to interviews.
- EER will ask the President as well!



El Camino College

Screening/Interviewing Committee Member
STATEMENT OF CONFIDENTIALITY AND CONFLICT OF INTEREST
CONFLICT DISCLOSURE RECORDING SHEET

SEARCH COMMITTEE:	ENTER JOB TITLE
DATE OF MEETING:	ENTER MEETING DATE

POTENTIAL CONFLICT DISCLOSURES

(REPORTED IN PERSON, DOCUMENTED BY EER, i.e., no disclosures; applicant is co-worker at ECC but affirms no conflict in process; previous boss at prior employment but affirms no conflict, etc.)

FIRST MEETING (1st Conflict Check)

1.	INSERT NAME	Chair	Click or tap here to enter text.
2.	INSERT NAME	ECCE Representative	Click or tap here to enter text.
3.	INSERT NAME	EEO Representative (EER)	Click or tap here to enter text.
4.	INSERT NAME	Committee Member	Click or tap here to enter text.

SECOND MEETING (2nd Conflict Check)

1.	INSERT NAME	Chair	Click or tap here to enter text.
2.	INSERT NAME	ECCE Representative	Click or tap here to enter text.
3.	INSERT NAME	EEO Representative (EER)	Click or tap here to enter text.
4.	INSERT NAME	Committee Member	Click or tap here to enter text.

PRE-INTERVIEWS (3rd and Final Conflict Check)

1.	INSERT NAME	Chair	Click or tap here to enter text.
2.	INSERT NAME	ECCE Representative	Click or tap here to enter text.
3.	INSERT NAME	EEO Representative (EER)	Click or tap here to enter text.
4.	INSERT NAME	Committee Member	Click or tap here to enter text.

FINAL INTERVIEWS WITH THE PRESIDENT (if applicable)

EER Duties: *Filling out the Conflict Disclosure recording sheet (cont.)*

- ✓Write notes next to each committee member's name.

  Examples:

  - No known conflicts (NKC).
  - No new conflicts (NNC).
  - Knows Jane Doe from SMC. Friendly, but not friends outside of networking. Affirms can be fair, not use outside information.
  - Worked with John Jones for 5 years at PCC on same team. Affirms he can be fair/unbiased.

- ✓Add to this form every time you meet.
- ✓Use this form as a reference when the committee is discussing and ranking candidates.
  - Are committee members ranking the people they know better or worse than other committee members are? If so, raise the issue.
- ✓At the end, submit this form to the Committee Chair (and their admin) and/or upload to the MS Teams site.

What Happens After the 1st Committee Meeting

- The list of interview questions is submitted to HR for approval.
- The EEO Officer reviews and approves the EEO report.
- The HR Service Partner releases applications for review on iGreentree.
  - Warning: if there are any committee members who have not completed the Keenan implicit bias training, the applications will not be released.
- The Search Chair shares with the committee the Evaluation Screening Form to fill out and the highlighted job description/announcement for their reference or shares it on the specific search committee Teams site.
- Committee members individually review and rank the applicant pool.
  - Log in to https://elcamino.igreentree.com/
  - Fill out the “Recruitment Evaluation Screening Form”
- Committee members upload their completed Evaluation Screening Forms to the recruitment’s MS Teams site.
  - Search Chair should make sure all members have access.

The 2nd Committee Meeting

Consistency is KEY!

- **EER**:
  - Perform 2nd CONFLICT check.
- **Everyone**:
  - Review applicant rankings.
  - Determine applicants to invite for interview.
  - Finalize interview logistics: review interview questions, confirm interview dates/times.
    - Decide on who is asking which questions.
    - Timekeeper role & responsibilities.
    - If the interview is online, who will paste interview questions in the Zoom chat.
- Make sure the evaluation of applicants is based on MINIMUM & DESIRED qualifications.

The 2nd Committee Meeting

Discussion of Preliminary Rankings

- During the 2nd meeting(s), the Chair will share the committee's individual **preliminary rankings** (often in excel/sheets format).
- The Chair will sort the candidates by the total score (from each of the committee members).
  - The lower the total score, the higher the candidate is ranked.
- It is reasonable for committees to decide that candidates whose average score is 3 (i.e., the committee does not want to interview them) can be eliminated.
- It is also reasonable for committees to determine if there is a natural separation between those ranked high and those in the "middle" of the pack.
  - Some choose to focus on candidates who are "on the bubble" (who are not top ranked, but fall in the next group) to determine who should be invited to interview.
- It is in the committee's discretion where to focus discussions and deliberations.
  - Some choose to allow for each committee member to advocate for any particular candidate who did not rank at the top.
  - The key is that whatever methodology the committee chooses, it needs to be fair and consistently applied.

The 2nd Committee Meeting

How To Decide Who Gets An Interview

- The committee should come to a consensus about what criteria will be used to determine which candidates will move forward in the process.
  - The criteria must be based on the job announcement/job qualifications.
    - Anyone who moves forward in the screening process must meet minimum qualifications.
    - Determine which desired qualifications are most important. Be explicit, make sure everyone knows what to look for, and what will be valued most.
- Criteria based on the job announcement is what determines the cut off point. It cannot be based on convenience.
  - Example: If there are 200 qualified applicants (who meet minimum qualifications), the committee must be consistent in how they apply and rank desired qualifications.
  - The committee cannot just make a choice to choose the top 10 because it would help narrow down the field and make the group of applicants more manageable.
  - If the group decides on prioritizing certain criteria, and it results in moving forward 30 candidates, the committee must make the accommodation to interview all of them.

The 2nd Committee Meeting

When To Speak Up & Ask Questions

- If there is a large disparity between committee members' rankings…
- If you do not understand why one criteria was weighted more heavily than others…
- If you feel there is inconsistency in the value placed on certain criteria across candidates…
- If you are not sure if the criteria being used is related to the job announcement and job requirements…

FIND OUT WHY &
ENGAGE IN DISCUSSION

Interview Process



On the day of the interviews:

- EER: **performs LAST Conflict of Interest Check!**
  Or second to last COI check if there are President level interviews.
- Everyone:
  - Give each candidate the same high level of interest, courtesy, care and attention.
  - If you offer any variations (such as extra time, follow up questions, clarifications, etc.) to one candidate, you must do the same for everyone.
  - Confirm who is asking which questions.
  - Confirm who is handling the timekeeper role & responsibilities.
  - If the interview is online, who will paste interview questions in the Zoom chat.
  - Write down specific information about each candidate on the interview rating/comments sheet.



Plan ahead and be sure to arrive on time.

Interview Process

Follow Up Questions

During the interview process when follow-up questions are allowed …

- Question must be directly related to the **original question**.
  - Example: Please expand on your specific role in the project.
- Question must be directly related to something contained in the **applicant's answer**.
  - Example: You stated you developed the criteria, can you tell us more about that?

Follow-up interview questions allow committee members to **probe for specifics, help minimize exaggerations and limit generalizations**.

Deliberations (after all interviews)

EVERYONE:

- Assess all candidates fairly, consistently, and impartially.
- Only consider the information shared by the applicants during their interviews and/or as part of their application materials.
- Make sure bias and other non-merit factors are not considered. Examples of bias include previous work experience and friendships with applicants.
- Your preliminary rankings of candidates can change after reviewing application materials and participating in committee discussions.



Submit all forms/search related documents to the Search Chair (& admin) & upload to the recruitment Teams site.

Deliberations (after all interviews)

IF THERE IS ONE ROUND OF INTERVIEWS…

- Evaluate the candidates interview and application materials.
- The purpose of the Committee is to select the candidate they feel is **most qualified** for the position.
- It is good practice to select a handful of alternates (in ranked order) in the event the chosen candidate is unable to accept the position.

IF THERE ARE TWO ROUNDS OF INTERVIEWS…

- Evaluate the candidates interview and application materials.
- The purpose of the first round of interviews is for the Committee to select roughly three (3) **qualified candidates** for the President to interview and choose from.
- It is good practice to select a handful of alternates (in ranked order) in the event the finalists who are chosen are unable to attend final interviews.
- For any candidates that are forwarded to the President for consideration, the Committee **is asserting that the candidate is the most qualified and capable to do the job.**

Classified Staff Searches: limited to a single interview round, during which the final hiring decision is made.
Other Full-time Searches: committee recommends 2-3 finalists (plus alternates) for President-level interviews.

EER Details

EER Eligibility, Service, and Payment!

Eligibility



Full-time faculty, part-time faculty, full-time classified employees and managers.



You must attend the full **live training annually.**

100% attendance at this EER training is required. Partial attendance does not count.



You must successfully **complete the online EER Duties quiz** with a min. score of 90% (… just 60 questions) **annually.**

You must take this quiz within 5 days of training.

Volunteer to be an EER

- Check your email! We send out an email for volunteers after the job is sent by HR.
- If you're interested in serving as an EER for a search, **please respond directly to each individual email invitation.** While it's great to express general availability, we do ask that you reply to specific calls. Please let us know of any work restrictions/limitations you have.
- While emergencies are understood, repeated cancellations or consistently limited availability may impact an individual's ability to serve. Individuals with very limited availability are encouraged to consider this when deciding whether to volunteer.
- EERs are not assigned by the Search Chair. If a chair would like you to serve as an EER, please have them contact the Title IX and EEO Compliance (T9/EEO) Office.

EER Selection

EERs are assigned through the T9/EEO Office based on several factors, including but not limited to:

- Any feedback from past screening/selection committee chairs and members on past performance
- Whether the job classification/area of expertise is outside the area for which the position is posted (to increase diversity in committee member representation)
- Whether or not you are faculty and the position being recruited is a faculty position
- Commitment to attend all meetings and interviews for the screening/selection committee (scheduling/availability)
- Knowledge of and commitment to EER duties
- Willingness to actively participate in the process and ask questions, speak up and raise issues in a timely manner so they can be properly addressed
- How many times you have served as an EER within the past 12 months, and how many current assignments you have (not to exceed 3)
- The order in which potential EERs respond to the request to serve

EER Stipend

After Deliberations

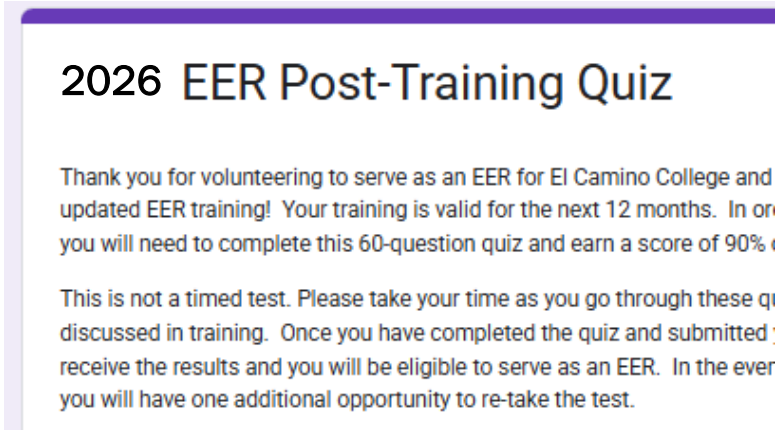
- The District will issue stipends up to $300 for those who become **eligible & serve** as an EER on a search committee for a full time position. Payment is processed after deliberations are completed.
- Complete service as an EER on a search committee for a full-time position.
  - Stage 1: preparation for and completion of any and all meetings prior to the review of applicants. Ex. “1st” meeting(s) that cover EEO training, review of job qualifications/announcement, revision of interview questions.
  - Stage 2: review of all qualified applicants and participation in all meeting(s) to determine applicants selected for interviews. Ex. review of applications on iGreentree, and “2nd” meeting(s).
  - Stage 3: interviews of selected applicants (including president-level interviews, if applicable), deliberation and completion of the search/screening process. EER service is complete, even if a search fails.
- Payment is processed after final deliberations are completed.
  - The Chair will submit online verification that you have (fully/partially) participated and served as the EER for the committee.
  - The online formstack form will be routed to HR, T9/EEO, and then Payroll to facilitate payment. You will receive an email from Payroll once processed. Payment will go on your normal paycheck (not a separate check). The stipend is treated as wages, taxes/benefits are taken out.
- EERs may receive the full $300 stipend for participating in the entire search committee process, upholding the duties outlined in this training.
  - Only 1 EER may be paid for a search.

Next Steps

- After today's training you will receive:
  - EER Duties Post-Training Quiz
  - EER Training & Committee Documents
- You will be added to our **MS Teams Site** called EEO Representatives for ECC Search Committees *(for info only – do not upload your completed EER search docs here).*
- Once you **complete the quiz,** you'll be added to the EER volunteer email distribution list.

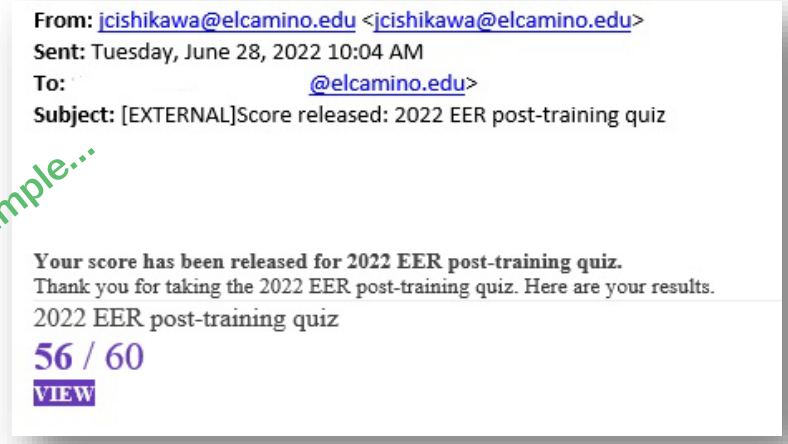
EER Duties Quiz

- Take your time.
- Read the questions carefully.
- Use what you have learned in the training (& this PPT).
- You need to earn a 90% or higher (54 Qs correct).
- You'll get another try!



Once you submit, you will receive an email with your score for your records.

For example…



The Educational Benefits of Workforce Diversity



- We learn from those whose experiences, beliefs, and perspectives are different from our own.
- It leads to greater awareness, understanding and acceptance of differing beliefs and customs.
- It helps students and employees learn to communicate effectively with people of varied backgrounds.
- People can see themselves in their work and learning environments. They can experience various leadership styles from faculty, staff, administrators, and community members.
- It enhances our economic competitiveness.
- Diversity challenges stereotyped preconceptions.
- Diversity helps build communities whose members are judged by the quality of their character and their contributions.
- It encourages critical thinking, and fosters mutual respect and teamwork.
- It can lead to an increase in productivity and a decrease in employee turnover.
- Diversity increases our adaptability to changes in market, demographics and availability of resources.
- It helps build a sense of community where members are judged by the quality of their character and their contributions.
- It creates better opportunities for creativity, problem-solving, increased innovation and collaboration.

Check Your Understanding

Let's Check-in!

What would you (as the EER) do in these situations?

You are doing your 2nd COI check and a committee member casually says one of the candidates is their sister?

Pause the search! This is a clear COI where the committee member may need to recuse themself. Check with the committee and your Search Chair. Discuss. If you need assistance, reach out to T9/EEO.

After your first meeting, one of the committee members needs to step down, but luckily they have already found a replacement (but this person was not already on the committee).

Pause the search! Inform Search Chair, HR Service Partner, and the T9/EEO Office asap. Since this is a brand new committee member, the process needs to start from the beginning (committee approval, interview questions, job announcement/criteria, conflict check, EEO video, etc.). Or they cannot join. If the replacement happened to already be on the committee, you should update the Search Chair and the HRSP.

The Search Chair has your first meeting scheduled this week, but you haven't received any of the EER docs from T9/EEO Office.

Check in with HR & T9/EEO! You can let the Search Chair know that you haven't heard from the T9/EEO Office yet and you need to confirm that the committee has been approved by HR before moving forward.

You and/or the Search Chair already know all committee members, so there is no need to meet until interviews are scheduled. Is this acceptable?

No. Even if you have the same/similar committee, you still need to meet. You will need to meet and go over/discuss the EEO video, COI check, Statement of Confidentially, job description, interview questions (which cannot be emailed), etc. For ex: failed search.

Who should inform the Search Chair in scenarios like these?

As the trained EER for the search you should feel comfortable speaking to the Search Chair, asking questions, and potentially pausing the search. If you need support, reach out to the T9/EEO Office and the HR Service Partner.

EEO Advisory Committee

- Participation in the Equal Employment Opportunity (EEO) Advisory Committee and any of its Subcommittees is open to all current employees and students.
- Join the EER/Committee Member Training EEO Subcommittee!
  - This is our designated space for the ongoing review of the trainings we offer, including this one, and for sharing feedback.
- **Interested in joining an EEO committee?** Reach out to Nicole.
- Learn more by visiting the EEO Webpage

Questions?







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Title IX and EEO Compliance Website

Thank You!

