



El Camino College

Office of Title IX, Diversity,
and Inclusion

EQUAL EMPLOYMENT OPPORTUNITY REPRESENTATIVE TRAINING*



Jaynie Ishikawa

Director, Title IX, Diversity, and Inclusion

jcishikawa@elcamino.edu

(310) 660-3813

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*In accordance with California Code of Regulations, Title 5 §53003(4)

www.elcamino.edu/departments/title-ix-diversity-and-inclusion/

TRAINING OVERVIEW

☐ EEO Laws, Policies & Procedures*

☐ The Screening Process

- Before the 1st Meeting
- 1st meeting(s)
- 2nd meeting(s)
- Interviews
- Deliberation

☐ Committee Duties

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.

☐ Benefits of Workforce **Diversity**

Equal Employment Opportunity is **THE LAW**



FEDERAL LAWS & 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.

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.

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.

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.

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.

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.

Genetic Information Nondiscrimination Act of 2008

prohibits the use of genetic information when making hiring, firing, job placement or promotion decisions.

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.

STATE LAWS, STATUTES & REGULATIONS (P.I)

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 I, 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 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.

STATE LAWS, STATUTES & REGULATIONS (P.2)

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

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.

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.

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 (P.I)

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)

EL CAMINO BOARD POLICIES & PROCEDURES

(P.2)

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)

DUTIES OF ALL COMMITTEE MEMBERS

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

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

These are all shared responsibilities.

BIG EEO PICTURE = MAKE IT CONSISTENT & 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.

THE SEARCH PROCESS



THE BASIC STEPS OF THE SEARCH PROCESS

Before the 1st committee meeting

- Committee members must be in compliance with the online Keenan training on “Cultural Competence & Racial Bias”.

1st committee meeting

- Committee Member Training Video
- Sign Confidentiality/COI Statement
- Discussion Items: future committee meeting dates; ground rules (i.e., interview question edits/changes, what to do if a committee member or candidate is running late, time for each interview, amount of time in between interviews, etc.)
- Review Job Duties and Qualifications listed on the Job Announcement
- Develop Interview Questions

2nd committee meeting

- Conflict of Interest Check by the EER
- Review Applicant Rankings
- Determine Applicants for Interview
- Finalize Interview Logistics: review interview questions, confirm interview dates/times.

Interviews

- Deliberate and make final decision or recommendations

BEFORE THE FIRST COMMITTEE MEETING

- **HR: PRE-SCREENS APPLICANTS**
 - HR screens out applicants who do not provide complete application materials or do not meet the minimum qualifications.
- **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 and must be received at least 2 weeks prior to the first meeting.**
 - May develop preliminary interview questions.
 - Consults with committee to set interview dates.

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 full-time faculty in the discipline.
- Recommended: 1 FT faculty from an outside division approved by the committee and the division dean.



SEARCH COMMITTEE COMPOSITION: FULL-TIME, CLASSIFIED, and PART-TIME FACULTY RECRUITMENTS

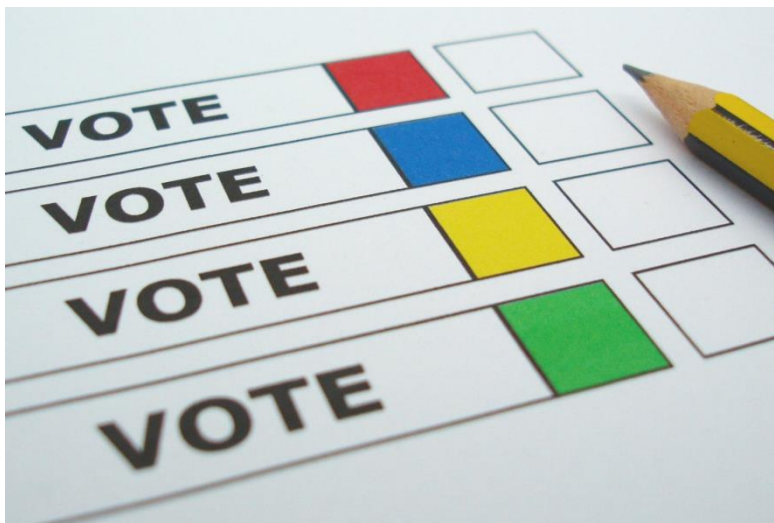
- Other FT Search Committees must include:
 - Chair
 - EER
 - ECCE Rep
 - Someone in a like position
- PT Faculty Search Committees are more flexible.
 - No Chair, Dean, EER or Union Rep is required
 - Can be two faculty members within division



EER'S VOTING STATUS

For 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 review applications and related materials.
- If non-voting, EER still upholds all normal duties (such as raising issues of bias).



**** FOR 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 do 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.

BEFORE THE FIRST COMMITTEE MEETING

Human Resources, the Search Chair, and TDI are helping prepare the committee.

- The Chair should 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.
- All members will be assigned the **Keenan online implicit bias training** by the TDI 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.
 - Anyone who has taken the Keenan training within the last 12 months does not have to take it again within this time period.

BEFORE THE FIRST COMMITTEE MEETING

WHAT YOU

(THE EER)

NEED TO DO

BEFORE THE FIRST COMMITTEE MEETING

- Check in with the Search Chair
 - 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.
 - 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.
- Send the committee an **email** ... (using the provided template)
 - Introduce yourself!
 - Ask them to sign the attached **COI/Confidentiality Duties Statement** and upload it to the specific recruitment Teams site.
 - Provide the duties overview/handout, sample diversity questions
 - Remind committee members to take the Keenan online implicit bias training.

THE 1st COMMITTEE MEETING



What needs to take place:

- EER trains the committee members.
- Chair leads review of job duties/requirements.
- Committee schedules the 2nd meeting and (first round) interview dates.
- Committee reviews, revises, and agrees on interview questions.

THIS MEETING SHOULD BE AT LEAST 90 MINUTES.

You cannot review applications until all of these requirements are met.

THE 1st COMMITTEE MEETING

WHAT YOU (THE EER) NEED TO DO

- 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 general committee training video.
 - **Read** the Statement of Confidentiality and Conflict of Interest.
 - Address any questions and concerns.
- Perform 1st (of at least 3) conflict checks.
- Remind committee to sign and return the duties statement & complete Keenan implicit bias training.
- **NOTE:** If the committee is meeting in-person, the duties statement, interview Qs, and all other search committee materials stay with the Chair.

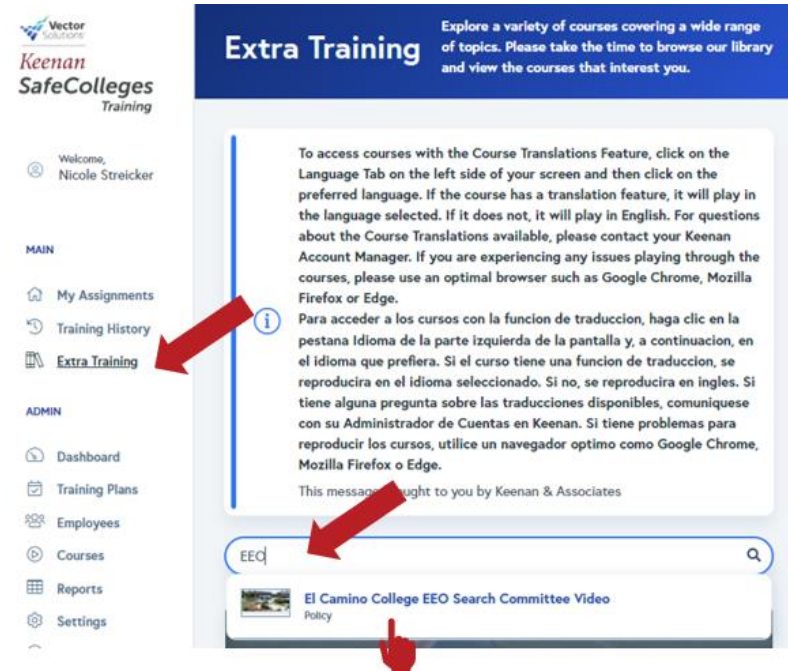
THE 1st COMMITTEE MEETING

- 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 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 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

THE EEO TRAINING VIDEO



UNDERSTANDING COMMITTEE DUTIES

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.



DUTY #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 TDI Office before, during, or after the recruitment is taking place.

DUTY #1:

MAINTAIN CONFIDENTIALITY (continued)

- 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, DIVERSITY & INCLUSION
<ul style="list-style-type: none">• Evaluating candidates, discussing their qualifications.• Qs/concerns of fairness, bias, conflicts of interest.• Qs about the job's required/desired qualifications.• Qs about scheduling.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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...”

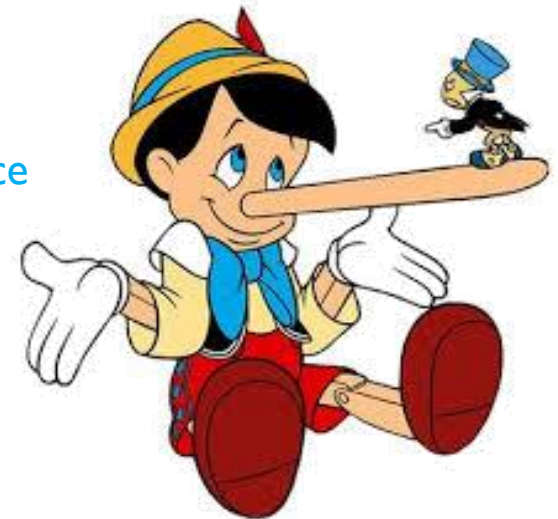
Remember: Nothing is off the record.

DUTY #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).

Examples:

- Applicant 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



Committee members must disclose potential conflicts of interest to the EER and/or Director of Title IX, Diversity, and Inclusion prior to the selection of candidates.

- 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.

HOW TO CONDUCT A COI CHECK

You will need to perform a 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.

Example: (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. **OR**
- 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.

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.

WHAT TO DISCLOSE DURING THE CONFLICT OF INTEREST (COI) CHECK

Clear COIs

(where the committee member must recuse themselves)

- 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.

Potential COIs

(that can lead to [unconscious] biases interfering with the search process)

- 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.

CONDUCTING A COI CHECK: IMPORTANT TIPS

SAY THEIR NAME(S).

- It is CRUCIAL that each committee member not only disclose clear or potential COIs, but that they name the candidate.
 - Knowing the names of the candidates is extremely important for the group to be able to check one another.


EVERYONE MUST ANSWER INDIVIDUALLY.

- 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.

FILLING OUT THE CONFLICT DISCLOSURE RECORDING SHEET

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.



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 (1 st 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 (2 nd 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 (3 rd 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)			
1.	INSERT NAME	Chair	Click or tap here to enter text.

FILLING OUT THE CONFLICT DISCLOSURE RECORDING SHEET

- 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).

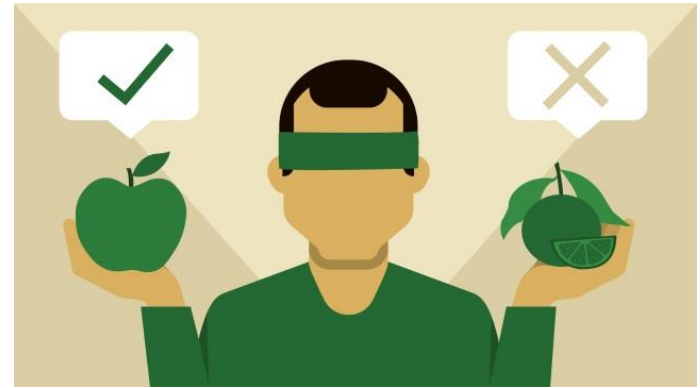
DUTY #3: RECOGNIZING & OVERCOMING UNCONSCIOUS BIASES



- 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.

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, AND ABILITIES.
- 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.

THE 1st COMMITTEE MEETING

WHAT TO EXPECT:

Every committee member
needs to understand the job.

- The chair needs to make sure everyone on the committee understands the job duties and minimum qualifications.
- The chair should explain any equivalencies.
- The chair should explain the order of desired qualifications and highlight which are most important.
- Recommended practice: the committee should develop a rubric to clearly understand what to look for when evaluating application materials.

THE 1st COMMITTEE MEETING

WHAT TO EXPECT:

The Chair presents proposed interview Qs.

The Committee revises and approves the Qs.

- 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.

THE 1st COMMITTEE MEETING

**Discussion is
Key.**

- 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.

WHAT HAPPENS AFTER YOUR 1ST MEETING

- The list of interview questions is submitted to HR for approval.
- The TDI Director 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 Teams site.

DUTY #4: Make search recommendations based **solely** on the following:

- the job description & requirements; and
- candidates' application materials & interviews.

How to Evaluate & Rank Candidates



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

- **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 MIN QUALS**
- 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.

THE SCREENING EVALUATION FORM

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 _____

- Every committee member 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.

THE 2ND COMMITTEE MEETING



- **EER:** perform 2nd CONFLICT check
- **Everyone:** review screening of applications and determine candidates to invite for interview.
- Make sure the evaluation of candidates is based on MIN & DESIRED qualifications.

****Consistency is KEY!****



Q: How do you Interrupt Bias?

A: 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 fit 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 all 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.

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

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

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.

WHAT TO DO WHEN THERE IS A VIOLATION OF EEO PROCEDURES



- 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.

DURING THE INTERVIEW PROCESS



- **EER:** perform LAST CONFLICT check
- **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.
 - Write down specific information about each candidate on the interview rating/comments sheet.

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

DURING THE INTERVIEW PROCESS

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

WHEN FOLLOW- UP QUESTIONS ARE ALLOWED



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

DELIBERATIONS (*AFTER THE 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.

DELIBERATIONS

(AFTER THE 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.

DELIBERATIONS (AFTER THE INTERVIEWS)



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 qualified and capable to do the job.

AFTER **DELIBERATIONS**

HOW TO EARN THE EER STIPEND

- Starting July 1, 2022, 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.
- **Eligibility** (to serve as an EER after July 1, 2022):
 - You must attend this training; **and**
 - 100% attendance at this updated EER training is required. Partial attendance does not count.
 - You must successfully complete the online post-training quiz w. a min. score of 90%.
 - You must take this quiz within 5 days of training.
- **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.

TAKING THE EER DUTIES POST-TRAINING QUIZ

After today's training, you will receive an email with a link to the Post-Training Quiz.



2022 EER post-training quiz

Thank you for volunteering to serve as an EER for El Camino College and congratulations on taking the updated EER training! Your training is valid for the next 12 months. In order to be eligible to serve as an EER, you will need to complete this 60-question quiz and earn a score of 90% or higher (56 questions correct).

This is not a timed test. Please take your time as you go through these questions and think about what was discussed in training. Once you have completed the quiz and submitted your answers, the TDI Office will receive the results and you will be eligible to serve as an EER. In the event you do not receive a passing score, you will have one additional opportunity to test within a 6 month period.

Once you click on the link below, use your El Camino College email address to log into Google. It will take you to the ECC login page. From there, you can take the quiz.

- Take your time.
- Read the questions carefully.
- Use what you have learned in the training.
- You need to earn a 90% or higher (54 Qs correct).

You will receive an email with your score for your records.



For example...

From: jcishikawa@elcamino.edu <jcishikawa@elcamino.edu>
Sent: Tuesday, June 28, 2022 10:04 AM
To: @elcamino.edu
Subject: [EXTERNAL]Score released: 2022 EER post-training quiz

Your score has been released for 2022 EER post-training quiz.
Thank you for taking the 2022 EER post-training quiz. Here are your results.
2022 EER post-training quiz

56 / 60

VIEW

HOW EERS ARE SELECTED & PAYMENT INFORMATION

- EERs will be assigned to search committees based a number of factors, including but not limited to the following:
 - Scheduling/availability
 - Your commitment to attend all meetings and interviews for the search/screening committee
 - Knowledge of EER duties
 - Adherence to the process
 - 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
 - Whether you have served as an EER within the past 12 months
 - Whether your job classification/area of expertise is outside the area for which the position is posted (to increase diversity in committee member representation)
 - Any feedback from past search/screening committee chairs and members on your past performance
- EERs are assigned through the TDI Office
 - EERs are not assigned by the Committee Chair
 - If a Chair would like you to serve as an EER, please have them contact the TDI Office
- Payment is processed after final deliberations are completed
 - The Chair will submit online verification that you have fully participated and served as the EER for the committee
 - The form will be routed to HR, TDI, and then Payroll to facilitate payment
 - EERs will receive the full \$300 stipend for participating in the entire search committee process, upholding the duties outlined in this training

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.



- 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.
- It enhances our economic competitiveness.
- Diversity challenges stereotyped preconceptions.

CONTACT INFO:



JAYNIE ISHIKAWA

DIRECTOR, TITLE IX, DIVERSITY, & INCLUSION

JCISHIKAWA@ELCAMINO.EDU

(310) 660-3813

WWW.ELCAMINO.EDU/DEPARTMENTS/TITLE-IX-DIVERSITY-AND-INCLUSION/