



# SEARCH COMMITTEE TRAINING

**Feather River Community  
College District**

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# Introduction

- This training is designed to provide information in the important area of employee selection.
- Its purpose is to assist members of the Search committee in making informed decisions throughout the process and to serve as a reference document.
- The objective of our employment process is to provide for a fair and equitable system which employs qualified staff.

# Feather River College Mission

- Feather River College provides high-quality, comprehensive student education and opportunities for learning and workforce preparation in a small college environment. The College provides general education, associate's degrees, certificates, transfer programs, and life-long learning for a diverse student population by serving local, regional, national and international students through traditional face-to-face instruction as well as distance education. The College also serves as a cultural and economic leader for all communities that lie within the District and embraces the opportunities afforded by its natural setting.

# Feather River College

## Vision and Values

- Feather River College cultivates engaged citizens striving for a resilient, solution-based society. As a campus community, we aim to foster the values of education, service, and stewardship in our students, staff, and community. We will continue to develop our educational and co-curricular offerings to support our students' pursuit of sustainable, fulfilling, and dynamic lives.

# Values cont...

- Develop the Mind
- Celebrate the Individual
- Strive for Excellence
- Open Doors
- Nourish the Community

# Legal Background

- Title VII of the Civil Rights Act of 1964 and its implementing regulations.
- California Fair Employment and Housing Act (FEHA).
- State Minimum Qualifications for Academic Staff.
- State mandate to include diversity requirement as criterion for employment.
- BP/AP 3410, BP/AP 3420, BP/AP 3430

# Legal Background, cont...

- Article I, section 31 (a) of the California Constitution (Prop 209).
- California Prohibition Against Discrimination in State Programs, including recent amendments identifying lawful hiring practices in the post-209 context.
- EEO Plan and recruiting/hiring procedures.
- Title 5 regulations as they relate to hiring.

# EEO – Equal Employment Opportunity

The District is committed to the support of campus wide diversity, including employment of qualified administrators, faculty, and staff members who are dedicated to student success. The Board recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students. The Board is committed to hiring and staff development processes that support the goals of equal opportunity and diversity, and provide equal consideration for all qualified candidates. (BP 7100)



## EEO, cont...

The Feather River Community College 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. (BP 3420)

# Overarching Search Committee Responsibilities

- Provide fair and equitable process to all candidates.
- Develop interview questions based upon job duties.
- No interview questions, direct, or indirect, about protected class status.
- Have cultural competence.
  - Recognize and overcome own biases and stereotypes
- Be neutral and objective.

# Overarching Search Committee Responsibilities

- Everyone has EEO responsibilities.
- Actively participate in the process.
- Remember, you are the guardians of FRC.

# Search Committee Responsibilities



# Responsibilities of the EEO Representative

- Monitor the hiring process to ensure that no candidate is unlawfully discriminated against.
- Ensure full participation of committee members.
- Serve as committee liaison to the EEO Officer (David Burris).
- Report allegations of noncompliance to the EEO Officer.
- Halt the process if appropriate!

## EEO Representative, cont...

- Maintain confidentiality throughout and following the recruitment process.
- Bring an awareness of EEO goals and objectives to the committee.
- Ensure fair and equitable treatment for all applicants.
- Provide information to the committee on acceptable and unacceptable inquiries.

# Responsibilities of the Committee Chair

- Leadership and direction to the Search Committee.
- Organization and management of the committee's operation, including adherence to all adopted timelines.
- Leading the committee discussion on the main responsibilities of the position to identify the most important characteristics, using the position announcement as a guideline.

# Committee Chair, cont...

- Ensuring that all questions for the interviews, as well as the tests/demonstrations, are based on job-related criteria.
- Submission of interview questions to the Human Resources Office for review.
- Notifying the Human Resources Office, in writing, of candidates selected for interviews.
- Managing the interviews to ensure that all required elements are included in the same manner for each interview.



# Committee Chair, cont...

- Ensuring that all committee member documents are completed appropriately, and that all information is handled in a confidential manner.
- Submitting all materials to the Human Resources Office at the conclusion of interviews.

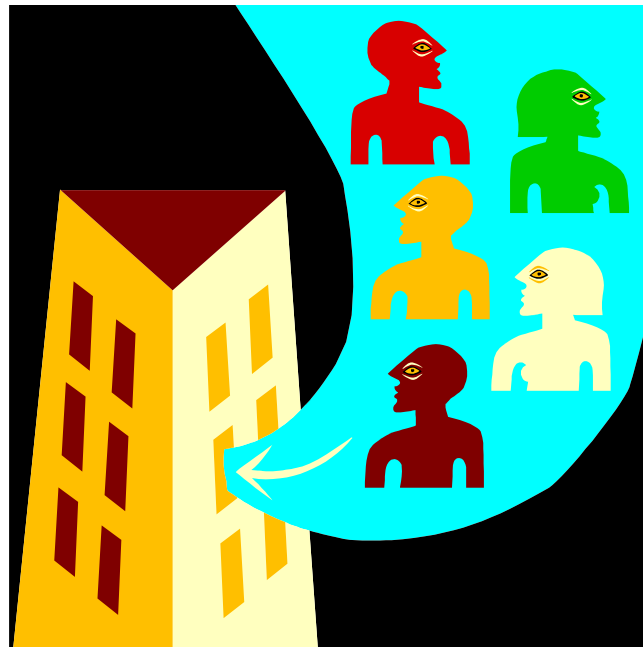
# Responsibilities of Committee Members

- Support the mission, vision, and values of the college.
- Full participation in orientation and all Hiring/Selection committee meetings.
- Demonstrate objectivity, fairness, equality of treatment for all applications.
- Maintain strict confidentiality during and after the search.
- Assist in development of interview questions/topics based upon job duties.

## Committee Members, cont...

- Fair and consistent candidate screening.
- Participate in interviews of candidates.
- Recommend finalists for hiring consideration and second interviews.
- Report allegations of noncompliance to the EEO Officer.

# The Hiring Process



# The Hiring Process

- Employee Requisition document approved by Board.
- HR advertises vacancy in various publications to draw a diverse pool of applicants.
- Committee formed (via Senates); EEO Representative appointed.
- Committee meets to sign confidentiality statements.
- Committee drafts questions based on job related duties.

## Hiring Process, cont...

- Questions need to be Behavioral and Job Related. Must have a Diversity Question!
- HR Director approves questions.
- Committee reviews list of applicant names, completes the remainder of confidentiality document. HR Director confirms NO bias.
- Applications are objectively screened for qualifications.

# Hiring Process, cont...

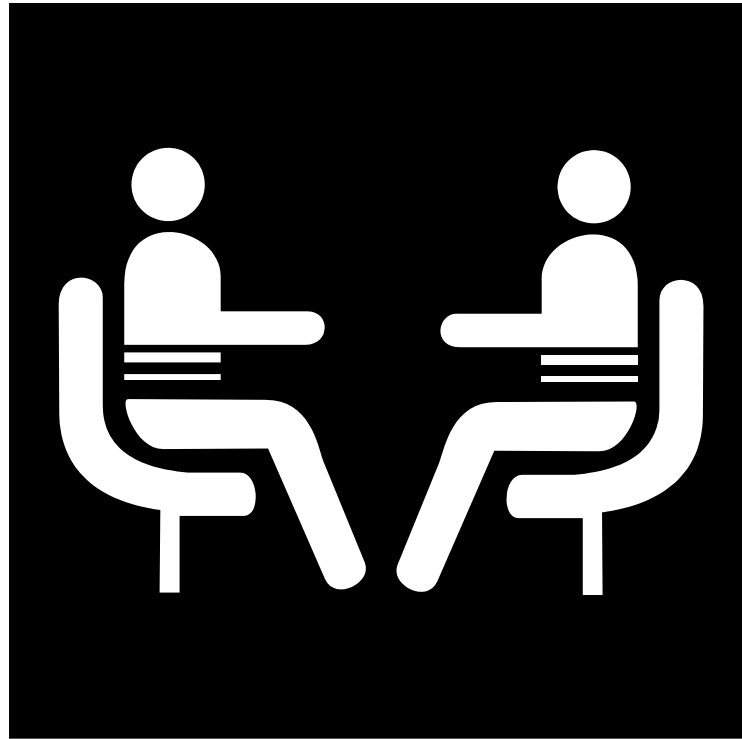
- Search committee then determines who will be interviewed and interview dates.
- HR Office schedules interviews.
- Interviews occur.
- Committee forwards names to Recommending Administrator.
- Recommending Administrator, or designee, completes reference checks and confirms with HR.
- Recommending Administrator submits recommendation to Superintendent/President.

## Hiring Process, cont...

- Offer of Employment is forwarded to successful candidate for signature and acceptance.
- Board of Trustees (Hiring Authority) approves new employee.
- **CONFIDENTIALITY THROUGHOUT!**



# Interview Guidelines



# Interview Guidelines

- An interview is an important element in the selection of the most qualified candidate for a position.
- Objectives of an Effective Interviews:
  - The gathering of information which reasonably might predict the ability of a candidate to perform in the position.
  - Providing each candidate with a realistic picture of the job for which they have applied.

# Interviews, cont...

- Objectives cont...
  - Assuring each candidate that she/he has received an unbiased, thorough and unhurried opportunity to present his/her qualifications for the position under consideration.
  - Provide all candidates with a positive image of Feather River Community College – creating a desire to accept the job, if offered, to the candidate.

# Interviews, cont...

- In developing questions, the committee must be able to distinguish an applicant's ability to do the job from their ability to get the job.
- Shift the focus from experience to results:
  - Job performance in a former position, accomplishments, and productivity.
  - Be less concerned with years experience and more concerned with *what they have done*.
  - Past performance is the best predictor of future performance.

# Interviews, cont...

- Interview Questions can be:
  - Behavioral
  - Direct
  - Open-ended
  - Hypothetical
- Create questions that make the candidate tell the committee about specific work experience and their professional accomplishments.
- Ask questions that allow candidates to present their strong points.
- Ask questions which explore the candidates knowledge and sensitivity to issues of diversity.

# Unlawful Pre-employment Inquiries/Questions

- Race/ethnicity
- Religion/creed
- National origin/ancestry
- Sexual orientation
- Gender
- Disability
- Age
- If applicants offer information related to any of the above, committee members should not react or ask follow up questions.

# Prior to the First Interview:

- The committee should take about 30 minutes to collectively:
  - Review the job announcement.
  - Assign questions to committee members.
  - Review general framework for successful responses to individual questions.
  - Prior to each interview, the committee should briefly review the candidate's application.

# Rules for Interviews

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



# Follow-up Questions

- Any committee member may ask a follow-up question to a candidate, provided it meets the following criteria:
  - The question must be directly related in some way to the original question.
  - The question must be directly related to something contained in their answer.

*Follow-up questions allow you to probe for specificity. This helps to minimize exaggerations and limit generalizations. Such questions should NOT lead to the desired responses.*

# Follow-up Question Example

- Assuming the candidate's answer contained:

*"... I taught both high school and college courses."*

An appropriate follow-up question would be:

*"What courses did you teach?"*

# Questions from Candidates

- If candidates ask questions of the committee, responses to these inquiries need to be consistent from candidate to candidate.
- The committee chair will either answer, or direct another committee member to answer, all candidate questions.

# What to do Between Interviews

- Complete your notes on each candidate.
- Discuss the strengths and weakness of each candidate with the committee. (The Chair will lead this process).
- Never share *personal* or *professional* experiences involving candidates. This can create bias and influence the judgments of other committee members. You also subject yourself to personal liabilities (You may only use the application materials and interview in assessing each candidate).

# Selecting Finalists

- Assess the strengths and weaknesses of each applicant.
- Use a consensus approach to forwarding finalists.
- Faculty finalists are ranked. Classified finalists are not ranked – the top two to three candidates are recommended for hiring consideration.
- Remember: You are not hiring the individual; you are recommending the finalists for hiring consideration.

# Reference Checks

- The Recommending Administrator, or designee, will conduct reference checks.

# Confidentiality

- The recruitment/hiring process is a highly sensitive and confidential process. It is critical that all selection committee members, and those associated with this activity, maintain the highest degree of confidentiality in order to preserve the integrity of the process.
- Failure to maintain confidentiality may result in personnel action taken against you.

# Maintaining the Integrity of the Hiring Process

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

**David Burris**

**Director of Human Resources/EEO Officer**

**(530) 283-0202 x 280**



# Additional Resources:

- Please visit our website at:

<http://www.frc.edu/humanresources/recruitmentandhiring.cfm> for Hiring/Selection committee resources.