

LOS MEDANOS
COLLEGE

Faculty Box 2A Hiring Training

January 7, 2014

Agenda

- Timeline & Process Overview
- Paper Screening
- Screening Interviews
- Final Committee Meeting with President
- Q&A

Recruitment Timeline

- December 18 Positions Posted on 4CD.edu
- February 13 Application Deadline (11:59pm)
- Feb 14 – 24 Paper Screening
- Feb 25 (by 8am) Paper Screening Results Due
- March 3 – 14 Screening Interviews
- March 17 – April 4 Final Interviews
- April 1 – 11 Final Committee Meeting w/ President

District Process

1. Application
- 2. Paper Screening**
- 3. Screening Interview**
- 4. Final Interview**
5. Employment Offer
6. Board of Trustees Approval

Confidentiality

- All participants must maintain confidentiality of applicants and discussions held throughout the recruitment process
- Paper Screening Committee must not discuss applications and/or process with the Interview Screening Committee
- No information/feedback should be provided by any committee member to any candidate outside of the recruitment process

Conflicts of Interest

- If a committee member has knowledge of a candidate or an outside relationship to any applicant, they need to notify the committee chair.

While it is understood that most committee members will have some knowledge of applicants who teach part-time for the college, this association or any association of knowledge to a candidate must not bias the committee member during the hiring process.

If the committee member is unable act in an unbiased and professional manner toward the candidate during the hiring process for any reason they need to recuse themselves from the committee.

Unconscious Bias

Un-con-scious: not perceived at the level of awareness; occurring below the level of conscious thought

Bi-as: a particular tendency or inclination, especially one that prevents unprejudiced consideration of a question

Valuing Diversity

From our LMC Mission, Vision & Values Statement:

“We value the importance of critical thinking, effective communication, ethical behavior and diversity.”

“Our mission is to provide educational opportunities for the people that live in our surrounding communities. We must be responsive to changing needs and seek partnerships that promote the well-being of our diverse and growing communities.”

Paper Screening Committee

6.4.3.1 The paper screening committee for faculty shall be selected according to department regulations and shall consist of no less than two (2) regular faculty members, or, if necessary, one regular and one contract III faculty member. One hourly rate (part-time) instructor shall be guaranteed a screening interview for a full-time faculty position for which he/she meets the minimum qualifications. The applicant to be interviewed shall be determined through the established paper screening process.

Paper Screening

- Conducted based on required application content & materials:
 - Minimum Qualifications
 - Desirable Qualifications
 - Supplemental Questions

Every screener reads every application. Every person on the screening committee must read and evaluate every application that has been submitted. There must be a numerical rating based on the rubric for every applicant from every screener.

Paper Screening Update

- No paper copies of applications will be provided
- All applications available online via PeopleAdmin
- **Paper Screening Committee Requirements**
 - Meet to develop and agree upon evaluation rubric, prior to submitting to Dean for approval (**Due January 24th**)
 - Complete an evaluation for each applicant
 - Meet in person to discuss and review individual results
 - Must agree upon and submit a list of applicants to be invited for Screening Interviews (**Due by 8am on February 25th**)

Paper Screening cont..

- Only consider information that has been requested of all candidates and is covered in the rubric....

...if it is not, you cannot consider it. For example, if the application does not specifically ask for teaching evaluations, but a candidate submits them as part of their packet, these cannot be considered in the evaluation process.

Screen in Pencil

It is always a good idea to initially screen in pencil as these are typically tentative scores as it is likely some of the scores will change once committee members begin to discuss the candidates.

It is acceptable to change scores based on facts that are uncovered during committee discussions, **but it is not acceptable to change scores to fit the global perception of a candidate.**

Selecting Candidates

- Every applicant must be scored and ranked
- 10-15 candidates should be forwarded for Screening Interviews
- Selected Candidates will be presented to the Screening Interview Committee in alphabetical order
- A summary sheet of all applicants with individual scores must be submitted to the Office of Instruction along with individual sheets
- **DUE to Sandi Schmidt by 8am, February 25th**

Screening Interview Committee

6.4.3.3 An interviewing team shall be selected according to department regulations and shall consist of no less than two (2) and no more than five (5) regular faculty members and a voting manager proposed from a panel of two to three academic administrators from that college. The panel shall be chosen and submitted by the department and agreed to by the college president. If a department is three or less full-time tenured faculty, the faculty in the division shall select the panel of administrators. The same team shall interview all of the candidates who are invited to come to the college.

Screening Interview Committee

The Screening Interview Committee must meet prior to scheduled interviews to discuss, develop and submit Screening Interview Questions & Rubrics (**DUE January 31st**)

Interview Questions

Interviews are time consuming and costly, and applicant characteristics to be evaluated and rated must be carefully chosen.

- **Do not** try to measure such ambiguous qualities as “personality” or “intelligence.”
- **Do** try to define carefully in behavioral terms, the crucial knowledge, skills, abilities and personal characteristics which cannot be evaluated by looking at an applicant’s experience, letters of recommendation or references.

Evaluating Diversity

Things to avoid:

- Asking a question about commitment to diversity that is too vague. These types of questions typically receive vague answers that downplay the real importance of embracing diverse students and colleagues.
- Asking how someone “managed” diversity puts the emphasis on diversity as something that is problematic and needs managing.

Evaluating Diversity cont..

Recommendations:

- Look for answers that include multiple representations of diversity today (cultural, Lesbian/Gay/Bisexual/Transgender (LGBT), disabilities, gender, age, religion, immigrants, socio-economic, etc.)
- Look for answers that demonstrate the applicant's actual and direct experiences with diverse groups. Look for an investment in diversity rather than simply "supervised someone who" or "attended xxxx event." Look for direct involvement and for experiences rather than exposure.

Evaluating Diversity cont..

A few recommended examples:

- What role has diversity played in shaping your teaching/counseling/advising styles?
- Provide us with examples of how you incorporate the diversity of your students in your classroom lessons or encounters with students or colleagues.
- Explain how diversity has played a role in your career and contributed to the teacher/counselor/librarian/xxxx you are today.

Conducting the Interview

- Be welcoming, they are interviewing us too!
- Ensure you have enough time to get all of the information you need
- Have a time keeper and outline the interview process
- A teaching demonstration should be incorporated into the interview
- Leave time for candidate questions

Follow-Up Questions

Follow up questions are generally not appropriate and should not be used to prompt individuals; however, if an individual provides unclear or incomplete information regarding select criteria, a follow up question may be appropriate.

Appropriate

“You stated you have ‘extensive’ experience in developing and evaluating SLOs, can you please elaborate?”

Not Appropriate

“You stated you have ‘extensive’ experience in developing and evaluating SLOs, how do you think you could apply that experience at LMC?”

Committee Deliberations

- Keep deliberations about candidates “skills based” rather than “feeling based”
- Evaluate based on content provided within the interview
- 3-5 candidates should be selected for Final Interviews
- All candidates must be ranked
- All evaluation sheets must be signed and submitted

Next Steps

- Final interviews conducted by President, Vice President and one additional TBD manager
- Deans conduct reference checks on all finalists
- President meets with Screening Interview Committee to discuss candidates and make hiring decision
- Employment offer
- Board of Trustees Approval

Q&A

Resources

- CCCCD Uniform Hiring Selection Guide:

http://www.4cd.edu/gb/policies_procedures/HR/Uniform.PDF

- Academic Senate for California Community Colleges: Good Questions Deserve Good Answers: Screening to increase diversity

<http://www.asccc.org/node/184044>