

Screening Committee Charge
January 1, 2002

OPENING:

The San Jose/Evergreen Community College District is committed to the role of diversity in providing equal opportunity in education and employment for all persons, and to prohibit discrimination based on race, gender, color, religion, age, national origin, disability, marital status, Vietnam-era veteran status, sexual orientation, organizational affiliation or political beliefs. The District also recognizes the added value diverse perspectives and experiences bring to an educational environment, to the quality of our services and to our ability to effectively serve our student body.

It is our hope (as a Community College) knowing that because Community Colleges often are the first among institutions of higher education to see the demographic shifts of the State of California reflected in our student bodies, that we will also be the first to reflect such changes among our faculty and staff. We believe that diverse contributions foster and encourage success in the workplace and enhance the educational experience.

As you screen candidates you should be looking for the most qualified persons, with the understanding that the definition of qualified includes a candidate being able to communicate and interact effectively within a diverse community. You may consider not only the formal qualifications of an individual (e.g. training, education, work experience) but also qualifications that enhance a candidate's ability to productively serve a diverse community (e.g. relevant life experiences, volunteer work, interpersonal skills).

All applicants are required to **demonstrate** sensitivity to and an understanding of the diversity of community college students and staff which includes race, gender, color, religion, age, national origin, disability, marital status, Vietnam-era veteran status, sexual orientation, organizational affiliation or political beliefs.

Ultimately, the Committee's charge is to recommend those candidates with the skills and abilities to best carry out the duties and responsibilities of the position within the context of our diverse campus environments. This determination must reflect the Committee's understanding of all of the minimum qualifications.

The Human Resources Department does monitor the diversity of applicant pools and the diversity of our workforce. This information is not shared with the Committee and is used for the purposes of monitoring for, and preventing, adverse impact.

Role of the Committee: The Screening Committee is responsible for reviewing all application materials released from Human Resources, conducting interviews and reference checks, and recommending finalists.

Finalists should be all candidates that the Committee would be comfortable hiring. It is not the role of the Committee to determine which candidate is the best. The finalists are not to be

ranked. **Tip for Selecting Finalists:** Ask yourself: “If none of the other candidates were available, would I be comfortable recommending this person?”

Screening Committee Steps

(The steps are listed in chronological order, and required, however, the number of items may be spread out over a larger number of screening committee meetings).

1. First meeting* (Often takes up to two hours, please leave enough time)
 - * Since the spring of 2005, prior to the first screening committee meeting, each committee member is required to complete the training on screening process and diversity by HR and/or Diversity personnel. Continuing training is needed after about twelve-month cycles rather than at every screening committee’s first meeting as previously done.
 - a. Overview from Hiring Administrator regarding needs of position and what the ideal candidate skills and abilities would be – including overview of department and its needs.
 - b. Schedule subsequent Committee meetings and coordinate schedules.
 - c. Appoint a Chair and a Recorder.
 - d. Draft paper screening criteria, interview, and reference check questions.
2. Following first meeting
 - a. Email draft paper screening criteria, interview and reference check questions to the President and/or Vice President of the vacant position, and cc to HR, for review and approval.
 - b. Incorporate any changes/recommendations as appropriate into final criteria/questions.
 - c. Inform HR in advance when you will be conducting paper screening so that HR can be sure to prepare and release the applications in a timely manner.
 - d. Make copies of paper screen form for each committee member.
 - e. Recorder should provide minutes from the first meeting to the Chair for the master file – including attendance.
3. Second meeting
 - a) Conduct paper screening. Each committee member needs to complete a paper screening form for each candidate. (This step may have already been completed if applications were released and stored in a secure location with committee members screening them independently).
 - b) Discuss each candidate and determine list of people to interview.
 - c) Sensitivity to and understanding of diversity, while a part of paper screening, may or may not always be discernable from the application materials (especially for Classified positions since there is no original statement). If an applicant effectively affirms her/his sensitivity and understanding, it can weigh in an applicant’s favor when selecting candidates to interview. In turn, an overt lack of sensitivity and understanding is a valid criterion for not interviewing a candidate. However, it is often not readily apparent one way or another, and often cannot be evaluated until the interview.

- d) Complete documentation of why the candidates not being interviewed were not chosen. (Use form provided by HR).
 - e) Determine blocks of time for interviews.
 - f) Identify individual who will contact all of the candidates to schedule interviews.
4. Following second meeting
- a) Email list of candidates to interview to HR for review. Interviews should not be scheduled until HR has confirmed the completion of its review.
 - b) Schedule interviews.
 - c) Notify all of the committee members of final interview schedule.
 - d) Make copies of interview questions for each committee member.
 - e) Recorder should provide minutes from last meeting to the Chair for the master file – including attendance.
5. Conduct Interviews and Reference Checks
- a) Do not discuss candidates until after all committee members have completed their documentation of candidate responses including the rating of responses. Scores should be indicated for all questions but those specifically set aside to be un-rated. Each individual member should total the scores for each candidate. There is no need to add together each committee member's score for each candidate.
 - b) The factoring in of scores should not be used to rank the candidates. Use the scores as a cross-reference for yourself. For example, your first choice may not be the one you scored the highest. There may or may not be a valid reason for the discrepancy. Determine whether or not the discrepancy is reasonable. For example, the candidate may have scored very high on the question you feel carries the most weight, but not very high on a couple of questions you consider to be minor. Make sure your top choices are not just the ones with whom you would prefer to have lunch.
6. Following last interview (immediately, or a different scheduled day/time)
- a) Discuss each candidate and determine the finalists. The committee is asked to recommend at least three or more **unranked** candidates to the hiring administrator. The number of candidates is not absolute. If you have more than three qualified candidates to recommend to the hiring administrator, you should do so. If you have fewer than three, that is acceptable. However, you must provide a rationale indicating why you are unable to recommend three.
 - b) For those who are not finalists, complete the documentation of why they are not being recommended (use form provided by HR, same one used for documenting why certain applicants were not selected to interview).
 - c) Document strengths and weaknesses of Finalists (use form provided by HR).
 - d) Identify the committee member who will do reference checks along with the hiring administrator. (one person can ask the questions, while the other person documents the responses as long as both sign the reference check form).
 - e) Recorder should provide minutes from this meeting to the Chair for the master file – including attendance.
 - f) Conduct reference checks on each of the finalists. Make every attempt to reach three professional references including one supervisor. If unable to reach one or more of

the references, request additional names from the applicant. If still unable to complete all three, contact HR.

7. Final Committee meeting*

- a) Report back to the Committee on the results of the reference checks. Be sure to highlight anything of concern from the reference checks.
- b) Determine if any finalists should be eliminated based on reference checks.
- c) Make any appropriate additions to strengths and weaknesses of finalists based on reference checks.
- d) Compile all applicant materials and all documentation to provide to the hiring administrator.
- e) Submit the names of the Finalists to HR for review (second interviews may proceed simultaneously with HR reviewing the list of Finalists).
- f) At this point the hiring administrator will handle the scheduling of second interviews, as appropriate, and a final candidate will be identified. (hiring administrators should see Process Outline and Checklist documents for detail on subsequent steps following the screening committee completing its work).
- g) If the hiring administrator, President or Chancellor does not make a final selection from the recommended candidates, a decision will be made either to place the position on hold or to continue to recruit additional applicants. The screening committee will be expected to remain solvent and process any subsequent applications.

* The committee may vote to fully delegate these items to the hiring administrator and the other committee member who conducted the reference checks or conditionally delegate these items contingent upon there being nothing of concern in the reference checks. If the delegation is conditional, the committee must reconvene to discuss anything of concern in the reference checks.

Responsibilities of Chairperson:

1. Schedule meetings and keep the hiring process moving.
2. Ensure that hiring procedures are followed and to contact HR if there are any questions or issues.
3. Upon completion of the committee responsibilities, compile all applicant materials and documentation, and submit to the hiring administrator.
Paperwork includes:
 - a. All application materials.
 - b. Summary of reasons for not interviewing candidates and not forwarding those candidates interviewed but not recommended as Finalists.
 - c. Strengths and weaknesses documentation of Finalists.
 - d. Completed reference check forms of Finalists.
 - e. Additional Screening Committee records: Paper screen forms, interview response forms, interview exercise results if applicable, meeting minutes.
4. Submit to HR for review the names of those candidates selected for interview. (interviews should not be scheduled until HR confirms completion of its review).

5. Submit the names of the Finalists to HR for review. (second interviews may proceed simultaneously with HR reviewing the list of Finalists. If there are issues or concerns the hiring administrator will be notified).

Responsibilities of the Recorder:

1. Record the attendance of all committee members.
2. Record minutes of committee meetings.
3. Document and finalize committee questions (paper screening criteria, interview and reference). This includes routing directly through HR for approval or providing documents to the committee Chair for routing (May also be done by Chair).
4. Confirm the appropriate routing process for committee questions. This can be found in the Process Outline and may vary by campus and may vary depending on type of position.

Responsibilities of the Committee:

1. **Participate fully** in the Screening Committee steps outlined above.
2. **Exclude Prior Knowledge**: Anything that you, as a committee member, know about any of the candidates, positive or negative, may not be shared with the committee. If you are related to an applicant, in any way, you must remove yourself from the committee. You may only consider information that comes to the committee through the formal hiring process: application materials, interviews, interview exercises and demonstrations, and references.

Sharing such knowledge can create bias, good or bad, and unduly influence the process in favor of or against particular candidates. This includes, for example, not being influenced by the fact that one of the candidates may have experience working in the District and is therefore familiar with the District and will require less training/orientation.

The application of prior knowledge can invalidate the process and shall be grounds for a committee member's dismissal from the committee. If you have questions, contact the Director of Human Resources.

3. **Consideration of Hourly/Temp. Employees Like Any Other Applicant**: You may not take into consideration the fact that if you hire someone currently working at the District in the same or similar position as an hourly or temporary employee (or through some other means) that it would be a plus in their favor because you would not have to train the new permanent employee. You may consider their time with the District as related work experience. But simply being able to save time and effort by not having to train a new person is not a valid criterion.
4. **Honor Confidentiality**: The term confidentiality applies in its strictest meaning to all the related processes of the Screening Committee. All knowledge derived from the process about the identity of candidates, their qualifications, their standing, is confidential. No one outside of the committee should know anything except the announced selected final candidate once the hiring decision is made. Great harm ensues when confidentiality is not

applied to the selection and recommendation of candidates, and to all the related processes.

5. **Observe Attendance Requirements:** Screening Committee members must attend all Screening Committee meetings. There is only one exception whereby a Screening Committee member may miss one meeting:

There must be a reasonable or emergency reason for the absence. Such reasons would include: Attendance at a funeral; emergency medical needs for the member of his/her family; or similar significant reason. It must not include attendance at regularly scheduled work meetings, nor leave, nor must it be solely for the convenience of the member. Any disagreement should be referred to the Chancellor.

A member may only miss a meeting on the condition that the member accepts the continuing work of the committee. Therefore, the member must accept any decision made by the Committee at the missed meeting. There will be no exception to this process. The Recorder should keep a record of the individual attendance at each meeting, as well as any action taken regarding absences.

In addition, a committee member may only miss a meeting preceding the paper screening. A committee member may not miss the meeting at which candidates are selected to interview. If this occurs, the committee member forfeits his/her seat on the committee, and the committee proceeds with one less member.

6. **Request Additional Applications if Appropriate:** If the screening committee determines at any point in the process that none of the applicants are qualified to move forward in the process, notify HR to request additional applications.
7. **Take on the Responsibility of Consultation:** At any time during the selection process any member of the Screening Committee may consult with Human Resources or the Diversity Office, and is encouraged to seek help in clarifying any aspect of the process or expectations.
8. **Be Open to Feedback and Input:** In order for Human Resources and the Diversity Office to carry out their duties and responsibilities, it may require in some cases that staff members from these offices actively participate in the selection process in various ways including such things as requesting information from the screening committee, attending committee meetings, working with the committee to repeat certain steps there are concerns of adverse impact, providing explicit directions to committees and in some cases, to put a process on hold. These actions are not taken lightly and are not intended to reflect negatively on the committee. They are simply a result of everyone carrying out their respective roles.

Role of Human Resources and Diversity Office:

The Human Resources Department is responsible for:

1. General oversight of all aspects of the recruitment and hiring process.
2. Establishing policies and procedures for the Recruitment and Hiring processes.
3. Responding to concerns expressed by applicants, screening committee members, or other individuals involved in the hiring process.

4. Matching the requirements of a position vacancy with state requirements, if any, to be included in the job posting.
5. Advertising and recruiting.
6. Screening initially for minimum qualifications, although screening committees repeat this step as a check and balance.
7. Working with Deans to determine which academic applications require Equivalency determination.
8. Approving screening committee rosters in conjunction with the Diversity Office.
9. Approving screening committee paper screen, interview and reference questions.
10. Reviewing the list of candidates selected to interview and list of finalists.
11. Monitoring in conjunction with the Diversity Office, the demographics of faculty and staff and monitoring the pool of applicants at each stage to prevent adverse impact:
 - a) Before applications are released to the committee,
 - b) Before candidates are interviewed by the committee,
 - c) Before a final candidate is selected.
12. Forwarding additional applications, as requested by the committee or as deemed appropriate by Human Resources.
13. Reviewing all committee materials upon return, with Request for Election of the finalist, to ensure appropriate procedures were followed.