

GUIDELINES FOR EMPLOYMENT COMMITTEES

In an era of equal employment legislation and discrimination lawsuits, more attention is being paid to the hiring process than ever before. Making correct hiring decisions is of vital importance to Valencia Community College. Committee members must have adequate information upon which to base their decisions such as an understanding of the jobs to be filled and as much relevant information as possible about job applicants.

Committee member should be familiar with the following Equal Employment Opportunity laws:

- **Equal Pay Act of 1963:** Requires all employers covered by the Fair Labor Standards Act and others to provide equal pay of equal work, regardless of sex
- **Title VII of Civil Rights Act of 1964** (amended in 1972, 1991, and 1994): Prohibits discrimination in employment on the basis of race, color, religion, sex, national origin, and disabilities; created the Equal Employment Opportunity Commission (EEOC) to enforce the provisions of Title VII
- **Age Discrimination in Employment Act of 1967** (amended in 1986 and 1990): Prohibits private and public employers from discriminating against persons 40 years of age or older in any area of employment because of age; exceptions are permitted where age is a bona fide occupational qualification
- **Equal Employment Opportunity Act of 1972:** Amended Title VII of Civil Rights Act of 1964; strengthens EEOC's enforcement powers and extends coverage of Title VII to government employees, faculty in higher education, and other employers and employees
- **Pregnancy Discrimination Act of 1978:** Broadens the definition of sex discrimination to include pregnancy, childbirth, or related medical conditions; prohibits employers from discriminating against pregnant women in employment benefits if they are capable of performing their job duties
- **Americans with Disabilities Act of 1990:** Prohibits discrimination in employment against persons with physical or mental disabilities or the chronically ill; enjoins employers to make reasonable accommodations to the employment needs of the disabled; covers employers with fifteen or more employees
- **Civil Rights Act of 1991:** Provides for compensatory and punitive damages and jury trials in cases involving intentional discrimination; requires employers to demonstrate that job practices are job-related and consistent with business necessity; extends coverage to U.S. citizens working for American companies overseas

- **Uniformed Services Employment and Reemployment Rights Act of 1994:**
Protects the employment rights of individuals who enter the military for short periods of service

The key to a successful hiring process is to be consistent throughout the screening and interviewing stages.

As the search committee screens resumes and applications it is important to apply the same standards to each candidate. The committee should use screening criteria such as:

- Look for any gaps.
- Look for any inconsistencies.
- Is the candidate making a logical career move?
- Do periods of employment overlap?
- Does the resume create a positive impression?
- How complete is the application?

During the interviews it is important to remember to avoid problems of subjectivity and personal bias and:

- Do not ask discriminatory questions.
- Do not ask personal questions (even if it is an internal candidate and you know them)
- Do not allow false notions to influence your decision and beware of tendencies toward stereotypes
- Focus on job-related items

In general, if a question is job-related, is asked of everyone, and does not discriminate against a certain class of applicants, it is likely to be an acceptable interview question. Questions relating to any of the following topics should be avoided:

- Military experience/Non-job related
- National origin
- Organizational Affiliations/Non-job related
- Disabilities

- Pregnancy
- Race
- Religion
- Sex
- Marital and Family Status

The following examples are provided as suggestions of diversity questions that may be asked of candidates:

- How do you define diversity and what are the challenges and benefits of the increasing diversity of our student body?
- What has been your experience working in a diverse professional setting and how do you contribute to diversity in the workplace?
- What criteria would you use as a manager to evaluate the diversity awareness and skills of employees who report to you?

Any note taking done during the interview should relate to the list of questions that were asked during the interview.

Records of interviews should be maintained by the hiring committee chairman. A suggestion may be that the chair writes a short synopsis of the interviewing process summarizing the interviews that were conducted and why perhaps a certain candidate was selected.

In summary, the following 10 tips are provided in ensuring an effective hiring process:

1. Establish an interview plan
2. Establish and maintain rapport
3. Be an active listener
4. Pay attention to nonverbal cues
5. Provide information as freely and honestly as possible
6. Use questions effectively
7. Separate facts from inferences
8. Recognize biases and stereotypes
9. Control the course of the interview
10. Standardize the questions asked