


SEARCH COMMITTEE ORIENTATION

Introduction

This module will review the following:

- Affirmative Action
- Equal Opportunity Employer
- Diversity
- The Search Process and Your Role

 *All information prefaced by this star offers additional information or resources.*

Introduction

Western Oregon University's obligation is to ensure that everyone involved in the hiring process is aware of our procedures.



Let's look at some important terms!!!





Affirmative Action can be defined as. . .

A policy that seeks to redress past discrimination through active measures and to ensure equal opportunity in education and employment.

Affirmative Action

Creating a race and gender neutral workforce!!!

Affirmative Action is required by federal regulations, focusing mainly on hiring of underrepresented women and minorities.



Affirmative Action

Human Resources is responsible for the following three Federal requirements:

1. We must ensure a diverse pool of applicants for campus positions.



Affirmative Action

2. We must develop and implement affirmative action plans that identify areas of underutilization of minorities and women.



Affirmative Action

3. We must develop and distribute annual placement goals and demonstrate good faith efforts to eliminate underutilization.



Affirmative Action

A solid understanding of Affirmative Action and its integration with the search process is required of anyone having a role in the hiring process.



Comprehensive information regarding Affirmative Action can be found on the Human Resources website:

[Equal Employment Opportunity / Affirmative Action.](#)

Affirmative Action

Human Resources ensures ads are placed in locations that will attract a diverse pool and that applications we receive are well-represented by women and minorities.



Affirmative action? Never heard of it.



Equal Employment Opportunity can be defined as. . .

All individuals, including those that fall under the protected classes, have an equal opportunity for employment and advancement within an organization.

Equal Employment Opportunity

EEO provides for equal access to employment and prohibits discrimination based on, but not limited to, the following:

- Race
- Ancestry
- Gender
- Marital Status
- Color
- Physical or Mental Disability
- National Origin
- Religion
- Basis of Citizenship
- Age
- Sexual Orientation
- Ability

Equal Employment Opportunity



It is everyone's job to ensure that discrimination does not exist in any stage of the search process and to guarantee equal employment opportunities for all!





Diversity can be defined as...

Creating an environment that values and includes differences, recognizes the contributions that individuals with many types of differences can make, and maximizes the potential for all.

Diversity

Dimensions of diversity include, but aren't limited to:

Sexual orientation

Age

Ethnicity

Race

Gender

Education

Religion

Income

Disability

Work Experience

Geographic Location



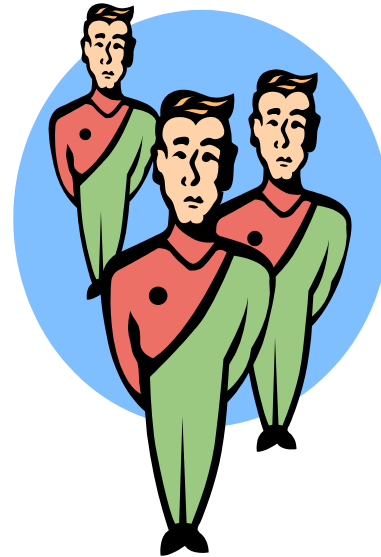


Unconscious Bias can be defined as. . .

The tendency to believe that some people, ideas, areas of the world, etc., are better than others and usually results in treating some people unfairly.

Unconscious Bias

Unconscious bias affects every area of our lives. Unconsciously, we tend to like people who look like us, think like us and come from similar backgrounds.



Unconscious Bias

We make decisions based on biases we aren't even aware of that may be unfair, wrong or exaggerated.

★ *For additional insight and information follow this link: [First Impressions / Unconscious Bias](#)*

How do I avoid biases in hiring?



Unconscious Bias

Priming:

Priming brings attention to potential areas of bias and encourages more conscious decision-making. For example, before reviewing resumes, consider the following four themes. . .



Unconscious Bias

Priming – Ask Yourself

1. Does this person's resume remind you in any way of yourself?
2. Does it remind you of somebody you know? Is it positive or negative?

Unconscious Bias

Priming – Ask Yourself

3. Are there things about the resume that particularly impact you? Are they relevant to the job?
4. What assessments have you made already about the person? Are they grounded in solid information or simply your interpretation?

Unconscious Bias

Risks associated with bias:

Raising the Bar:

To do a better job of something than someone else or the person previously in that position.

Elitism:

Power is concentrated in the hands of a limited number of people when making decisions.

Unconscious Bias

Positive *Stereotyping*

Good qualities that are assigned to groups of people based on characteristics that include race, gender, sexual orientation, etc.

Negative *Stereotyping*

Bad qualities that are assigned to groups of people based on characteristics that include race, gender, sexual orientation, etc.

Unconscious Bias

First Impression:

The event when one person first encounters another person and forms an immediate opinion of that person.

“Fit”

Using the word “fit” as a general catchall for excluding diverse candidates.

Unconscious Bias

Longing to Clone

“Similar to me”
phenomenon – the
tendency to look for
people like ourselves
(e.g. educational
background, social
skills, values,
behaviors, etc.)

Provincialism

Being narrow-
minded from lack of
exposure to other
cultures.



The Search Process

Let's explore each step!



The Search Process

1. Screening applications
2. Interviewing the Applicants
3. Identifying the Top Candidate
4. After the Search

Screening Applicants

What am I screening for?

Applicants are screened based on the qualifications in the Job Announcement, and Position Description. Always be mindful of any possible biases that may inadvertently screen out highly-qualified applicants.

Screening Applicants

Remember to...

- Recognize that experience and diverse paths can make positive contributions to a candidate's qualifications.
- Acknowledge the value of candidates who are "less like us." Our students are becoming more diverse and may feel more comfortable with a diverse faculty/staff.

And...



Screening Applicants

Remember to...

- Think about your definition of “merit” to make certain you are evaluating the achievements and promise of each applicant rather than relying on stereotypical judgments.

Some examples to think about...



Screening Applicants

Interruptions in degree programs or work careers

Maybe...they were caring for parent, spouse or child because of a disability.



Screening Applicants

The reputation of a particular university or employer

Remember, star employees come out of lesser-known institutions (institutional reputation alone, however well deserved, should not preclude consideration of applicants from other solid schools).



Screening Applicants

Careers begun in or including government, private sector, voluntary service or other non-academic settings:

These are often sources of first time employment for women, minorities, veterans, and persons with disabilities, as well as necessary employment options for trailing spouses in dual career couple relocations.

And...



Screening Applicants

Transferability of skills and experience:

The value of transferable skills and experience in varied settings can be priceless.



Screening Applicants

- ★ *Application materials sent to any member of the search committee should be forwarded directly to the Recruitment Manager.*
- ★ *Discussions from the candidates regarding the application process and qualifications should always be directed to the Recruitment Manager.*

Screening Applicants



If a candidate contacts you directly, you may only discuss position details and duties with them. Qualifications should not be discussed.



Any discussion of candidates should remain confidential and should not be shared with anyone outside the search committee and Human Resources.

Contacting the Applicants

Here is some general information about contacting the first round of applicants:

- The Hiring Department will make travel arrangements, if necessary
- Human Resources can help with WebEx coordination, when needed
- We suggest no more than three on-campus interviews

Interviewing

Okay. . .What's next?

Three steps for preparing to interview...

1 – 2 – 3



Interviewing

Step 1: Identifying candidates

The search committee identifies the candidates to be considered for the position, basing their choices on

1. Position requirements
2. Candidate's qualifications
3. Diversity objectives



Interviewing

Step 2: Insuring minority inclusion

The list should then be forwarded to the Recruitment Manager and Dean/VP.

The Recruitment Manager ensures that minorities are included in the final pool, especially for job categories, titles, and departments with historical underrepresentation of certain groups.



Interviewing

Remember...

- ★ *If the search pool does not reflect the estimated availability of underrepresented applicants for the job, the committee should consider re-opening the search or adding more applicants to their interviews.*

And...



Interviewing

Step 3: Candidate Review

The Dean /VP reviews the candidates who have been recommended, ensuring that the chosen candidates will be able to fulfill the role of the position based on their qualifications and diversity objectives can be met.



Interviewing

Develop interview questions

Keep questions job-related and similar across the applicant pool.



Why? This keeps the questions appropriate and ensures equity for the candidates who are being interviewed.

Interviewing

Ask open-ended questions – Find ways of asking questions that encourage a narrative rather than “yes/no” answers.



Why? This may give you more information about the candidate by encouraging *them* to talk.

Interviewing

Ask behavior-based questions – “Can you give me an example of a time. . . Describe a decision. . .” or “Tell us about. . .”



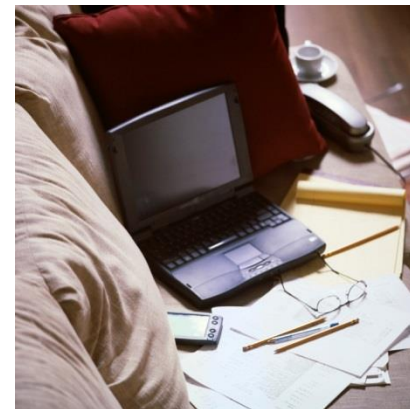
Why? This strategy benefits the search committee by uncovering information about past job performance.

Past performance indicates future behavior.

Interviewing

Remember...

- ★ *BE CAREFUL...There are interview questions that are NOT acceptable. Please take a look at the following link: [Inappropriate Interview Questions](#)*



Interviewing

Is there anything else to keep in mind?



Each candidate should get equal time with the search committee.



If one is taken to lunch, they must all be taken to lunch.



If one has a video interview, they all must have video interviews.

Interviewing

During the screening, interviewing and decision-making phases, all committee members are advised to take clear, job-related, fact-based notes.



You will find examples of a Evaluation Forms on the Human Resources webpage.

Case Study #1

Pre-Planning is Important

Case Study #1: Pre-Planning is Important

You are a member of a search committee, and are charged with picking up Casey Jones from the airport. You volunteer for this assignment because you have a new, red, two-door, convertible and are happy to share your vehicle with others. . .



Case Study # 1: Pre-Planning is Important

... You are excited about meeting this candidate. Although no one at the University has ever worked with Dr. Jones, he has excellent qualifications and comes highly recommended. . .



Case Study #1: Pre-Planning is Important

...You get to the airport just in time for the flight to arrive and wait at the baggage claim with a sign. You hear someone behind you say, “Good afternoon, I’m Casey Jones.”



Case Study #1:

Pre-Planning is Important

...When you turn around, you see that Dr. Jones is sitting in a motorized scooter.

Suddenly, you realize that Dr. Jones has a disability and you are not prepared to accommodate his scooter or other possible needs with your small car.



Case Study #1: Pre-Planning is Important

What do you do now?



Case Study #1: Answer

You should apologize to Dr. Jones and explain the situation. Together, discuss alternatives to transport Dr. Jones to his appointed destinations.



Case Study #1:

Answer

Next time...

- Prepare in advance for accessibility issues by interviewing in accessible locations and consider the accessibility of your mode of transportation.
- Contact candidates in advance of their interviews and inform them who will be picking them up and what type of vehicle will be used. You may then ask if this will meet their needs.

Case Study #2

Taking the Candidate to Dinner

Case Study #2:

Taking the Candidate to Dinner

As a member of the search committee, you are charged with taking the candidate to dinner. You pick up Grace Jones at her hotel and head for dinner at a nice local restaurant. During dinner you have a great conversation about research successes and failures. Then the candidate switches the conversation into the personal realm and asks if you are married and have children.

Case Study #2:

Taking the Candidate to Dinner

When you share that you have two children, she begins to ask questions about schools, family benefits, and University support of working parents. During this conversation, you learn that the candidate is a single parent with 3- and 8-year-old daughters. She expresses that her children are the most important part of her life and that she is constantly seeking ways to balance family and career.

Case Study #2: Taking the Candidate to Dinner

What do you say?



Case Study #2:

Taking the Candidate to Dinner



Try this...

Before candidates come to campus, or at the beginning of their visit, send them a link to the Monmouth/Independence Chamber (with area information including housing, schools, community organizations, etc.).

You may also refer the candidates to websites about area schools and University benefits and/or refer them to a Human Resources representative.

Interviewing

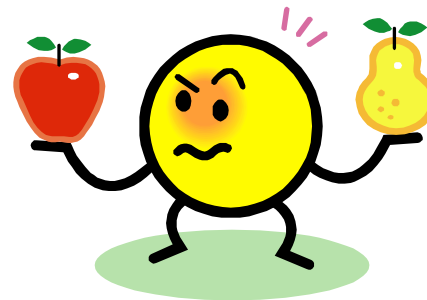
3 Things to Remember:

1. Questions you ask candidates, even during a dinner, should be related to job duties.
2. Avoid questions such as: “How will you manage childcare?” and “Are you planning on having more children?”
3. Be sure your decisions about hiring candidates are based only on job qualifications and not personal information.

Identifying the Top Candidate

Okay...the interviews have commenced.

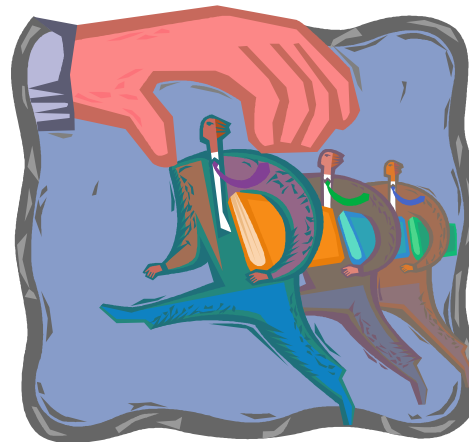
Now the committee will meet to discuss their recommendation based on advertised position requirements, qualifications, and diversity objectives.



Identifying the Top Candidate

What happens next?

1. When two or more candidates possess equivalent qualifications, the committee should select and refer the candidate who will contribute to the diversity of the department.
2. Once a decision has been made, make the final recommendation to the hiring manager.



After the Search



Once the candidate accepts the position, the search committee will notify any candidates that have been interviewed that the position has been filled. Human Resources will notify all other candidates.

And...



After the Search

...Then

After a successful hire is made, the search committee chair will gather all materials dealing with the search (interview notes, copies of applications and resumes, correspondence with the applicant, etc.) and forward them to Human Resources for retention.



Objective Review

So, now you know a lot more about what it takes to ensure Affirmative Action, Equal Opportunity Employment and Diversity in the work force. You should also understand much more about the search process and your role as part of the Search Committee.

Objective Review

Be sure to visit the Human Resources Forms webpage for additional resources and checklists to help you along your journey to find a great hire!

[WOU Employment](#)

Please contact your Human Resources Recruitment Manager with any questions you may have.

***"Great vision without great people is
irrelevant."
~Jim Collins~***