

# Hiring and Recruitment

**A Practical Guide for Managers**

July 27, 2022

# Purpose

Educate

Train

Reset





# Rumors, Myths, and Gripes

- Why do we have to score? It's time consuming.
- Why do we have to send more than one candidate forward to 2<sup>nd</sup> interviews.
- Afraid to talk
- I want to choose for "fit."
- "Stacked" Committees
- Pre-selected candidate(s)
  - Internals always get the job
  - "No matter what I do, they'll never choose me."/ "The manager hates me."
- Committees/disciplines are singled out
- Merced College always hires at the bottom of the salary scale.
- I'm not "diverse enough" to get hired.

# ARGH!

Where can I go for help?

- First, THANK YOU for being here today!
- Attend trainings when offered
- Call HR
- Visit our [HR FAQs page](#)
- Use the [Liebert Library](#) for workbooks

UN: MercedCollege

PW: Bluedevils#1

# Change is fun! Change is good!

## Hiring

- 1) Laserfiche process for hiring requests, out-of-class, etc.
- 2) Established salary placement protocols:
  - Rubric for Mgmt and Faculty
  - First step or 5% for Acting Mgmt
- 3) Implementing Neogov Onboard module – Fall 2022

## Recruitment

- 1) Changes in announcements
  - Blurb
  - Mission and Vision
  - Changes for FT Fac Salary Range Info
- 2) Sending out postings internally
- 3) Dozens of DEI-related changes, including
  - wording of Diversity Statement
  - requiring Diversity Statement for Classified Staff
  - no more Letters of Rec
  - Revised/updated EEO training
  - etc...



# MC Reality

- 1) Hiring and recruitment follow an established process for the protection of all parties.
- 2) For better or worse, hiring processes must adhere to a number of regulatory processes, including Ed Code/Title 5 and Board Policies and Procedures.
- 3) HR remains actively engaged in updating/streamlining/clarifying hiring practices.
- 4) Your leadership is vital in the success of recruitment and hiring processes.



## Department of Fair Employment & Housing

2218 Kausen Drive, Suite 100 | Elk Grove | CA | 95758  
800-884-1684 (voice) | 800-700-2320 (TTY) | California's Relay Service at 711  
www.dfeh.ca.gov | email contact.center@dfefh.ca.gov

December 27, 2021  
For Immediate Release

Fahizah Alim (916) 585-7076  
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### Riot Games, Inc. Agrees to \$100 Million Settlement and Systemic Reforms to Resolve Allegations of Workplace Sex Discrimination and Harassment

*Consent decree to resolve claims including workplace sexual harassment and discrimination against women in hiring, assignments, and*

SACRAMENTO – California's civil rights agency, the Department of Fair Housing (DFEH), filed a joint motion today for entry of a landmark consent decree to resolve claims including workplace sexual harassment and discrimination against women in hiring, assignments, and promotion. Under the proposed consent decree, Riot will pay over \$100 million to settle claims of sexual harassment and retaliation against approximately 1,065 women employees and 1,300 women workers. The decree requires comprehensive injunctive relief in the form of reforms, independent expert analysis of Riot's pay, hiring, and promotion policies, and independent monitoring of sexual harassment and retaliation at Riot's California offices for three years. The decree is subject to the approval of the Standards Enforcement Division.

"This historic agreement is a landmark in government enforcement of workplace harassment laws," said [redacted]. "It will ensure lasting change in the workplace in California, including the resolution of discrimination and harassment claims."

DFEH notified Riot in October 2020 of sexual harassment, discrimination, and retaliation claims by agency contractors in its putative class action in Los Angeles. The proposed \$10 million settlement was announced on October 19, 2021, and DLSE objected to the settlement. DFEH successfully intervened in the case on behalf of the women workers, and private plaintiffs separately filed a civil action for settlement certification for settlement.

### Facebook enters Settlement Agreement regarding PERM Labor Certification Recruiting Practices

[in LinkedIn](#) [f Facebook](#) [t Twitter](#) [Send](#) [Embed](#)



The U.S. Department of Justice ("DOJ") Office of Public Affairs issued a press release two days ago, October 19, 2021, announcing a settlement with Facebook involving their recruiting practices to qualify foreign nationals for permanent residence (green card) status in the U.S. This settlement involves a civil fine of \$4.75 million payable to the U.S. government, plus an

Google is paying \$118 million to settle a lawsuit that claims it underpays women, agreeing to open its hiring policies to expert review

BY NICHOLAS GORDON  
October 13, 2022 12:17 AM PDT

#### WRITTEN BY:

Mintz - Immigration Viewpoints

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William Coffman

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#### PUBLISHED IN:

Department of Justice (DOJ)

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Department of Labor (DOL)

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# Example

1<sup>st</sup> Complaint:  
Spring 2019  
HR, CCCCCO

2<sup>nd</sup> Complaint:  
Spring 2020  
DFEH  
Dismissed  
Summer 2021

3<sup>rd</sup> Complaint:  
Summer 2022  
HR



# Role of a Leader: Recruitment and Hiring

## Hiring

- Determining District need: no rote replacements!
- Ensuring the budget is in place
- Ensuring JD is updated and accurate for the need: now is a time to review it!
- Implementing the process (forms and approvals)

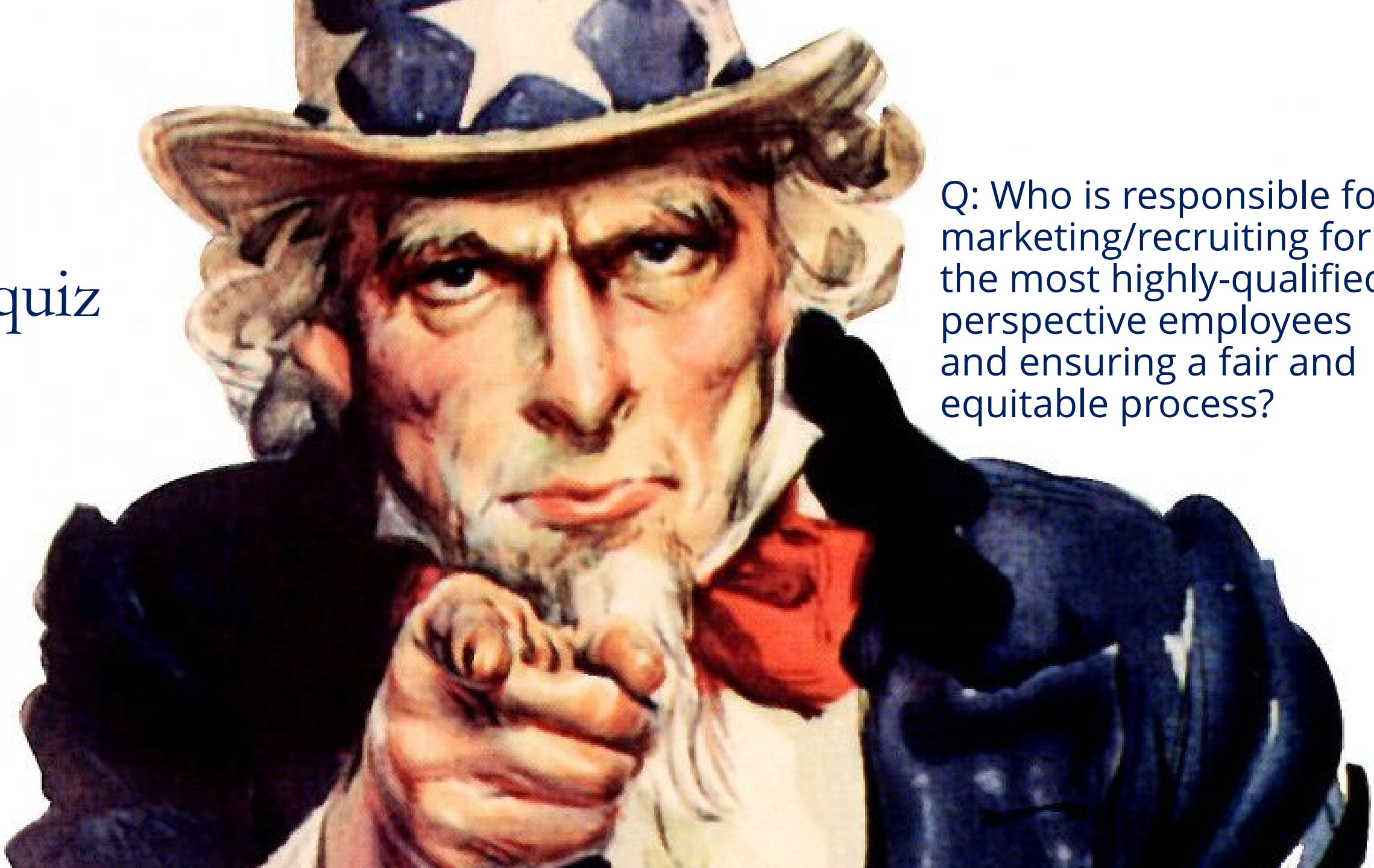
## Recruitment

- May serve as hiring chair (more on this later)
- Develop interview questions and exercises
- Meet with committee to share your vision
- Share recruitment posting: market position to encourage full and highly-qualified pools
- Remain neutral



# quiz

Q: Who is responsible for marketing/recruiting for the most highly-qualified perspective employees and ensuring a fair and equitable process?



# Hiring Practices and Processes





# General Overview: Hiring Steps for Permanent and Temporary EES (not Adjuncts)

- 1) Review of need for the position, budget to support replacement, etc.
  - a) Requires Cabinet review if new position or position needs to change
- 2) Manager initiates request
  - a) Request to Add/Replace for permanent positions
  - b) Short-term/Sub Employment Notice Form for temporary positions (except adjuncts)
- 3) Request is processed
- 4) HR received completed form
- 5) Recruiter reaches out to Manager for blurb/job description changes/recruitment dates/etc.
  - a) Classified positions require bargaining for JD changes – please account for this added time
- 6) Position is posted, committee is constituted/trained, etc.
- 7) Application screened for minimum quals & sent to Equivalency Committee if don't meet minimum quals
- 8) Recruitment occurs (interviews, second interviews, etc.)
- 9) Offer is made and accepted
- 10) Candidate's name goes to the Board of Trustees for approval
- 11) Candidate can begin work if fingerprint and TB cleared
  - a) If candidate needs to start before Board approval, VP and President must approve.
- 12) Onboard Employee (first 6 months) – New employee goodies





# Hiring Process: Part-time faculty

- 1) HR post pools on a fiscal basis or upon request
- 2) Upon request/ready to review, HR screens for minimum quals
- 3) Dean requests to review/screen applicants
  - a) Dean and Lead given access to score
- 4) Determine applicants to interview
- 5) Send to Equivalency Committee if don't meet minimum quals in discipline
- 6) Interview
- 7) Assign to classes or establish the pool
- 8) Recruiter forward final candidate(s) to Toni McCall for hire

<https://www.mccd.edu/offices/hr/downloads/Hiring-Process-Part-time-Faculty-New.pdf>

# Quiz

Q: Can an employee start work before Board approval and/or before signing an assignment notice?

A: For Board Approval: Not without written authorization from President Vitelli.

For Assignment Notices: No.



# A Note of Minimum Quals: All Academic Positions

*No single course equivalencies, ever!*

CCCCO Min Quals Handbook

<https://www.cccco.edu/-/media/CCCCO-Website/About-Us/Divisions/Educational-Services-and-Support/Academic-Affairs/What-we-do/Curriculum-and-Instruction-Unit/Minimum-Qualifications/cccco-2021-report-min-qualifications-a11y.pdf?la=en&hash=AB424D9D2AEDEEBE2A54757BF58ABFC2B852A2F9>

Academic Senate Guidance on Equivalency to Min Quals

[https://www.asccc.org/sites/default/files/equivalency\\_paper.pdf](https://www.asccc.org/sites/default/files/equivalency_paper.pdf)

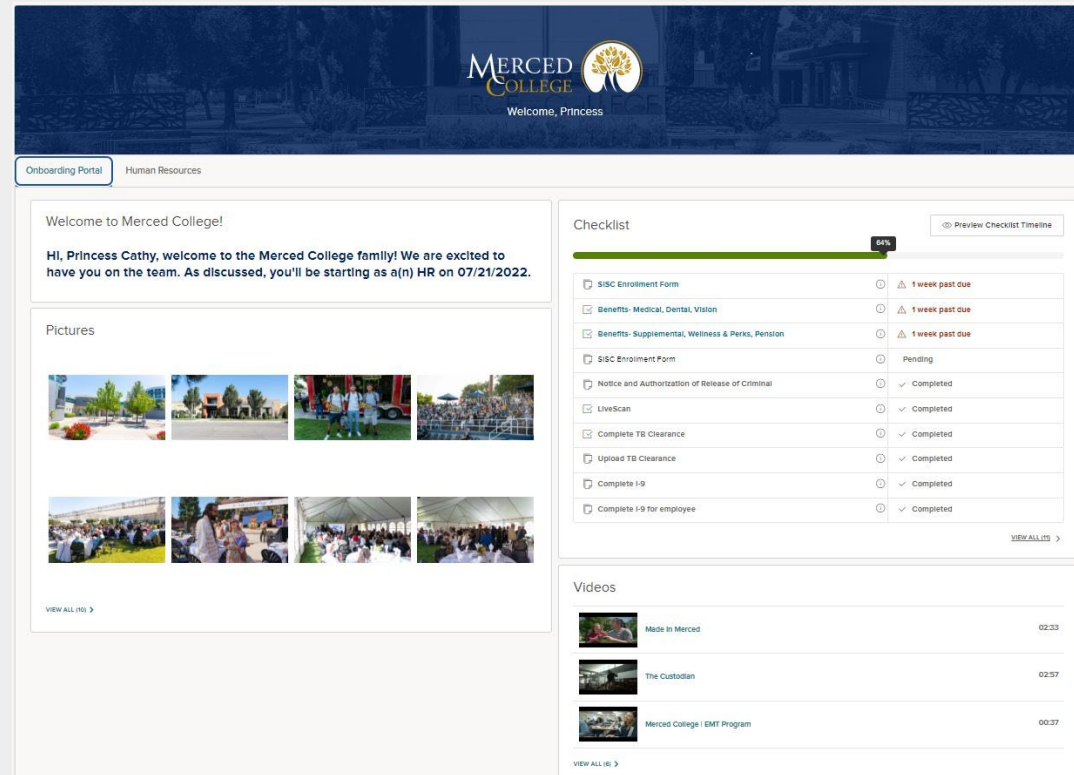
# Requesting a Position

Welcome Kamini Singh for a quick overview of e-hiring doc

\*additional (and required) training will follow for you and your support staff

# ONBOARDING Preview

## Preview of NEOGOV Onboard Platform



The screenshot displays the Merced College Onboarding Portal. At the top, a dark blue banner features the Merced College logo and the text "Welcome, Princess". Below the banner, a navigation bar includes "Onboarding Portal" and "Human Resources".

The main content area is divided into three sections:

- Welcome to Merced College!**: A message welcoming Princess Cathy to the Merced College family, stating she will start as a(n) HR on 07/21/2022.
- Pictures**: A gallery of eight images showing campus scenes and events. A "VIEW ALL (8)" link is at the bottom.
- Checklist**: A progress bar shows 84% completion. A table lists onboarding tasks with their status:
 

Task	Status
SISC Enrollment Form	1 week past due
Benefits- Medical, Dental, Vision	1 week past due
Benefits- Supplemental, Wellness & Perks, Pension	1 week past due
SISC Enrollment Form	Pending
Notice and Authorization of Release of Criminal	Completed
LiveScan	Completed
Complete TB Clearance	Completed
Upload TB Clearance	Completed
Complete I-9	Completed
Complete I-9 for employee	Completed

 A "VIEW ALL (8)" link is at the bottom right of the checklist.
- Videos**: A list of three videos: "Made in Merced" (02:33), "The Custodian" (02:57), and "Merced College EMT Program" (00:37). A "VIEW ALL (3)" link is at the bottom.

\*additional (and required) training will follow for you and your support staff



# Recruitment Practices and Processes



# Quiz

Q: Name the Title 5 section that regulates recruitment.

A: [Section 53021](#)

# Role of **Screening** Committee

Be welcoming to candidates and set the tone!

Screen and recommend candidates (not hire)

Serving on a committee: professional growth/chance to refine skills when applying

When to call in VPHR

# Role of Manager/ chair... Is to Lead the Committee

## *Set the Tone*

Ensure Equity and Fairness

Review job descriptions/announcements

Screen for minimum quals when questions arise

Make mindful staff picks for classified recruitments

Rumors of “stacked” committees

Develop Questions and Assessments for Committee Input

Greet the candidate & describe the process

Answer candidate follow-up questions or delegate

Conclude the interview by describing next steps & timeline

Reiterate next steps and timeline in 2<sup>nd</sup> interviews

## What else?



# Room for Improvement



Create a welcoming environment

Reduce stress for the applicant

Communicate expectations early and often

Longer question review

Front-load opportunity to review/do  
assessment

Provide water and fidget objects

Build-in time for the build up

What can the candidate expect from us?

Smile, laugh, and have fun!



# Why screen and rank?

I just need someone...now!

vs.

I need the best qualified & most engaged candidate who I hope I can train to take my job someday.

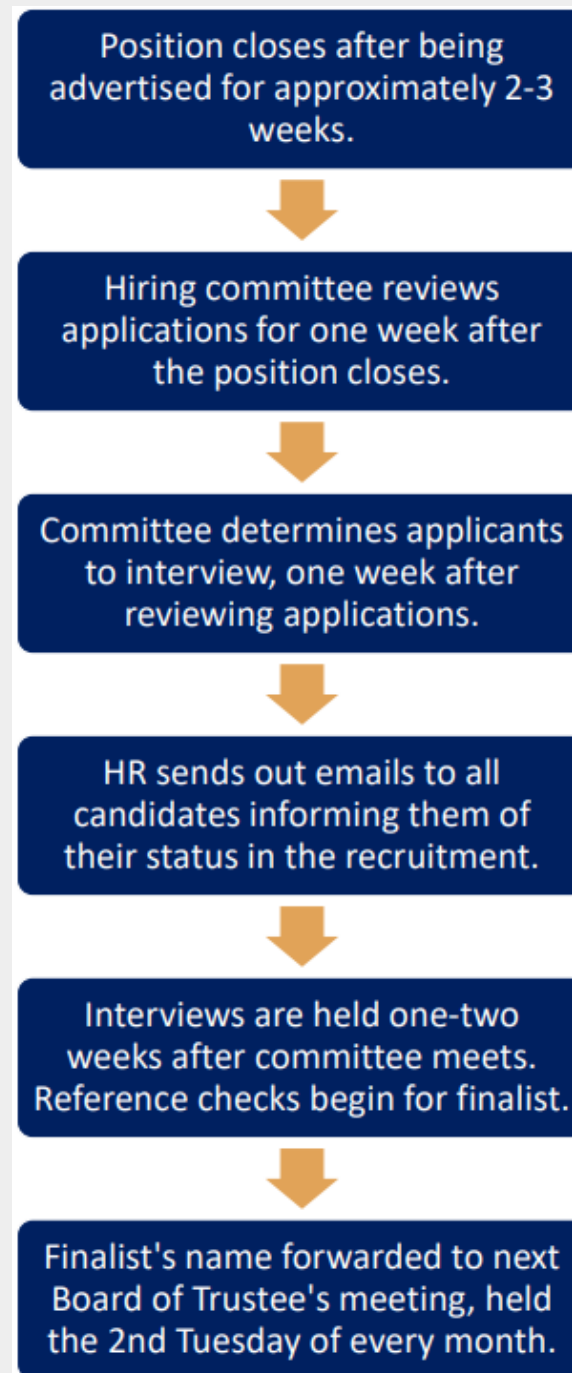
# Why screen and rank?

- The law

Title 5 Section 53003 et seq; the District is required to collect, maintain, review, and analyze (longitudinally) recruitment data

- Data-driven decision making
- Evidence of equitable treatment

# Recruitment Timeline



= After hiring docs are fully executed, recruitment takes 5 weeks 8 weeks at minimum.

# When/why do recruitments fail?

- Too few applicants
- Applicant pool is not diverse
- Too few finalists: need 2-4 per position
- Violation(s) of process

# Quiz

Q: Why can't we just choose someone who we know can do the job?

A: You can for temporary positions, excluding adjuncts.

However, as a **public employer**, we must open the opportunity for permanent employment to all interested parties and provide a truly fair and equitable competitive process. As a public employer, we are responsible for maintaining the public's trust.



# Blurbs & Job Descriptions/Announcements

Blurb: Inviting, informative, and fun! Give your posting some **personality**.

## Job Description Changes:

Bargain with CSEA for changes to classified job descriptions – typically timeline is 4 months for CSEA to approve. Board must also then approve.

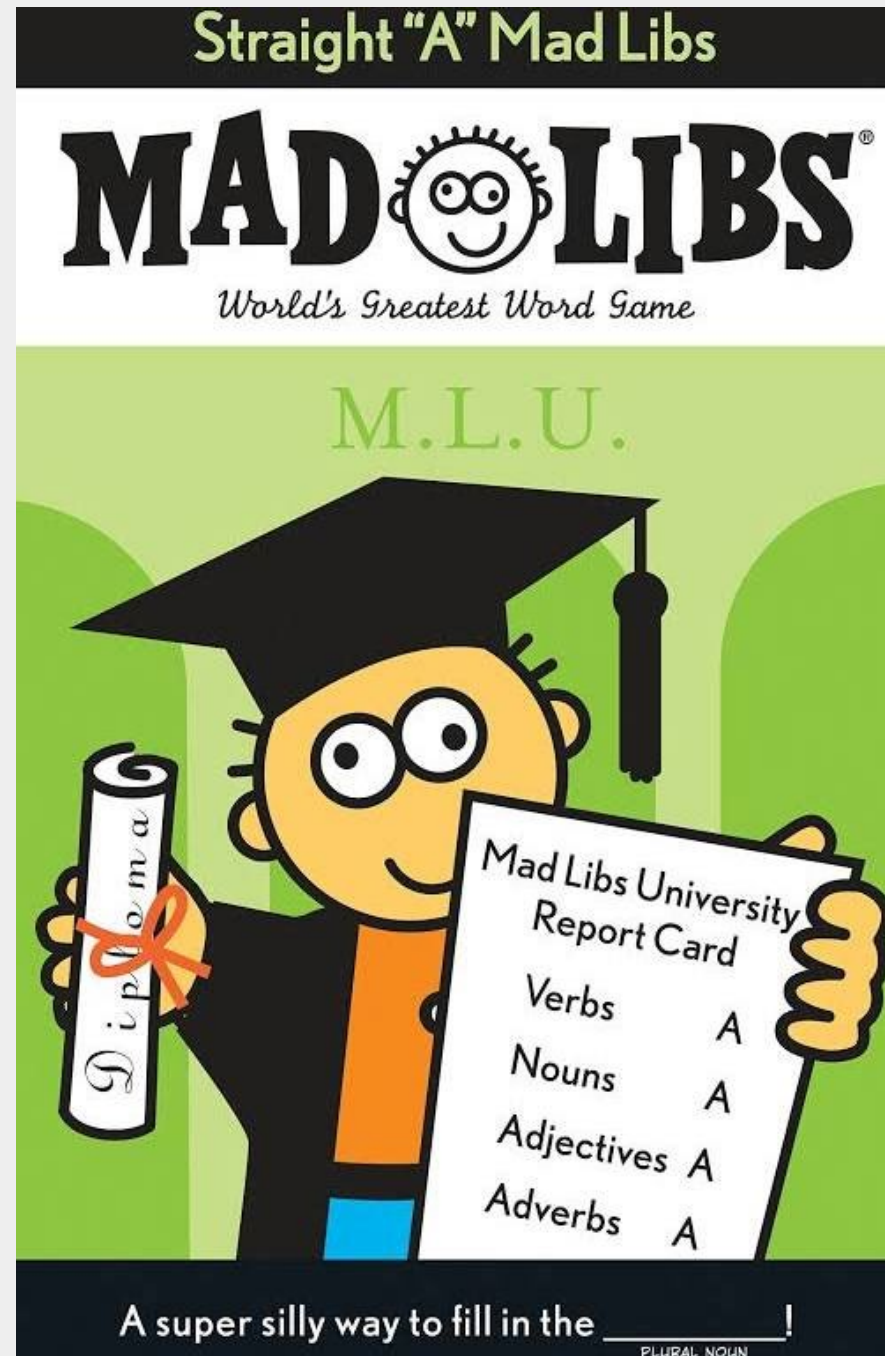
Management job description changes go to VP, President, and Board.

## Job Announcements:

Job announcement changes for faculty go to Dean, who should work with lead.

Job announcements can be modified for classified and management recruitments as long as job description is attached.

# Activity: Writing A Blurb



# Interview Questions & Assessments

## **Classified**

Student Support Coordinator

## **Management**

Farm Manager

### **Hints:**

Focus on functions of the job.

Ask an ice breaker question

Question to the candidates' strengths – let them shine

Assess an actual job function

# Questions?