Selection Procedures:
Academic, Administrative, and Classified Staff
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<td>I. Overview of Position by Administrator/Supervisor:</td>
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<th>II. Overview of Chair and Selection Committee Representative Duties by Human Resources</th>
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**Chair:**
- **Poll** the committee for availability for scheduling meetings and interviews. A memo has been forwarded to you for this purpose. Make sure the committee is aware of each meeting and interview time, date and location.
- **Orientation**: Lead the committee in establishing “screening criteria” as well as in establishing interview questions. Samples of interview questions have been forwarded to all committee members as an aid in developing new questions. Make sure the human resources generalist is in receipt of these questions prior to the selection of interview candidates.
- **Screening/Selection**: Keep in contact with the human resources generalist to ensure all committee members are screening the completed applications. At the meeting to select candidates to interview, monitor the discussion of candidates to assure that no candidate is unfairly eliminated from consideration. If any changes in scoring result from discussion, make sure to note the change on the Compilation of Screening Evaluation Sheet and remind the committee member to change the score on the Screening Evaluation Form. Establish that there is a sufficient “break” in the scores to indicate the candidates to be interviewed. Indicate on the Interview Selection Summary form the committee’s choices for interview and sign the form. If the committee is unable to recommend more than three initial interview candidates, the situation should be discussed with the Human resources generalist or Dean before the committee adjourns.
- **Interview**: Escort the candidates to the interview, introduce the Committee members, give any pre-approved prepared speech about the position, explain to the candidate that each candidate is asked the same interview questions and that the committee will be taking notes in order to remember the candidate’s answers. If there is an in-house candidate, remind this candidate on the way into the interview room that he/she will be treated by the committee as an unknown and that he/she should treat the committee in the same manner. Introduce the candidate to the committee and ask that the committee introduce his/her self to the candidate (name/department). Notify the candidate of the amount of time allotted for the interview. If necessary, remind the candidate about half-way through the interview process that half of the interview time has elapsed. You might suggest that “we need to move more quickly through the questions.” If a candidate still does not finish in the scheduled amount of time, you cannot conclude the interview until the candidate has answered all the interview questions. Just let the candidate know that his/her time is up, and ask that the candidate move as quickly as possible through the remaining questions as another candidate is waiting. Collect the candidate’s interview questions for shredding. Escort the candidate from the interview room and thank them for participating in the selection process.
- **After the Interview**: Remind all committee members to score, sign and date their copies of the interview questions. Committee members are not to discuss the candidates until all scores are polled. Poll the committee members and tally scores on the Compilation of Interview Evaluation Sheet. Lead the discussion, if necessary, regarding the candidates’ qualifications. If a committee member wishes to change her/his score, make the correction on the Compilation of Interview Evaluation sheet and remind the committee member to make the correction to her/his copy of the interview questions. Sign across the bottom of the form. Remind the committee about the confidentiality of the process. Complete the “Final Interview Section” of the Interview Selection Summary form. After the committee has selected the finalists for the position, please send a memo to VP of Human Resources (cc: to Superintendent/President and the Human Resources Generalist) giving a brief summary of why those candidates were chosen as finalists.
- **Final Interview**: You will represent the committee in the interview with the Chancellor and the CIO. Complete the Applicant Disposition Form to reflect the total committee and final decision. Turn in all materials to the human resources generalist.
Selection Committee Representative:

• **Screening/Selection:** The role of the college’s Selection Committee Representative is to ensure, throughout the entire process, there is no discrimination of any individual on the basis of race, color, sex, religion, national origin, age, disability, status as a Vietnam-era veteran, or marital status. Applicants are to be evaluated, during screening and interview, only on the basis of what is presented on paper and what is said during the interview, not on the basis of what a committee member may know about the applicant. Ensure that no candidate is unfairly eliminated from consideration due to careless, erroneous or biased scoring—question any discrepancy in scoring. Ensure that a valid process is used to determine which applicants will be “screened in” for an interview. Monitor for adverse impact. Monitor that there is a sufficient “break” in the scores to interview candidates. Remind the committee regarding the confidentiality of the process.

• **Interview Questions:** Assist the chairperson of the committee in developing interview questions.

• **Interview:** Monitor the actual interviews to ensure a fair and equitable process. Assure that each candidate is treated equally and that each question is asked in the same way—no new questions, no paraphrasing, no promoting of the candidate, no informal chatting during the interview. Assist the chair by timing the teaching demonstration. Committee members may ask a candidate for clarification of an answer or to elaborate on an answer if necessary. Be sure to take careful notes during the interview—that way you are a reference if there is any confusion as to what a candidate has said. Remind the committee that discussion regarding an individual candidate’s qualifications cannot occur until after the scores are recorded. Please monitor this discussion for objectivity. If a candidate’s score is changed at this time, document the reason for the change in your notes. Remind the committee regarding the confidentiality of the process.

• **After the Interview:** Please complete the Equal Employment Opportunity Checklist. Please contact Sherilyn Plevack to set up a meeting with the VP of Human Resources to discuss the process if you have any concerns.

### III. Screening Procedures for Evaluation of Applicant's Qualifications

• To maintain the integrity of the process, the consistency of membership throughout both stages (screening and interviewing) of the process is essential.

• Applications (all material submitted) are legal documents—do not mark or write on them.

• Make careful notes on the screening evaluation sheet—jot down just enough to remind you of the candidates’ knowledge, skills & abilities. Be aware that if your score is markedly different from other selection committee members, you may be asked to justify your score or rescreen the application.

• The entire selection process, including all conversations, is to be kept confidential. Please refrain from discussing the procedure or candidates unless you are meeting as a group. Please be sure to sign the confidentiality form.

• During the screening evaluation process, screen the applications individually and do not discuss the candidates among yourselves.

• Do not discuss the applicant’s employment application with the applicant or anyone else.

• Human Resources will prescreen the applications for minimum qualifications and equivalencies.

• Always check transcripts to validate education—do not assume the degree is what the candidate has written on the application.

• If an application is not signed, if application is not completely filled in, if application states “refer to resume,” it is up to the committee to decide whether or not to consider the information therein valid and complete. If the applicant is selected for an interview, the applicant must be asked to sign the application before the interview.

• Read all materials carefully. Letters of reference may give the most information about the candidate’s teaching, people skills and other qualifications.

• In-house candidates (or other candidates known to one or more committee members) are to be evaluated as unknowns and evaluated only by what is on paper, not by what the committee member may know about the candidate. Committee members are never to discuss anything that they might know about the candidate with other committee members either during the screening or interview process. Do not bias the committee by discussing any personal knowledge you may have about a candidate. The Selection Committee Representative may halt the selection process if inappropriate comments are made.

• Committee members who have written reference letters for any of the applicants may be disqualified from serving on the committee. Committee members must immediately advise the Selection Committee Representative who will determine whether the committee member should be disqualified from serving on the committee.

• If any committee member has prior professional or personal knowledge of any applicant or any bias regarding any applicant, that committee member must immediately notify the Selection Committee Representative who will determine whether the committee member should be disqualified from serving on the committee.
IV. Interviewing Procedures for Evaluation of Applicant's Qualifications

- Your purpose at the initial interview level is to evaluate a candidate’s qualifications and technical competencies.
- Interview questions should be job-related. When submitting a specific job-related and/or technical question, please also submit an anticipated response to aid those committee members not familiar with the subject matter.
- When selecting candidates to interview, there is only one list. Alternate lists are not acceptable. A candidate is either chosen to be interviewed or is not chosen for an interview.
- Committee members are expected to dress in a professional manner during interview sessions.
- Please do not bring pagers or cell phones to interviews (or make sure they are turned off).
- Please do not bring food to the interview sessions.
- Drinks (coffee, soda, water, etc) should not be visible on the table during interviews (put them under the table or otherwise out of sight during the interview).
- The District does not currently provide funds to Human Resources for bottled water and paper cups for the 1000s of candidates who are not interviewed every year. Therefore, it is up to the committee to coordinate and provide refreshment for the candidates if they wish to do so.
- Please do not bring work or reading material to the interview (or put it under the table or out of sight). Have nothing in front of you at the table except your folder, a pen and a notepad (if needed).
- The chairperson is responsible for escorting the candidates to the interview room, making sure the candidate is introduced to the committee and for keeping distractions to a minimum--the interview room should be quiet and conversation subdued before the candidate is brought in.
- Current adjunct or other employees who are acquainted with any of the committee members should be advised by the chairperson that the committee will treat them just as any other candidate, as if they are strangers. Never adopt a casual attitude with any candidate in an effort to put her/him “at ease” or because the candidate is a current COC employee or otherwise known to any of the committee members. Be as professional when dealing with known candidates as with unknown candidates. Do not chat or joke with the candidates. Do not bias the committee by discussing any personal knowledge you may have about a candidate. The Selection Committee Representative is instructed to halt the interview process if inappropriate comments are made.
- Watch body language--even if you get bored, tired or annoyed always maintain a professional demeanor. Always give the candidate your complete attention.
- Review questions during the “Get It Together” period--if you wish to make any changes, they need to be made before the first candidate is interviewed. All candidates
- Read interview questions as they are printed. Do not paraphrase or elaborate. Do not prompt or “help out” the candidate when he/she is having difficulty with a question or commiserate about the difficulty of the question. You may offer to repeat the question. If many candidates have difficulty with a particular question, make note of it and advise the Selection Committee Representative after the interviews are over so that the question will not be used again in future interviews before it is revised.
- The Chairperson or Selection Committee Representative may “redirect” candidates who get off the subject while answering an interview question. You may ask follow up questions to get more specific information or for clarification of an answer.
- Make notes that will enable you to remember each candidate clearly when interviews have been completed and you are required to score.
- Each committee member’s score for each individual candidate should reflect that committee member’s evaluation of the candidate. After each interview, committee members are not to discuss their impression of the candidate, personalities or how they intend to score the candidate, so as not to bias the evaluation of the other committee members. They may, however, discuss the candidate’s answers to questions for purposes of clarification.
- The purpose of the initial selection committee is to recommend candidates, based on qualifications and technical competencies, to go on to the final interviews where the final interview committee will make the determination about a candidate’s overall fitness for the job. It is not the responsibility of the initial interview committee to judge whether or not a candidate will be the right “fit” for a position.
- After all interviews have been completed, committee members will score their interview sheets and give their scores to the committee chairperson. After the scores are recorded, the committee members may discuss the candidates’ qualifications (knowledge, skills & abilities) in more depth and individual committee members may choose to adjust score(s) if a change is warranted.
### V. Equal Employment Opportunity Considerations

- Federal and State laws prohibit discrimination based on race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status, age, or pregnancy.
- Candidate’s accent/age/ethnicity/disability are not factors in judging suitability for the position; be inclusive rather than exclusive.
- Beware of “cloning” – strive to meet District affirmative action goals. Consider diversity in the areas of training and educational background, curriculum development and delivery.
- Candidates should not be eliminated because of perceived “over qualification.”
- In-house candidates (or other candidates known to one or more committee members) must be treated as any other interviewee, evaluated by interview performance, not by what the committee members may know or assume about the candidate.
Position:  Closing Date:

| I. | Overview of Position by Administrator/Supervisor: |
| II. | Overview of Chair and Selection Committee Representative Duties by Human Resources |

The Chair of this committee and the Selection Committee Representative should work closely together and with the human resources technician to make sure the selection process goes smoothly during subsequent committee meetings and interview sessions. It is recommended that the Chair and Selection Committee Representative meet prior to each meeting and interview session to coordinate functions and discuss the handling of any special situations that may arise.

**Chair:**
- Make sure the committee is aware of each meeting and interview time, date and location.
- **Orientation:** Lead the committee in establishing “screening criteria” as well as in establishing interview questions. Samples of interview questions have been forwarded to all committee members as an aid in developing new questions. Make sure the human resources technician is in receipt of these questions prior to the selection of interview candidates.
- **Screening/Selection:** The “Group Screening Process” is utilized to screen administrative candidates. This process uses a Yes/No rating for each criteria. Indicate on the Interview Selection Summary form the committee’s choices for interview and sign the form. If the committee is unable to recommend more than three initial interview candidates, the situation should be discussed with the Human resources Technician or Dean before the committee adjourns.
- **Interview:** Escort the candidates to the interview, introduce the Committee members, give any pre-approved prepared speech about the position, explain to the candidate that each candidate is asked the same interview questions and that the committee will be taking notes in order to remember the candidate’s answers. If there is an in-house candidate, remind this candidate on the way into the interview room that he/she will be treated by the committee as an unknown and that he/she should treat the committee in the same manner. Introduce the candidate to the committee and ask that the committee introduce his/her self to the candidate (name/department). Notify the candidate of the amount of time allotted for the interview. If necessary, remind the candidate about half-way through the interview process that half of the interview time has elapsed. You might suggest that “we need to move more quickly through the questions.” If a candidate still does not finish in the scheduled amount of time, you cannot conclude the interview until the candidate has answered all the interview questions. Just let the candidate know that his/her time is up, and ask that the candidate move as quickly as possible through the remaining questions as another candidate is waiting. Collect the candidate’s interview questions for shredding. Escort the candidate from the interview room and thank them for participating in the selection process.
- **After the Interview:** Remind all committee members to score, sign and date their copies of the interview questions. Committee members are not to discuss the candidates until all scores are polled. Pull the committee members and tally scores on the Compilation of Interview Evaluation Sheet. Lead the discussion, if necessary, regarding the candidates’ qualifications. If a committee member wishes to change her/his score, make the correction on the Compilation of Interview Evaluation sheet and remind the committee member to make the correction to her/his copy of the interview questions. Sign across the bottom of the form. Remind the committee about the confidentiality of the process. Complete the “Final Interview Section” of the Interview Selection Summary form. **After the committee has selected the finalists for the position, please send a memo to VP of Human Resources (cc: to Superintendent/President and the Human Resources Technician) giving a brief summary of why those candidates were chosen as finalists.**
- **Final Interview:** You will represent the committee in the interview with Dr. Van Hook and possibly Dr. Capet. Complete the Applicant Disposition Form to reflect the total committee and final decision. Turn in all materials to the human resources technician.
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<td><strong>Screening/Selection:</strong> Stress the necessity of treating all applicants the same, as if they are unknowns, both during the screening and interview process, to be scored only on the basis of what is on paper and what is said during the interview, not on the basis of what the committee member may know about the applicant. Your job is to make sure that no candidate is unfairly eliminated from consideration due to careless, erroneous or biased scoring—question any discrepancy in scoring. Monitor that there is a sufficient “break” in the scores to interview candidates. Remind the committee regarding the confidentiality of the process.</td>
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<td><strong>Interview Questions:</strong> Assist the chairperson of the committee in developing interview questions.</td>
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<td><strong>Interview:</strong> Assure that each candidate is treated the same and that each question is asked in the same way—no new questions, no paraphrasing, no promoting of the candidate, no informal chatting during the interview. Assist the chair by timing the teaching demonstration. Committee members may ask a candidate for clarification of an answer or to elaborate on an answer if necessary. Be sure to take careful notes during the interview—that way you are a reference if there is any confusion as to what a candidate has said. When the interviews are completed, assist the chairperson in tallying the scores. Remind the committee that discussion regarding an individual candidate’s qualifications cannot occur until after the scores are recorded. Please monitor this discussion for objectivity. If a candidate’s score is changed at this time, document the reason for the change in your notes. Remind the committee regarding the confidentiality of the process.</td>
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<td><strong>After the Interview:</strong> Please complete the Equal Employment Opportunity Checklist. Please contact Human Resources at extension 3423 to set up a meeting with VP of Human Resources to discuss the process if you have any concerns.</td>
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### III. Screening Procedures for Evaluation of Applicant's Qualifications

- To maintain the integrity of the process, the consistency of membership throughout both stages (screening and interviewing) of the process is essential.
- Applications (all material submitted) are legal documents—do not mark or write on them.
- The entire selection process, including all conversations, is to be kept confidential. Please refrain from discussing the procedure or candidates unless you are meeting as a group. Please be sure to sign the confidentiality form.
- During the screening evaluation process, screen the applications individually and do not discuss the candidates among yourselves.
- Do not discuss the applicant’s employment application with the applicant or anyone else.
- Human resources will prescreen the applications for minimum qualifications and equivalencies.
- Always check transcripts to validate education—do not assume the degree is what the candidate has written on the application.
- If an application is not signed, if application is not completely filled in, if application states “refer to resume,” it is up to the committee to decide whether or not to consider the information therein valid and complete. If the applicant is selected for an interview, the applicant must be asked to sign the application before the interview.
- Read all materials carefully. Supplemental materials may give the most information about the candidate’s managerial, people skills and other qualifications.
- In-house candidates (or other candidates known to one or more committee members) are to be evaluated as unknowns and evaluated only by what is on paper, not by what the committee member may know about the candidate. Committee members are never to discuss anything that they might know about the candidate with other committee members either during the screening or interview process. Do not bias the committee by discussing any personal knowledge you may have about a candidate. The Selection Committee Representative may halt the selection process if inappropriate comments are made.
- Committee members who have written reference letters for any of the applicants may be disqualified from serving on the committee. Committee members must immediately advise the Selection Committee Representative who will determine whether the committee member should be disqualified from serving on the committee.
- If any committee member has prior professional or personal knowledge of any applicant or any bias regarding any applicant, that committee member must immediately notify the Selection Committee Representative who will determine whether the committee member should be disqualified from serving on the committee.

### IV. Interviewing Procedures for Evaluation of Applicant's Qualifications
• Your purpose at the initial interview level is to evaluate a candidate’s qualifications and technical competencies.

• Interview questions should be job-related. When submitting a specific job-related and/or technical question, please also submit an anticipated response to aid those committee members not familiar with the subject matter.

• Remember, there is an option to assign a point value to the interview questions. That way, essential questions can be assigned a higher point value than more general questions.

• When selecting candidates to interview, there is only one list. Alternate lists are not acceptable. A candidate is either chosen to be interviewed or is not chosen for an interview.

• Committee members are expected to dress in a professional manner during interview sessions.

• Please do not bring pagers or cell phones to interviews (or make sure they are turned off).

• Please do not bring food to the interview sessions.

• Drinks (coffee, soda, water, etc) should not be visible on the table during interviews (put them under the table or otherwise out of sight during the interview).

• Please do not bring work or reading material to the interview (or put it under the table or out of sight). Have nothing in front of you at the table except your folder, a pen and a notepad (if needed).

• The chairperson is responsible for escorting the candidates to the interview room, making sure the candidate is introduced to the committee and for keeping distractions to a minimum—the interview room should be quiet and conversation subdued before the candidate is brought in.

• Current adjunct or other employees who are acquainted with any of the committee members should be advised by the chairperson that the committee will treat them just as any other candidate, as if they are strangers. Never adopt a casual attitude with any candidate in an effort to put her/him “at ease” or because the candidate is a current COC employee or otherwise known to any of the committee members. Be as professional when dealing with known candidates as with unknown candidates. Doing otherwise puts those candidates at a disadvantage. Do not chat or joke with the candidates. Do not bias the committee by discussing any personal knowledge you may have about a candidate. The Selection Committee Representative is instructed to halt the interview process if inappropriate comments are made. The Selection Committee Representative is instructed to halt the interview process if inappropriate comments are made.

• Watch body language—if you get bored, tired or annoyed—don’t let it show. Always give the candidate your complete attention.

• Review questions during the “Get It Together” period—if you wish to make any changes, they need to be made before the first candidate is interviewed.

• Read interview questions as they are printed. Do not paraphrase or elaborate. Do not prompt or “help out” the candidate when he/she is having difficulty with a question or commiserate about the difficulty of the question. You may offer to repeat the question. If many candidates have difficulty with a particular question, make note of it and advise the Selection Committee Representative after the interviews are over so that the question will not be used again in future interviews before it is revised.

• The Chairperson or Selection Committee Representative may “redirect” candidates who get off the subject while answering an interview question. You may ask follow up questions to get more specific information or for clarification of an answer.

• Make notes that will enable you to remember each candidate clearly when interviews have been completed and you are required to score.

• Each committee member’s score for each individual candidate should reflect that committee member’s evaluation of the candidate. After each interview, committee members are not to discuss their impression of the candidate, personalities or how they intend to score the candidate, so as not to bias the evaluation of the other committee members. They may, however, discuss the candidate’s answers to questions for purposes of clarification.

• The purpose of the initial selection committee is to recommend candidates, based on qualifications and technical competencies, to go on to the final interviews where the final interview committee will make the determination about a candidate’s overall fitness for the job. It is not the responsibility of the initial interview committee to judge whether or not a candidate will be the right “fit” for a position.

• After all interviews have been completed, committee members will score their interview sheets and give their scores to the committee chairperson. After the scores are recorded, the committee members may discuss the candidates’ qualifications (knowledge, skills & abilities) in more depth and individual committee members may choose to adjust score(s) if a change is warranted.

• Federal and State laws prohibit discrimination based on race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status, age, or pregnancy.

• Candidate’s accent/age/ethnicity/disability are not factors in judging suitability for the position; be inclusive rather than exclusive.

• Don’t try to “clone,” rather try to complement human resources with diversity—including colleges/universities attended.

• Candidates should not be eliminated because of perceived “overqualification.”

• In-house candidates (or other candidates known to one or more committee members) must be treated as any other interviewee, evaluated by interview performance, not by what the committee members may know or assume about the candidate.
# Classified Staff Selection Procedures: 2014

*(provided to all committee members)*

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- In most instances, Human Resources will pre-screen applications for minimum qualifications. Committee members may be asked to assist in minimum qualification screening for application materials of those candidates whose minimum qualifications are unclear or very technical. If you feel an applicant has been included in the pool who does not meet minimum qualifications, advise the Senior H.R. Generalist immediately.

- If any committee member has prior professional or personal knowledge of any applicant or a positive or negative bias regarding any applicant, or if a committee member feels that any one of the applicants might challenge his/her participation in the selection process due to any personal or professional issue, that committee member must immediately present that information to the Senior H.R. Generalist or Selection Committee Representative at or immediately after Orientation. The Senior H.R. Generalist or Director of Human Resources will decide if that committee member should be disqualified from serving on the committee. In-house candidates (or other candidates known to one or more committee members) are to be evaluated as "unknowns," assessed only by what information is presented in the application materials and in the interview, not by what the committee member may already know about the candidate. Committee members are never to discuss their prior knowledge of such candidates with other committee members at any time during the process and must not bias the committee by sharing any personal knowledge about a candidate. The Selection Committee Representative is instructed to halt the selection process if inappropriate comments are made.

- The entire selection process is to be kept confidential. Please refrain from discussing the procedure or candidates with other committee members unless you are meeting privately as a group. Never discuss with non-committee members at any time during the selection process or after hire. Do not discuss the applicant's employment application, scores or status in the process with the applicant at any time during the selection process or after a hire is made. Refer applicant questions to Human Resources. You will be directed to sign a confidentiality form. You may keep the carbon for your reference.

- Committee members who have written reference letters for any of the applicants (for this specific position) must be disqualified from serving on the committee. That committee member should not accept appointment to the selection committee or must immediately advise the Selection Committee Representative or Human Resources at the Orientation.

- Make careful notes regarding qualification or lack thereof on the screening evaluation sheet – jot down enough to remind you of the candidate's knowledge, skills and abilities. If a committee member’s score is markedly higher or lower than that given by the other selection committee members, the committee member will be asked to discuss the score and the committee or the committee member may be asked to re-screen the application.

- Remember that in the event our selection process is challenged, the contents of your committee folder, including your screening sheets and interview notes, can be subpoenaed. If you do not make notes backing up your scores in the event of a challenge. Be sure you can support and defend your scores and comments, that your comments reflect only objective observations on qualifications and do not reflect remarks that could be ascertained as discriminatory or irrelevant to qualification.

- During the screening process, evaluate the applications on your own. Even if you are screening in a group, do not discuss the candidates with other committee members, except to clarify technical or qualification issues, until the committee is in session.

- Be careful to read all materials carefully. Do not go through the information too quickly. Read all information on both application and resume. Reference letters for classified positions are optional, but if provided they should be read as they can sometimes provide valuable information.
III. Interviewing Procedures for Evaluation of Applicant's Qualifications

- The purpose of the initial selection committee is to recommend candidates, based on qualifications and technical competencies, to go on to the second level, where the final interview committee or hiring administrator will make the determination about a candidate's overall fitness for the job. It is not the responsibility of the initial interview committee to judge whether or not a candidate will be the right “personality fit” for a position.

- The committee’s responsibility at the initial interview level is to evaluate a candidate's qualifications and technical competencies. Interview questions must be job related. When developing a difficult technical question, please also submit information to look for in a response, which will aid those committee members not familiar with the subject matter.

- Candidates for management positions should be asked to prepare a presentation or demonstration to be given during the interviews. Presentation ability may also be a requirement for some staff positions.

- Committee members are expected to dress in a professional manner during interview sessions -- no shorts, t-shirts, etc.

- Please do not bring cell phones to interviews (or make sure they are turned off!). Please do not bring work or reading material to interview (if you must, put it under the table or out of sight during interview). Have nothing in front of you at the table except your pen, the interview questions, and a notepad, if necessary.

- Please do not bring food or eat during interviews. Drinks should not be visible on the table during interviews (put them under the table or otherwise out of sight during interview).

- Read through the first set of interview questions at the “get together” before the first candidate is brought in. If you wish to make a change, addition or correction at that time, it must be made before or during the first interview and applied to all candidates thereafter.

- Chairperson is responsible for escorting candidate to the interview room, making sure candidate is introduced to committee and for keeping distractions to a minimum. Interview room should be quiet and conversation should stop before candidate is brought in.

- Be as professional when dealing with known or in-house candidates as with unknown candidates. Try to put the candidates "at ease" but do not adopt a too casual attitude toward candidates who are current COC employees or otherwise known to any of the committee members. Doing otherwise puts them at a disadvantage; we don’t want in-house candidates to assume that they do not have to answer questions fully and completely in the belief that the committee members already “know” them or their qualifications. In-house or other applicants who are acquainted with any of the committee members should be advised by chairperson that the committee will regard them just as any other candidate, as if they are unknown to the committee members. Do not bias the committee by sharing any personal knowledge you may have about a candidate. The Selection Committee Representative must halt the interview process if inappropriate comments are made.

- Watch your body language. If you get bored, tired, annoyed, it will be noticed by the candidate. Try to maintain a professional demeanor, be relaxed but give the candidate your full attention always.

- Read interview questions as they are printed. Do not paraphrase or elaborate. Do not prompt or "help out" the candidate if she/he is having difficulty with a question or commiserate about the difficulty of the question. You may offer to repeat the question. Allow a “pause” while the candidate thinks about an answer; don't rush the candidate. If many candidates have difficulty understanding a particular question, make note of it and advise the Senior H.R. Generalist after the interviews are over so that the question will not be used again in future interviews or will be revised. At conclusion of interview, it is not appropriate to provide the candidate with the “correct” answer to any question if the candidate asks.
• If a candidate mentions a disability or volunteers other inappropriate personal information, do not comment or engage in a discussion with that person regarding the person’s ability to do the job in view of such information; such questions would be decided at the management level. If the candidate has a disability that requires accommodation during the interview and has not previously advised HR, the committee must accommodate that person as best they can, or if special attention is needed, pause the interview and ask the Generalist for help.

• The Selection Committee Representative acts as the designated timekeeper for the process, reminding each candidate periodically of the time remaining for their interview. The Selection Committee Representative may "redirect" candidates who get off the subject while answering an interview question. If a candidate does not finish “on time”, the committee will politely conclude the interview after the pre-allotted interview time is over, even if several questions remain unanswered. (Those unanswered questions will be scored a zero.)

• Any committee member may ask follow up questions to get more specific information or for clarification of an answer. As much as possible, establish a pattern of expecting specific answers to questions requiring specifics. Try to anticipate the need for follow-up questions; you may wish to plan them in advance.

• Make notes that will enable you to remember each candidate’s qualifications clearly when you are required to score. If you do not make notes backing up your scores, neither you nor Human Resources will be able to defend your scores in the event of a challenge.

• A committee member's score for each candidate should reflect that committee member's individual evaluation of the candidate. After each interview, committee members may briefly discuss the candidate's answers to the questions while their memories are fresh, for purposes of clarification. Discussion among committee members of a candidate's appearance, demeanor, personality, etc. is not appropriate, nor is discussion before deliberations of how any committee member intends to score a candidate, as this may bias the evaluation of the other committee members.

• After all interviews are complete, committee members will total their interview scores and give their scores to the committee chairperson. After the scores are recorded, the committee members will discuss each candidate’s interview in depth. Committee members may make changes to their scores if warranted after discussion.

• If, after the interviews, the committee may decide that there are no sufficiently qualified candidates to forward to final interviews. In that event, the committee chair and SCR must immediately advise the Generalist and may be required to meet with the Director of Human Resources to discuss the scores and other information which prompted the committee to make this decision before a determination is made to reopen the position.

IV. Equal Employment Opportunity Considerations

• Federal and State laws prohibit discrimination based on race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, pregnancy, sexual orientation, or gender identity.

• Be inclusive rather than exclusive. Committee members sometimes have a tendency to favor candidates who are much like themselves; remember that COC welcomes diversity.

• It is not appropriate for committee members to assume that a candidate would not be happy in a position because it would involve a salary cut or a long commute, or less responsibility than a prior position. Candidates may not be eliminated because of perceived "over qualification," or current salary, or location of residence. Each candidate has read the job announcement and knows what we are offering.

• Issues of disability which might affect ability to do the job will be dealt with at the second level, not at the initial interview level.

• Arrest record issues which might affect eligibility for the job will be dealt with at the second level, not at the initial interview level.

• Every candidate starts the process with a clean slate. In-house candidates, former employees (or other candidates known to one or more committee members) must be treated as any other interviewee, evaluated by interview performance, not by what the committee members may know or assume about the candidate.