

Building Coaches @ Broward College



Hiring Within Legal Guidelines

Human Resources & Equity Division



Agenda

Activity/Topic
Welcome, Learning Objectives, Activity
Effective Supervision - Challenges
Employment Laws
Policy Highlights, Documents & Process
Hiring Process
Preparing and Conducting Interviews – Hiring For Attitude
Question & Answer and Evaluation

Expected Learning Outcomes

Identify internal and external challenges of supervising.

Identify employment laws that need to be followed when hiring.

Describe Broward College's hiring process.

Identify filters and barriers that may affect the selection process.

Identify your 'Brown Characteristics' to hire for attitude.

Identify specific steps in preparing and conducting interviews.

Convert informational interview questions to behavioral interview questions.

ACTIVITY



To Ask or Not to Ask?
... That is the Question

Supervisor's Role

- Serve as college's
 - ◆ Representative, Eyes and Ears, 'Front line'
- Are aware of good/bad things that occur on campus
- Administer discipline in certain cases
- Coordinate with HR investigation of complaints
- Understand/implement college policies/procedures
- Ensure employees complete responsibilities related to College's mission and strategic priorities

Supervisor's Role

- Help create/promote:
 - ◆ Campus/College morale
 - ◆ Positive and professional relationships
 - ◆ Public image & reputation of institution

Effective Supervision

- Does not occur naturally
- Is skill-based
- Requires continuous refinement
- Requires understanding of internal and external challenges

Internal Challenges to Effective Supervision

1. Focus on personal goals vs. the vision/mission
2. Stamina (physical and emotional)
3. Colleague vs. friend
4. Sometimes it's not always the best use of one's skills/strengths

External Challenges to Effective Supervision

1. Changing demographics
2. Leadership transitions
3. Litigation landscape
4. New/increased legal compliance demands
5. Increase in # and complexity of faculty, staff and student issues
6. Campus security & workplace safety

The Supervisor's Challenge:

- Commit to ongoing prep & training to ensure reflective & engaged approach to supervision
- Provide support regarding addressing inappropriate conduct at pre-conflict stage
- Communicate effectively
- Understand factors that contribute to conflict and consequences of conflict avoidance
- Be consistent!

Some General Tips

- Do not supervise in a vacuum - seek assistance
- Evaluate your goals as a supervisor
- Set clear boundaries - be fair and consistent (DITO-DITA)
- Seek to understand before seeking to be understood

Some General Tips

- Understand how to prepare clear, accurate, & thorough documentation
- Know when to seek assistance
- Ask more questions
- Understand when/how to appropriately use email

Side Note about Email

- The 'E' in E-Mail stands for:
- Electronic (yes)
- And also.....
 - Evil
 - Embarrassing
 - Eternal
 - Evidence (PUBLIC RECORD)
- Keep that in mind before you hit SEND



Employment Laws

Employment Law Highlights

Laws	Prohibits discrimination in hiring based on...
Civil Rights Act (1964, 1991)	... race, religion, color, sex, and national origin
Age Discrimination Act of 1967	... age, 40 or older
Equal Pay Act of 1963	... gender, cannot have unlawful pay differences
Americans with Disabilities Act of 1990 (ADA) and Rehabilitation Act of 1973	... people with disabilities.
Immigration, Reform, and Control Act (IRCA)	... national origin or citizenship status and hiring of illegal aliens.
Executive Order 11246	Mandates an affirmative action plan for government contractors and second tier sub-contractors.
Florida State Statute 760	... race, color, religion, national origin, age, disability (state law)
Human Rights Ordinance, Chapter 16 1/2	... age, marital status, political affiliation, disability, and sexual orientation (county ordinance)

Legal Protections

Federal Civil Rights Protect	Other Federal Laws & Local Ordinances
Race	Disability
Religion	Age
Sex	Pregnancy
Color	Marital Status
National Origin	Sexual Orientation

Veteran's Preference

State Policy (*Florida Statutes, chapters 295.07 and 295.085 (2)*), give preference to eligible veterans and spouses of veterans in appointment and retention in positions of public employment.

**Veteran's
Preference
form
DD-214**

**Meets
minimum
qualifications**

**Meets
desired
qualifications**

**Should be
afforded
opportunity
to interview
for position**

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Hiring Policies, Documents and Process

Pertinent Hiring Policies/Procedures

Recruitment, Selection & Assignment of Personnel	6Hx2-3.02
Recruitment, Selection & Assignment of Faculty in the Baccalaureate Program.	6Hx2-3.47
Loyalty Oath, Security Background Check, and Fingerprinting of Employees	6Hx2-3.06
ADA Accommodation in Employment	6Hx2-3.36
Equal Opportunity	6Hx2-2.15
Employee Separation and Exit Interview	6Hx2-3.13

Pertinent Hiring Policies/Procedures

Policy on Total Rewards Program for PTS & Administrator	6Hx2-3.45
Policy on Total Rewards Pay Adjustments for PTS & Administrator	6Hx2-3.46
Position Classification Plan	6Hx2-3.24
Annual Adoption of Salary Schedule	6Hx2-3.27
Award of Continuing Contract	6Hx2-3.52

Recruitment Policy Highlights

Composition of Screening Committee

Confidentiality

Structured Interview

Behavioral-based Questions

Background Check Process

Background Check – online process

Reference Check

Hiring Timelines

Position Type	Timeline
Administrator	75 days
Faculty	End of Term II
Professional Technical Staff (PTS)	42 days

Hiring Timelines

- Strategic Plan 2014 – 2017

- Goal 3 – *Strategy 3.2:*

Attract, retain and develop diverse academic and student affairs leaders in instruction and student success.

Role of Screening Committee



Review

Evaluate

Recommend

Role of Screening Committee

- May orally rank the candidates;
- Submit names in alphabetical order to hiring manager;
- May recommend to re-open/re-advertise the job announcement;

College Records - Florida Public Records Act

- Requires public records be **retained** and public be given **access** to the records.
- Retention varies depending on type of record.
- Applications are retained for not less than two years.



Hiring Documents

Form I-9

Purpose

- Document new employees authorized to work in US
- Comply with Department of Homeland Security

Employees must present original documents

Employers are responsible for completing and retaining the I-9

Illegal to discriminate because of individual's national origin or citizenship status.

Form I-9: Lists of Acceptable Documents

LIST "A" (select one)

Documents that Establish Both Identity and Employment Eligibility

OR

LIST "B" AND LIST "C" (select one from each)

List B:
Documents that Establish Identity

List C:
Documents that Establish Employment Eligibility

Form I-9 – In Workday

Electronic Form

Employees must complete Section I –
must provide original documentation

Human Resources completes Section II

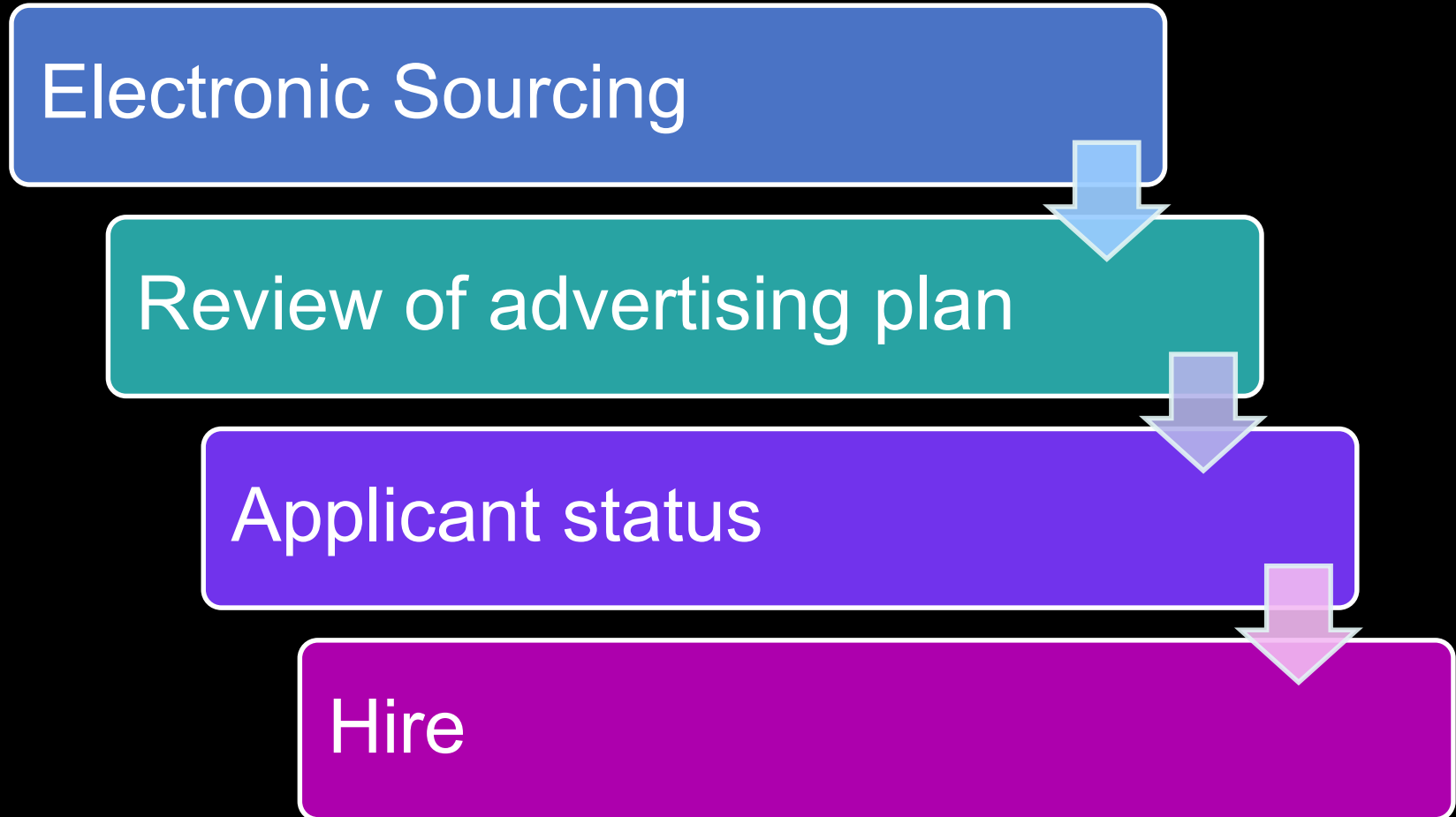
Required Training for New Hires

- Preventing Sexual Harassment (PSH)
- Preventing Employment Discrimination (PED)
- Family Educational Rights & Privacy Act (FERPA)
- In addition – Faculty complete Attendance Verification



Hiring Process

Online Employment System Process Flow



Hiring Full-time Regular Employees

1

- Update job profile with compensation department

2

- Advertise position online

3

- Post for internal or external candidates (per Policy)

4

- Create search committee

Hiring Full-time Regular Employees

5

Search committee recommends candidate(s) – lists in alpha order

6

- **Hiring manager recommends one candidate to Sr.VP/VP/Campus President**

7

Background check prior to offer

8

No offers extended until notified by the Division of Human Resources/Equity

How do I create a new full-time, regular position?

1

- Create job description and discuss with Compensation

2

- Compensation evaluates & classifies

3

- Budget confirms funding

4

- Advertise the position

5

- Begin the search process
- Repeat steps 4-8 above.

How do I create and fill a temporary, full-time position?

1

- Same as number 2 above, except that funding is temporary

2

- Candidates may be appointed to temporary positions.

3

- May or may not be advertised

4

- An end date needs to be identified

5

- Temporary employees still need to meet requirements of job

TRS Hiring Guidelines

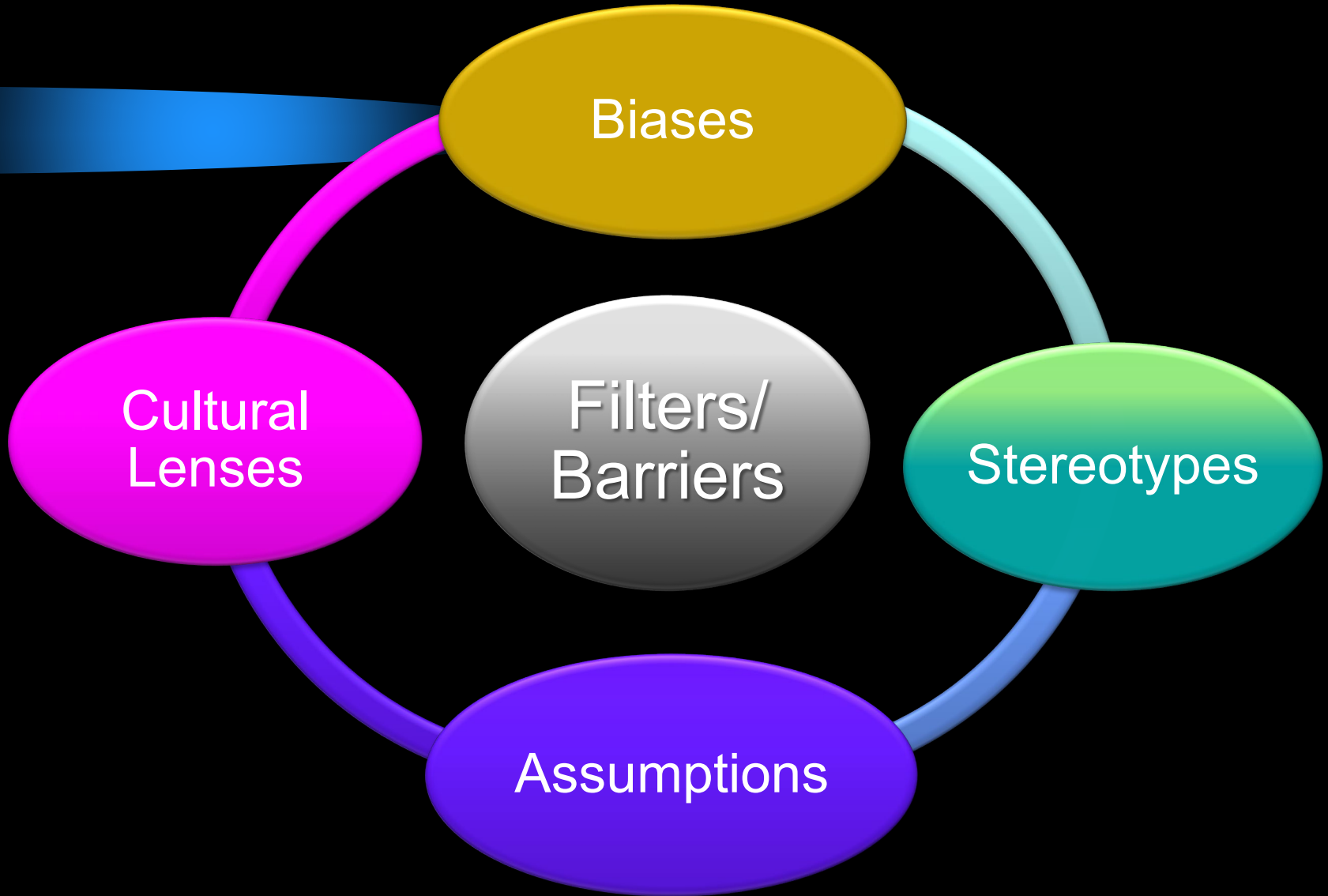
- New Hires
 - ◆ Hiring within the range (Policy, 6Hx2-3.46)
 - ◆ Quartiles
 - ◆ Process
- Interim Appointments (Policy, 6Hx2-3.02)
 - ◆ Duration
 - ◆ Process



B R E A K

Identifying Filters/Barriers During Selection





Dynamics of Diversity

STEREOTYPE

- **Preconceived** and **Oversimplified** generalization about a group

PREJUDICE

- Set of **Rigid** and **Unfavorable Attitudes or Beliefs** toward a particular group

DISCRIMINATION

- When we **ACT** on our **Prejudice** by giving differential treatment.

Mistakes to Avoid When Evaluating the Candidates

Gut Feeling

Halo Effect

Similar-to-Me

Contrast Effect

First Impressions

Identifying Filters/Barriers Activity

Help Desk
Customer
Representative

Associate
Dean

Enrollment
Services

Preparing to Conduct an Interview

- Prepare job-related questions that are legal and help identify the qualified candidates
- Screen resumes for job related criteria
- Identify reliable indicators for future performance

Hiring for Attitude

(by Mark Murphy)



Hiring for Attitude

20,000 new hires were tracked over a three year period

46% failed within first 18 months (WHY?)

- ◆ got fired
- ◆ received poor performance reviews
- ◆ were written up

Hiring for Attitude

Top Five Reasons Why New Hires Fail

1. Coachability
 2. Emotional Intelligence
 3. Motivation
 4. Temperament
 5. Technical Competence (11%)
- (89%)

'Brown Shorts' Concept

Refers to the unique attitudinal characteristics that make your institution/dept. different from all others.

Characteristics of Low Performers

- Blaming
- Me-first
- Negativity
- Dramatic
- Stir-up Trouble
- Routinely wants individual recognition

Characteristics of High Performers

- Highly Collaborative
- Self-directed
- Take Risks or don't take risks
- Sense of Humor
- Class and Poise
- Resilient, emotionally sensitive to others

Selecting your 'Brown Shorts' Characteristics

The 3-3-3 Exercise

- Write down in behaviorally specific ways the attitudinal characteristics of your **three** best and **three** worst employees over the past **three** years.

Examples of 'Brown Shorts' Characteristics...

Identify the department culture

- Department is highly collaborative
- Employees are respected individuals
- Employees accept total responsibility for their work without excuses
- Ideas are freely shared

Creating your 'Brown Shorts' Questions (Activity)

A four-step process:

1. Pick your 'Brown Shorts' characteristics
2. Identify a situation to elicit 'Brown Shorts' characteristic
3. Ask your question.... "Could you tell me about a time you.....(insert the situation)"
4. Leave the question hanging....

Examples of Inadequate Questions

Avoid superficial and easily-gamed questions:

1. Tell me about yourself?
2. What are your strengths?
3. What are your weaknesses?
4. What would you do if (hypothetical)?
5. You have good teamwork skills, right? (leading)
6. What do you like to do for fun?

REMINDER

If it is not job-
related, do not ask it!!

Behavioral Interviewing



**“Past behavior predicts
future behavior”**

Advantages of Behavioral Interviewing

Eliminates misunderstanding about applicant's past experience

Prevents personal impressions from affecting evaluation of the applicant

Reduces applicant "faking"

Formulating Behavioral Questions

Determine the “brown shorts” behaviors, characteristics, or skills

What is it about these behaviors, characteristics, or skills you need to know?

Construct each question with the three ERO components

Data Gathering



xperience -

The background or context in which the candidate took action.

ole

What the candidate said or did in response to the situation and how they said or did it.

utcome -

The effect of the candidate's actions.

Skills/Qualifications:

Analytical Ability (example)

EXPERIENCE

- Could you describe the types of financial reports you prepared on a previous job?

ROLE

- How did you collect and analyze the data?

OUTCOME

- How were the reports used and what effect did they have on your unit?

Skills/Qualifications: Initiative

EXPERIENCE

- Could you describe a time you had to take on a task that your supervisor would have normally handled?

ROLE

- What steps did you take?

OUTCOME

- What was the result?

Converting Informational Questions to Behavioral 'Brown Shorts' Questions

Informational Questions	Behavioral 'Brown Shorts' Questions
How would you handle a difficult customer, student, colleague?	Could you please describe a time when you dealt with a difficult student?
What would you do if you needed help to complete an assignment/task?	Could you tell me about a time when you didn't know a specific procedure on a past job?

*If you can do it here,
you can do it on the job tomorrow!*

Activity

- List three interview questions you most commonly use.
- Convert all three to **behavioral questions**; focus on gathering information regarding their **E**xperience (situation), **R**ole (action) and **O**utcome (result)



UMBRELLA OF CONFIDENTIALITY

Review job
description
specifications

Compare
knowledge,
skills, and
abilities

Prepare
Behavioral
(Brown Shorts)
questions

Interview Preparation Steps

The Interview Process

1

- Gather all relevant information

2

- Greet the candidates

3

- Present a positive image of the institution

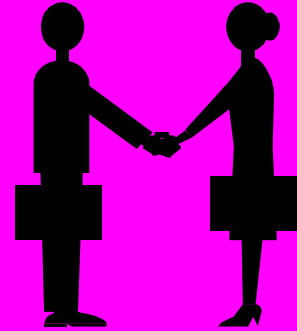
4

- Have copies of the job description available to share with the candidates

5

- Be prepared to describe a “day in the life” of the position

The Interview Process continued



6

- Ask all candidates same job-related questions

7

- Allow candidate to talk majority of interview

8

- After Interview:
 - Answer candidate's question(s)
 - Explain next steps in the search process
 - Thank candidate for interest in the position

Applicants' Concerns

- Job Requirements
- Job setting
- Opportunities to demonstrate ability & talents

- Work atmosphere/culture
- Initial assignments
- Training
- Benefits



The Close

“We/I enjoyed talking with you. Thank you for your time...do you have any questions we have not already addressed?”

“We’ll/I’ll be reviewing all the candidates and making a recommendation by (time frame) and the candidates will be notified of the status of the search.”

Role Play

- 1. Choose a partner to interview.
(decide who plays interviewer first)**
- 2. Start with the greeting**
- 3. Use your three behavioral questions**
- 4. Use a closing statement**
- 5. Change roles and role-play again**

Broward College Specific Documents

- Applicant Rating Grid
- Telephone Interview Grid
- On Campus Interview Grid
- Employment Reference/Evaluation Form
- General Interviewing Guidelines & Tips

Located in Participant Guide

Let's Recap:

- Create job descriptions that clearly define the credentials and essential functions
- Follow the recruitment policy and procedures
- Maintain confidentiality

Let's Recap:

- If it's not job-related, do not ask it
- Reference checks done by hiring manager
- No offers made until approval is received from the Human Resources/Equity Division

Let's Recap:

- When in doubt, contact Human Resources - Recruitment office
- Separations (resignations, retirements, terminations) – complete Separation Check List (Policy 6Hx2-3.13)



*Questions?
and
Evaluation*