

Infusing Cultural Competency into the Hiring Process

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David Morse

Past President, ASCCC

Adrienne Foster

Area C Representative, ASCCC

Overview

- Introduction
- Pre-Hiring
- Hiring Process
- Post-hiring

Some Opening Comments

- Hiring is competitive on both sides—the institution and the interviewee. We need to make the applicant want to work with us.
- Our processes belong to us. We can shape them as we choose.
- What are we trying to accomplish? “A continually responsive workforce.”

Continually Responsive Workforce

Education Code Section 87100(a)(3):

“A work force that is continually responsive to the needs of a diverse student population [which] may be achieved by ensuring that all persons receive an equal opportunity to compete for employment and promotion within the community college districts and by eliminating barriers to equal employment opportunity.”

Pre-Hiring

- Creating the pool
 - Including part-time faculty in the institution
 - Interviewing workshops for part-time faculty
 - How and where are you recruiting?
 - Encouraging students toward teaching careers
 - Ensuring EEO training for the selection committee—and considering how it is done

Pre-Hiring

- The job announcement
 - Is the announcement inviting to all applicants?
 - What does the announcement say about the priorities and values of the institution and the department?
 - Does the announcement stress the importance of cultural competence and diversity?

Pre-Hiring—Creating a Good Environment

- What kinds of professional development activities does your college engage in? Book readings on culturally relevant subjects? Speakers? Monthly activities surrounding diversity?
- If a prospective candidate walked on your campus, would he or she feel welcome?
- What is your campus climate?
- Talking about diversity cannot be taboo.

The Hiring Process

- How is the process set up?
- Who is on the hiring committee?
- How many are you interviewing?
- How is the interview structured?
- Can you consider other application materials?

The Hiring Process

- What is the criteria to screen applications?
- Are the screening committee and the VPAA in agreement regarding what they want?
- How much experience is really necessary?
- Is other experience relevant?
- Is a PhD necessary?
- Are you looking for specific qualifications beyond the minimum?

The Hiring Process

- What are the interview questions?
- “Staying on script”?
- How can you make “the diversity question” meaningful? Should you have “the diversity question?”
- Can you have multiple questions that address diversity? Can you reshape existing questions?

Some Sample Questions

- Original: How would you deal with a disruptive student in your class?
- Change to: How have you or would you address disruptive behavior by a student in your class, and would your approach differ depending on an individual student's background or situation?
- Original: How do you structure a class lesson plan for a 90-minute Communication Studies class?
- Change to: How do you or would you structure a 90-minute lesson plan for an extremely diverse Communication Studies class including students from different backgrounds in terms of culture, religion, socio-economical situation, and sexual orientation?

A Sample Teaching Demo

- **Original:** Demonstrate a lesson related to organization and coherence in a persuasive essay assignment. Assume the audience is either transfer-level composition or one level below.
- **Change to:** Demonstrate a lesson related to organization and coherence in a persuasive essay assignment. Assume the audience is either transfer-level composition or one level below and includes students from a variety of backgrounds and situations regarding culture, ethnicity, family economic stability, and sexual orientation.

The Role of the HR Department

- Is your human resources leadership focused more on compliance or on supporting progress and creativity?
- Will your HR area allow you to be more creative with the process?
 - Regardless of past experience, do not assume a no answer. Your academic senate, your HR department, and your office of instruction need to work together.
- The institution must be committed or process will be difficult.
- Does your EEO Plan address the issue of diversity?

Post-Hiring

- Once we get them, how do we make them feel included and appreciated?
- How can you establish a college or district culture that values and promotes diversity and nurtures new hires?
- How can new faculty help create such a culture?

Post-Hiring

- What professional development activities does your college offer to promote cultural competence?
- Is cultural competence an aspect of your evaluations?
- Are professional development and evaluations linked, especially regarding cultural competence?
- Do you have a mentoring program for tenure-track faculty, and is cultural competence an aspect of it?

Questions and Comments

David Morse:

dmorse@lbcc.edu

Adrienne Foster:

Fosteraa@wlac.edu