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Inclusive Search Practices: Culture Add vs. Culture Fit Recruitment

Cabrillo College

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Meet Your Facilitator



Tibisay Hernandez
Manager of DEI Solutions

Tibisay has over 15 years of experience in the educational environment as well as deep expertise in diversity, equity, and inclusion initiatives. Tibisay is a certified implicit bias facilitator for the National Training Institute for Racial Equity and trains extensively on cultural responsiveness and inequity. Prior to joining Grand River Solutions, Tibisay spent six years working with the University at Albany developing DEI curriculum and measures to address implicit bias at the personal, organizational, and cultural level. She is currently a doctoral candidate in the University at Albany's Education, Theory, and Practice program. Her research interests include the impact of cultural differences and intercultural communication styles on support structures for first-generation college students.



Vision

We exist to help create safe and equitable work and educational environments.



Mission

Bring systemic change to how school districts and institutions of higher education address their Clery Act & Title IX obligations.

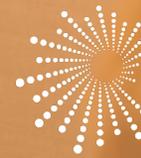


Core Values

- ❖ Responsive Partnership
- ❖ Innovation
- ❖ Accountability
- ❖ Transformation
- ❖ Integrity



RULES OF ENGAGEMENT



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Creating Curious Spaces

Requires Participant Consent to:

- Be fully present
- Listen with an open mind
- Use “I” or “In my experience” statements
- Seek to understand and not just be heard
- Explore intent and acknowledge impact
- Expect discomfort



Agenda

01

Implicit Bias

- How is Bias Created?
- What Does Bias Look Like in the Real World?

02

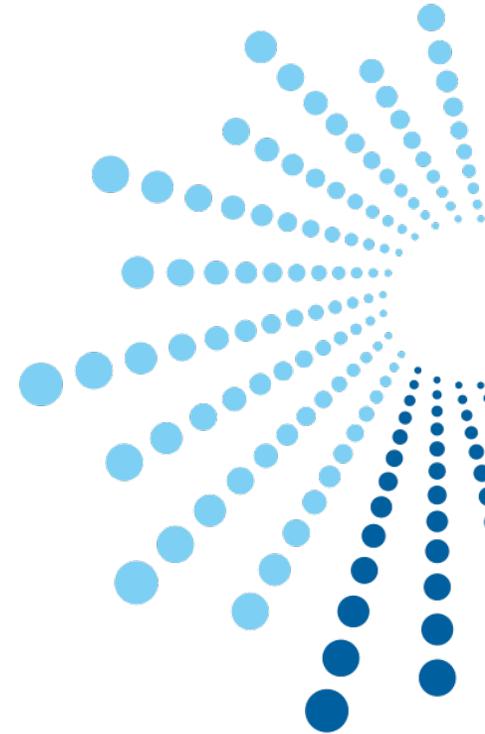
Pre-Hiring Process

- State and Federal Regulations Overview
- Diversity Recruitment Checklist
- The Foundation: Committees and Job Descriptions

03

Candidate Selection Process

- Candidate Review
- Intentional Interviewing
- Culture Fit vs. Culture Add





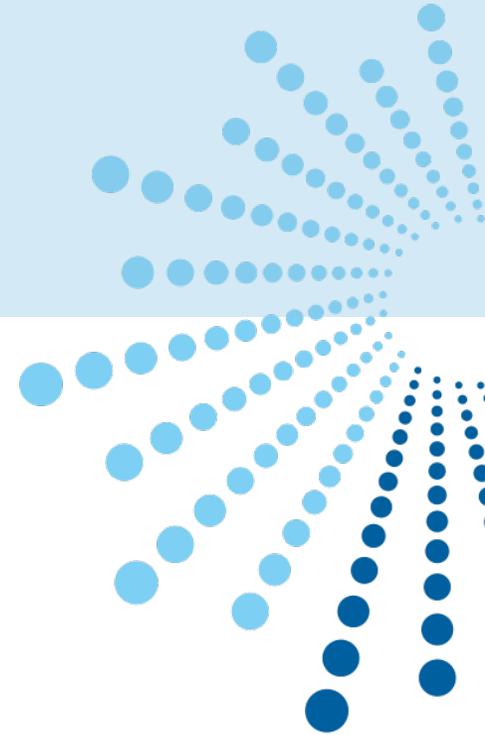
Implicit Bias

How is bias created?

What does bias look like in the real world?

01

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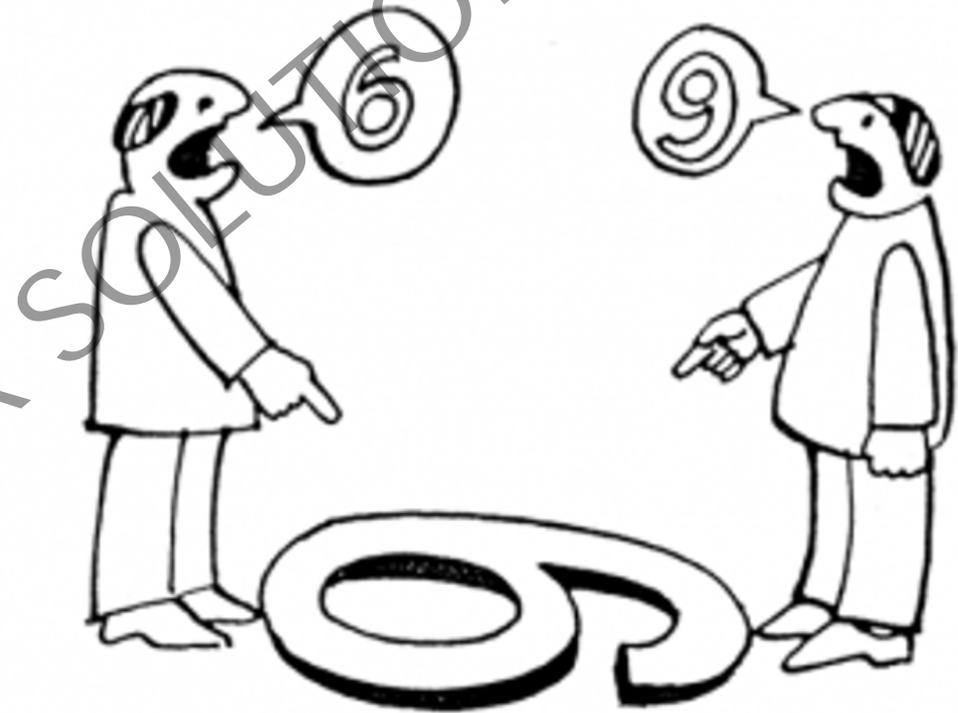
Perceptions and Bias

Your views are informed by your lived experiences.

- Media
- Family
- Friends
- Education
- Societal Cues
- Culture

Your identity informs how you see the world and how the world sees you.

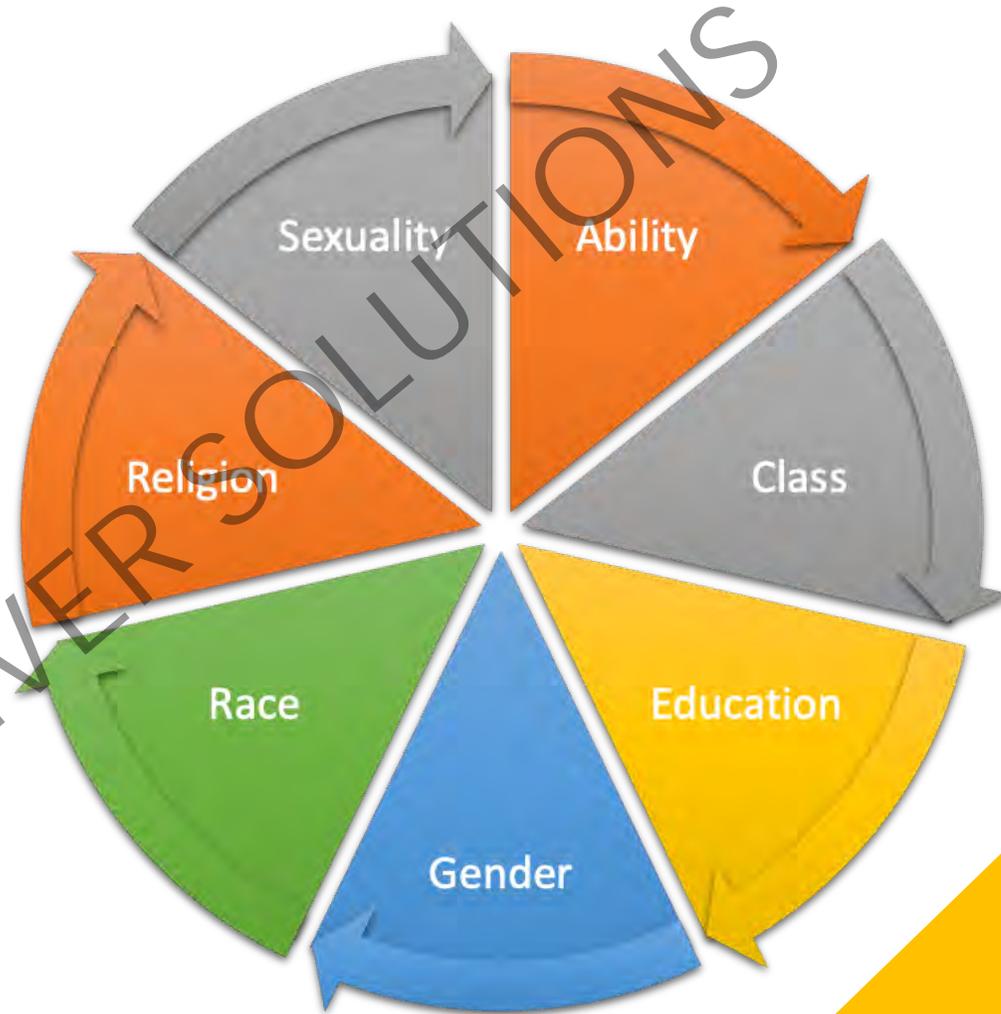
Multiple truths exist!



YOUR VANTAGE POINT,
YOUR BIAS

What is Identity?

- Our identities consist of various characteristics we use to categorize and define ourselves.
- There are visible and invisible characteristics.
- Some identities give advantages.





Discussion

1. Identities you think about most often
2. Identities you think about least often
3. Identities that have the strongest effect on how you see yourself
4. Identities that have the greatest effect on how others see you

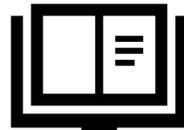
Stereotypes



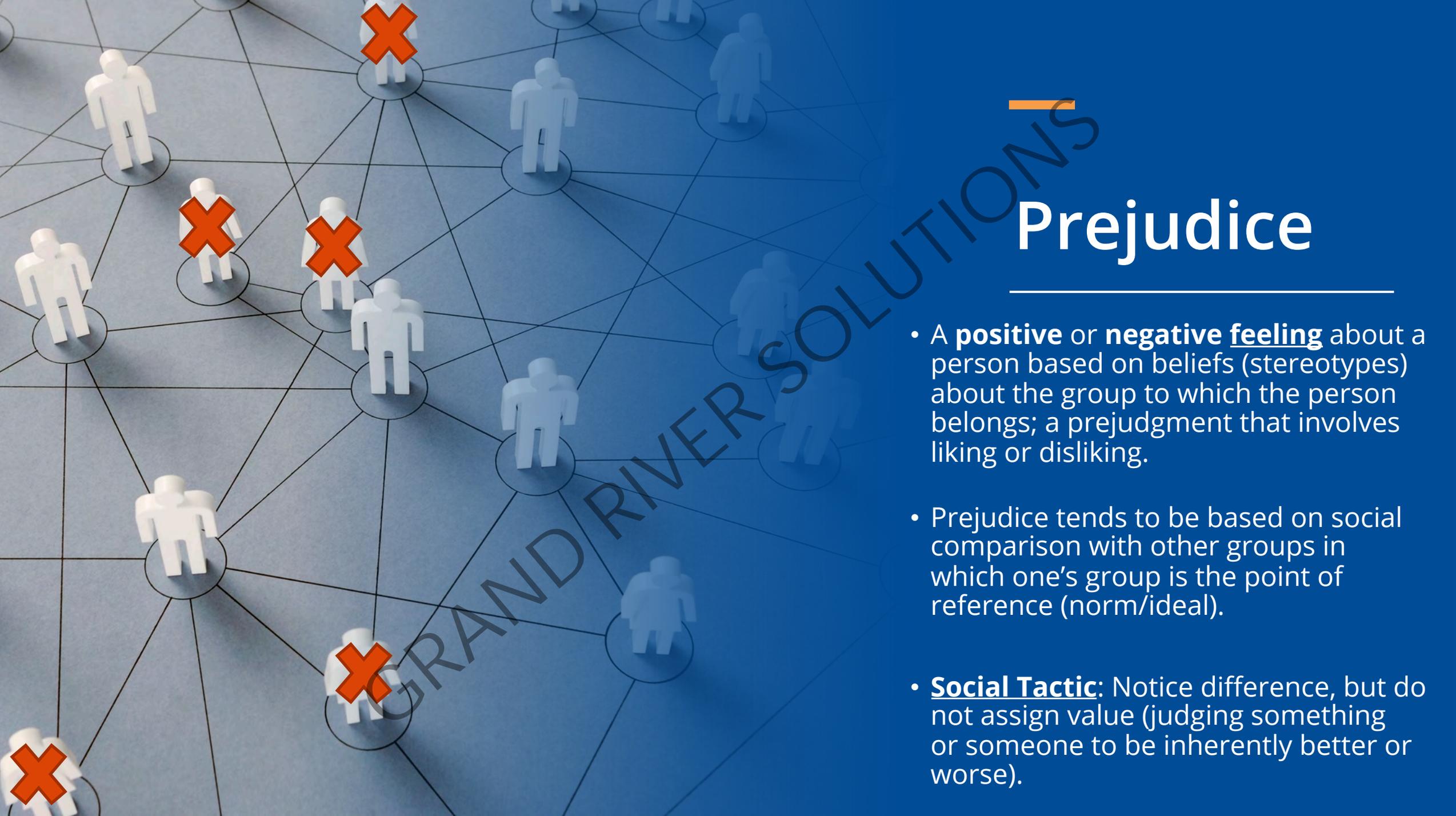
A generalization where all group members are identified as having the same characteristics; actual differences among the members are ignored or not recognized (e.g., all surgeons are men).



Beliefs that associate groups with traits.



Stereotypes are created by an overexposure to single stories.



Prejudice

- A **positive** or **negative feeling** about a person based on beliefs (stereotypes) about the group to which the person belongs; a prejudgment that involves liking or disliking.
- Prejudice tends to be based on social comparison with other groups in which one's group is the point of reference (norm/ideal).
- **Social Tactic:** Notice difference, but do not assign value (judging something or someone to be inherently better or worse).

Discrimination

- A behavior or action towards someone based on feelings one holds towards the group to which that person belongs.
- The behavioral manifestation of prejudice.
- Overt Examples: denial of job opportunities; redlining.
- Covert Examples: microaggressions.
 - e.g., most Italians may love sauce but not all.





Implicit Bias

- Stereotypical thoughts, which can be followed by feelings (liking/disliking) **and/or** discriminatory behaviors.
- Tends to involve a limited or inaccurate perception of others.

Diverse Candidate Selection Myths



Pipeline Myth



Ivy League
Myth



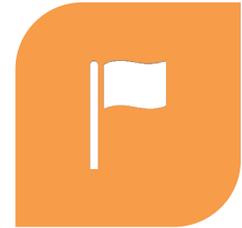
Lower
Expectations
Myth



Meritocracy Myth



"They Have
Better Offers"



"We Did All We
Could!"

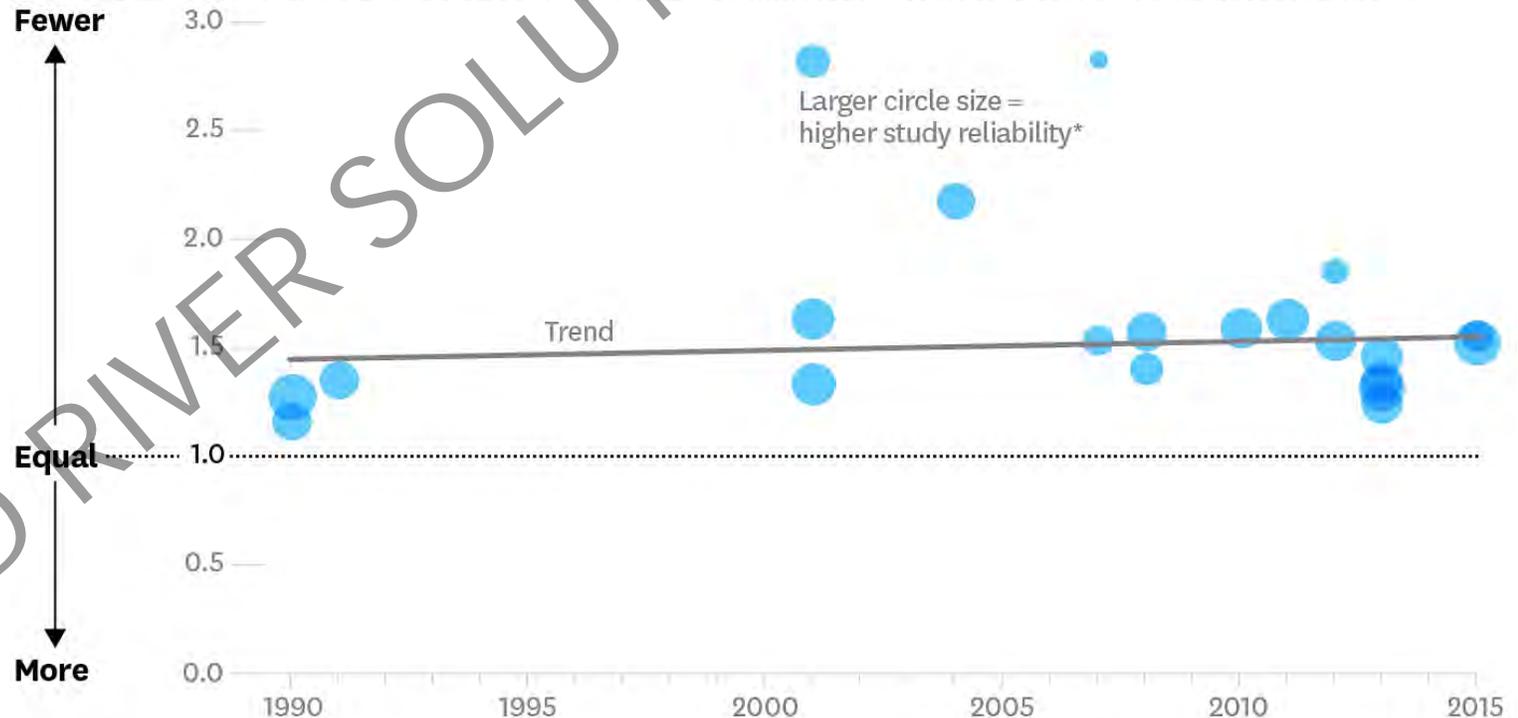
Data Reveals Reality

- Attitude surveys indicate overtly prejudicial beliefs have declined.
- Belief in equal treatment regardless of race has increased.
- Assessments of subtle forms of racial stereotypes and unconscious bias have shown little change over time.
- Results provide a strong rationale for affirmative action policies and the enforcement of anti-discrimination legislation.

Black Americans Have Faced the Same Amount of Hiring Discrimination for the Past 25 Years

An analysis of 21 field experiments contrasting white and black Americans, based on 42,708 applications for 20,990 positions.

DISCRIMINATION RATIO: CALLBACKS FOR BLACK APPLICANTS RELATIVE TO WHITE APPLICANTS



*Study reliability indicates the reliability of the study's estimate of discrimination relative to other studies, influenced by the number of applications a study sends out, among other factors.

SOURCE "META-ANALYSIS OF FIELD EXPERIMENTS SHOWS NO CHANGE IN RACIAL DISCRIMINATION IN HIRING OVER TIME," BY LINCOLN QUILLIAN ET AL., PROCEEDINGS OF THE NATIONAL ACADEMY OF SCIENCES, 2017

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What a difference an "S" makes...

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Pre-Hiring Process

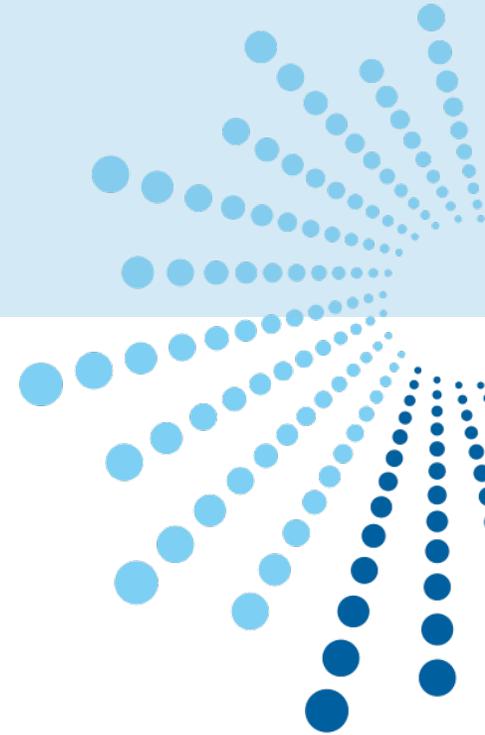
State and Federal Regulations Overview

Diversity Recruitment Best Practices

The Foundation: Committees and Job Descriptions

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Equal Employment Opportunity

All qualified individuals have a full and fair opportunity to compete for hiring and promotion and fully enjoy the benefits of employment by a community college district.

Federal Discrimination Laws

Title VII Civil Rights Act (1964)

- Prohibits discrimination based on color, race, religion, sex, pregnancy, or national origin.

Age Discrimination Act (1975)

- Prohibits discrimination based on age (40+) in programs or activities receiving federal funding.

Title I of the American Disabilities Act (1990)

- Prohibits discrimination against the disabled in employment and public services.

Civil Rights Act (1991)

- Provides monetary damages in cases of intentional employment discrimination.

Genetic Information Nondiscrimination Act (2008)

- Prohibits discrimination on the basis of genetic history or information.





California Discrimination Laws

California Government Code Section 11135 – 11139.58

- Prohibits discrimination against any person or denial of benefits based on ethnic group identification, religion, age, sex, color, physical handicap, or mental disability under any program that receives financial assistance or is directly funded by the State.

California Fair and Employment Housing Act Code Section 12900

- Prohibits discrimination on the basis of race, gender, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, sex, age (40+) and pregnancy.

California Labor Code 1102.1

- Prohibits discrimination or different treatment in any aspect of employment or opportunity for employment based on gender expression, gender identity, sex, sex stereotype, transgender, and/or transitioning.



Begin with the end in mind.

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Search Committees

- Composition
- Roles
- Conflicts of Interest
- Goals



Job Description

- Job descriptions serve as evaluation guides
- Applicants base their responses on what is written in the description
- Committees should decide evaluation criteria based on job descriptions

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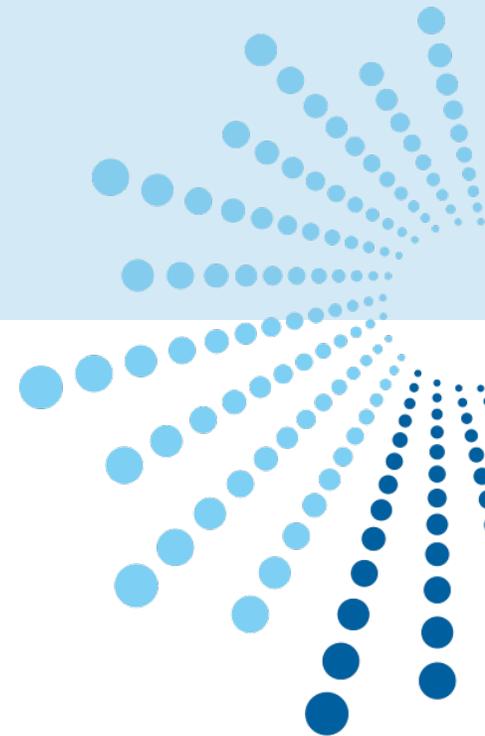


Candidate Selection Process

Candidate Review
Intentional Interviewing
Culture Fit vs. Culture Add

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Critical Candidate Review



Applicant Review

Review of experience beyond minimum qualifications



Interviews

Assess expertise based on responses and not subjective criteria



Candidate Selection

Consider culture add instead of culture fit

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Applications

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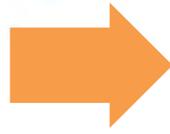
Where Do We Start?

1. Only some qualifications may be evaluated using applicant materials.
 - Education level
 - Years of experience
 - Technical qualifications
2. Identify what else you are looking for
 - Is it easy to identify?
 - Is it subjective?

Evaluation Process

What are you looking for?

- Make a list of what items you will evaluate these can include qualifications.



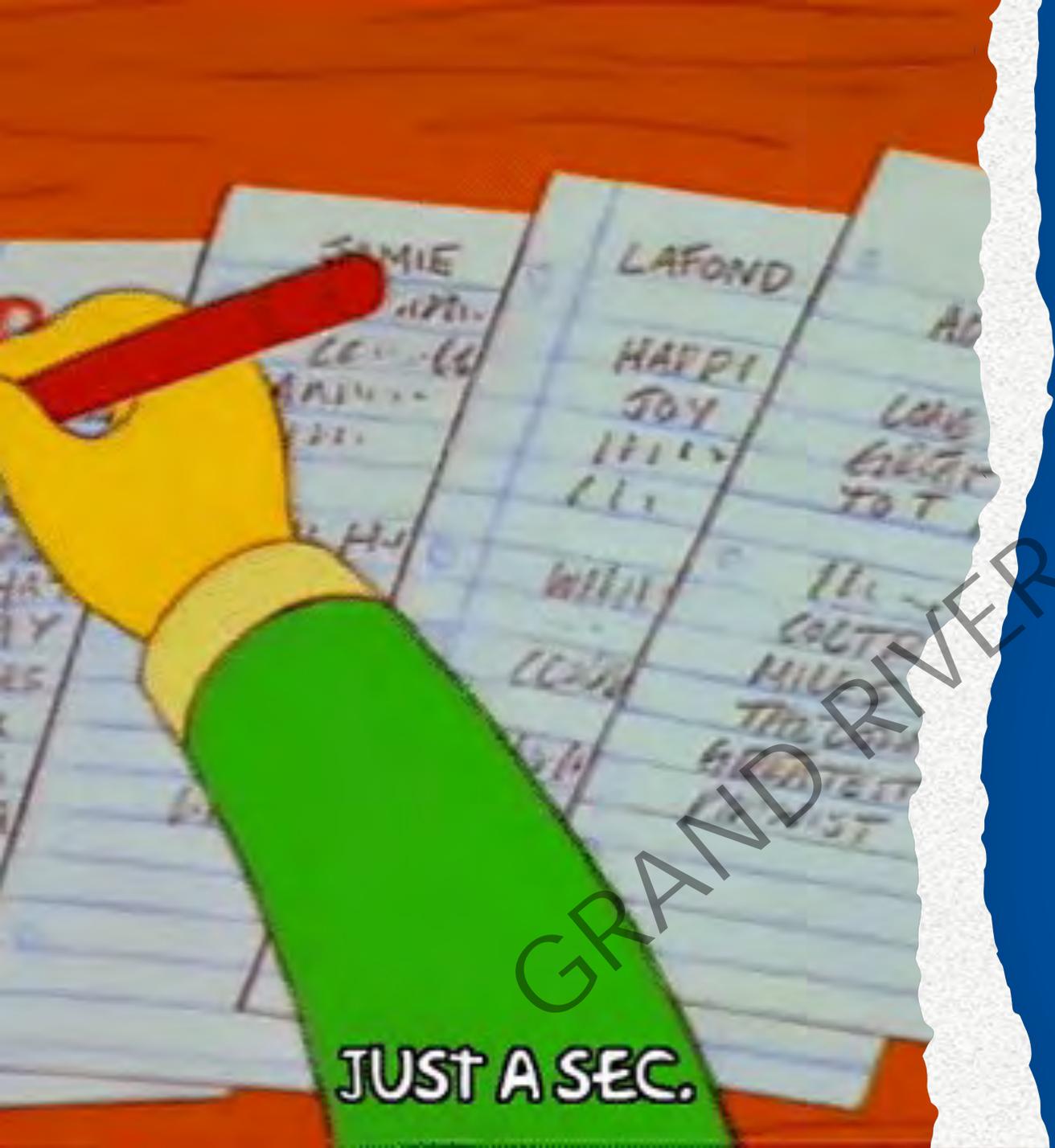
What is it worth?

- Use a point system to quantify your evaluation of candidates (Cabrillo 5-star system)



What does it look like?

- Write down what evidence needs to be present for you to give each score.



Evaluate for Equity

- A scoring guide used for evaluation
- Defines what is expected and what will be assessed
- Promotes evaluation with a standardized criteria for transparency and fairness
- Rubrics are the rationale for your decision making

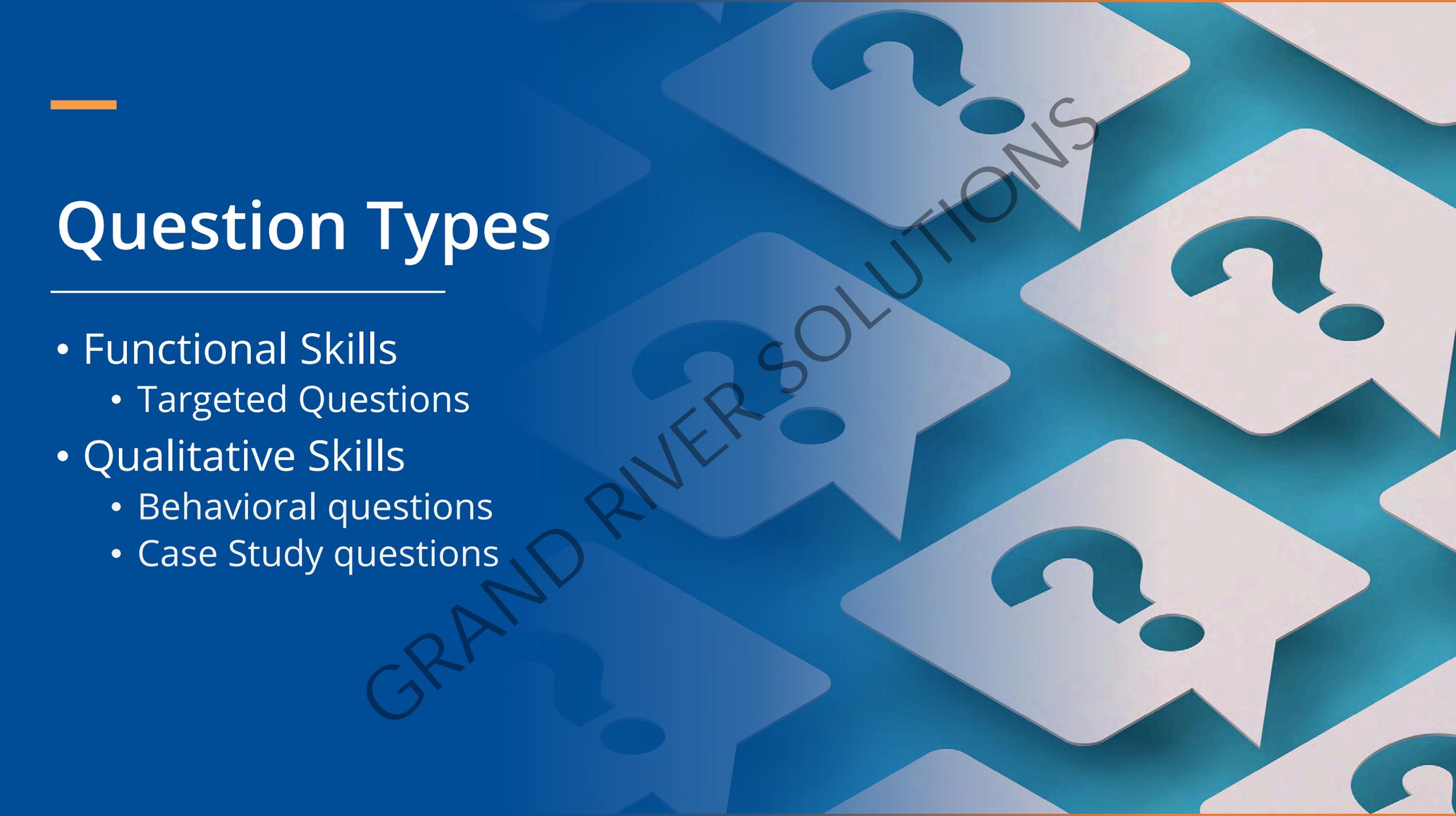


Interviews



Interview Objectives

- Evidence of functional skills
 - Use of technical programs
 - Supervision experience
 - Budgeting
- Evidence of qualitative characteristics
 - Critical thinking skills
 - Cultural competence
 - Conflict resolution skills

The background features a repeating pattern of question marks inside speech bubble shapes, set against a blue gradient. A diagonal watermark reading 'GRAND RIVER SOLUTIONS' is overlaid across the center. A small orange horizontal bar is located in the top left corner.

Question Types

- Functional Skills
 - Targeted Questions
- Qualitative Skills
 - Behavioral questions
 - Case Study questions

Interview Biases



Intergroup Bias



Halo/Horns Effect



Mitigating Bias

Intergroup/Ingroup Bias

Tendency to respond more positively to people from our ingroups than we do to people from outgroups. (Tajfel, Billig, Bundy, & Flament, 1971)

Ingroup members are rated as having more positive characteristics than outgroup members (Hewstone, 1990)

Biases can manifest among different groups including:

- Nationalities
- Races
- Political
- Religious Beliefs
- Arbitrary Group Affiliations

Halo/Horns Bias

Halo/Horns Bias is specific to someone's positive/negative impressions triggering positive/negative feelings toward them.

B.E. FOR DOGS:

HALO EFFECT

Duke



BERMAN, FOEHL, TROWER 2018

Interviewing Bias Mitigation Techniques

Intergroup/Ingroup Bias

- Question your assumptions and first impressions
- Would your view of the person change if they were different/like you?
- Justify your decision by writing down the reasons for it

The Halo/Horns Effect

- Remind yourself that people are complex
- Create two possible impressions of people when you first meet them
- Collect objective information on which impression is more accurate

A close-up photograph of a hand holding a fist, with the thumb pointing upwards. The hand is covered in small, multi-colored confetti (pink, white, yellow, green, blue). The background is a bright yellow, also scattered with confetti. A white horizontal line is positioned below the main title.

Selection & Culture Add

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Implicit Bias in Action



Bias Checkpoint

1. Do any must-haves have the potential of excluding great candidates because of your personal preferences or company traditions?
 - e.g., degrees in specific fields
2. Acknowledge preferences and traditions openly and distinguish them from requirements.
3. Stay focused on results and not how something is done.
 - Limits innovation.

PREFERENCE



"I prefer updates in writing ."

TRADITION



"We do these weekly and send them over email."

★ REQUIREMENT



"All team members have the info they need to make decisions, feel connected, and collaborate."

"That's how we've always done it! (A guide to using PTR)", 2021

What Kind of Culture?

Culture Fit

- Can reinforce biases.
- Can justify prejudice and preference.
- Can create culture of groupthink.
- Can lead to discrimination and unfair treatment of anyone outside of a preconceived cultural mold.

Culture Add

- Is not about quotas.
- Goes beyond race, ethnicity, and gender.
- Can include world experiences or varied beliefs about the world.
- Hire people who are getting results in different ways.
 - Recruit outside your field.

The Benefits of Proactivity in Diversity

Access and Legitimacy

- Being more inclusive will make Cabrillo a trusted community among historically marginalized populations
- Being more inclusive will help Cabrillo have credibility (legitimacy) with historically marginalized community members

Fairness & Discrimination

- Inequalities continue to exist so we should continue to fight for equity
- We will be consistent and intentional to ensure our practices match the value for equity at Cabrillo

Learning and Effectiveness

- We invite diverse perspectives to ensure the breadth and depth of learning at Cabrillo improves the campus community and society at large
- National, global, and local demographics continue to change; proactive approaches to inclusion will benefit all community members

Why Diversity Matters

Enriches the educational and workplace experience by encouraging critical thinking and cross-cultural communication.

Promotes personal growth and challenges stereotyped preconceptions.

Studies consistently show that diversity drives innovation and fosters creativity.

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Why Inclusion Matters

Students report that it is important for them to see themselves reflected in the faculty and curriculum to which they are exposed to create a sense of belonging and inclusiveness

Students report less discrimination and bias at institutions where they perceive a stronger institutional commitment to diversity.

More collegial working environments lead to higher performance and lower turnover among staff and faculty

National Survey of Student Engagement. (2020). Sense of Belonging. Retrieved from <https://nsse.indiana.edu/research/annual-results/belonging-story/index.html>



Take-Home Messages

The impact of our biases on others can be harmful (e.g., microaggressions/discrimination).

Inclusive practices need to be intentional in order to be effective.

Identifying bias at various decision-making points in the hiring process is the first step toward bias mitigation.

Investments in diversity, equity, and inclusion cannot be only interpersonal or strategic. They must also be financial!

Questions?



Leave Us Feedback:



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