



AP 7120A Hiring Procedures – Contract Faculty (Tenure-Track)

Reference:

Education Code Sections 87100 et seq., 87400, and 88003;
ACCJC Accreditation Standard III.A.1

1. Overview

- a. It is the intent of the Board of Trustees and the District that policies and procedures ensure the hiring of college faculty who are expert in their subject areas, skilled in teaching, serve the needs of a diverse student population, are willing to foster overall college effectiveness, and are representative of the diversity of the district.
- b. Faculty members and administrators participate in all appropriate phases of the hiring process. All faculty hiring processes shall be characterized by strict confidentiality.
- c. These hiring procedures are subject to review and revision at the request of the Academic Senate, the Administration, or the Board of Trustees. Such revised procedures shall be developed and approved before replacing the previous hiring procedures.

2. Importance of Diversity in the Hiring Process

The Santa Clarita Community College District is committed to employing qualified employees who are dedicated to student learning and success. The Board recognizes that diversity in the academic environment fosters awareness, promotes mutual understanding and respect, and provides role models for all students. The Board is committed to hiring and staff development processes that support the goals of equal opportunity and diversity, and provide consideration for all qualified candidates. The District does not discriminate in providing educational or employment opportunities to any person on the basis of race, color, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical or mental disability, medical condition (including cancer and genetic characteristics), genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, gender expression, age (40 years and over), sexual orientation, veteran and/or military status, protected medical leaves (requesting or approved for leave under the Family and Medical Leave Act or the California Family Rights Act), domestic violence victim status, political affiliation, and any other status protected by state or federal law or on the basis of these

perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

3. Determination of Vacancy

- a. The Chief Instructional Officer (CIO) will work through the campus Budget and planning process to determine the appropriate number of faculty positions for the coming year.
- b. The CEO and the Academic Senate will mutually agree to the procedures and processes used by the Academic Staffing Committee. These procedures will include the process for soliciting, reviewing, and prioritizing requests for both new as well as replacement positions. The Academic Staffing Committee will make recommendations for new and replacement positions to the CEO and post these recommendations on the committee website.
- c. Positions cannot be created by consolidating adjunct teaching loads to establish a new full-time position. This would be against the spirit and intent of the Academic Staffing Committee's recommendations on new and replacement positions.
- d. At the appropriate time, the CEO will seek Board of Trustees (BOT) approval for authorizing faculty positions.

4. Job Announcements

- a. Job announcements are developed with the participation of the appropriate Dean, Department and/or Screening Committee Chair, the CIO/CSSO and the Chief Human Resources Officer (CHRO) or CHRO's designee. The HR Director and Director, Diversity and Inclusion will review the announcement language to ensure it is broad, clear, and inclusive and provide recommendations for revisions, if warranted.
- b. The Academic Senate, CIO/CSSO, and CHRO will mutually agree on a general "template" to be used for all faculty position announcements. This template will include:
- c. Position Specific Information:
 - i. Position description;
 - ii. General duties and qualifications expected of all faculty members;
 - iii. A detailed summary of the specific job duties;
 - iv. The appropriate State minimum qualifications, including credential and applicable degree and experience equivalency information;
 - v. Desirable Qualifications (to be used as screening criteria, see section I):
 1. specific experience,
 2. education,
 3. knowledge,
 4. skills,

5. abilities,
 6. willingness/openness to learn (i.e. online teaching), and
 7. Demonstrated experience working with the diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of community college students.
- vi. Desirable qualifications shall not be used to discourage qualified applicants.
- d. General Information:
- i. An equal opportunity policy statement and accommodations information;
 - ii. Instructions for completing the application;
 - iii. A Background and About the College section;
 - iv. An indication that new employees will be required to show proof of legal ability to work in the United States;
 - v. A brief overview of compensation and benefits;
 - vi. Any other items mandated by the Education Code, Title 5, or other legal requirements;
 - vii. Conditions of Employment - Covers salary schedule placement, starting dates, work hours, physical demands, and other specific conditions that make this position unique that should be brought to the attention of the prospective candidates;
 - viii. Materials required to apply, including any supplemental questions and a Philosophy of Diversity Statement.
 1. The purpose of the Philosophy of Diversity statement is to demonstrate that the applicant has commitments and capacities to contribute to the district's commitment to inclusion and equity via their work, including scholarship, teaching, service, mentoring, and counseling. The document is an opportunity for applicants to highlight their understanding of the barriers faced by under-represented or marginalized students, as well as their own experiences meeting the needs of a diverse population of students, staff, and peers.
 - ix. District diversity statement that says the Santa Clarita Community College District is an Equal Opportunity Employer that seeks to employ a diverse workforce who will contribute to an inclusive and welcoming educational and employment environment.
 - x. Expectations related to application/interview process – such as teaching demonstration is expected, may include writing sample, etc.; and
 - xi. Proposed interview timeline.
- e. Final wording on each specific announcement will be determined by mutual agreement with the Screening Committee Chair and CIO/CSSO.

5. Transfer Process

- a. Existing tenured full-time faculty must meet the following criteria to request a transfer:
 - i. Possess the discipline minimum qualifications for the board approved vacancy and;
 - ii. Teaching experience required in the discipline or counseling experience if counseling faculty, and;
 - iii. Received an evaluation of "satisfactory" during their most recent evaluation.
- b. Transfers are only available for full time positions that are the result of retirements, resignations, or for new positions recommended through the academic staffing process, see A.3, that have been approved by the Board of Trustees.
- c. If there are unit members who meet the minimum qualifications for the position discipline authorized by the Board of Trustees, a five (5) day notice will be distributed to the qualifying unit member(s). Human Resources will verify with the Academic Senate, if any faculty members possess MQs in the discipline. If none exist, no transfer notice will be distributed.
- d. Interested transfer applicant(s) must submit a letter of interest, including requested information in the transfer notice, to Human Resources by the stated deadline. Per section F below, a screening committee will be convened and the applicant(s) will be interviewed and provide a teaching demonstration.
- e. If the committee decides not to forward a candidate's name to the CIO/CSSO and Chancellor, the position will be opened for normal recruitment and the candidate may apply through the normal hiring process.
- f. If the majority of the screening voting committee members endorse a candidate, their name will be submitted to the CEO and CIO/CSSO with the recommendation to transfer departments. If two transfer candidates are recommended to the CEO, the CEO shall interview both candidates. The CEO will determine whether or not to forward a candidate to the Board of Trustees for approval. If the CEO determines not to forward a transfer candidate for Board approval, the CEO will meet with the committee to explain their objection.

6. Application Instruments

- a. Application instruments for Academic positions include, but are not limited to:
 - i. District Academic position application form;
 - ii. Confidential recruitment source form (optional);
 - iii. Cover letter addressing how the applicant meets the desirable qualifications of the position;
 - iv. Resume or Curriculum vitae;
 - v. List of Professional references, including former supervisors and colleagues; and
 - vi. Unofficial copies of college transcripts. Official copies will be required at the time of employment.
 - vii. Supplemental Questions
 - viii. Philosophy of Diversity Statement
- b. At the time of application, the candidate will indicate that they meet the minimum qualifications for the position or that they are submitting their application under the equivalency provision as indicated on the job announcement. District forms are subject to ongoing revisions.

7. Recruitment Expectations and Methods

- a. In an effort to expand applicant pools, faculty members in the hiring department will assume an active role in the recruiting process. In order to obtain a large and balanced pool of applicants, the advertising period should be of sufficient length to allow for wide distribution and response. If the pool does not have a sufficient number of qualified and diverse applicants, the department chair and/or first-line administrator shall consult with the CIO/CSSO, CHRO, and CEO to determine whether the closing date should be extended.
- b. In addition to using traditional means of recruitment, including the CCC Registry, The Chronicle of Higher Education, diversity publications and websites (i.e. Journal of Blacks in Higher Education, Hispanic Association of Colleges and Universities), professional associations, listservs, social media, and all organizations listed the District's EEO plan, the District will continue to expand recruiting tools (i.e., professional networks, COC, University, and conference job fairs) to reach the broadest range of qualified candidates as possible. The screening committee will be encouraged to provide options for additional recruitment efforts. All recruitment efforts must be coordinated and approved by the CHRO or designee.
- c. Once a position has been advertised, screening committee members may not seek out or encourage any candidates to apply for that position. If a candidate contacts them, they can provide general information (e.g., general, public facts about the college or the department), but must refer the candidate to the CHRO or designee for any additional or position-specific information.

8. Screening Committee Composition and Orientation

- a. It is the philosophy of the District that the screening committee have a majority of the committee members be in the same classification of the position being filled.
- b. The Academic Senate President consults with the department chair, program faculty and dean when appointing full-time faculty and the screening committee chair. The Academic Senate President will also work with the CHRO or designee in reviewing the composition of the screening committee to ensure diversity, as stated in AP3420, the District EEO Plan, as much as is practicable. Screening Committee composition should include discipline experience as well as diversity. The Academic Senate President and the CHRO or designee may wish to supplement discipline faculty with additional faculty representation who can provide greater diversity and differing perspectives.
- c. The screening committee usually consists of:
 - i. 5 to 7 full-time faculty members, one of whom should be from outside the academic division
 - ii. The School Dean
 - iii. A Screening Committee Representative (The SCR will monitor the process for compliance with EEO regulations, serve as timekeeper for this process and be a **non-voting** member of the screening committee.)
 - iv. A classified or confidential employee (optional, screening committee chair determination)
 - v. A student representative (if available)
- d. The Academic Senate President and the Chief Human Resources Officer (CHRO) will address any challenges to a screening committee member's ability to function in an impartial manner prior to appointment to the screening committee.
- e. Screening committee members are expected to serve for the entire screening process, and may be removed if they are unable to complete any part of the screening process.
- f. The CHRO will appoint a Screening Committee Representative (SCR).
- g. Changes to the screening committee structure, including the invitation of outside experts, are permitted with the mutual agreement of the screening committee chair, Academic Senate President, and the CIO/CSSO.
- h. When specific expertise is required, former faculty or external experts, including a faculty member from another college or university, an industry representative or community member may be appointed. External experts who participate will be voting members. Faculty members will be confirmed by the Academic Senate and external experts will be confirmed by Human Resources.
- i. Financial compensation for external experts is not available. Any exception to this is at the sole discretion of the CIO/CSSO and the CHRO.

9. Equal Employment Opportunity (EEO) Training and Orientation for Screening Committees

- a. Per AP 3420, the District EEO Plan, any individual who is acting on behalf of the District with regard to recruitment and screening of employees, whether or not an employee of the District, is subject to the equal employment opportunity requirements of Title 5 and the District's Equal Employment Opportunity Plan. Such an individual shall receive appropriate training prior to their participation on a screening committee on the following topics:
 - i. The requirements of the Title 5 regulations on equal employment opportunity (section 53000 et seq.),
 - ii. The requirements of federal and state nondiscrimination laws,
 - iii. The requirements of the District's Equal Employment Opportunity Plan,
 - iv. The District's policies on nondiscrimination, recruitment, and hiring,
 - v. The educational benefits of workforce diversity,
 - vi. The elimination of bias in hiring decisions; and
 - vii. Best practices in serving on a screening committee.

- b. Persons serving in the above capacities will receive EEO training within the 12 months prior to service. Individuals who have not received this training will not be allowed to serve on screening committees. The District's Equal Employment Opportunity Officer ensures that the required training is provided.

- c. All screening committee members must attend the orientation meeting to:
 - i. Review the responsibilities of committee members.
 - ii. Sign the mandatory confidentiality agreement. Violations of confidentiality of the hiring process, may lead to removal from the committee by the EEO Officer.
 - iii. Determine if they will accept additional materials brought to the interview, i.e., resumes, portfolios, handouts, etc.
 - iv. Determine screening criteria and weighting of criteria from the job announcement.
 - v. Provide input into interview questions,
 - vi. Determine the duration, subject matter, format, and weight of the teaching demonstration, recommended to be 30-40% of the total score.
 - vii. Discuss the importance of rating with internal consistency and following policies.
 - viii. Discuss the importance of removing bias from the hiring process and increasing diversity. Demographic data of faculty and students at the college, by division and by discipline will be distributed to faculty annually.
 - ix. Discuss what makes a strong candidate:
 1. Areas of emphasis from the job description

2. Norming of interview question response expectations and essential elements of the teaching demonstration by content experts,
 3. Determine Diversity question(s) and high-quality response(s), and
 4. Coordinate interview schedules.
- d. If a committee member misses the orientation or a committee member needs to be replaced after the orientation meeting has been held, every effort will be made to provide an individual orientation for that committee member.
- e. The District's Equal Employment Officer (CHRO) serves as a resource regarding district and state guidelines while monitoring the district's equal employment opportunity procedures, including review of job announcements, composition and procedures of screening committees, and adequacy of the applicant pool.

10. Evaluating the Applicant Pool

- a. After the application deadline has passed, the Human Resources Office reviews completed and timely applications to assess which candidates clearly satisfy the minimum qualifications set forth in the job announcement.
- b. When applicants indicate they meet the minimum qualifications through equivalency process or there are questions about their qualifications, Human Resources will confer with the screening committee chair and the equivalencies committee chair. The equivalencies committee chair and the screening committee chair will make the final determination.
- c. If there is a question on the breadth and depth of the applicant pool, the CIO/CSSO, Screening Committee Chair, Academic Senate President and the CHRO will determine if the process should continue.
- d. If it is determined that the pool lacks breadth and depth, the District may:
 - i. Extend the deadline and pursue focused recruitment to increase the number of qualified applicants; or
 - ii. Postpone the filling of the position and the CHRO will contact the Academic Staffing Committee Chair.

11. Screening of Qualified Applications

- a. With mutual agreement, the Academic Senate, CIO/CSSO, and Chief Human Resources Officer will develop a standard screening process.
- b. With mutual agreement between the Academic Senate President, the CIO/CSSO, the screening committee chair, and the CHRO, a modified screening process may be used for specific positions. However, any such modifications must be agreed to prior to the job announcement being finalized.
- c. Screening criteria comes directly from the job announcement, referenced above

in section D. Screening criteria is determined and the weight of such criteria is determined by the screening committee during the screening committee orientation.

- d. After the position review date occurs and applications have been deemed to meet minimum qualifications or meet equivalencies; members of the screening committee then review all qualified applications and select applicants for an interview who best meet the screening criteria. The screening committee shall evaluate the applicant's materials using a rating system to evaluate information submitted according to the agreed-upon criteria. This shall include evaluating the candidates' experience working with and understanding of diversity based on the applicants Philosophy of Diversity Statement.
- e. If a screening committee member identifies false information in the application packet, or later during an interview, they are to alert the Human Resources Director or CHRO.
- f. Screening committee members will not discount the potential of a candidate and only look for past experience doing the same job.
- g. The screening committee will meet to deliberate on scores and determine which candidates to invite for an interview.
- h. The screening committee is encouraged to be inclusive and interview a large number of candidates at the first level.
- i. The Human Resources Office will call those applicants selected for an interview and will notify the candidates not forwarded for interview.

12. Interview and Evaluation of Candidates

- a. With mutual agreement, the Academic Senate, CIO/CSSO, and Chief Human Resources Officer will develop a standard interview process.
- b. With mutual agreement between the Senate, the CIO/CSSO, and the CHRO, a modified interview process may be used for specific positions. However, any such modifications must be agreed to prior to the closing of that specific position.
- c. The screening committee shall create a welcoming environment for all candidates and treat all candidates uniformly, giving each equal time to answer the interview questions.
- d. A full set of applications for those candidates being interviewed will be provided to the screening committee chair.
- e. The SCR shall provide consistent, written instructions to the applicant encouraging them to read the entire question carefully and to give clear and complete answers.
- f. The screening committee shall evaluate candidates interviewed using a rating system to evaluate responses according to the agreed-upon criteria. This shall include evaluating a question about diversity.
- g. Questions, by any committee member, are encouraged when the candidate provides a vague answer that makes scoring difficult. Reminders should be given by the SCR to candidates who omit part of a multi-part question.
- h. In all cases, all academic positions will require the candidate to provide the screening

committee with some form of demonstration, such as a classroom lesson or problem-solving scenario. The teaching demonstration should account for 30-40% of the overall total score for each candidate, as determined by the screening committee during the orientation.

- i. Individual screening committee members must be present for all interviews in order to participate in the evaluation of candidates.

13. Screening Committee Deliberations

- a. The HR generalist assigned to the recruitment will compile the scores for the committee to review as part of the deliberations meeting.
- b. The screening committee chair shall facilitate the committee deliberation discussion regarding compiled scores, strengths and weaknesses of the candidates in relation to discipline competency and departmental needs. Committee members may raise or lower their scores in light of insights gained through discussion and will make their best effort to maintain internal consistency in scoring. The screening committee will determine natural breaks and cutoff points in the scoring of candidates. The screening committee's recommendation of final interview candidates is based on this deliberation.
- c. The Screening Committee will advance top candidates, usually three to five, but no less than two, for final interviews.
- d. In most cases, if the screening committee can only recommend one candidate, the pool lacks breadth and depth and the process should be terminated. In very unusual cases (and only with the mutual agreement among the CIO/CSSO, CHRO, and the Academic Senate President), the screening committee may recommend a single candidate to the CEO. However, the CEO reserves the right to reject the single candidate.
- e. If the screening committee determines they do not wish to forward any candidates to final interviews, the process will be deemed a failed search and the position will either be re-advertised or postponed.
- f. Those candidates not selected will be contacted timely by Human Resources.

14. Final Interview Process

- a. The final interview committee is usually composed of the CEO or their designee, the selection committee chair or designee, the CIO/CSSO or their designee, and is confirmed by the CEO.
- b. The CEO will work with Human Resources to create the final interview questions.
- c. To ensure consistency in the process, all efforts should be exhausted to have the final interview committee membership remain the same for all final interviews.
- d. If a finalist cannot attend the interview due to illness, every effort will be made to reschedule the interview if it does not disrupt the hiring process.
- e. Each candidate will be given clear instructions about expectations for the final interview.

- f. Once final interviews conclude, the CEO or their designee will lead the deliberation discussion with the final interview committee. Top finalists will have references called as noted below.
- g. With the recommendation of the Academic Staffing Committee and approval of the CEO, and if the job announcement included appropriate pool language, additional candidates may be hired from the same applicant pool for the same exact position for up to one year.
- h. Once final interviews conclude, if the CEO is not satisfied with any of the finalists recommended by the screening committee, the CEO may request the screening committee to reassemble and review those candidates who were and were not interviewed at the final level previously.
 - i. After further review, the screening committee may decide to forward additional candidates for final interviews. If the screening committee finds that there are no additional candidates to send forward for a final interview, the hiring process ends.
 - ii. The position may be re-advertised or the hiring process may be postponed.

15. Reference Checking Process

- a. Prior supervisory references for selected finalists will be contacted by the CIO/CSSO or designee. Reference questions will be provided by Human Resources. Results of these references will be recorded in writing and submitted to Human Resources.
- b. Human Resources will conduct past employment verification reference checks. Results of these references will be recorded in writing and retained by Human Resources.
- c. Additionally, any reference information listed on the employment application may be contacted by Human Resources or the CIO/CSSO or designee.
- d. All above steps must be completed before an offer of employment can be made.

16. Conditional Offers of Employment and Notification to Finalists

- a. The CEO will make the final hiring decision and recommendation to the Board of Trustees. If the CEO delegates this responsibility to the CIO or CSSO, whomever chairs the final hiring committee, makes the final hiring decision.
- b. After the reference checking process above is completed, The CEO, CIO/CSSO or designee will confirm salary placement with Human Resources and will notify the selected candidate of their conditional offer of employment pending a criminal background check, physical exam, and TB test. After the candidate has accepted the job offer, the CIO will notify the CHRO.
- c. In most cases the CIO/CSSO will telephone unsuccessful finalists to report the decision. The Human Resources Office will contact all other candidates by letter in a timely manner.
- d. Prior to the announcement of the selected candidate, the CIO/CSSO or designee shall notify the screening committee chair, the department chair, and the Academic Senate president regarding the decision. Final hiring decisions are made whenever possible

during the regular academic year. If the decision is made outside the academic year, the information will be communicated to the committee members via email.

- e. The CHRO or designee is authorized to make or rescind conditional offers of employment, make formal employment offers and discuss compensation, benefits, conditions of employment, etc.

17. Process Finalization

- a. The screening committee chairperson is responsible for the completion and submission of all forms and paperwork related to the screening and interview process.
- b. The Human Resources Office will maintain file information on each hiring process and respond to all complaints regarding the process.

Approved by Academic Senate 4/22/2021

Reviewed and endorsed by CPC 4/27/2021

Next review date: Spring 2027