

# AP 7120 Recruitment and Selection

Reference:

*Education Code Sections 87100 et seq.; 87400; 88003; Accreditation Standard III.A*

Included in this section are all of the established hiring procedures for the included employee groups.

- ✓ Educational Administrator Hiring Procedures
- ✓ Classified Management Hiring Procedures
- ✓ Academic Hiring Procedures
- ✓ Academic Hiring for Adjunct Positions
- ✓ Classified Employees Hiring Procedures

## Educational Administrator Hiring Procedures

### **Preface**

Employment procedures are designed to ensure equity and access are provided in all phases of the process and to enable the District to select the best candidate from the most qualified pool available. Under the principles of shared governance, broad representation of all constituencies plays a role in the selection process for administrators. The following procedures apply to all administrative positions except Chief Executive Officer (CEO) which utilizes special procedures developed by the Board of Trustees with appropriate input.

### **1. Determination of Vacancy**

The CEO determines that a vacancy exists or that a new administrative position is needed based on input from the appropriate area of the College. The CEO appoints a committee to review, develop, or update a job description for the position. At the appropriate time the Chief Executive Officer seeks Board of Trustees approval for opening the position.

### **2. Job Announcements**

Job announcements are developed by the Chief Human Resources Officer (CHRO) with the participation of the appropriate administrative supervisor. Job announcements shall clearly state job duties, knowledge, skills, abilities, and minimum qualifications necessary for job performance. For administrative positions, job requirements shall include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. (§53022 Title 5, rev. 3/23/92)

### **3. Qualifications**

In keeping with Section 4 of AB 1725 and subsequent legislative action regarding minimum qualifications and the hiring process, the District defines administrative minimum qualifications on a position-by-position basis to ensure that it selects individuals who are aware of the principles of shared governance and who are competent to perform the kind of administrative responsibilities that administrators are normally required to assume, in addition to those responsibilities unique to the position being filled.

### **4. Application Instruments**

Application instruments for administrative positions include the District administrative position application form (which includes a list of required references), the optional confidential recruitment source form, a separate résumé, and unofficial copies of college

transcripts. Official copies will be required at the time of employment. District forms are subject to ongoing revision.

## **5. Recruitment**

The district uses a variety of methods in recruitment and consistently seeks to develop new, non-traditional recruitment tools to further success in reaching a qualified pool of applicants.

The District uses various forms of advertising mediums, including but not limited to major area newspapers, professional journals, professional organization job listings, mailing lists, list serves, and appropriate websites. The District also uses the statewide California Community College Registry Available through the Chancellor's Office. Applicants registered with the Registry are notified of position openings via e-mail and mail. In addition, the district may also solicit nominations of candidates or send invitations to apply for positions via e-mail and/or mail.

## **6. Application Processing and Determining the Applicant Pool**

All applicants will be notified when their application packet has been received and whether or not it was complete and timely. The Office of Human Resources will make every effort to notify applicants of missing application materials, in order to have as many qualified applicants as possible forwarded to the applicant pool. At the closing or first review date, all incomplete and late application packets will not be forwarded for minimum qualification screening.

After the application deadline had passed, applications shall be screened to determine which candidates satisfy the minimum job requirements set forth in the job announcement. Those applicants who are deemed to have met the minimum qualifications are considered to be in the applicant pool and will be forwarded to the hiring committee for screening.

The Office of Human Resources will notify all applicants who are not forwarded for screening by the committee of their application disposition by letter.

## **7. Committee Selection**

Selection committees for administrative positions are broadly representative of all constituencies on campus. Each constituency group (academic, classified, administration and student) will forward the names of the committee members from their respective constituencies to the CEO or designee. The majority of the committee will be in the same constituency group as the position being hired. Minimum committee representation shall be as follows:

- 5 Administrators
- 1 Classified employee
- 1 Confidential employee
- 1 to 2 Faculty Members
- 1 Student Representative

For each opening, the CEO or designee will have the authority to approve the hiring committee composition, keeping in mind constituency representation and committee size. For some positions, representation from the community will be given serious consideration. The outgoing staff member in the open position is not part of the selection process unless that person maintains a supervisory relationship to the open position. Once a committee member has been approved, they will be sent a letter or email confirming their membership as well as a copy of this policy.

The CEO or designee appoints the committee chair. The immediate administrative supervisor of the position may be involved in all phases of the selection process or limit his/her

participation to part of the process at the final stages of interviewing. The CHRO may serve as a voting or non-voting member of any administrative selection committee and will monitor committee activity and advise the committee on procedures. The CEO or designee conducts the final interviews for all administrative positions.

General timelines will be established for the screening and interview process. Prospective committee members must be available for the service within these timelines.

## **8. Committee Orientation**

Whenever possible, within two weeks before a position closing, the CHRO arranges a mandatory orientation meeting for all selection committee members. This orientation meeting covers the following:

- Equal Employment Opportunity training.
- A review of interviewing procedures and protocol.
- Overview of the position (this can be done by reviewing the job announcement or with input from the hiring manager/administrator).
- Review of the hiring committee timeline and important dates
- Development of screening criteria and review of screening procedures.
- Review and provide input on the proposed interview questions. Specific interview questions are developed by the supervisor and/or the selection committee chairperson and reviewed by the CHRO. Whenever possible, all interview questions are to be finalized before the screening of the applications begins.
- Development of the demonstration or exercise, if any, that the committee wishes the candidates to complete as part of the interview process.
- Signing of the confidentiality agreement.

## **9. Screening**

Each committee member is given a screening form for each candidate, preprinted with the candidate's name and the major criteria, derived from the job announcement, which will be the basis for screening. The guidelines for screening applications are as follows:

- Review all materials submitted by candidates carefully.
- Review evidence of meeting minimum qualifications as established on job announcement.
- Consider evidence of meeting desirable qualifications listed on job announcement.
- Consider evidence of sensitivity to diversity issues.
- Look for all evidence that candidate is qualified to hold a high-level position and work effectively with staff and students.
- Given the College's direction over the next few years, look for evidence the candidates can make a contribution to meeting planning goals.
- Professional ethics require strict confidentiality regarding information submitted by candidates.
- If a committee member discovers during the screening process that they know an external candidate for the position, they are to notify the CHRO and they may be asked to excuse themselves from the committee and a substitute will be appointed.

After all committee members have screened the applications, the Senior Human Resources Generalist tabulates and summarizes the ratings. A meeting of the committee is then held to:

- Determine which applicants will be invited for an initial interview.
- Confirm the availability of committee members in scheduling of the interviews.
- Finalize demonstrations or exercises required as part of the interview process.

## **10. Committee Interviews and Procedure**

- The committee chair escorts the candidate into the room, makes introductions, and explains the time allotted and any ground rules.
- The committee chair asks the first question. The remaining questions are asked by predetermined members of the committee. Clarification questions may be asked but consideration should be given to the candidate's use of available time established for the interview.
- Immediately following each interview, committee members make independent ratings without discussion.
- All committee members are to return their interview materials and rating sheets to the Office of Human Resources at the conclusion of each day of interviews.

## **11. Deliberations meeting**

After all candidates have been interviewed; a meeting time is set up for discussion and deliberation. During this meeting, time is allotted for independent modification of ratings. Ratings are collected by the CHRO or Sr. Human Resources Generalist, who enters the ratings into a spreadsheet during the meeting and leads the discussion to determine the final candidates to be sent forward. At least five finalists are advanced to the final interview unless this requirement is waived by the CEO or designee. Prior to the final interview, the CHRO and/or committee chair conducts reference checks for all finalists.

## **12. Final Selection**

- The final interview process is determined by the CEO or designee. When appropriate, a member of the selection committee will participate.
- After completion of the final interviews, a finalist is designated as the chosen candidate.
- The CEO makes the final recommendation to the Board of Trustees for approval.
- All participants in the process are informed by the CEO or designee of the outcome of the final interview.
- In the event the CEO or designee decides not to recommend any of the final candidates to the Board of Trustees, he/she shall so inform the selection committee.
- The CEO or designee shall conduct all necessary communications with the unsuccessful finalists. All communications shall be, at a minimum, in writing with the exception of candidates employed by the District, who shall be notified in person or by phone, with a follow-up in writing.
- The successful candidate shall be notified by the CEO or designee either in person or by phone. The Office of Human Resources shall prepare the documents necessary for action by the Board of Trustees. The successful candidate shall be notified in writing by the CHRO of the Board's approval.
- The successful candidate must submit official transcripts to the Office of Human Resources no later than 60 days after approval by the Board of Trustees and prior to the first day of paid service. The Senior Human Resources Generalist shall evaluate the candidate's official transcripts to determine that the candidate meets the requirements of the position and that the candidate's official transcripts are identical to any unofficial transcripts previously submitted. The candidate's employment is contingent on approval of his/her transcripts.
- The Office of Human Resources maintains file information on each selection process and addresses all complaints regarding the process.

## **13. Evaluation of the Selection Process**

- The CHRO works with the committee chairperson to monitor all stages of the selection process for any conditions or events that work against equal employment opportunity.
- All committee members are asked to evaluate the process and make recommendations for improvement in administrative hiring procedures.

#### **14. Administrative Contracts**

- According to the California Education Code §72411.5, “Every instructional or student services administrator of a community college district shall be employed, and all other administrators of a community college may be employed, by the governing board of the district by a contract not to exceed four years.”
- The Board of Trustees will work with the CEO to determine which administrators will receive contracts and to determine the provisions to be included in the contract.

## Classified Management Hiring Procedures

### **Preface**

Employment procedures are designed to ensure equity and access are provided in all phases of the process and to enable the District to select the best candidate from the most qualified pool available. Under the principles of shared governance, broad representation of all constituencies plays a role in the selection process for administrators.

### **1. Determination of Vacancy**

The Chief Executive Officer (CEO) determines that a vacancy exists or that a new administrative position is needed based on input from the appropriate area of the College. The CEO then seeks Board of Trustees approval for opening the position pending available funding. The administrative supervisor of the position, with the assistance of assigned Human Resources staff develops, reviews, or updates a job description for the position.

### **2. Job Announcements**

Job announcements are developed by assigned Human Resources Technician with the participation of the appropriate administrative supervisor. Job announcements shall clearly state job duties, knowledge, skills, abilities, and minimum qualifications necessary for job performance. For administrative positions, job requirements shall include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. (§53022 Title 5, rev. 3/23/92)

### **3. Qualifications**

In keeping with Section 4 of AB 1725 and subsequent legislative action regarding minimum qualifications and the hiring process, the District defines administrative minimum qualifications on a position-by-position basis to ensure that it selects individuals who are aware of the principles of shared governance and who are competent to perform the kind of administrative responsibilities that administrators are normally required to assume, in addition to those responsibilities unique to the position being filled.

### **4. Application Instruments**

Application instruments for administrative positions include the District Classified Application form (which includes a list of required references), the optional confidential recruitment source form, a separate résumé, and unofficial copies of college transcripts. Official transcripts will be required at the time of employment. District forms are subject to ongoing revision.

### **5. Recruitment**

The District uses a variety of methods in recruitment and consistently seeks to develop new, non-traditional recruitment tools to further success in reaching a qualified pool of applicants.

The District uses various forms of advertising mediums, including but not limited to major area newspapers, professional journals, professional organization job listings, mailing lists, list serves, and appropriate websites. The District also uses the statewide California Community College Registry available through the Chancellor's Office. Applicants registered with the Registry are notified of position openings via e-mail and mail. In addition, the district may solicit nominations of candidates or send invitations to apply for positions via e-mail and/or mail.

### **6. Application Processing and Determining the Applicant Pool**

All applicants will be notified when their application packet has been received and whether or not it was complete and timely. The Office of Human Resources will make every effort to notify applicants of missing application materials, in order to have as many qualified applicants as possible forwarded to the applicant pool.

After the application deadline has passed, applications shall be screened to determine which candidates satisfy the minimum job requirements set forth in the job announcement. Those applicants who are deemed to have met the minimum qualifications are considered to be in the applicant pool and will be forwarded to the hiring committee for screening.

The Office of Human Resources will notify all applicants who are not forwarded for screening by the committee of their application disposition by letter.

## **7. Committee Selection**

Selection committees for administrative positions are broadly representative of all constituencies on campus. The majority of the committee will be in the same constituency group as the position being hired. Suggested committee representation shall be as follows:

- 3 to 4 Administrative Representatives
- 1 to 2 Classified Representatives
- 1 Faculty Representative

For each opening, the Chief Human Resources Officer (CHRO) or their designee will have the authority to approve the hiring committee composition, keeping in mind constituency representation and committee size. For some positions, representation from the community will be given serious consideration. The outgoing staff member in the open position is not part of the selection process unless that person maintains a supervisory relationship to the open position. Once a committee member has been approved, they will be sent a letter or email confirming their membership as well as a copy of this policy.

The appropriate hiring administrator or assigned Sr. Human Resources Generalist appoints the committee chair. The immediate administrative supervisor of the position may be involved in all phases of the selection process or limit her/his participation to part of the process at the final stages of interviewing. The CHRO may serve as a voting or non-voting member of any administrative selection committee. The CHRO or assigned Human Resources Technician will monitor committee activity and advise the committee on procedures. The appropriate supervising administrator conducts the final interviews.

General timelines will be established for the screening and interview process. Prospective committee members must be available for service within these timelines.

## **8. Committee Orientation**

Whenever possible, within one week prior to a position closing, the Human Resources Office arranges a mandatory orientation meeting for all selection committee members. This orientation meeting covers the following:

- Equal Employment Opportunity training.
- A review of interviewing procedures and protocol.
- Overview of the position (this can be done by reviewing the job announcement or with input from the hiring manager/administrator).
- Review of the hiring committee timeline and important dates.
- Development of screening criteria and review of screening procedures.
- Review and provide input on the proposed interview questions. Specific interview questions are developed by the supervisor and/or the selection committee chairperson and reviewed by the CHRO or assigned Human Resources staff. Whenever possible, all interview questions are to be finalized before the screening of applications begins.
- Development of the demonstration or exercise, if any, that the committee wishes the candidates to complete as part of the interview process.

- Signing of the confidentiality agreement.

## **9. Screening**

Each committee member is given a screening form for each candidate, preprinted with the candidate's name and the major criteria, derived from the job announcement, which will be the basis for screening. The guidelines for screening applications are as follows:

- Review all materials submitted by candidates carefully.
- Review evidence of meeting minimum qualifications as established on job announcement.
- Consider evidence of meeting desirable qualifications listed on job announcement.
- Consider evidence of sensitivity to diversity issues.
- Look for all evidence that candidate is qualified to hold a high-level position and work effectively with staff and, if applicable, with students.
- Given the College's direction over the next few years, look for evidence that candidates can make a contribution to meeting planning goals.
- Professional ethics require strict confidentiality regarding information submitted by candidates.
- If a committee member discovers during the screening process that they know an external candidate for the position, they are to notify the CHRO or the assigned Sr. Human Resources Generalist and they may be asked to excuse themselves from the committee and a substitute will be appointed.

After all committee members have screened the applications, the assigned Human Resources Technician tabulates and summarizes the ratings. A meeting of the committee is then held to:

- Determine which applicants will be invited for an initial interview.
- Confirm the availability of committee members in scheduling of the interviews.
- Finalize demonstrations or exercises required as part of the interview process.

In the event there is a small but viable pool of qualified candidates, the committee may choose to forego the screening process and proceed to interview the entire pool.

## **10. Committee Interviews and Procedure**

- The committee chair escorts the candidate into the room, makes introductions, explains the time allotted and any ground rules.
- The committee chair asks the first question. The remaining questions are asked by predetermined members of the committee. Clarification questions may be asked but consideration should be given to the candidate's use of available time established for the interview.
- Immediately following each interview, committee members make independent ratings without discussion, except, as necessary, to clarify a candidate's answer to particular questions with other committee members.
- All committee members are to return their interview materials and rating sheets to the Office of Human Resources at the conclusion of each day of interviews.

## **11. Deliberations meeting**

After all candidates have been interviewed; a meeting time is set up for discussion and deliberation. During this meeting, time is allotted for independent modification of ratings. Ratings are collected by the assigned Human Resources Technician, who enters the ratings into a spreadsheet during the meeting. The Chairperson leads the discussion to determine the final candidates to be sent forward.

## **12. Final Selection**

- The final interview process is conducted by the hiring supervisor or designee. The Chairperson will participate.
- After the final interview (or, at the discretion of the hiring administrator, before the final interviews), the hiring administrator and/or the committee chair (if the chair is an administrative level employee) conducts reference checks for all finalists, or, at the discretion of the hiring administrator, the highest ranked finalist only.
- After completion of the final interviews, a finalist is designated as the chosen candidate.
- The CEO makes the final recommendation to the Board of Trustees for approval.
- All participants in the process are informed by the hiring committee chair of the outcome of the final interview.
- In the event the hiring administrator decides not to recommend any of the final candidates to the Board of Trustees, he/she shall so inform the selection committee, and advise the CHRO, in writing, of the reasons for this decision.
- The hiring administrator shall personally communicate, by telephone, with the unsuccessful finalists, with the exception of candidates employed by the District, who shall be notified in person or by telephone. The Human Resources Office will send a follow-up in writing to all finalists.
- The successful candidate shall be notified by the hiring administrator either in person or by phone. The Office of Human Resources shall prepare the documents necessary for action by the Board of Trustees. The successful candidate shall be notified in writing by the Human Resources Technician.
- The successful candidate must submit official transcripts to the Office of Human Resources prior to the first day of paid service. The Human Resources Office shall evaluate the candidate's official transcripts to determine that the candidate meets the requirements of the position and that the candidate's official transcripts are identical to any unofficial transcripts previously submitted. The candidate's employment is contingent on approval of his/her transcripts.
- The Office of Human Resources maintains file information on each selection process and addresses all complaints regarding the process.

## **13. Evaluation of the Selection Process.**

- The CHRO or the assigned Sr. Human Resources Generalist works with the committee chairperson to monitor all stages of the selection process for any conditions or events that work against equal employment opportunity.
- All committee members are asked to evaluate the process and make recommendations for improvement in administrative hiring procedures.

## **14. Administrative Contracts.**

- According to the California Education Code §72411.5, "Every instructional or student services administrator of a community college district shall be employed, and all other administrators of a community college may be employed, by the governing board of the district by a contract not to exceed four years."
- The Board of Trustees will work with the CEO to determine which administrators will receive contracts and to determine the provisions to be included in the contract.

## Academic Hiring Procedures

### Full-Time Positions

#### 1. Determination of Vacancy

- 1.1. 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.
- 1.2. The Certificated Staffing Committee will establish a procedure for soliciting, reviewing and prioritizing requests for both new as well as replacement positions.
- 1.3. The Instructions Office and the Academic Senate will mutually agree to the procedures and processes used by the staffing committee.
- 1.4. At the appropriate time the CIO will seek Board of Trustees (BOT) approval for opening the positions.

#### 2. Job Announcements

- 2.1. Job announcements are developed with the participation of the appropriate Division Dean, Department Chair, the CIO and the Chief Human Resources Officer (CHRO).
- 2.2. The Senate, CIO, and CHRO will mutually agree on a "template" to be used for all hiring announcements. This template will include all material required by Title V or the Education Code.
- 2.3. Final wording on each specific announcement will be developed by mutual agreement with the Department Chair and CIO.

#### 3. Application Instruments

- 3.1. Application instruments for Academic positions include, but are not limited to:
  - District Academic position application form:
  - Confidential recruitment source form:
  - Resume;
  - At least three current (within 5 years) letters of recommendation. (A formal classroom evaluation may substitute for one of the letters of recommendation);
  - Unofficial copies of college transcripts. Official copies will be required at the time of employment
- 3.2. At the time of application, the candidate will indicate that the application is submitted as meeting minimum qualifications or that it is submitted under the equivalency provision as indicated on the job announcement.
- 3.3. District forms are subject to ongoing revisions

#### 4. Recruitment

- 4.1. In addition to using traditional means of recruitment, the District will continue to use new, non-traditional recruiting tools to reach the broadest range of qualified candidates as possible.
- 4.2. The Hiring Committee will be encouraged to provide options for additional recruitment efforts. All recruitment efforts must be coordinated and approved by the CHRO.
- 4.3. To avoid any perception of bias, any individual who writes a recommendation letter for a specific position will not be allowed to serve on the hiring committee for that position.
- 4.4. Once a position has been advertised, committee members may not seek out or encourage any candidates 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 for any additional or position-specific information.

## **5. Applicant Pool and Applicant Flow**

- 5.1. After the application deadline has passed, applications shall be screened to determine which candidates satisfy job specifications set forth in the job announcement.
- 5.2. If there is a question on the breadth and depth of the applicant pool, the CIO, Hiring Committee Chair, Senate President and the CHRO will meet to determine if the process should continue.
- 5.3. If it is determined that the pool lacks breadth and depth, the District may:
  - Extend the deadline and pursue focused recruitment to increase the number of qualified applicants;
  - Postpone the filling of the position;
  - The Chief Executive Officer (CEO) may make an interim appointment.

## **6. Committee Selection and Orientation**

- 6.1. The committee usually consists of 5 to 7 faculty members, with the Department Chair or designee serving as the committee chair. The Senate confirms members of the committee, one of whom should be from outside the academic division.
- 6.2. The Senate President and the CHRO will address any challenges to a committee member's ability to function in an impartial manner.
- 6.3. Committee members are expected to serve for the entire procedure, and may be removed if they are unable to complete any part of the overall selection process.
- 6.4. The CHRO will appoint a Selection Committee Representative to monitor the selection process to ensure adherence to all appropriate rules and regulations. The Division Dean will normally serve as the Personnel Committee Representative.
- 6.5. Unless the Selection Committee Representative is already a member of the committee, the Selection Committee Representative is a non-voting committee member.
- 6.6. Changes to the committee structure, including the invitation of outside experts, are permitted with the mutual agreement of the committee chair, Academic Senate, and the CIO.
- 6.7. Outside experts who participate for the entire process should be considered voting members. Outside experts who are present for only a portion of the selection process will be considered non-voting members.
- 6.8. Financial compensation for outside experts is usually not available. Any exception to this is at the sole discretion of the CIO and the CHRO.
- 6.9. At the discretion of the committee, any non-voting member may be allowed to give non-binding, "advisory" votes.

## **7. Screening**

- 7.1. With mutual agreement, the Academic Senate, Chief Instructional Officer, and Chief Human Resources Officer will develop a standard screening process.
- 7.2. With mutual agreement between the Senate, the CIO, and the CHRO, a modified screening process may be used for specific positions. However, any such modifications must be agreed to prior to the closing of that specific position.

## **8. Interviewing**

- 8.1. With mutual agreement, the Academic Senate, Chief Instructional Officer, and Chief Human Resources Officer will develop a standard interview process.
- 8.2. With mutual agreement between the Senate, the CIO, 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.
- 8.3. In all cases, all academic positions will require the candidate to provide the selection committee with some form of demonstration, such as a classroom lesson or problem-solving scenario.

8.4. The Selection Committee advances top candidates, usually three but no less than two, for final interviews.

8.5. In most cases, if the selection committee can only recommend one candidate, the pool lacks breadth and depth and the process should be terminated. However, in very unusual cases (and only with the mutual agreement among the CIO, CHRO, and the Senate President), the selection committee may recommend a single candidate to the CEO.

## **9. Final Selection**

9.1. The final interview team is composed of the committee chair or designee, the CIO, and the CEO or their designees.

9.2. To ensure consistency in the process, the final interview committee membership must remain the same for all final interviews.

9.3. If the final interview committee requests an additional interview, all of the finalists must receive the additional interview.

9.4. If the CEO is not satisfied with any of the finalists recommended by the selection committee, the CEO may request the selection committee to reassemble and review those candidates who were interviewed but not recommended for a final interview.

- After further review, the selection committee may decide to forward additional candidates for final interviews. If the committee finds that there are no additional candidates to send forward for a final interview, the hiring process ends.

9.5. The CIO or designee will notify final candidate of his/her selection. After the candidate has accepted the job offer, the CIO will notify the CHRO to place the name of the successful candidate on the Board of Trustees' agenda for approval to hire.

9.6. In most cases the CIO will telephone unsuccessful finalists to report the decision. The Human Resources Office will contact all other candidates by form letter in a timely manner.

## **10. Additional Procedures**

10.1. The selection committee chairperson is responsible for the completion of all forms and paperwork related to the screening and interview process.

10.2. The Human Resources Office will maintain file information on each selection process and deal with all complaints regarding the process.

10.3. The Board, the Administration, or the Senate may initiate a review of these procedures. Any changes will be with the mutual agreement of the Board or its designees, and the Senate.

## **Appendix A:**

### **Job Announcements:**

Development of the Job Announcement is a crucial step that should not be taken lightly. While the general template is to be developed between the Academic Senate, the CIO, and the CHRO, it should include the following components:

### **General Information:**

- An equal opportunity policy statement;
- Instructions for completing the application
- A brief description of the College;
- An indication that new employees will be required to show proof of legal right to work;
- A short overview of compensation and benefits;

- General duties and qualifications expected of all faculty members;
- Any other items mandated by the Education Code, Title V, or other legal requirements

**Specific Information**

- Position description;
- Typical duties. A detailed summary of the specific job duties from the job description;
- The appropriate minimum qualifications and a general statement regarding equivalencies;
- Qualifications. Give specific experience, education, knowledge, skills, abilities and personal characteristics required for the position;
- Desirable or preferred qualifications shall not be used to discourage qualified applicants. Sensitivity to diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of community college students will be included as a qualification

**Conditions of Employment**

Covers salary schedule placement, starting dates, work hours and other specific conditions that make this position unique that should be brought to the attention of the prospective candidates indicated here.

## Academic Hiring for Adjunct Positions

### **1. Preface**

In general the same underlying philosophy for the hiring of full-time faculty members also applies to the hiring of adjunct faculty. There are, however, additional issues and concerns that need to be addressed when selecting adjunct faculty members.

- 1.1. The necessity of ensuring quality and high levels of teaching excellence is not incompatible with the recognition that flexibility and speed may be needed when filling adjunct positions. With care, the two issues can be complimentary.
- 1.2. We should recognize the practical fact that a vast majority of successful applicants for full-time faculty positions start as adjunct, so we must be sure that we do not inadvertently “narrow the gate” by having too restrictive of a procedure for hiring adjunct.
- 1.3. However, since our primary concern should be the educational experience of our students, who should not have to worry whether an adjunct or Full-time faculty member is teaching them, we should ensure that the professional qualities of ALL faculty members are of the highest caliber.

### **2. Department Chair and Designee**

- 2.1. For the purposes of efficiency, any references to “Department Chair” may be read as “Department Chair or designee.”
- 2.2. During the summer, or when the college is in recess, if the Department Chair will not be available he/she should identify a designee. If there is not designee, the Academic Senate President may appoint a designee.

### **3. Recruitment**

- 3.1. The Human Resources department will establish a schedule for publishing generic announcements for adjunct positions. Inclusion of academic departments on these announcements and all other related college-recruitment materials will be in coordination with the Instruction Office and the Department Chairs.
- 3.2. Before conducting any supplemental recruiting, departments should notify the Human Resources Office. Human Resources will assist the department in ensuring that all legal requirements as well as the overall goals of the college recruiting processes are met.
- 3.3. The Human Resources Office will keep applications for a period of two years.

### **4. Minimum Qualifications**

- 4.1. Students are entitled to the best possible instruction regardless of whether it is being delivered by an adjunct or a full-time faculty member. As such, the procedures for determining Minimum Qualifications and Equivalencies are the same for both adjunct and full-time faculty hires.
- 4.2. If an individual satisfies the equivalency for a particular discipline, he/she retains his/her status as meeting the equivalent minimum qualifications for that discipline for as long as he/she maintains continual academic employment with the college. He/she retains equivalency for that discipline, and may continue to use that equivalency to qualify for any future adjunct and full-time hires within that discipline.
- 4.3. However, if an individual is not employed for two consecutive regular semesters, he/she must re-apply via the Adjunct Re-Employment Application form to be placed into the eligibility pool. If an individual is not employed for more than three years, he/she must undergo a new application and interview process. In both cases, the individual must meet the minimum qualifications and equivalency procedures that are in effect at that time.

### **5. Required documentation**

- 5.1. All applicants are to complete the following:
  - Appropriate district application,
  - Unofficial copies of transcripts,
  - Resume
  - Three professional letters of reference are required. The letters must have been signed and dated within the last five years. (Student classroom evaluations are not considered professional letters of reference.)
- 5.2. Current adjuncts interested in teaching in other disciplines can submit an Adjunct-Additional Interest Form instead of completing an entire new application. They must still undergo the interview process.

Any required documentation must be submitted to the Human Resources Office prior to an interview being established.

## **6. Screening/interviewing committee**

- 6.1. All committees to screen and/or interview adjunct applicants must consist of at least two individuals.
- 6.2. The Department Chair will chair the committee. It is strongly encouraged that the second committee member should be a full-time faculty member from within the same department; however, another full-time faculty member or an educational administrator may also serve as the second committee member.
- 6.3. The Senate and the Instruction Office may agree to add additional members to the committee to provide for increased expertise and input.
- 6.4. To ensure institutional integrity in the hiring process, it is desirable that the Human Resource Office arranges the interviews.
- 6.5. However, in some cases it might be necessary for the committee chair to schedule the interviews. In these cases, the committee chair must contact and coordinate with the Human Resource office to complete any and all other arrangements for the interviews.

## **7. Eligibility List**

- 7.1. Candidates who have successfully completed the interview process will be placed on the eligibility list. However, no candidate will be placed on the eligibility list until the Human Resource Office has verified the minimum qualification of a potential faculty member, as determined by the Senate equivalency procedure.
- 7.2. The department chair will recommend to the Instruction Office a list of individuals who are best qualified to teach particular courses. For those classes that are offered in a non-traditional format (e.g., PACE, Distance-Ed), the Department Chair may consult with the appropriate coordinator/administrator of those programs to determine the best qualified for particular sections.
- 7.3. Only the Instruction Office, based on the recommendation list provided by the Department Chair, may make an official offer of employment.
- 7.4. Individuals who have not been employed at the College for two consecutive, regular semesters will be removed from the eligibility list and must reapply per the requirements of section 4.3.

## **8. Emergency Hires**

- 8.1. An "Emergency hire" is one that occurs when there are less than two working days prior to the scheduled start of a class section.
- 8.2. In emergency hires, a formal committee is not necessary. However, unofficial transcripts and completed District Application must be submitted prior to employment. All other required documentation (e.g., official transcripts, "new hire packet", letters of recommendation) must be submitted prior to the first pay period.

- 8.3. Established minimum qualifications and equivalencies cannot be waived for “emergencies”.
- 8.4. If an emergency hire wishes to be placed on the eligibility list for future teaching assignments, the Department Chair and/or Division Dean must ensure that the faculty member completes the regular hiring procedures.
- 8.5. The Human Resources Office will provide the Instruction Office, Department Chairs, and Academic Senate with a list of all “emergency hires” each semester.

**9. Follow-up Responsibilities**

The Committee Chair is responsible to ensure that all committee materials and required committee documents are returned to the Human Resources Office.

## Classified Employee Hiring Procedures

### **Preface**

Employment procedures are designed to ensure equity and access are provided in all phases of the process and to enable the District to select the best candidate from the most qualified pool available. Under the principles of shared governance, broad representation of all constituencies plays a role in the selection process for **classified** employees.

### **1. Determination of Vacancy**

The Chief Executive Officer (CEO) determines that a vacancy exists or that a new position is needed based on input from the appropriate area of the College. A Classified Staffing Committee will be appointed by the CEO to assist in the determination of openings. At the appropriate time the CEO seeks Board of Trustees approval for opening the position.

### **2. Job Descriptions and Announcements**

The administrator(s) for the position, with the assistance of the Human Resources Office, will develop, update or review the job description for the position. Elements are taken from the job description and the job announcement is developed by the Human Resources Office with the participation of the administrator(s) for the position. Job announcements shall clearly state essential job duties, knowledge, skills, abilities, minimum requirements and desirable qualifications necessary for the position. All classified positions shall include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds.

### **3. Qualifications and Salary**

The District determines classified minimum qualifications and salary placement on a position-by-position basis. This process takes into consideration the existing district classification structure and external comparable salaries at other similar community college districts, to ensure that the district selects individuals who are competent to perform the responsibilities unique to the position being filled and that they are paid appropriately.

### **4. Application Instruments**

Application instruments for classified positions include:

- The District Classified Application form
- A Cover Letter
- A current résumé
- Unofficial copies of college transcripts, as applicable Official transcripts will be required at the time of employment.
- Confidential recruitment source form (optional)
- Reference letters that are signed and dated within the last five years are optional.

District forms are subject to ongoing revision.

### **5. Recruitment**

The District uses a variety of methods in recruitment and consistently seeks to develop new, non-traditional recruitment tools to further success in reaching a qualified pool of applicants.

The District uses various forms of advertising mediums, including but not limited to major area newspapers, professional journals, professional organization job listings, mailing lists, list serves, and appropriate websites. The District also uses the statewide California Community College Registry available through the Chancellor's Office. Applicants registered with the Registry are notified of position openings via e-mail and mail.

## **6. Application Processing and Determining the Applicant Pool**

All applicants will be notified when their application packet has been received and whether or not it was complete and timely. The Human Resources Office will make every effort to notify applicants of missing application materials, in order to have as many qualified applicants as possible forwarded to the applicant pool.

After the application deadline has passed, applications shall be screened by the Human Resources Office to determine which candidates satisfy the minimum requirements set forth in the job announcement. Those applicants who are deemed to have met the minimum requirements are considered to be in the applicant pool and will be forwarded to the hiring committee for screening.

The Human Resources Office will notify all applicants who are not forwarded for screening by the committee of their application disposition by letter.

If it is determined that there is an insufficient pool of qualified applicants for the open position, the Office of Human Resources will make a recommendation to the hiring committee chair as to the next steps. Next steps may include but are not limited to, reviewing the job description, extending the recruitment deadline or broadening the recruitment effort to increase the number of qualified applicants.

## **7. Committee Selection**

Selection committees for classified staff positions should be broadly representative of the constituencies on campus. The majority of the committee will be in the same constituency group as the position being hired. Committee representation shall be as follows:

- Hiring Committee Chair (appointed by the administrator for the position, this will usually be the immediate supervisor of the position) - Required
- A classified member from within the same department - Required
- A classified member from another department or division – Required
- An assigned, non-voting selection committee representative will monitor committee activity and advise the committee on procedures – Required
- Other members as deemed appropriate by the administrator for the position - Optional
- A Human Resources representative may serve as a voting or non-voting member of any classified selection committee – Optional

The immediate supervisor of the position may be involved in all phases of the selection process or limit her/his participation to part of the process at the final stages of interviewing. For each opening, the Human Resources Office will have the authority to approve the hiring committee composition, keeping in mind constituency representation and committee size. For some positions, representation from the community will be given serious consideration. General timelines for the hiring process will be established and agreed to by the Committee Chair and Human Resources. Prospective committee members must be available for service within these timelines. Once the committee composition is approved by Human Resources, the committee chair will notify the committee members. The appropriate administrator(s) for the position will conduct the final interviews.

The hiring administrator may elect to have a full three phase hiring process, including screening, first and second level interviews or an abbreviated first level screening process. The abbreviated process would include only the required members of the hiring committee listed below. It would include the screening of all qualified applicants by the committee, based on job-related criteria taken from the job announcement, for example, desirable qualifications. This process would be in place of screening and then holding first level interviews.

## **8. Committee Orientation**

Whenever possible, within two weeks before a position closes, the Human Resources Office arranges a mandatory orientation meeting for all selection committee members. This orientation meeting covers the following:

- Equal Employment Opportunity presentation
- Overview of the position with input from the administrator or immediate supervisor for the position.
- Review of the hiring committee timeline and important dates.
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- Development of screening criteria and review of screening procedures.
- If applicable, a review of committee interviewing procedures and protocol.
- If applicable, review and provide input on the proposed interview questions. Specific interview questions will be developed by the committee chair and the selection committee and reviewed by the Human Resources Office prior to screening applications.
- Determination of skills exercise(s), (i.e. writing sample, computerized testing) if any, that the committee wishes the candidates to complete as part of the interview process.
- Signing of the confidentiality agreement.

## **9. Screening**

Each committee member is given a screening form listing each candidate, preprinted with the candidate's name and the screening criteria, derived from the job announcement and agreed to by the committee members, which will be the basis for screening. The guidelines for screening applications are as follows:

- Review all materials submitted by candidates carefully.
- Review evidence of meeting desirable qualifications as established on job announcement.
- Look for all evidence that candidate is qualified to hold the position and work effectively with staff and, if applicable, with students.
- Professional ethics require strict confidentiality regarding information submitted by candidates.

After all committee members have screened the applications, the Human Resources Office tabulates and summarizes the ratings. A meeting of the committee is then held to:

Abbreviated process

- Determine which applicants will be forwarded for the hiring interview

Full process

- Determine which applicants will be invited for an initial committee interview.
- Finalize scheduling of the committee interview timeslots.

In the event there is a small but viable pool of qualified candidates, the committee may choose to forego the screening process and proceed to interview the entire pool.

## **10. Committee Interviews and Procedure**

- The committee chairperson escorts the candidate into the room, makes introductions, explains the time allotted and any ground rules.

- The questions are asked by predetermined members of the committee. Clarification questions may be asked but consideration should be given to the candidate's use of available time established for the interview.
- Immediately following each interview, committee members make independent ratings without discussion except, as necessary, to clarify a candidate's answer to particular questions with other committee members.
- All committee members are to return their interview materials and rating sheets to the Human Resources Office at the conclusion of each day of interviews.

### **11. Committee Deliberations meeting**

After all candidates have been interviewed by the committee; a meeting time is set up for discussion and deliberation. During this meeting, time is allotted for independent modification of ratings. Ratings are collected by the chairperson or HR representative, who enters the ratings into a spreadsheet during the meeting. The chairperson leads the discussion to determine the final candidates to be sent forward.

### **12. Final Selection**

- The final interview process is conducted by the administrator of the position or administrative-level designee. The chairperson or designee will participate. In the abbreviated process, additional department members may be invited to participate in the final interview.
- After the final interview (or, at the discretion of the administrator, before the final interviews), the administrator and/or the committee chair (if the chair is an administrative level employee) conducts reference checks for all finalists, or, at the discretion of the administrator, the highest ranked finalist only.
- After completion of the final interviews, a finalist is designated as the chosen candidate.
- The administrator for the position or supervising administrator, either in person or by phone, will make an offer of employment to the successful finalist. Human Resources and the administrator will jointly agree on salary placement and start date. The Human Resources Office shall prepare the documents necessary for action by the Board of Trustees. The successful candidate shall be sent an offer letter in writing by the Human Resources Office. This letter will list all documentation required as part of the conditional employment offer.
- The administrator for the position shall personally communicate, by telephone, with the unsuccessful finalists, with the exception of candidates employed by the District, who shall be notified in person when possible. The Human Resources Office will send a follow-up in writing to all finalists.
- The CEO makes the final recommendation to the Board of Trustees for approval.
- In the event the administrator for the position decides not to recommend any of the final candidates to the Board of Trustees, he/she shall so inform the selection committee, and notify the Human Resources Office, in writing, of the reasons for this decision.
- The successful candidate must submit official transcripts to the Human Resources Office prior to the first day of paid service. The Human Resources Office shall verify the candidate's official transcripts are identical to any unofficial transcripts previously submitted. The candidate's employment is contingent on verification of his/her transcripts.
- The Human Resources Office maintains file information on each selection process and addresses all complaints regarding the process. If an applicant files a complaint

regarding the hiring process, the committee chair and selection committee representative will assist in responding to the complaint.

**13. Evaluation of the Selection Process.**

- An assigned Human Resources representative works with the committee chairperson to monitor all stages of the selection process and informs the Chief Human Resources Officer (CHRO) of any conditions or events that are inconsistent with equal employment opportunity regulations.