The purpose of the District’s employment selection procedures is to ensure a fair and equitable process by which all qualified candidates can be considered and given the opportunity to compete for employment with the District. The recruitment and selection process involves the efforts of all the members of the campus community. Each member plays an important role in selecting a qualified candidate to recommend to the Board of Trustees.

1. **IDENTIFICATION OF POSITIONS WHICH WILL BE FILLED**
   The Planning and Program Review processes, which are linked to the District’s Educational Master Plan, assist in the identification of positions that the District will fill using the District’s employment selection procedures.

2. **EMPLOYMENT REQUEST**
   
   2.1 *Initiate Employment Request Form*
   The responsible manager who supervises the classified or confidential position to be filled will initiate an Employment Request Form. Employment Request Forms are four-part forms which may be obtained in Human Resources.

   2.2 *Signatures Required*
   The Employment Request Form must be signed by:
   - The initiating manager who requests authorization to fill a position.
   - The initiating Vice President whose signature indicates that the position to be filled has been identified through District-approved procedures.
   - The Business Services Budget Department which supplies a position control number indicating that funds are available and authorized in the District’s budget to support the position.
   - Human Resources which authorizes posting the position and initiating the employment selection process.

   2.3 *Draft Job Announcement*
   After receipt of all authorizing signatures, Human Resources will draft a job announcement and route it appropriately for review.

   2.4 *Profile Statement*
   A profile statement is a brief description of the department and the initiatives, programs or focuses of that department and the division/
area that may attract candidates. A profile statement will include a description of the major expectations (not job duties) of the incumbent; and may include:

- the position that provides supervision;
- the current level of staffing in the department;
- the number/names of programs with which the incumbent will work;
- and any other information that may attract quality candidates.

The profile statement is subject to approval of the appropriate Vice President.

3. **JOB ANNOUNCEMENTS**

3.1 **Review of Draft Job Announcement**

Human Resources will draft a job announcement. The job announcement will be sent to the appropriate Vice President, the supervising manager, the Faculty and Staff Diversity Officer and the Vice President of Human Resources for review. The appropriate Vice President, the supervising manager, the Faculty and Staff Diversity Officer and the Vice President of Human Resources will be advised of any proposed changes.

3.2 **Final Job Announcement**

Human Resources will prepare and publish final job announcements for positions based on the department’s profile statement and the Board-approved minimum qualifications for the position. Job announcements will include other pertinent information such as salary, benefits, closing date, and application procedures.

3.3 **Qualifications in Job Announcement**

Job announcements will state the Board-approved minimum qualifications for the position; and any preferred qualifications for the position.

4. **ASSIGNMENTS**

4.1 **Temporary Assignment and Transfer Requests**

In the event that a classified or confidential employee is no longer available to perform the duties of his/her position and the District receives notification of such unavailability less than two weeks before the employee becomes unavailable, the supervising manager may:
• Interview all employees on the transfer request list in the same pay grade in which the vacancy occurred and choose to approve an employee transfer without recruitment or
• Assign a classified or a confidential employee at a lower pay grade who serves in the same service area to temporarily fill the position as an out-of-class assignment for a period not to exceed forty-five (45) days. An extension of the forty-five (45) day limit requires Board approval.

All permanent employment assignments which change a classified or confidential employee’s job classification or pay grade are subject to recruitment and approval by the Board of Trustees.

4.2 Involuntary Transfer
The District may transfer a classified or confidential employee to fill a vacant or new position.

5. RECRUITMENT
The District will conduct internal and external recruitments for all classified and confidential positions to attract qualified applicants.

5.1 Minimum Required Recruitment Efforts
The District’s recruitment efforts will, at a minimum, include:
• Listing the classified or confidential job announcement on the District’s website and posting the job announcement in Human Resources.
• Posting the job announcement in California Community Colleges Equal Employment Opportunity Registry.
• Posting the job announcement at CalJobs through the State Employment Development Department.
• Mailing or e-mailing job announcements to the list of agencies/persons on the list established pursuant to the District’s EEO Plan.

5.2 Additional Recruitment Efforts
The recruiting department, division or area may use other internet websites, job fairs, conferences, publications and/or mailing resources to advertise a position. All recruitment efforts will be approved by the Vice President of Human Resources and the Faculty and Staff Diversity Officer.

5.3 Length of Recruitment
All full-time classified or confidential positions and regular classified hourly positions will be open for recruitment on the day that the job announcement is placed on the Human Resources webpage. The
recruitment may remain open to accept applications for a minimum of twenty (20) working days or the date on which a specified number of applications are received (i.e. 150 applications). If there is a necessity to fill the position quickly, the President/Superintendent and the appropriate Vice President may approve a recruitment period for a shorter period of time.

5.4 Business Necessity/Internal Recruitment
In cases of business necessity as defined by Title 5, the District may determine that it will conduct internal recruitment to fill a vacant position. An internal recruitment will be open for at least ten (10) working days. The internal recruitment will be posted on the Human Resources webpage, Human Resources staff will send an advisory e-mail to all employees and the position will be listed in the Daily Falcon.

The Selection Committee will consist of the manager who supervises the position and at least one (1) and not more than two (2) classified or confidential employee(s) designated by the supervising manager.

The job announcement for an internal recruitment will describe the selection process that will be used for the position. At a minimum, applications or résumés will be reviewed and interviews will be conducted. Skills testing is optional.

6. PROHIBITIONS TO SERVING ON A SELECTION COMMITTEE

6.1 Family Relation
An individual is not eligible to serve on a Selection Committee if he/she is related to an applicant for the position. For the purposes of this procedure a relative includes: father, mother, brother, sister, spouse, domestic partner, child, grandchild, stepparent, stepchild, mother-in-law, father-in-law, brother-in-law, sister-in-law, daughter-in-law, son-in-law, grandparent, grandparent-in-law, aunt, uncle, niece, nephew, foster child of the individual or any person living in the individual’s immediate household.

6.2 Personal Relationship
An individual is not eligible to serve on a Selection Committee if he/she has a personal relationship with an applicant for the position. A personal relationship is not a working relationship. A personal relationship is one in which the nexus of the relationship is not professional, i.e. personal friends, neighbors, someone the individual dates.
6.3 Recommendation of an Applicant
If an employee writes a recommendation letter for an applicant, that employee is not eligible to serve as a Selection Committee member for the current recruitment. If an applicant submits a letter of recommendation which an employee wrote recommending the applicant for a recruitment other than the one to which the employee is appointed, the letter of recommendation must be removed from the applicant’s file and the employee is eligible to serve on the Selection Committee. The applicant may, time permitting, be notified by phone or e-mail that the letter of recommendation has been removed from the application and allowed to provide another letter of recommendation for a period of five (5) days.

6.4 Conflict of Interest
An individual is not eligible to serve on a Selection Committee if that individual shares or has shared a financial interest, an income or a property interest with an applicant for the position.

7. SELECTION COMMITTEE COMPOSITION

7.1 Members of the Committee
The voting members of the Selection Committee for a classified position are:
- One manager who supervises the position
- One manager appointed by ACCME
- At least one (1) and not more than three (3) classified employee(s) as determined by the supervising manager. CSEA will appoint employees from the department or consult with the supervising manager on its appointment.

The voting members of the Selection Committee for a confidential position are:
- Two (2) managers, one (1) of whom will be the manager who supervises the position. The second manager will be invited by the supervising manager.
- At least one (1) and not more than three (3) confidential employees OR at least one (1) or more confidential employee(s) and one (1) or more classified employee(s) as determined by the supervising manager, not to exceed three (3) confidential and classified employees. The President of the Confidential Employees Association will consult with the supervising manager on the appointment of the confidential employee(s). CSEA will appoint classified employee(s) from the department or consult with the supervising manager on its appointment.
7.2 Non-Voting Members

The Selection Committee may also find it beneficial to solicit the input of a person with special knowledge and expertise by inviting them to join a selection committee. Examples might be an employee of another college with subject matter expertise, an advisory committee member, a community member, etc. These persons may serve as a non-voting member of a selection committee and act as a resource for the committee.

Non-voting members will be invited to serve on the Committee in a limited capacity. The non-voting member will not screen the applications and will not select candidates for interview. However, the non-voting member will review the files of the candidates chosen by the Selection Committee for interview; will participate in the interviews; and will provide input to the Committee on the recommendation of finalist candidates.

7.3 Selection Process Monitor

Every Selection Committee will have a process monitor who has been appropriately trained to fill this role as described in the District’s EEO Plan. The process monitor may be a voting member of the Selection Committee. However, if no voting member is trained as a Process Monitor, then a Process Monitor will be appointed by Human Resources and that Process Monitor will serve on the Selection Committee in a non-voting capacity.

The primary responsibility of the Process Monitor is to ensure that District procedures are followed in the selection process. The Process Monitor will serve as a resource to the Selection Committee to answer questions; act as a liaison with Human Resources to coordinate the process; and act as the timekeeper for the Committee. After the Selection Committee recommends final candidates, the Process Monitor will sign a statement indicating that, to the best of the Monitor’s knowledge, the Committee followed the District’s employment selection procedures in making the final candidate recommendation(s).

8. COMMITTEE CHAIR

8.1 Designation of Selection Committee Chair

The Instructional Dean or Area Manager will coordinate the selection process with Human Resources and act as Committee Chair.
8.2 Duties of the Selection Committee Chair
The Selection Committee Chair will lead the activities of the Selection Committee including:
• Leading discussions on the development of the paper screening tool, interview questions and any skills testing.
• Leading discussions of candidate qualifications in the selection of candidates for interview.
• Greeting each candidate at interview, describing the interview process to the candidate, including the time allotted for the interview and any specific exercises and/or skills tests during the interview process; and facilitating the introductions of the Committee members.
• Asking the first and the last question in the interview process.
• Leading discussions on final ranking of candidates.

The Selection Committee Chair will make every effort to ensure that the considerations of all Committee members are heard and considered. The Selection Committee Chair will ask each Committee for input in Committee discussions and will conduct voting procedures if decisions are not made by consensus.

9. CONFIDENTIALITY AND RECORD-KEEPING
During the Selection Committee process, all members of the Selection Committee serve as agents of the Board of Trustees in reading applications, interviewing candidates, participating in deliberations and making recommendations of candidates. Two of the most important functions which Committee members perform are maintaining the confidentiality of the process and producing accurate and reliable records of the process.

9.1 Confidentiality
Each Committee member must agree to maintain the confidentiality of the selection process in order to be eligible to serve in a selection process. Each Committee member will sign a Statement of Confidentiality which will become part of the record of the selection process. The information which should be treated with confidentiality includes, but is not limited to:
• The names of applicants.
• The paper screening tool, interview questions and any skills testing or exercises.
• The information contained in applications, including the District application forms, candidates’ résumés, candidates’ letters of application, candidates’ transcripts, and letters of recommendation, if any.
• information about candidates’ performance in interviews and/or skills testing or exercises.
• deliberations, scoring and/or comments of Selection Committee members in the Selection Committee process.

The guarantee of confidentiality ensures that candidates may apply for positions at the District and that the information supplied to the District will not be shared. This encourages candidates to be forthcoming in their applications and to feel safe in having open, honest and frank discussions with the Selection Committee. The guarantee of confidentiality also provides a secure environment for the Selection Committee to have thorough discussions about candidates’ qualifications and about how the candidates meet the needs of the department, division or area.

In order to further ensure confidentiality, all application materials will be retained in Human Resources unless removed to the location at which the Selection Committee is meeting to discuss the applications. All paper screening tools, interview questions and skills testing or exercises will be maintained in Human Resources. Each Selection Committee member will have a file and any notes or scores will be maintained in that file in Human Resources.

9.2 Record-keeping
The District will retain all records required by Title 5 regarding recruitment and hiring.

All of the materials submitted by candidates in a selection process become records of the District. Selection Committee members should not mark up, correct or in any way alter the records which the candidates submit.

All of the materials developed by the Selection Committee are the District’s records. This includes notes on the development of the paper screening tool, interview questions, skills testing and/or exercises; notes about candidates’ qualifications or responses to interview questions; scores; and spreadsheets. Selection Committee members are encouraged to take notes which indicate the strengths and weaknesses of each candidate for the District’s records. Selection Committee members are the District’s record-keepers.

All materials submitted by the candidates and produced by the Selection Committee members are deemed to be Class 3 District
records and will be maintained for a period of at least three (3) years pursuant to state law and regulations.

10. **SELECTION COMMITTEE TRAINING**

All individuals who participate on a Selection Committee, whether or not they are voting members, will complete and maintain currency in Selection Committee Training. All Selection Committees will have a selection process monitor who has completed Selection Process Monitor Training.

10.1 **Selection Committee Training**

All individuals who participate on a Selection Committee will receive appropriate training on the District’s selection procedures and requirements of Title 5 and of state and federal nondiscrimination laws. The individual must attend a Selection Committee Training online or in person. In addition, the Vice President of Human Resources and the Faculty and Staff Diversity Officer will ensure that the training addresses the requirements of Title 5 and best practices for Selection Committee members.

All Selection Committee members must complete Selection Committee Training. After the initial training session, members must complete an online or in-person training session at least once every two (2) years prior to service. Selection Committee Training workshops will be offered through the Staff Development Department by Human Resources.

All persons will have completed Selection Committee Training within two (2) years of the time when they participate on a Selection Committee. It is the responsibility of the Selection Process Monitor and Human Resources to ensure that all Selection Committee members have current training.

An in-person Selection Committee Training will be offered a minimum of four (4) times per calendar year. Online Selection Committee Training will be available year-round. It is each member’s responsibility to complete a training session in order to participate on a Selection Committee. A member may not be appointed to a Selection Committee until the training is completed.

10.2 **Selection Process Monitor Training**

Each Selection Committee will have one member of the Committee designated as the Selection Process Monitor. The Selection Process Monitor may be a voting or non-voting member of the Committee.
It is the responsibility of the Selection Process Monitor to certify that all Selection Committee members, as required, follow District procedures and federal and state laws during the selection process. In addition, the Selection Process Monitor will act as a resource for selection procedures and as a liaison with Human Resources during the process and will ensure that necessary forms and paperwork are completed in the process.

The Selection Process Monitor will complete online training at least once every two (2) years to remain current in the laws and procedures of the District with regard to selection and employment. Selection Process Monitor Training is offered through the Staff Development Department by Human Resources.

Selection Process Monitor Training will be offered a minimum of two (2) times per calendar year and will be available year round online.

11. MEETINGS OF THE SELECTION COMMITTEE

11.1 Selection Committee Meetings
Meetings of the Selection Committee must be scheduled when all Committee members are able to attend. The Selection Committee will not meet when one (1) or more voting members are not present. The Committee cannot meet unless the Process Monitor is present at the meeting. The Committee may meet when a non-voting member is not present.

11.2 Emergencies
Situations may occur which cannot be foreseen or controlled. If a Committee member fails to complete paper screening prior to the meeting to select candidates for interview, the Committee must reschedule that meeting. If a Selection Committee member has completed paper screening and is unable to attend the meeting to select candidates for interview, the Committee will first try to reschedule the meeting. If the absent Committee member will not be available for a prolonged period of time (i.e. more than a week), the Committee may:

- Allow Human Resources to contact the constituent group of the absent member to appoint an alternate member to the Committee. The Committee will then meet when the alternate member has completed paper screening; or
- If time does not permit, the absent Committee member’s scoring sheets will be shredded and the Committee will select candidates for interview with the Committee members who are present.
If a Selection Committee member is unable to attend interviews once the candidates are selected, the Committee may:

- Allow Human Resources to contact the constituent group of the absent member to appoint an alternate member to the Committee. The alternate Committee member must read the files of the candidates who were selected to interview and may participate in the interview process; or
- If time does not permit, the Committee will conduct interviews with the Committee members who are present.

If a Committee member attends one (1) or more interviews but is unable to attend all interviews, the absent Committee member will not continue to participate in the interview process or in the selection of the final candidates. The absent Committee member’s scoring sheets and notes will be shredded. The Committee will select final candidates with only the Committee members who are present for all interviews.

11.3 First Meeting of the Selection Committee

The first meeting or meetings of the Selection Committee should be scheduled prior to the closing date of the recruitment. At the first meeting or meetings, the Committee members will do the following:

- Ensure that all members have Selection Committee training;
- Develop a paper screening tool;
- Develop interview questions, and any skills testing;
- Calendar the dates on which the Committee will meet to select interview candidates and the dates on which interviews will be conducted.

The candidate files will not be released to the Selection Committee for paper screening until these tasks are completed. All notes of the Selection Committee will be retained in files in Human Resources.

Human Resources will provide paper screening tools, interview questions, skills testing tools, and other relevant materials from previous selection committees to the current Selection Committee. The Selection Committee may use the materials to assist in the development of paper screening tools, interview questions, skills testing tools, and other evaluative materials relevant to the current recruitment.

11.4 Paper Screening Applications

Selection Committee members may paper screen applications in Human Resources on an individual basis as each member’s schedule allows. Human Resources may be opened to Selection Committee
members in the evening or on weekends when the office is normally closed by notifying Human Resources in advance of the need to paper screen. Human Resources will notify Campus Police who will open the office for a Selection Committee member.

11.5 Subsequent Meetings of the Selection Committee
Selection Committee members will meet as a Committee to select candidates for interview and to conduct candidate interviews. Selection Committee members should be mindful in selecting a site for candidate interviews that the site should make the candidate comfortable and will represent the campus to the candidates.

If there are very few applications to screen, Committee members may meet and screen the applications for minimum qualifications and choose to interview candidates who meet minimum qualifications in one meeting. Human Resources may contact candidates to schedule interviews.

12. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE

12.1 First Meeting
The Selection Committee, at its first meeting, will design the selection process which it intends to use. The Selection Committee may designate a Subcommittee to review minimum qualifications for education and experience.

The Selection Committee may use various means to assess each candidate’s education, experience, knowledge, skills and abilities. The Selection Committee may include, but is not limited to, traditional paper and pencil tests, performance tests of physical, educational, and work experience requirements, interviews/oral examinations, and paper screening/review of application forms.

Human Resources will inform the Selection Committee about the number of completed applications received at the time of the first meeting. If a pool is small, the Selection Committee may determine that it will interview all candidates who meet minimum qualifications. However, in most cases, a paper screening tool is advised to evaluate the applicants’ qualifications based on their application materials.

12.2 Knowledge/Skills/Abilities Testing
The Selection Committee may test a candidate’s knowledge, skills and abilities. This may include, but is not limited to, demonstrations,
presentations, writing and/or speaking exercises, and role playing exercises. This testing may have weighted scoring.

The District has determined that requirements for all positions include “sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.” (Title 5 § 53022) “All screening or selection techniques, including the procedure for developing interview questions, and the selection process as a whole” will be “designed to ensure that meaningful consideration is given to the extent to which applicants demonstrate sensitivity to and understanding of the diverse backgrounds of community college students”. (Title 5 § 53024 (a)(2)) The District recommends that this screening is accomplished by asking one (1) or more appropriate interview questions.

The Selection Committee may determine the order in which it chooses to conduct testing. As an example, skills exercises may be administered before, during or after the interview/oral examination. The Selection Committee can choose to have candidates receive a question/exercise which requires preparation before they come to the interview/oral examination.

12.3 Testing Approval
The Selection Committee is free to design testing that is based on the information contained in the job announcement or based on the knowledge, skills and abilities that will be needed to perform the job. Testing which presumes to evaluate or elicit interests, beliefs and/or general philosophies that are not job-related is not permitted.

The Selection Committee will design the testing for a particular position, and submit the testing to the Faculty and Staff Diversity Officer for review and approval. When the Faculty and Staff Diversity Officer approves the testing, the pool will be certified for release to the Selection Committee or the Minimum Qualifications Screening Subcommittee.

The pool of applications will not be released to the Selection Committee or, if applicable, to the Minimum Qualifications Screening Subcommittee before testing is approved in order to avoid claims of bias for/against particular candidates in the pool.

12.4 Minimum Qualifications Screening and Equivalency
The Selection Committee may select one manager and one other member of the Committee to form a Minimum Qualifications Screening
The Minimum Qualifications Screening Subcommittee will review the applications for *minimum qualifications*. The Subcommittee will not review any other stated qualifications.

The Minimum Qualifications Screening Subcommittee will then sign the appropriate authorization sheet and those applicants who meet minimum qualifications will be forwarded to the Selection Committee for review.

If there are very few applications for a position, the Selection Committee may determine minimum qualifications as part of the screening process. However, any request for equivalency must be referred by the Selection Committee for review.

Both members of the Minimum Qualifications Screening Subcommittee or all of the members of the Selection Committee must agree on the minimum qualifications. If the Minimum Qualifications Subcommittee cannot agree on a recommendation or chooses not to make a recommendation on an application, that application will be forwarded for a decision by all of the voting members of the Selection Committee. If all of the voting members of the Selection Committee cannot agree on minimum qualifications, a simple majority vote of voting members will determine the result.

### 12.5 Equivalency

If an applicant claims that his/her qualifications are equivalent to the minimum qualifications required by the Board-approved job description, the supervising manager and a Human Resources manager will review the qualifications and make a determination. If the supervising manager and a Human Resources manager cannot make a determination, the appropriate Vice President will make the determination.

### 12.6 Internal Candidates

The Selection Committee will refrain from discussing any knowledge about an internal candidate’s performance in the workplace at Selection Committee meetings. No positive or negative comments which are not related to the application, testing or the interview should be made about any employee who has submitted an application for a position at the District.

If a Selection Committee member has information concerning a candidate which the member believes should be evaluated in considering the applicant, that Selection Committee member should
provide that information to the Committee Chair or the Selection
Process Monitor outside of a Committee meeting. Such information
will be deemed reference information and will be provided for
verification to the individual who is assigned to check references.

12.7 Paper Screening
Each Selection Committee member will review every application in the
applicant; however, if the Selection Committee formed a Minimum
Qualifications Subcommittee, then the Selection Committee will review
only the applications forwarded by the Minimum Qualifications
Subcommittee. The Selection Committee will use the paper screening
tool and their knowledge of the requirements of the position to
evaluate candidates.

When review of the applications is completed by all Selection
Committee members, Human Resources will develop a spreadsheet of
all of the ratings. All members of the Selection Committee will then
meet to select candidates for interviews/oral examinations.

The Selection Committee is advised to review the spreadsheet and to
pay particular attention to disparate scoring of any applicant, i.e. an
applicant who receives a very high score from some members and a
very low score from others. Selection Committee members are
encouraged to discuss the candidates’ qualifications stated in the
application in depth.

Selection Committee members may change their scores for one (1) or
more candidates based on the discussion of the Committee. It is
important to remember that if a score is changed, then the supporting
paper screening tool must also be changed. The Committee Chair and
the Process Monitor are responsible for making a record of any scores
that are changed during discussions.

The Selection Committee will vote on the applicants who will be invited
to interview/oral examination. The Selection Committee is a
democratic body and each member must be willing to abide by the
decision of a simple majority of the Selection Committee. The
Selection Committee is encouraged to invite a diverse pool of
candidates for interview/oral examination. The Selection Committee is
reminded also that the scoring must support the candidates
recommended for interview.
The Selection Committee Chair will provide Human Resources with the following:

- A list of the candidates invited to interview,
- Any question that requires candidate preparation prior to the interview,
- The amount of time for each interview,
- Whether the candidate may preview the questions prior to the interview and, if so, how much preview time, and, if appropriate,
- Whether to advise the candidates that a whiteboard, computer projector, etc. will be available.

12.8 Candidate Notification

Human Resources will contact the candidates by phone and confirm the interviews/oral examinations by mail or e-mail. The confirmation will provide the candidate with the information approved by the Selection Committee.

12.9 Interview/Oral Examination

The Selection Committee will develop interview questions which will comprise an oral examination. Interview questions may be based on the information contained in the job announcement or may probe the candidate’s knowledge and experience. Each candidate interviewed will be asked the same questions.

Selection Committee members may assist candidates in setting up technical support for presentation or demonstrations. If the technical support does not work, extra time may be provided to a candidate to resolve the technical problem as long as it does not significantly impact the appointment times of other candidates. Selection Committee members may assist candidates by handing out materials. It is important that all candidates receive sufficient support to allow them to complete the interview process successfully.

Each candidate will be informed of the amount of time that is scheduled to spend with the Selection Committee and the Process Monitor will act as a timekeeper. The Process Monitor may advise the candidate of the elapsed time during the interview if the Process Monitor feels that it is needed. If a candidate does not complete the oral examination in the allotted time, the interview process will be terminated at the end of the allotted time and the candidate will be scored on the completed questions.

When scheduling a room for the interview process, the Selection Committee should evaluate the environment. If the candidate will
need to make a presentation, a room which supports the presentation, i.e. a smart classroom, should be considered. Remember that the candidate is evaluating the District and the working environment while interviewing.

It is advised that:
- The Selection Committee Chair introduces the candidate and that the Selection Committee members introduce themselves to the candidate. The Selection Committee Chair asks the first and the last questions in the process.
- The Selection Committee ensures that the candidate is seated comfortably and has water.
- A copy of the interview questions is placed on the table in front of the candidate to read as well as hear during the interview.
- Each Selection Committee member asks at least one (1) question, if possible.
- The first question asks the candidate for a description of the candidate’s experience, education and/or qualifications.
- If time permits, the candidate may be allowed to make a brief summary or final statement which is unscored. At the discretion of the Committee, statements may be used in scoring any question asked during the interview.
- The candidate may be asked for any questions about the position or the process.

**Follow-up questions** during the interview/oral examination should be limited. A Selection Committee member may ask a follow-up question if the member needs additional information in order to fairly evaluate a response.

A candidate may always be asked to expand on an answer or give an example from his/her work experience. If a candidate is asked a string or compound question and does not fully answer the question, a Selection Committee member may ask for the omitted information.

A Selection Committee member may not ask a candidate to provide information related to the application materials. A Selection Committee member may not ask any questions that are unrelated to the approved questions. The Selection Process Monitor or the Selection Committee Chair will interrupt follow-up questions that open new areas of questioning.

Selection Committee members should not engage a candidate in conversation that is not part of the interview. Selection Committee
members may answer questions that a candidate poses at the end of
the interview when all scored questions are completed.

When all candidates have completed the interviews/oral examinations,
the Selection Committee will deliberate. The charge of the Selection
Committee is to recommend the best qualified candidates for the
position preferably more than one (1).

Selection Committee members should complete a spreadsheet
indicating the scores received by each candidate. The Selection
Committee should thoroughly discuss the candidates’ qualifications
and any disparate scoring received by any candidate(s).

12.9 Recommendation of Candidates for Employment
The Selection Committee will vote on the candidates who will be
placed on the Recommendation for Employment Form. The Selection
Committee is a democratic body and a candidate will be listed if a
simple majority of the Committee recommends that candidate.
Candidates should be ranked in the order of preference, i.e. the first
choice should be ranked first.

The Dean or Area Manager will notify Human Resources of the
candidate(s) selected by the Selection Committee and those who will
not be considered for employment. Human Resources will notify all
candidates who completed an application of the results of the selection
process.

13. REFERENCE CHECKING
References will be checked for every candidate who is recommended
to the Board of Trustees for employment. The President/
Superintendent is responsible for ensuring that references are
checked. The Dean of the division or Area Manager will check
references using a District-approved form. Reference checking will not
be limited to the names specified by the candidate. Reference
checking will be thorough and complete. No offer of employment will
be made until the reference checking process is completed.

If the first-ranked candidate passes the reference check, he/she will
receive a conditional offer of employment. If the first-ranked
candidate does not pass the reference check or does not accept the
conditional offer of employment, the Dean or Area Manager will move
to the second-ranked candidate on the list. This process may continue
until the list is exhausted if necessary.
The fingerprinting of a potential classified or confidential employee is part of the reference checking procedure.

14. RECOMMENDATION TO THE BOARD OF TRUSTEES FOR EMPLOYMENT
An offer of employment, contingent on Board approval, will be made to a candidate. Upon acceptance, he/she will be recommended for employment to the Board of Trustees.