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CLASSIFIED/CONFIDENTIAL
EMPLOYMENT SELECTION PROCEDURES

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The purpose of the District's 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.

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1. IDENTIFICATION OF POSITIONS WHICH WILL BE FILLED

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The District has a Strategic Plan which is linked to the Planning and Program Review processes. These processes assist in the identification of positions which the District will fill using the District's Selection Procedures.

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2. EMPLOYMENT REQUEST FORM

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2.1 Initiate Employment Request Form

The manager who is responsible for supervising the classified or confidential position to be filled will initiate an Employment Request Form. Employment Request Forms are four-part forms which can be obtained in Human Resources.

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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 who indicates by his/her signature that the position has been identified through District-approved procedures to be filled.
- 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 the opening of the recruitment and selection process for the position.

2.3 Draft Job Announcement

When Human Resources receives all authorizing signatures, a draft job announcement will be produced and routed through interoffice mail to the responsible manager.

1 **3. JOB ANNOUNCEMENTS**

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3 3.1 Review of Draft Job Announcement

4 A draft job announcement will be prepared and routed for approval by
5 Human Resources. Draft job announcements will be reviewed and
6 approved when initialed by the appropriate Vice President; the Dean of
7 the Division, Department Director or area administrator; the Faculty
8 and Staff Diversity Officer; the Director of Human Resources; and the
9 CSEA President or the Confidential Representative. Any substantial
10 proposed change(s) to a job must be submitted in writing with the job
11 announcement and approved by the President/Superintendent. Job
12 announcements are released upon approval by the President/
13 Superintendent.

14
15 The Dean of the Division, Department Director or area administrator is
16 responsible for conferring with the division or department in which the
17 position is to be filled before signing off on the job announcement.
18

19 3.2 Profile Statement

20 The Dean, Department Director or area administrator is encouraged to
21 draft a profile statement which describes the specific assignment. The
22 profile statement may be included in the job announcement.
23

24 3.3 Changes to a Job Description

25 Any substantial change to the responsibilities contained in a Board-
26 approved job description must be approved by the Board of Trustees
27 before recruitment may begin. (BP 7103.1, EC § 70902)
28

29 3.4 Final Job Announcement

30 Human Resources will prepare and publish final job announcements for
31 positions based on Board-approved job descriptions. Job
32 announcements will include other pertinent information such as salary,
33 benefits, closing date, and application procedures.
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35 3.5 Responsibilities and Qualifications in Job Announcement

36 Job announcements will state the responsibilities of the position; the
37 Board-approved minimum education and experience qualifications for
38 the position; and any preferred qualifications for the position.
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1 **4. APPOINTMENTS**

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3 4.1 Appointment

4 In the event that a classified or confidential employee is no longer
5 available to perform the duties of his/her position and the District
6 receives notification of such unavailability less than two weeks before
7 the employee becomes unavailable, the supervising manager may:

- 8 • Interview all employees on the transfer request list in the same pay
9 grade in which the vacancy occurred and choose to appoint a
10 transfer employee to the position without recruitment or
- 11 • Appoint another member of the classified service or a confidential
12 employee at a lower pay grade who serves in the same service area
13 to temporarily fill the position as an out-of-class assignment for a
14 period not to exceed forty-five (45) days. An extension of the
15 forty-five (45) day limit requires Board approval.

16 All permanent employment assignments which change a classified or
17 confidential employee's job classification or pay grade are subject to
18 approval by the Board of Trustees.

19

20 **5. RECRUITMENT**

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

23

24 5.1 Minimum Recruitment Efforts

25 The District's recruitment efforts will, at a minimum, include:

- 26 • Listing the classified or confidential job announcement on the
27 District's website and posting the job announcement in Human
28 Resources.
- 29 • Electronically posting the job announcement in California
30 Community Colleges Equal Employment Opportunity Registry.
- 31 • Electronically posting the job announcement at CalJobs.
- 32 • Electronically mailing job announcements to an established list of
33 public and private employers, groups or individuals who have
34 requested receipt of District job announcements pursuant to the
35 EEO Plan.
- 36 • Electronically mailing the job announcements to all community
37 colleges, California State University (CSU) campuses and all
38 University of California (UC) campuses.
- 39 • Listing the classified/confidential job announcement on
40 HigherEdJobs.com.

41

42 5.2 Additional Recruitment Efforts

43 The recruiting department, division or area may use other internet
44 websites, publications and/or mailing resources to advertise a position.

1 All recruitment efforts will be approved by the Director of Human
2 Resources and the Faculty and Staff Diversity Officer.

3
4 5.3 Length of Recruitment

5 All classified or confidential positions will be open for recruitment on
6 the day that the job announcement is placed on the Human Resources
7 webpage. The recruitment may remain open to accept applications for
8 a minimum of twenty (20) working days. If there is a necessity to fill
9 the position quickly, the President/Superintendent and the appropriate
10 Vice President may approve a recruitment period for a shorter period
11 of time.

12
13 5.4 Business Necessity/Internal Recruitment

14 In cases of business necessity, the District may determine that it will
15 conduct internal recruitment to fill a vacant position. An internal
16 recruitment will be open for at least ten (10) working days. The
17 internal recruitment will be posted on the Human Resources webpage
18 and will be listed in the Daily Falcon.

19
20 The Selection Committee will consist of the manager who supervises
21 the position and at least one and not more than two classified or
22 confidential employee(s).

23
24 The job announcement for an internal recruitment will describe the
25 selection process that will be used for the position. At a minimum,
26 applications will be reviewed and interviews will be conducted. Skills
27 testing is optional.

28
29 **6. PROHIBITIONS TO SERVING ON A SELECTION COMMITTEE**

30
31 6.1 Family Relation

32 An employee is not eligible to serve on a Selection Committee if a
33 relative is an applicant for the position. For the purposes of this
34 procedure a relative includes: father, mother, brother, sister, spouse,
35 domestic partner, child, grandchild, stepparent, stepchild, mother-in-
36 law, father-in-law, brother-in-law, sister-in-law, daughter-in-law, son-
37 in-law, grandparent, grandparent-in-law, niece, nephew, foster child of
38 the employee or any person living in the employee's immediate
39 household.

40
41 6.2 Personal Relationship

42 An employee is not eligible to serve on a Selection Committee if an
43 individual with whom the employee has a personal relationship is an
44 applicant for the position. A personal relationship is not a working

1 relationship. A personal relationship is one in which the nexus of the
 2 relationship is not professional, i.e. personal friends, neighbors,
 3 someone the employee dates.
 4

5 6.3 Recommendation of an Applicant

6 If an employee writes a recommendation letter for an applicant, that
 7 employee is not eligible to serve as a Selection Committee member for
 8 that position. If an applicant submits a letter of recommendation
 9 which an employee wrote recommending the applicant for recruitment
 10 other than the one to which the employee is appointed, the letter of
 11 recommendation must be removed from the applicant's file and the
 12 employee is eligible to serve on the Selection Committee. The
 13 applicant will be notified by phone or e-mail that the letter of
 14 recommendation has been removed from the application and allowed
 15 to provide another letter of recommendation for a period of five days.
 16

17 **7. SELECTION COMMITTEE COMPOSITION**

18 19 7.1 Members of the Committee

20 The voting members of the Selection Committee for a classified
 21 position are:
 22

- 23 • Two managers, one of whom will be the instructional dean of the
- 24 division or the supervising manager of the area
- 25 • At least one classified employees appointed by the manager who
- 26 supervises the vacant position.
- 27 • The supervising manager may invite a faculty member to
- 28 participate as a non-voting Committee member. See Section 7.3
- 29 on participation of non-voting committee members.
 30

31 The voting members of the Selection Committee for a confidential
 32 position are:
 33

- 34 • Two managers, one of whom will be the manager who supervises
- 35 the position
- 36 • At least one and not more than three confidential employees, OR at
- 37 least one or more confidential employee(s) and one or more
- 38 classified employee(s) not to exceed three employees appointed by
- 39 the manager who supervises the position.
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1 7. 2 Process Monitor

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

9
10 The primary responsibility of the process monitor is to ensure that
11 District procedures are followed in the selection process. The process
12 monitor will serve as a resource to the Selection Committee to answer
13 questions; as a liaison with Human Resources to coordinate the
14 process; and may assist in timekeeping for the Committee. After the
15 Selection Committee recommends final candidates, the process
16 monitor will sign a statement indicating that, to the best of the
17 monitor's knowledge, the Committee followed the District's selection
18 procedures in making the final candidate recommendation.

19
20 7. 3 Non-Voting Members

21 In some cases, it may be desirable or considered necessary to have
22 the input of a person with particular expertise. In such cases, the
23 expert may serve on the Committee in a non-voting capacity. The
24 expert will not screen the applications and will not select candidates
25 for interview. However, the expert may review the files of the
26 candidates chosen by the Selection Committee for interview; may
27 observe but not participate in the interviews; and may provide input to
28 the Committee on the recommendation on final candidates.

29
30 A person serving in a non-voting capacity will receive Selection
31 Committee training and will be required to sign the confidentiality
32 statement. The non-voting Committee member must observe the
33 Selection Committee procedures in the same manner as a voting
34 member.

35
36 **8. COMMITTEE CHAIR**

37
38 The instructional dean or area administrator will coordinate the
39 selection process with Human Resources.

40
41 **9. CONFIDENTIALITY AND RECORD-KEEPING**

42
43 During the Selection Committee process, all members of the Selection
44 Committee serves as agents of the Board of Trustees in reading

1 applications, interviewing candidates, participating in deliberations and
2 making recommendations of candidates. Two of the most important
3 functions which Committee members perform are maintaining the
4 confidentiality of the process and producing accurate and reliable
5 records of the process.
6

7 9.1 Confidentiality

8 Each Committee member must agree to maintain the confidentiality of
9 the selection process in order to be eligible to serve in a selection
10 process. The information which should be treated with confidentiality
11 includes, but is not limited to:

- 12 • the paper screening tool, interview questions and any skills testing
13 or exercises.
- 14 • the information contained in applications, including the District
15 application forms, candidates' résumés, candidates' letters of
16 application, candidates' transcripts, and letters of recommendation,
17 if any.
- 18 • information about candidates' performance in interviews and/or
19 skills testing or exercises.
- 20 • deliberations, scoring and/or comments of Selection Committee
21 members in the Selection Committee process.

22
23 The guarantee of confidentiality ensures that candidates may apply for
24 positions at the District and that the information supplied to the
25 District will not be shared. This encourages candidates to be
26 forthcoming in their applications and to feel safe in having open,
27 honest and frank discussions with the Selection Committee. The
28 guarantee of confidentiality also provides a secure environment for the
29 Selection Committee to have thorough discussion about candidates'
30 qualifications and about how the candidates meet the needs of the
31 department, division or area.
32

33 In order to further ensure confidentiality, all application materials will
34 be retained in Human Resources unless removed to the location at
35 which the Selection Committee is meeting to discuss the applications.
36 All paper screening tools, interview questions and skills testing or
37 exercises will be maintained in Human Resources Office. Each
38 Selection Committee member will have a file and any notes or scores
39 will be maintained in that file in Human Resources.
40

41 9.2 Record-keeping

42 All of the materials submitted by candidates in a selection process
43 become records of the District. Selection Committee members should

1 not mark up, correct or in any way alter the records which the
2 candidates submit.

3
4 All of the materials developed by the Selection Committee are the
5 District's records. This includes notes on the development of the
6 paper screening tool, interview questions, skills testing and/or
7 exercises; notes about candidates' qualifications or responses to
8 interview questions; scores; and spreadsheets. Selection Committee
9 members are encouraged to take notes which indicate the strengths
10 and weaknesses of each candidate for the District's records. Selection
11 Committee members are the District's record-keepers.

12
13 All materials submitted by the candidates and produced by the
14 Selection Committee members are deemed to be Class 3 District
15 records and will be maintained for a period of at least three (3) years
16 pursuant to state law and regulations.

17 18 **10. SELECTION COMMITTEE TRAINING**

19
20 All individuals who participate on a Selection Committee, whether or
21 not they are voting members, will complete and maintain currency in
22 Selection Committee Training. All Selection Committees will have a
23 selection process monitor who has completed Selection Process
24 Monitor Training.

25 26 10.1 Selection Committee Training

27 All individuals who participate on a Selection Committee will receive
28 appropriate training on the District's selection procedures and
29 requirements of Title 5 and of state and federal nondiscrimination
30 laws. The individual must attend a Selection Committee Training in
31 person. After the in-person training session, the individual must
32 complete an online review and update training session or repeat the
33 in-person training session at least once every two years. Selection
34 Committee Training workshops will be offered through the Staff
35 Development Department by Human Resources.

36
37 All persons will have completed Selection Committee Training within
38 two years of the time when they participate on a Selection Committee.
39 It is the responsibility of the Selection Process Monitor and Human
40 Resources to ensure that all Selection Committee members have
41 current training.

42 Selection Committee Training will be offered a minimum of six times
43 per calendar year. It is an individual's responsibility to ensure that

1 he/she attends a scheduled training session or passes an online review
 2 if he/she is interested in participating on a Selection Committee.

3 4 10.2 Selection Process Monitor Training

5 Each Selection Committee will have one member of the Committee
 6 designated as the Selection Process Monitor. The Selection Process
 7 Monitor may be a voting or non-voting member of the Committee.

8
9 All Selection Committee members are required to follow District
 10 procedures and state and federal laws during a selection process. It is
 11 the responsibility of the Selection Process Monitor to ensure that all
 12 federal and state laws and District procedures are followed during the
 13 selection process. In addition, the Selection Process Monitor will act
 14 as a resource on selection procedures and as a liaison with Human
 15 Resources during the process and will ensure that necessary forms and
 16 paperwork are completed in the process.

17
18 Each Selection Process Monitor will complete training at least once
 19 every two years to remain current in the laws and procedures of the
 20 college with regard to selection and employment. Selection Process
 21 Monitor Training is offered through the Staff Development Department.

22 23 **11. MEETINGS OF THE SELECTION COMMITTEE**

24 25 11.1 Selection Committee Meetings

26 Meetings of the Selection Committee must be scheduled when all
 27 Committee members are able to attend. The Selection Committee will
 28 not meet when one or more voting members are not present. The
 29 Committee cannot meet unless the Process Monitor is present at the
 30 meeting. The Committee may meet when a non-voting member is not
 31 present.

32 33 11.2 Emergencies

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

- 43 • Allow Human Resources to contact the constituent group of the
 44 absent member to appoint an alternate member to the

1 Committee. The Committee will then meet when the alternate
2 member has completed paper screening. OR

- 3 • If time does not permit, the absent Committee member's scoring
4 sheets will be shredded and the Committee will select candidates
5 for interview with the Committee members who are present.
6

7 Once candidates are selected for interview, if a Selection Committee
8 member is unable to attend interviews, the Committee may:

- 9 • Allow Human Resources to contact the constituent group of the
10 absent member to appoint an alternate member to the
11 Committee. The alternate Committee member must read the
12 files of the candidates who were selected to interview and may
13 participate in the interview process. OR
- 14 • If time does not permit, the Committee will conduct interviews
15 with the Committee members who are present.
16

17 11.3 First Meeting of the Selection Committee

18 The first meeting or meetings of the Selection Committee should be
19 scheduled prior to the closing date of the recruitment or when the
20 Department has identified a need to screen applications from a
21 continual recruitment. At the first meeting, the Committee members
22 will:

- 23 • Ensure that all members have Selection Committee training
- 24 • Develop a paper screening tool
- 25 • Develop interview questions, and any skills testing
- 26 • Calendar the dates on which the Committee will meet to select
27 interview candidates and the dates on which interviews will be
28 conducted.
29

30 The candidate files will not be released to the Selection Committee for
31 paper screening until these tasks are completed. All notes of the
32 Selection Committee will be retained in files in Human Resources.
33

34 11.4 Paper Screening Applications

35 Selection Committee members may paper screen applications in
36 Human Resources, and this activity is done on an individual basis as
37 each member's schedule allows. Human Resources may be opened to
38 Selection Committee members in the evening or on weekends if the
39 Selection Committee member(s) notifies Human Resources in advance
40 of the need to paper screen when the office is normally closed.
41 Human Resources will notify Campus Police who will open the office for
42 a Selection Committee member.
43
44

1 11.5 Subsequent Meetings of the Selection Committee

2 Selection Committee members will meet as a Committee to select
3 candidates for interview and to conduct candidate interviews.
4 Selection Committee members should be mindful in selecting a site for
5 candidate interviews that the site should make the candidate
6 comfortable and will represent the campus to the candidates. If there
7 are very few applications to screen, Committee members may meet
8 and screen the applications and select candidates for interview in one
9 meeting. Human Resources may contact candidates to schedule
10 interviews.
11

12 **12. REVIEWS OF THE APPLICANT POOL BEFORE INTERVIEW**

13
14 12.1 Administrative Review of the Pool for Diversity

15 Each candidate will be allowed the option to complete a diversity
16 questionnaire. Human Resources will remove the diversity
17 questionnaire from the candidate's application materials and those
18 questionnaires will not be shared at any time with the Selection
19 Committee.
20

21 The information on the diversity questionnaires will be maintained in a
22 file in Human Resources. Human Resources, pursuant to Title 5
23 regulations, will maintain statistics on the diversity in the application
24 pool. Human Resources will maintain diversity statistics on the
25 number of applications (complete and incomplete) submitted, and the
26 number of complete applications reviewed by the Selection Committee.
27 The President, the appropriate Vice President, the Director of Human
28 Resources and the Manager of Employment Services/Faculty and Staff
29 Diversity Officer will review the statistics from the pool at each stage
30 of the selection process.
31

32 The District may extend a recruitment deadline and engage in
33 additional recruitment efforts if there are insufficient diverse
34 candidates in a pool at the closing date. The District will not reject a
35 pool of candidates for consideration by the Selection Committee solely
36 because there are insufficient diverse candidates in a pool.
37

38 If a substantial proportionate number of diverse candidates have been
39 eliminated from the selection process, the Faculty and Staff Diversity
40 Officer in consultation with the appropriate Vice President may review
41 the screening process to determine if there is an indication of bias in
42 the process. If such bias is indicated, the Faculty and Staff Diversity
43 Officer will work with the Selection Committee to eliminate the bias
44 and re-examine the applications.

1 12.2 Review of the Pool of Applicants for Sufficiency

2 At the initial closing date for the recruitment, the pool of applications
3 will be reviewed for sufficiency. If the pool does not have the number
4 of applications that are reasonably expected, the application deadline
5 may be extended.

6
7 If, after the applications are screened by the Selection Committee, the
8 Committee determines that there aren't sufficient applicants for
9 interview, the Committee may ask Human Resources if additional
10 applications have been received and/or completed since the closing
11 date and may review those applications. If the Selection Committee
12 determines that the pool does not have sufficient applicants to
13 interview after the second review, the Selection Committee may ask
14 that the recruitment be closed and that a new recruitment be initiated.

15
16 **13. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE**

17
18 13.1 First Meeting

19 The Selection Committee, at its first meeting, will design the selection
20 process which it intends to use. The Selection Committee may
21 designate a subcommittee to review minimum qualifications for
22 education and experience.

23
24 The Selection Committee may use various means to assess each
25 candidate's education, experience, knowledge, skills and abilities. The
26 Selection Committee may include, but is not limited to, traditional
27 paper and pencil tests, performance tests of physical, educational, and
28 work experience requirements, interviews/oral examinations, and
29 paper screening/review of application forms.

30
31 Human Resources will inform the Selection Committee of the number
32 of completed applications received at the time of the first meeting. If
33 a pool is small, the Selection Committee may determine that it will
34 interview all candidates who meet minimum qualification for education
35 and experience. However, in most cases, a paper screening tool is
36 advised to evaluate the applicants' qualifications based on their
37 application materials.

38
39
40 13.2 Knowledge/Skills/Abilities Testing

41 The Selection Committee may test a candidate's knowledge, skills and
42 abilities. This may include, but is not limited to, demonstrations,
43 presentations, writing and/or speaking exercises, and role playing
44 exercises. This testing may have weighted scoring.

1 The Selection Committee may determine the order in which it chooses
2 to conduct testing. As an example, skills exercises may be
3 administered before, during or after the interview/oral examination.
4 The Selection Committee can choose to have candidates receive a
5 question/exercise which requires preparation before they come to the
6 interview/oral examination.
7

8 13.3 Testing Approval

9 The Selection Committee is free to design testing that is based on the
10 information contained in the job announcement or based on the
11 knowledge, skills and abilities that will be needed to perform the job.
12 Testing which presumes to evaluate or elicit interests, beliefs and/or
13 general philosophies that are not job-related is not permitted.
14

15 The Selection Committee will design the testing for a particular
16 position, and submit the testing to the Faculty and Staff Diversity
17 Officer for review and approval. When the Faculty and Staff Diversity
18 Officer approves the testing, the pool will be certified for release to the
19 Minimum Qualifications Screening subcommittee.
20

21 The pool of applications will not be released to the Minimum
22 Qualifications Screening subcommittee before testing is approved in
23 order to avoid claims of bias for/against particular candidates in the
24 pool.
25

26 13.4 Minimum Qualifications Screening and Equivalency

27 The Selection Committee may select one manager and one classified
28 or confidential member to form a Minimum Qualifications Screening
29 subcommittee. The Minimum Qualifications Screening subcommittee
30 will review the applications for minimum qualifications for education
31 and experience. The subcommittee will not review any other stated
32 qualifications.
33

34 If the candidate submits a completed equivalency form or if the
35 Minimum Qualifications Screening subcommittee determines that a
36 candidate has stated an equivalency, the Minimum Qualifications
37 Screening subcommittee will refer the application to the appropriate
38 Vice President for review. The appropriate Vice President will make a
39 determination as to whether the candidate's education and experience
40 are equivalent to the standards published for the position within 72
41 hours from the time of referral. The Selection Committee will accept
42 the determination of the appropriate Vice President as to minimum
43 qualifications.
44

1 The Minimum Qualifications Screening subcommittee will then sign the
2 appropriate authorization sheet and those applicants who meet
3 minimum qualifications for education and experience or the equivalent
4 will be forwarded to the Selection Committee for review.
5

6 If there are very few applications for a position, the Selection
7 Committee may determine minimum qualifications as part of the
8 screening process. However, any request for equivalency must be
9 referred by the Selection Committee for review.
10

11 13.5 Internal Candidates

12 The Selection Committee will refrain from discussing any knowledge
13 about an internal candidate's performance in the workplace at
14 Selection Committee meetings. No positive or negative comments
15 which are not related to the application, testing or the interview should
16 be made about any employee who has submitted an application for a
17 position at the District.
18

19 If a Selection Committee member has information concerning a
20 candidate which the member believes should be evaluated in
21 considering the applicant, that Selection Committee member should
22 provide that information to the Committee Chair outside of a
23 Committee meeting. Such information will be deemed reference
24 information and will be provided for verification to the individual who is
25 assigned to check references.
26

27 13.6 Paper Screening

28 Each Selection Committee member will review each application
29 forwarded by the Minimum Qualifications Screening subcommittee.
30 The Selection Committee will use the paper screening instrument and
31 their knowledge of the requirements of the position to evaluate
32 candidates.
33

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

38 The Selection Committee is advised to review the spreadsheet and to
39 pay particular attention to disparate scoring of any applicant, i.e. an
40 applicant who receives a very high score from some members and a
41 very low score from others. Selection Committee members are
42 encouraged to discuss the candidates' qualifications stated in the
43 application in depth.
44

1 A Selection Committee member may change his/her score for one or
2 more candidates based on the discussion of the Committee. It is
3 important to remember that if a score is changed, then the supporting
4 paper screening tool must also be changed. The Committee Chair and
5 the Process Monitor are responsible for making a record of any scores
6 that are changed during discussions.
7

8 The Selection Committee will vote on the applicants who will be invited
9 to interviews/oral examinations. The Selection Committee is a
10 democratic body and each member must be willing to abide by the
11 decision of a simple majority of the Selection Committee. The
12 Selection Committee is encouraged to invite a broad and diverse pool
13 of candidates for interviews/oral examinations. The Selection
14 Committee is reminded also that the scoring must support the
15 candidates recommended for interview.
16

17 The Selection Committee Chair will provide Human Resources with the
18 following:

- 19 • A list of the candidates invited to interview,
- 20 • Any question that requires candidate preparation prior to the
21 interview,
- 22 • The amount of time for each interview,
- 23 • Whether the candidate may preview the questions prior to the
24 interview and, if so, how much preview time, and, if appropriate,
- 25 • Whether to advise the candidates that a whiteboard, computer
26 projector, etc. will be available.
27

28 13.7 Pool Certification and Candidate Notification

29 Human Resources will complete the appropriate pool certification form
30 which will be signed by the Faculty and Staff Diversity Officer, the
31 appropriate Vice President and the President. The pool certification
32 form does not include the identities of individual candidates, but
33 simply states the number of candidates invited to interview and the
34 diversity in that group of candidates. The pool certification is done for
35 informational purposes and a pool will not be rejected solely for lack of
36 diversity.
37

38 If a substantial proportionate number of diverse candidates have been
39 eliminated from the selection process, the Faculty and Staff Diversity
40 Officer in consultation with the appropriate Vice President may review
41 the screening process to determine if there is an indication of bias in
42 the process. If such bias is found, the Faculty and Staff Diversity
43 Officer will work with the Selection Committee to eliminate the bias
44 and re-examine the applications.

1
2 Human Resources will contact the candidates by phone and confirm
3 the interviews/oral examinations by mail and/or e-mail. The
4 confirmation will provide the candidate with the information approved
5 by the Selection Committee.
6

7 13.8 Interview/Oral Examination

8 The Selection Committee will develop interview questions which will
9 comprise an oral examination. Interview questions may be based on
10 the information contained in the job announcement or may probe the
11 candidate's knowledge and experience. Each candidate interviewed
12 will be asked the same questions.
13

14 Selection Committee members should not eat or have food present on
15 the table where candidates are being interviewed. Selection
16 Committee members may have water or coffee at the interview.
17 Selection Committee members should greet and be cordial to the
18 candidates.
19

20 Selection Committee members may assist candidates in setting up
21 technical support for presentation or demonstrations. If the technical
22 support does not work, extra time may be provided to a candidate to
23 get the technical problem resolved. Selection Committee members
24 may assist candidates by handing out materials. It is important that
25 all candidates receive sufficient support to allow them to complete the
26 interview process successfully.
27

28 Each candidate will be informed of the amount of time that he/she is
29 scheduled to spend with the Selection Committee and the Process
30 Monitor will act as a timekeeper. The Process Monitor may advise the
31 candidate of the elapsed time during the interview if the Process
32 Monitor feels that it is needed. If a candidate does not complete the
33 oral examination in the allotted time, the interview process will be
34 terminated at the end of the allotted time and the candidate will be
35 scored on the completed questions.
36

37 When scheduling a room for the interview process, the Selection
38 Committee should evaluate the environment. If the candidate will
39 need to make a presentation, a room which supports the presentation,
40 i.e. a smart classroom, should be considered. Remember that the
41 candidate is evaluating the District and the working environment while
42 he/she is interviewing.
43
44

1 It is advised that:

- 2 • The Selection Committee Chair introduces the candidate and that
- 3 the Selection Committee members introduce themselves to the
- 4 candidate. The Selection Committee Chair asks the first and the
- 5 last questions in the process.
- 6 • The Selection Committee ensures that the candidate is seated
- 7 comfortably and has water.
- 8 • A copy of the interview questions is placed on the table in front
- 9 of the candidate so that he/she can read the questions as well
- 10 as hear them when they are asked.
- 11 • Each Selection Committee member asks at least one question.
- 12 • The first question asked of a candidate is a general question
- 13 which asks the candidate to describe his/her experience,
- 14 education and/or qualifications.
- 15 • The candidate is asked a question which allows him/her to make
- 16 a summary or final statement which is unscored. However, the
- 17 answer provided may be used in scoring any question asked
- 18 during the interview.
- 19 • The candidate may be asked if he/she has any questions about
- 20 the position or the process.

21
22 Follow-up questions during the interview/oral examination should be
23 limited. A Selection Committee member may ask a follow-up question
24 if the member needs additional information in order to fairly evaluate a
25 response.

26
27 A candidate may always be asked to expand on an answer or give an
28 example from his/her work experience. If a candidate is asked a
29 string or compound question and does not fully answer the question, a
30 Selection Committee member may ask for the omitted information.

31
32 A Selection Committee member may not ask a candidate to provide
33 information related to the application materials. A Selection
34 Committee member may not ask any questions that are unrelated to
35 the approved questions. The Selection Process Monitor or the
36 Selection Committee Chair will interrupt follow-up questions which
37 open new areas of questioning.

38 Selection Committee members should be welcoming to candidates.
39 They may greet the candidate and may smile and nod at the candidate
40 during the interview. Selection Committee members should not
41 engage in conversations with candidate that are not part of the
42 interview. Selection Committee members may answer questions
43 which the candidate poses at the end of the interview when all scored
44 questions are completed.

1
2 When all candidates have completed the interviews/oral examinations,
3 the Selection Committee will deliberate. The charge of the Selection
4 Committee is to recommend the best qualified candidates for the
5 position.

6
7 Selection Committee members should complete a spreadsheet
8 indicating the scores received by each candidate. The Selection
9 Committee should thoroughly discuss the candidates' qualifications
10 and any disparate scoring received by any candidate(s).

11 12 13.9 Recommendation of Candidates for Employment

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

19
20 The Dean or area administrator will notify Human Resources of the
21 candidate(s) selected by the Selection Committee and those who will
22 not be considered for further employment. Human Resources will
23 notify all candidates who completed an application of the results of the
24 selection process.

25 26 **14. REFERENCE CHECKING**

27
28 References will be checked for every candidate who is employed by the
29 District. The Dean of the division, area administrator or his/her
30 designee will check references using a District-approved form before
31 making an offer of employment. Reference checking will not be
32 limited to the names specified by the candidate. Reference checking
33 will be thorough and complete.

34
35 It is only necessary to check references before a candidate is offered
36 employment. If the first-ranked candidate passes the reference check,
37 he/she will receive a conditional offer of employment. If the first-
38 ranked candidate does not pass the reference check or does not accept
39 the conditional offer of employment, the Dean or area administrator
40 will move to the second-ranked candidate on the list.

41
42 The fingerprinting of a potential classified or confidential employee is
43 part of the reference checking procedure.
44

1 **15. RECOMMENDATION TO THE BOARD OF TRUSTEES FOR**
2 **EMPLOYMENT**

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An offer of employment, contingent on Board approval, will be made to a candidate. If the candidate accepts the contingent offer, he/she will be recommended for employment to the Board of Trustees.

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10 Final Draft of the EEOAC September 29, 2009

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