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.

1. IDENTIFICATION OF POSITIONS WHICH WILL BE FILLED

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.

2. EMPLOYMENT REQUEST FORM

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.

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.
3. **JOB ANNOUNCEMENTS**

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

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

3.2 **Profile Statement**
The Dean, Department Director or area administrator is encouraged to draft a profile statement which describes the specific assignment. The profile statement may be included in the job announcement.

3.3 **Changes to a Job Description**
Any substantial change to the responsibilities contained in a Board-approved job description must be approved by the Board of Trustees before recruitment may begin. (BP 7103.1, EC § 70902)

3.4 **Final Job Announcement**
Human Resources will prepare and publish final job announcements for positions based on Board-approved job descriptions. Job announcements will include other pertinent information such as salary, benefits, closing date, and application procedures.

3.5 **Responsibilities and Qualifications in Job Announcement**
Job announcements will state the responsibilities of the position; the Board-approved minimum education and experience qualifications for the position; and any preferred qualifications for the position.
4. APPOINTMENTS

4.1 Appointment
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 appoint a transfer employee to the position without recruitment or
- Appoint another member of the classified service 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 approval by the Board of Trustees.

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

5.1 Minimum 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.
- Electronically posting the job announcement in California Community Colleges Equal Employment Opportunity Registry.
- Electronically posting the job announcement at CalJobs.
- Electronically mailing job announcements to an established list of public and private employers, groups or individuals who have requested receipt of District job announcements pursuant to the EEO Plan.
- Electronically mailing the job announcements to all community colleges, California State University (CSU) campuses and all University of California (UC) campuses.

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

5.3 **Length of Recruitment**

All classified or confidential 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. 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, 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 and will be listed in the Daily Falcon.

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

The job announcement for an internal recruitment will describe the selection process that will be used for the position. At a minimum, applications 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 employee is not eligible to serve on a Selection Committee if a relative is 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, niece, nephew, foster child of the employee or any person living in the employee’s immediate household.

6.2 **Personal Relationship**

An employee is not eligible to serve on a Selection Committee if an individual with whom the employee has a personal relationship is 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 employee 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 that position. If an applicant submits a letter of recommendation which an employee wrote recommending the applicant for 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 will 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 days.

7. SELECTION COMMITTEE COMPOSITION

7.1 Members of the Committee

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

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

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

- Two managers, one of whom will be the manager who supervises the position
- At least one and not more than three confidential employees, OR at least one or more confidential employee(s) and one or more classified employee(s) not to exceed three employees appointed by the manager who supervises the position.
7.2 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; as a liaison with Human Resources to coordinate the process; and may assist in timekeeping 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 selection procedures in making the final candidate recommendation.

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

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

8. COMMITTEE CHAIR
The instructional dean or area administrator will coordinate the selection process with Human Resources.

9. CONFIDENTIALITY AND RECORD-KEEPING
During the Selection Committee process, all members of the Selection Committee serves 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. The information which should be treated with confidentiality includes, but is not limited to:

- 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 discussion 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 Office. 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

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 in
person. After the in-person training session, the individual must
complete an online review and update training session or repeat the
in-person training session at least once every two years. 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 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.
Selection Committee Training will be offered a minimum of six times
per calendar year. It is an individual’s responsibility to ensure that
he/she attends a scheduled training session or passes an online review if he/she is interested in participating on a Selection Committee.

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.

All Selection Committee members are required to follow District procedures and state and federal laws during a selection process. It is the responsibility of the Selection Process Monitor to ensure that all federal and state laws and District procedures are followed during the selection process. In addition, the Selection Process Monitor will act as a resource on 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.

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

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 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.

Once candidates are selected for interview, if a Selection Committee member is unable to attend interviews, 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.

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 or when the Department has identified a need to screen applications from a continual recruitment. At the first meeting, the Committee members will:

- 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.

11.4 Paper Screening Applications

Selection Committee members may paper screen applications in Human Resources, and this activity is done 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 if the Selection Committee member(s) notifies Human Resources in advance of the need to paper screen when the office is normally closed. 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 and select candidates for interview in one meeting. Human Resources may contact candidates to schedule interviews.

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

12.1 **Administrative Review of the Pool for Diversity**

Each candidate will be allowed the option to complete a diversity questionnaire. Human Resources will remove the diversity questionnaire from the candidate’s application materials and those questionnaires will not be shared at any time with the Selection Committee.

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

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

If a substantial proportionate number of diverse candidates have been eliminated from the selection process, the Faculty and Staff Diversity Officer in consultation with the appropriate Vice President may review the screening process to determine if there is an indication of bias in the process. If such bias is indicated, the Faculty and Staff Diversity Officer will work with the Selection Committee to eliminate the bias and re-examine the applications.
12.2 Review of the Pool of Applicants for Sufficiency
At the initial closing date for the recruitment, the pool of applications will be reviewed for sufficiency. If the pool does not have the number of applications that are reasonably expected, the application deadline may be extended.

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

13. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE

13.1 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 of 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 qualification for education and experience. However, in most cases, a paper screening tool is advised to evaluate the applicants’ qualifications based on their application materials.

13.2 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 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.

13.3 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 Minimum Qualifications Screening subcommittee.

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

13.4 Minimum Qualifications Screening and Equivalency

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

If the candidate submits a completed equivalency form or if the Minimum Qualifications Screening subcommittee determines that a candidate has stated an equivalency, the Minimum Qualifications Screening subcommittee will refer the application to the appropriate Vice President for review. The appropriate Vice President will make a determination as to whether the candidate’s education and experience are equivalent to the standards published for the position within 72 hours from the time of referral. The Selection Committee will accept the determination of the appropriate Vice President as to minimum qualifications.
The Minimum Qualifications Screening subcommittee will then sign the appropriate authorization sheet and those applicants who meet minimum qualifications for education and experience or the equivalent 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.

13.5 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 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.

13.6 Paper Screening
Each Selection Committee member will review each application forwarded by the Minimum Qualifications Screening subcommittee. The Selection Committee will use the paper screening instrument 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.
A Selection Committee member may change his/her score for one 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 interviews/oral examinations. 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 broad and diverse pool of candidates for interviews/oral examinations. 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.

13.7 Pool Certification and Candidate Notification

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

If a substantial proportionate number of diverse candidates have been eliminated from the selection process, the Faculty and Staff Diversity Officer in consultation with the appropriate Vice President may review the screening process to determine if there is an indication of bias in the process. If such bias is found, the Faculty and Staff Diversity Officer will work with the Selection Committee to eliminate the bias and re-examine the applications.
Human Resources will contact the candidates by phone and confirm the interviews/oral examinations by mail and/or e-mail. The confirmation will provide the candidate with the information approved by the Selection Committee.

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

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 get the technical problem resolved. 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 he/she 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 he/she is 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 so that he/she can read the questions as well as hear them when they are asked.
- Each Selection Committee member asks at least one question.
- The first question asked of a candidate is a general question which asks the candidate to describe his/her experience, education and/or qualifications.
- The candidate is asked a question which allows him/her to make a summary or final statement which is unscored. However, the answer provided may be used in scoring any question asked during the interview.
- The candidate may be asked if he/she has 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 which open new areas of questioning. Selection Committee members should be welcoming to candidates. They may greet the candidate and may smile and nod at the candidate during the interview. Selection Committee members should not engage in conversations with candidate that are not part of the interview. Selection Committee members may answer questions which the 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.

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).

13.9 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 administrator will notify Human Resources of the candidate(s) selected by the Selection Committee and those who will not be considered for further employment. Human Resources will notify all candidates who completed an application of the results of the selection process.

14. REFERENCE CHECKING

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

It is only necessary to check references before a candidate is offered employment. 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 administrator will move to the second-ranked candidate on the list.

The fingerprinting of a potential classified or confidential employee is part of the reference checking procedure.
15. RECOMMENDATION TO THE BOARD OF TRUSTEES FOR EMPLOYMENT

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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