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**FULL-TIME FACULTY
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

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 full-time faculty position to be filled will initiate an Employment Request Form. Employment Request Forms are four-part forms which can be obtained in the District's Human Resources Office.

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**

2
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, the Faculty and Staff Diversity Officer, the Director of
8 Human Resources, and the Faculty Senate President. Any substantial
9 proposed change(s) to a job must be submitted in writing with the job
10 announcement and approved by the President/ Superintendent. Job
11 announcements are released upon approval by the President/
12 Superintendent. Human Resources will provide CCFF with a copy of
13 the job announcement.

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

19
20 3.2 Profile Statement

21 The Dean or area administrator and the Department Chair are
22 encouraged to draft a profile statement which describes the specific
23 assignment. The profile statement may be included in the job
24 announcement.

25
26 3.3 Changes to a Job Description

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

30
31 3.4 Final Job Announcement

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

36
37 3.5 Responsibilities and Qualifications in Job Announcement

38 Job announcements will state the responsibilities of the position; the
39 State minimum education and experience qualifications for the
40 position; any local standards which are Board-approved for the
41 discipline; and any preferred qualifications for the position.

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1 4. APPOINTMENTS AND INTERIM RECRUITMENTS

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3 4.1 Emergency Appointment

4 In the event that a full-time instructor becomes unable to teach for a
5 full semester or longer and the District receives notification of such
6 inability a month or less before the start of a semester, the District
7 may:

- 8 • Appoint a number of part-time instructors from the Department's
9 part-time eligibility list to assume the teaching assignment or
- 10 • Assign the instructor's teaching load to a part-time instructor who is
11 on the Department's part-time eligibility list for a period not to
12 exceed one semester. If the absence will continue for a second
13 semester, the District will recruit for a temporary full-time
14 instructor for the second semester.

15 All employment assignments are subject to approval by the Board of
16 Trustees. No temporary teaching assignment will exceed two
17 semesters.

18

19 4.2 Interim Recruitment

20 In the event that a full-time instructor will be on leave and unavailable
21 to teach for an upcoming semester or year and the District receives
22 advance notice of the leave, the District may:

- 23 • Appoint a number of part-time instructors from the Department's
24 part-time eligibility list to assume the teaching assignment or
- 25 • Recruit and select an instructor on a temporary full-time basis.

26 All employment assignments are subject to approval by the Board of
27 Trustees. No temporary assignment will exceed two semesters.

28

29 4.3. Internal and External Recruitment

30 If the District determines that it will conduct recruitment for a
31 temporary full-time instructor, the recruitment will be an internal and
32 external recruitment. The District will use the selection procedure for
33 a permanent recruitment but may announce the position for a period
34 of less than four weeks. A candidate selected for a temporary full-time
35 position must apply for the permanent position if the position is
36 vacated and she/he is interested in the position on a permanent basis.

37

38 5. RECRUITMENT

39 The District will conduct internal and external recruitments for all full-
40 time faculty positions to attract qualified applicants. The District will,
41 at a minimum, conduct a statewide search.

42

43 5.1 Minimum Recruitment Efforts

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

- 1 • Listing the faculty job announcement on the District's website and
- 2 posting the job announcement in Human Resources.
- 3 • Electronically posting the job announcement in California
- 4 Community Colleges Equal Employment Opportunity Registry.
- 5 • Electronically posting the job announcement at CalJobs.
- 6 • Mailing job announcements to an established list of public and
- 7 private employers, groups or individuals who have requested
- 8 receipt of District job announcements pursuant to the EEO Plan.
- 9 • Electronically mailing the job announcements to all community
- 10 colleges, California State University (CSU) campuses and all
- 11 University of California (UC) campuses.
- 12 • Listing the full-time faculty job announcement on
- 13 HigherEdJobs.com.

15 5.2 Additional Recruitment Efforts

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

21 5.3 Length of Recruitment

22 All full-time faculty positions will be open for recruitment on the day
 23 that the job announcement is placed on the Human Resources
 24 webpage. The recruitment will remain open to accept applications for
 25 a minimum of six (6) weeks. If there is a necessity to fill the position
 26 quickly, the President/Superintendent and the appropriate Vice
 27 President may approve a recruitment period of four (4) weeks.

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

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, foster child of the employee
 38 or any relative living in the employee's immediate household.

40 6.2 Personal Relationship

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

1 relationship is not professional, i.e. personal friends, neighbors,
2 someone the employee dates.

3 4 6.3 Recommendation of an Applicant

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

15 16 **7. SELECTION COMMITTEE COMPOSITION**

17 18 7.1 Members of the Committee

19 The voting members of the Selection Committee for a full-time faculty
20 position are:

- 21
- 22 • The instructional dean of the division or the supervising manager of
23 the area
- 24 • 1 manager (who preferably has duties supervising faculty)
25 appointed by ACCME
- 26 • 3 full-time (preferably tenured) faculty members from the recruiting
27 department, if possible. If 3 full-time faculty members do not serve
28 in the department or are not available, then faculty members from
29 related departments in the division will be appointed. All faculty
30 members will be appointed by the Faculty Senate.
- 31 • 1 non-voting student representative appointed by ASCC. See
32 Section 7.3 for participation of non-voting Committee members.
- 33

34 7.2 Process Monitor

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

42
43 The primary responsibility of the process monitor is to ensure that
44 District procedures are followed in the selection process. The process

1 monitor will serve as a resource to the Selection Committee to answer
 2 questions; as a liaison with Human Resources to coordinate the
 3 process; and may assist in timekeeping for the Committee. After the
 4 Selection Committee recommends finalist candidates, the process
 5 monitor will sign a statement indicating that, to the best of the
 6 monitor's knowledge, the Committee followed the District's selection
 7 procedures in making the finalist candidate recommendation.
 8

9 7.3 Non-Voting Members

10 In some cases, it may be desirable or considered necessary to have
 11 the input of a person with particular expertise, such as a faculty
 12 member from another college with subject matter expertise. In such
 13 cases, the expert may serve on the Committee in a non-voting
 14 capacity. The expert will not screen the applications and will not select
 15 candidates for interview. However, the expert may review the files of
 16 the candidates chosen by the Selection Committee for interview; may
 17 observe but not participate in the interviews; and may provide input to
 18 the Committee on the recommendation of finalist candidates.
 19

20 A person serving in a non-voting capacity will receive Selection
 21 Committee training and will be required to sign the confidentiality
 22 statement. The non-voting Committee member must observe the
 23 Selection Committee procedures in the same manner as a voting
 24 member.
 25

26 **8. ELECTION AND DUTIES OF COMMITTEE CHAIR**

27 28 8.1 Election of Selection Committee Chair

29 The Selection Committee will democratically elect a Selection
 30 Committee Chair from among the voting members of the Selection
 31 Committee.
 32

33 8.2 Duties of the Selection Committee Chair

34 The Selection Committee Chair will lead the activities of the Selection
 35 Committee including:

- 36 • Leading discussions on the development of the paper screening
 37 tool, interview questions and any skills testing.
- 38 • Leading discussions on candidate qualifications in the selection of
 39 candidates for interview.
- 40 • Greeting each candidate at interview, describing the interview
 41 process to the candidate including the time allotted for the
 42 interview and any specific exercises and/or skills tests during the
 43 interview process; introducing the Committee members to the
 44 candidate.

- 1 • Asking the first and the last question in the interview process.
- 2 • Leading discussions of candidate qualifications in the selection of
- 3 candidates for final interview and
- 4 • Taking careful notes of what the Committee members determined
- 5 were the strengths and weaknesses of each finalist candidate.

6
7 The Selection Committee Chair will make every effort to ensure that
8 the considerations of all Committee members are heard and
9 considered. The Selection Committee Chair will ask each Committee
10 for input in Committee discussions and will conduct voting procedures
11 if decisions are not made by consensus.

12
13 The Selection Committee Chair will participate as a member of the
14 Finalist Interview Committee. The Finalist Interview Committee is not
15 a voting body but rather an advisory committee to the President/
16 Superintendent in making a recommendation to the Board of Trustees.
17 The Selection Committee Chair's duty is to participate in the final
18 interviews and to provide the President/ Superintendent with the
19 findings of the Selection Committee as to each candidate's strengths
20 and weaknesses using the notes taken at the discussion with the
21 Selection Committee.

22 23 **9. CONFIDENTIALITY AND RECORD-KEEPING**

24
25 During the Selection Committee process, all members of the Selection
26 and Finalist Interview Committees serve as agents of the Board of
27 Trustees in reading applications, interviewing candidates, participating
28 in deliberations and making recommendations of candidates. Two of
29 the most important functions which Committee members perform are
30 maintaining the confidentiality of the process and producing accurate
31 and reliable records of the process.

32 33 **9.1 Confidentiality**

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

- 38 • the paper screening tool, interview questions and any skills testing
- 39 or exercises.
- 40 • the information contained in applications, including the District
- 41 application forms, candidates' résumés, candidates' letters of
- 42 application, candidates' transcripts, and letters of recommendation,
- 43 if any.

- 1 • information about candidates' performance in interviews and/or
- 2 skills testing or exercises.
- 3 • deliberations, scoring and/or comments of Selection Committee
- 4 members in the Selection Committee process.
- 5

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

15
16 In order to further ensure confidentiality, all application materials will
17 be retained in Human Resources unless removed to the location at
18 which the Selection Committee is meeting to discuss the applications.
19 All paper screening tools, interview questions and skills testing or
20 exercises will be maintained in Human Resources. Each Selection
21 Committee member will have a file and any notes or scores will be
22 maintained in that file in Human Resources.

23 24 9.2 Record-keeping

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

29
30 All of the materials developed by the Selection Committee are the
31 District's records. This includes notes on the development of the
32 paper screening tool, interview questions, skills testing and/or
33 exercises; notes about candidates' qualifications or responses to
34 interview questions; scores; and spreadsheets. Selection Committee
35 members are encouraged to take notes which indicate the strengths
36 and weaknesses of each candidate for the District's records. Selection
37 Committee members are the District's record-keepers.

38
39 All materials submitted by the candidates and produced by the
40 Selection Committee members are deemed to be Class 3 District
41 records and will be maintained for a period of at least three (3) years
42 pursuant to state law and regulations.

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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.

1 Each Selection Process Monitor will complete training at least once
 2 every two years to remain current in the laws and procedures of the
 3 college with regard to selection and employment. Selection Process
 4 Monitor Training is offered through the Staff Development Department.
 5

6 **11. MEETINGS OF THE SELECTION COMMITTEE**

7 8 11.1 Selection Committee Meetings

9 Meetings of the Selection Committee must be scheduled when all
 10 Committee members are able to attend. The Selection Committee will
 11 not meet when one or more voting members are not present. The
 12 Committee cannot meet unless the Process Monitor is present at the
 13 meeting. The Committee may meet when a non-voting member is not
 14 present.
 15

16 11.2 Emergencies

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

- 26 • Allow Human Resources to contact the constituent group of the
 27 absent member to appoint an alternate member to the
 28 Committee. The Committee will then meet when the alternate
 29 member has completed paper screening. OR
- 30 • If time does not permit, the absent Committee member's scoring
 31 sheets will be shredded and the Committee will select candidates
 32 for interview with the Committee members who are present.
 33

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

- 36 • Allow Human Resources to contact the constituent group of the
 37 absent member to appoint an alternate member to the
 38 Committee. The alternate Committee member must read the
 39 files of the candidates who were selected to interview and may
 40 participate in the interview process. OR
- 41 • If time does not permit, the Committee will conduct interviews
 42 with the Committee members who are present.
 43
 44

1 11.3 First Meeting of the Selection Committee

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

- 5 • Ensure that all members have Selection Committee training
- 6 • Elect a Chair of the Committee
- 7 • Develop a paper screening tool
- 8 • Develop interview questions, and any skills testing
- 9 • Calendar the dates on which the Committee will meet to select
10 interview candidates and the dates on which interviews will be
11 conducted.

12
13 The candidate files will not be released to the Selection Committee for
14 paper screening until these tasks are completed. All notes of the
15 Selection Committee will be retained in files in Human Resources.

16
17 11.4 Paper Screening Applications

18 Selection Committee members may paper screen applications in
19 Human Resources, and this activity is done on an individual basis as
20 each member's schedule allows. Human Resources may be opened to
21 Selection Committee members in the evening or on weekends if the
22 Selection Committee member(s) notifies Human Resources in advance
23 of the need to paper screen when the office is normally closed.
24 Human Resources will notify Campus Police who will open the office for
25 a Selection Committee member.

26
27 11.5 Subsequent Meetings of the Selection Committee

28 Selection Committee members will meet as a Committee to select
29 candidates for interview and to conduct candidate interviews.
30 Selection Committee members should be mindful in selecting a site for
31 candidate interviews that the site should make the candidate
32 comfortable and will represent the campus to the candidates. Human
33 Resources will contact candidates to schedule interviews.

34
35 **12. REVIEWS OF THE APPLICANT POOL BEFORE INTERVIEW**

36
37 12.1 Administrative Review of the Pool for Diversity

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

43

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

11
12 The District may extend a recruitment deadline and engage in
13 additional recruitment efforts if there are insufficient diverse
14 candidates in a pool at the closing date. The District will not reject a
15 pool of candidates for consideration by the Selection Committee solely
16 because there are insufficient diverse candidates in a pool.

17
18 If a substantial proportionate number of diverse candidates are not in
19 the pool, the Faculty and Staff Diversity Officer in consultation with the
20 appropriate Vice President may review the job announcement and
21 recruitment to determine if there is an indication of bias. If such bias
22 is indicated, the Faculty and Staff Diversity Officer will work with the
23 Selection Committee to eliminate the bias and re-examine the
24 applications.

25 26 12.2 Review of the Pool of Applicants for Sufficiency

27 At the initial closing date for the recruitment, the pool of applications
28 will be reviewed for sufficiency. If the pool does not have the number
29 of applications that are reasonably expected, the application deadline
30 may be extended.

31
32 If, after the applications are screened by the Selection Committee, the
33 Committee determines that there aren't sufficient applicants for
34 interview, the Committee may ask Human Resources if additional
35 applications have been received and/or completed since the closing
36 date and may review those applications. If the Selection Committee
37 determines that the pool does not have sufficient applicants to
38 interview after the second review, the Selection Committee may ask
39 that the recruitment be closed and that a new recruitment be initiated.
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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 will 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 qualification for education and experience. However, in most cases, a paper screening instrument 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. A teaching demonstration will be required for all instructional positions.

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

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.

1 The Selection Committee will design the testing for a particular
2 position, and submit the testing to the Faculty and Staff Diversity
3 Officer for review and approval. When the Faculty and Staff Diversity
4 Officer approves the testing, the pool will be certified for release to the
5 Minimum Qualifications Screening subcommittee.
6

7 The pool of applications will not be released to the Minimum
8 Qualifications Screening subcommittee before testing is approved in
9 order to avoid claims of bias for/against particular candidates in the
10 pool.
11

12 13.4 Minimum Qualifications Screening and Equivalency

13 The Selection Committee will select one manager and one faculty
14 member to form a Minimum Qualifications Screening subcommittee.
15 The Minimum Qualifications Screening subcommittee will review the
16 applications for minimum qualifications for education and experience
17 and for local standards, if any. The subcommittee will not review any
18 other stated qualifications.
19

20 If the candidate submits a completed equivalency form or if the
21 Minimum Qualifications Screening subcommittee determines that a
22 candidate has stated an equivalency, the Minimum Qualifications
23 Screening subcommittee will refer the application to the Hiring
24 Standards Committee for review. The Hiring Standards Committee will
25 make a determination as to whether the candidate's education and
26 experience are equivalent to the standards published for the position
27 within 72 hours from the time of referral. The Selection Committee
28 will accept the determination of the Hiring Standards Committee as to
29 minimum qualifications.
30

31 The Minimum Qualifications Screening subcommittee will then sign the
32 appropriate authorization sheet and those applicants who meet
33 minimum qualifications for education and experience or the equivalent
34 will be forwarded to the Selection Committee for review.
35

36 If there are very few applications for a position, the Selection
37 Committee may determine minimum qualifications as part of the
38 screening process. However, any request for equivalency must be
39 referred by the Selection Committee for review.
40

41 13.5 Internal Candidates

42 The Selection Committee will refrain from discussing any knowledge
43 about an internal candidate's performance in the workplace at
44 Selection Committee meetings. No positive or negative comments

1 which are not related to the application, testing or the interview should
2 be made about any employee who has submitted an application for a
3 position at the District.
4

5 If a Selection Committee member has information concerning a
6 candidate which the member believes should be evaluated in
7 considering the applicant, that Selection Committee member should
8 provide that information to the Committee Chair outside of a
9 Committee meeting. Such information will be deemed reference
10 information and will be provided for verification to the individual who is
11 assigned to check references.
12

13 13.6 Paper Screening

14 Each Selection Committee member will review each application
15 forwarded by the Minimum Qualifications Screening subcommittee.
16 The Selection Committee will use the paper screening instrument and
17 their knowledge of the requirements of the position to evaluate
18 candidates.
19

20 When review of the applications is completed by all Selection
21 Committee members, Human Resources will develop a spreadsheet of
22 all of the ratings. All members of the Selection Committee will then
23 meet to select candidates for interviews/oral examinations.
24

25 The Selection Committee is advised to review the spreadsheet and to
26 pay particular attention to disparate scoring of any applicant, i.e. an
27 applicant who receives a very high score from some members and a
28 very low score from others. Selection Committee members are
29 encouraged to discuss the candidates' qualifications stated in the
30 application in depth.
31

32 A Selection Committee member may change his/her score for one or
33 more candidates based on the discussion of the Committee. It is
34 important to remember that if a score is changed, then the supporting
35 paper screening tool must also be changed. The Committee Chair and
36 the Process Monitor are responsible for making a record of any scores
37 that are changed during discussions.
38

39 The Selection Committee will vote on the applicants who will be invited
40 to interviews/oral examinations. The Selection Committee is a
41 democratic body and each member must be willing to abide by the
42 decision of a simple majority of the Selection Committee. The
43 Selection Committee is encouraged to invite a broad and diverse pool
44 of candidates for interviews/oral examinations. The Selection

1 Committee is reminded also that the scoring must support the
2 candidates recommended for interview.

3
4 The Selection Committee Chair will provide Human Resources with the
5 following:

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

14 15 13.7 Pool Certification and Candidate Notification

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

24
25 If a substantial proportionate number of diverse candidates have been
26 eliminated from the selection process, the Faculty and Staff Diversity
27 Officer in consultation with the appropriate Vice President may review
28 the screening process to determine if there is an indication of bias in
29 the process. If such bias is found, the Faculty and Staff Diversity
30 Officer will work with the Selection Committee to eliminate the bias
31 and re-examine the applications.

32
33 Human Resources will contact the candidates by phone and confirm
34 the interviews/oral examinations by mail and/or e-mail. The
35 confirmation will provide the candidate with the information approved
36 by the Selection Committee.

37 38 13.8 Interview/Oral Examination

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

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

6
7 Selection Committee members may assist candidates in setting up
8 technical support for presentation or demonstrations. If the technical
9 support does not work, extra time may be provided to a candidate to
10 get the technical problem resolved. Selection Committee members
11 may assist candidates by handing out materials. It is important that
12 all candidates receive sufficient support to allow them to complete the
13 interview process successfully.

14
15 Each candidate will be informed of the amount of time that he/she is
16 scheduled to spend with the Selection Committee and the Process
17 Monitor will act as a timekeeper. The Process Monitor may advise the
18 candidate of the elapsed time during the interview if the Process
19 Monitor feels that it is needed. If a candidate does not complete the
20 oral examination in the allotted time, the interview process will be
21 terminated at the end of the allotted time and the candidate will be
22 scored on the completed questions.

23
24 When scheduling a room for the interview process, the Selection
25 Committee should evaluate the environment. If the candidate will
26 need to make a presentation, a room which supports the presentation,
27 i.e. a smart classroom, should be considered. Remember that the
28 candidate is evaluating the District and the working environment while
29 he/she is interviewing.

30
31 It is advised that:

- 32 • The Selection Committee Chair introduces the candidate and that
33 the Selection Committee members introduce themselves to the
34 candidate. The Selection Committee Chair asks the first and the
35 last questions in the process.
- 36 • The Selection Committee ensures that the candidate is seated
37 comfortably and has water.
- 38 • A copy of the interview questions is placed on the table in front
39 of the candidate so that he/she can read the questions as well
40 as hear them when they are asked.
- 41 • Each Selection Committee member asks at least one question.
- 42 • The first question asked of a candidate is a general question
43 which asks the candidate to describe his/her experience,
44 education and/or qualifications.

- 1 • The candidate is asked a question which allows him/her to make
2 a summary or final statement which is unscored. However, the
3 answer provided may be used in scoring any question asked
4 during the interview.
- 5 • The candidate may be asked if he/she has any questions about
6 the position or the process.

7
8 Follow-up questions during the interview/oral examination should be
9 limited. A Selection Committee member may ask a follow-up question
10 if the member needs additional information in order to fairly evaluate a
11 response.

12
13 A candidate may always be asked to expand on an answer or give an
14 example from his/her work experience. If a candidate is asked a
15 string or compound question and does not fully answer the question, a
16 Selection Committee member may ask for the omitted information.

17
18 A Selection Committee member may not ask a candidate to provide
19 information related to the application materials. A Selection
20 Committee member may not ask any questions that are unrelated to
21 the approved questions. The Selection Process Monitor or the
22 Selection Committee Chair will interrupt follow-up questions which
23 open new areas of questioning.

24
25 Selection Committee members should be welcoming to candidates.
26 They may greet the candidate and may smile and nod at the candidate
27 during the interview. Selection Committee members should not
28 engage in conversations with candidate that are not part of the
29 interview. Selection Committee members may answer questions
30 which the candidate poses at the end of the interview when all scored
31 questions are completed.

32
33 When all candidates have completed the interviews/oral examinations,
34 the Selection Committee will deliberate. The charge of the Selection
35 Committee is to recommend three candidates who are best qualified
36 for the position to the Finalist Interview Committee.

37
38 Selection Committee members should complete a spreadsheet
39 indicating the scores received by each candidate. The Selection
40 Committee should thoroughly discuss the candidates' qualifications
41 and any disparate scoring received by any candidate(s).

42
43
44

1 13.9 Recommendation of Finalist Candidates

2 The Selection Committee will vote on which candidates will be
3 forwarded to the Finalist Interview Committee for review. The
4 Selection Committee is a democratic body and a candidate will be
5 forwarded if a simple majority of the Committee recommends that
6 candidate.

7
8 When the Selection Committee determines the candidates who will be
9 forwarded, the Selection Committee Chair should ask the members of
10 the Committee to describe the strengths and weaknesses of each of
11 those candidates. The Selection Committee Chair should take notes of
12 this information so that the Chair may accurately report this
13 information to the members of the Finalist Interview Committee.
14 These notes will be retained with the other Selection Committee
15 materials.

16
17 If the Selection Committee cannot recommend three finalist
18 candidates, the Committee may write a justification explaining the
19 reason(s) that three candidates cannot be recommended and sign the
20 authorization to forward two or one candidate(s).

21
22 The President/Superintendent will review the justification and may:

- 23 • Accept the recommendation of two or one candidate(s); or
- 24 • Reject the recommendation of two or one candidate(s) and ask
25 the Selection Committee to reconsider its recommendations.

26
27 If the Selection Committee reconsiders its recommendations, it may:

- 28 • Determine that the Committee cannot recommend any additional
29 candidate(s); or
- 30 • Recommend one or more additional candidates as finalists.

31
32 If the Selection Committee cannot recommend any additional
33 candidate(s), the President/Superintendent may review the
34 applications of the candidates interviewed and the Selection
35 Committee records and may:

- 36 • Invite an additional candidate(s) to a final interview; or
- 37 • Interview the recommended candidate(s) and either recommend
38 a candidate for employment or close the recruitment without
39 making a recommendation for employment.

40
41 Human Resources will contact the candidates by phone to confirm the
42 final interviews.

43
44

14. REVIEW OF THE POOL OF FINALIST CANDIDATES

The Selection Committee Chair will provide Human Resources with a list of the recommended finalist candidates signed by all of the Selection Committee members.

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 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.

15. FINALIST INTERVIEW COMMITTEE COMPOSITION

The Finalist Interview Committee will be comprised of:

- the President/ Superintendent,
- the appropriate Vice President,
- the Chair of the Selection Committee and
- the Division Dean or area manager who directly supervises the position and who served on the Selection Committee.

16. FINALIST INTERVIEW/ORAL EXAMINATION PROCESS

The President/Superintendent in consultation with the appropriate Vice President will develop interview questions for the finalist interview process. The President/Superintendent and the appropriate Vice President will review the application materials of the candidates recommended as finalists. Interviews/oral examinations will be conducted by the Finalist Interview Committee.

The Finalist Interview Committee is not a democratic Committee. The members of the Committee provide input to the President/Superintendent. The President/Superintendent's selection is based on

1 the finalist interviews, input from the Finalist Interview Committee and
2 the information provided by the Chair of the Selection Committee
3 about the Selection Committee's assessment of the strengths and
4 weaknesses of the candidates.

5
6 The President/Superintendent will then direct either the appropriate
7 Vice President or the Vice President's designee to check reference for
8 the candidate(s) under consideration for employment.

9
10 If the President/Superintendent is unable to recommend any of the
11 finalist candidates for reference checking, the President/
12 Superintendent may ask the Selection Committee to reconvene and
13 determine if they are able to recommend another/other candidate(s).

14
15 When the Selection Committee reconvenes, it may:

- 16 • Recommend an additional candidate(s); or
- 17 • Determine that they cannot recommend another candidate(s).

18
19 If the Selection Committee recommends another/other candidate(s),
20 the Finalist Interview Committee will interview that/those
21 candidate(s). If the Selection Committee cannot recommend another
22 candidate(s), the President/Superintendent may review the
23 applications of the candidates interviewed, review the notes of the
24 Selection Committee and:

- 25 • Reconsider the applicants initially recommended; or
- 26 • Invite another candidate(s) to interview; or
- 27 • Close the recruitment.

28 29 **17. REFERENCE CHECKING**

30
31 References will be checked for every candidate who is employed by the
32 District. The appropriate Vice President or his/her designee will check
33 references using a District-approved form. Reference checking will not
34 be limited to the names specified by the candidate. Reference
35 checking will be thorough and complete. No offer of employment will
36 be made until the reference checking process is completed.

37
38 The fingerprinting of a potential full-time faculty employee is part of
39 the reference checking procedure.
40

1 **18. 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 chosen candidate. If the candidate accepts the contingent offer, the President/Superintendent will recommend the employment of the candidate to the Board of Trustees.

If the chosen candidate does not accept the contingent offer, the President/Superintendent may choose to make an offer to another finalist candidate or may close the recruitment.

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Final Draft of the EEOAC September 29, 2009