MANAGEMENT
EMPLOYMENT SELECTION PROCEDURES

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 management 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 manager’s supervisor 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 responsible manager (if not the Vice President), the Faculty and Staff Diversity Officer, the Director of Human Resources, the Faculty Senate President, and the President of CSEA. 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. Human Resources will provide CSEA and CCFF with a copy of the job announcement.

The supervising manager is responsible for conferring with the division, department or area in which the position is to be filled before signing off on the job announcement.

3.2 Profile Statement
The responsible manager 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 minimum education and experience qualifications for the position which are Board-approved and any preferred qualifications for the position.
4. APPOINTMENTS AND INTERIM RECRUITMENTS

4.1 Appointment of a Current Employee
The District may appoint a current employee to serve in a management position while the District conducts recruitment for the position. The appointment will be made by the Board of Trustees and will not exceed one year in duration. The individual will serve as the “acting” manager for the duration of the appointment.

4.2 Appointment of a Contract Professional
The District may enter into a professional contract with an individual not currently employed by the District, who is specially trained, experienced, and competent to serve as an administrator, and who satisfies the minimum qualifications applicable to the position. A contract professional will serve in the management position while the District conducts recruitment for the position. The contract will be approved by the Board of Trustees and will not exceed one year in duration. If there is a special business necessity, the District may apply to the State Chancellor’s Office for an exemption to allow a one-year extension of a professional services contract. The individual will serve as the “interim” manager for the duration of the appointment. An individual who has served in a position through a professional contract must apply for the position if he/she is interested in the position on a permanent basis.

4.3 Interim Recruitment
The District may conduct an internal and external recruitment for an interim appointee to serve in a management position while the District conducts recruitment for the position. The appointment will be made by the Board of Trustees and will not exceed one year in duration.

4.3.1 Internal Recruitment
If the District determines that it will conduct an internal recruitment for a candidate to meet the needs of the District during the recruitment period, the President/Superintendent and appropriate Vice President will determine what materials will be required in the internal selection process. The internal announcement will be made via email notification to all employees and will be posted on Human Resources webpage. If the interim recruitment is conducted during summer sessions, all full-time faculty will be notified by regular U.S. Mail of the recruitment. The recruitment period will last at least seven business days after the date of the email notices or the date of mailing notices.
The President/Superintendent and the appropriate Vice President will review the materials requested, select candidates for interview and conduct oral examinations/interviews. A candidate selected for an "interim" position must apply for the permanent position if she/he is interested in the position on a permanent basis.

4.3.2 Internal and External Recruitment

If the District determines that it will conduct an internal and external recruitment for an interim position, the District will use the selection procedure for a permanent recruitment but may announce the position for a period of less than four weeks. A candidate selected for an "interim" position must apply for the permanent position if she/he is interested in the position on a permanent basis.

5. RECRUITMENT

The District will conduct internal and external recruitments for permanent management positions to attract qualified applicants. The District will, at a minimum, conduct a statewide search.

5.1 Minimum Recruitment Efforts

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

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

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 a recruitment other than the one for 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 Classified Management Committee
For the purposes of this selection procedure only, a classified manager refers to a manager whose assignment requires the supervision of predominantly classified staff. The voting members of the Selection Committee for this position are:

- 2 managers appointed by ACCME -- one of the managers will be the manager who directly supervises the position, if that position reports to a manager and not the Vice President
- 3 classified staff appointed by CSEA
- 1 faculty member appointed by the Faculty Senate
- 1 student representative appointed by ASCC

7.2 Academic Management Committee
For the purposes of this selection procedure only, an academic administrator refers to a manager/administrator whose assignment requires the supervision of a significant number of faculty members or involves the development of curriculum for a specific academic program. The voting members of the Selection Committee for this position are:

- 2 managers (of whom one will be the manager who directly supervises the position, if that position reports to a manager other than a Vice President and one manager will be an academic administrator) appointed by ACCME
- 3 faculty members appointed by the Faculty Senate
- 1 classified staff appointed by CSEA
- 1 student representative appointed by ASCC

7.3 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 finalist 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 finalist candidate recommendations.

7.4. Non-Voting Members
In some cases, it may be desirable or considered necessary to have the input of a person with particular expertise, such as faculty member from another college with subject matter expertise, an advisory committee member with experience with a specific area of the assignment, etc. 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 of finalist 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. ELECTION AND DUTIES OF COMMITTEE CHAIR

8.1 Election of Selection Committee Chair
The Selection Committee will democratically elect a Selection Committee Chair from among the voting members of the Selection Committee.

8.2 Duties of the Selection Committee Chair
The Selection Committee Chair will lead the activities of the Selection Committee including:

• Leading discussions on the development of the paper screening tool, interview questions and any skills testing.
• Leading discussions of candidate qualifications in the selection of candidates for interview.
• Greeting the candidate at interview, describing the interview process to the candidate including the time allotted for the interview and any specific exercises and/or skills tests during the interview process; introducing the Committee members to the candidate.
• Asking the first and the last question in the interview process.
• Leading discussions of candidate qualifications in the selection of candidates for final interview and
• Taking careful notes of what the Committee members determined were the strengths and weaknesses of each finalist candidate.

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

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

9. CONFIDENTIALITY AND RECORD-KEEPING

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

9.1 Confidentiality
Each Committee member must agree to maintain the confidentiality of the selection process in order to be eligible to serve in a selection process. 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 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. 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 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 Paperscreening 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 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 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 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. At the first meeting, the Committee members will:

- Ensure that all members have Selection Committee training
- Elect a Chair of the Committee
- 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 **Screening Applications**

Selection Committee members may screen applications in Human Resources, and this activity is done on an individual basis as each members 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 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. Human
Resources will contact candidates to schedule interviews.

12. REVIEW 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, 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 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 statistics from 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 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 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, role playing exercises. This testing may receive weighted scoring.

The Selection Committee may choose the order in which it chooses to conduct testing. Skills exercises, such as memo writing, may be administered either before 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 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.

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
The Selection Committee will select one manager and one non-management employee 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.

The appropriate Vice President and members of the Minimum Qualifications Screening subcommittee will determine if the candidate's stated experience, expertise and education can be deemed equivalent to the minimum qualifications for education and experience stated in the job description which has been approved by the Board of Trustees within 72 hours.

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 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 the information to the Committee Chair or the Selection Process Monitor outside of a Committee meeting. Such information will be deemed reference information and will be provided for verification to the individual who is assigned to check references.

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
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 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 will be available.

13.7 **Pool Certification and Candidate Contact**

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 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 three candidates who are best qualified for the position to the Finalist Interview Committee.

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 Finalist Candidates

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

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

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

The President/Superintendent will review the justification and may:

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

If the Selection Committee reconsiders its recommendations, it may:

- Determine that the Committee cannot recommend any additional candidate(s); or
- Recommend one or more additional candidate(s) as finalists.
If the Selection Committee cannot recommend any additional candidate(s), the President/Superintendent may review the applications of the candidates interviewed and the Selection Committee records and may:

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

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

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 proportionate number of diverse candidates have been eliminated by the interview 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 notes of interview and/or questions.

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
• if the Chair is not a manager, the 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
the finalist interviews, input from the Finalist Interview Committee and
the information provided by the Chair of the Selection Committee
about the Selection Committee’s assessment of the strengths and
weaknesses of the candidates.

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

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

When the Selection Committee reconvenes, it may:
  • Recommend an additional candidate(s); or
  • Determine that they cannot recommend another/other
candidate(s).

If the Selection Committee recommends another/other candidate(s),
the Finalist Interview Committee will interview that/those
candidate(s). If the Selection Committee cannot recommend another/
other candidate(s), the President/Superintendent may review the
applications of the candidates interviewed, review the notes of the
Selection Committee and:
  • Reconsider the applicants initially recommended; or
• Invite another candidate(s) to interview; or
• Close the recruitment.

17. REFERENCE CHECKING

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

The fingerprinting of a potential management employee is part of the reference checking procedure.

18. RECOMMENDATION TO THE BOARD OF TRUSTEES FOR EMPLOYMENT

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