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**MANAGEMENT
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.

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.

1
2 **3. JOB ANNOUNCEMENTS**
3

4 3.1 Review of Draft Job Announcement

5 A draft job announcement will be prepared and routed for approval by
6 Human Resources. Draft job announcements will be reviewed and
7 approved when initialed by the appropriate Vice President, the
8 responsible manager (if not the Vice President), the Faculty and Staff
9 Diversity Officer, the Director of Human Resources, the Faculty Senate
10 President, and the President of CSEA. Any substantial proposed
11 change(s) to a job must be submitted in writing with the job
12 announcement and approved by the President/ Superintendent. Job
13 announcements are released upon approval by the President/
14 Superintendent. Human Resources will provide CSEA and CCFF with a
15 copy of the job announcement.
16

17 The supervising manager is responsible for conferring with the
18 division, department or area in which the position is to be filled before
19 signing off on the job announcement.
20

21 3.2 Profile Statement

22 The responsible manager is encouraged to draft a profile statement
23 which describes the specific assignment. The profile statement may
24 be included in the job 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 minimum education and experience qualifications for the position
40 which are Board-approved and any preferred qualifications for the
41 position.
42

1 **4. APPOINTMENTS AND INTERIM RECRUITMENTS**

2
3 4.1 Appointment of a Current Employee

4 The District may appoint a current employee to serve in a
5 management position while the District conducts recruitment for the
6 position. The appointment will be made by the Board of Trustees and
7 will not exceed one year in duration. The individual will serve as the
8 "acting" manager for the duration of the appointment.
9

10 4.2 Appointment of a Contract Professional

11 The District may enter into a professional contract with an individual
12 not currently employed by the District, who is specially trained,
13 experienced, and competent to serve as an administrator, and who
14 satisfies the minimum qualifications applicable to the position. A
15 contract professional will serve in the management position while the
16 District conducts recruitment for the position. The contract will be
17 approved by the Board of Trustees and will not exceed one year in
18 duration. If there is a special business necessity, the District may
19 apply to the State Chancellor's Office for an exemption to allow a one-
20 year extension of a professional services contract. The individual will
21 serve as the "interim" manager for the duration of the appointment.
22 An individual who has served in a position through a professional
23 contract must apply for the position if he/she is interested in the
24 position on a permanent basis.
25

26 4.3 Interim Recruitment

27 The District may conduct an internal and external recruitment for an
28 interim appointee to serve in a management position while the District
29 conducts recruitment for the position. The appointment will be made
30 by the Board of Trustees and will not exceed one year in duration.
31

32 4.3.1 Internal Recruitment

33 If the District determines that it will conduct an internal recruitment
34 for a candidate to meet the needs of the District during the
35 recruitment period, the President/Superintendent and appropriate Vice
36 President will determine what materials will be required in the internal
37 selection process. The internal announcement will be made via email
38 notification to all employees and will be posted on Human Resources
39 webpage. If the interim recruitment is conducted during summer
40 sessions, all full-time faculty will be notified by regular U.S. Mail of the
41 recruitment. The recruitment period will last at least seven business
42 days after the date of the email notices or the date of mailing notices.

1 The President/Superintendent and the appropriate Vice President will
2 review the materials requested, select candidates for interview and
3 conduct oral examinations/interviews. A candidate selected for an
4 "interim" position must apply for the permanent position if she/he is
5 interested in the position on a permanent basis.
6

7 **4.3.2 Internal and External Recruitment**

8 If the District determines that it will conduct an internal and external
9 recruitment for an interim position, the District will use the selection
10 procedure for a permanent recruitment but may announce the position
11 for a period of less than four weeks. A candidate selected for an
12 "interim" position must apply for the permanent position if she/he is
13 interested in the position on a permanent basis.
14

15 **5. RECRUITMENT**

16 The District will conduct internal and external recruitments for
17 permanent management positions to attract qualified applicants. The
18 District will, at a minimum, conduct a statewide search.
19

20 **5.1 Minimum Recruitment Efforts**

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

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

35 **5.2 Additional Recruitment Efforts**

36 The recruiting department, division or area may use other internet
37 websites, publications and/or mailing resources to advertise a position.
38 All recruitment efforts will be approved by the Director of Human
39 Resources and the Faculty and Staff Diversity Officer.
40
41
42

1 5.3 Length of Recruitment

2 All management positions will be open for recruitment on the day that
3 the job announcement is placed on the Human Resources webpage.
4 The recruitment will remain open to accept applications for a minimum
5 of six (6) weeks. If there is a necessity to fill the position quickly, the
6 President/Superintendent and the appropriate Vice President may
7 approve a recruitment period of four (4) weeks.
8

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

10
11 6.1 Family Relation

12 An employee is not eligible to serve on a Selection Committee if a
13 relative is an applicant for the position. For the purposes of this
14 procedure a relative includes: father, mother, brother, sister, spouse,
15 domestic partner, child, grandchild, stepparent, stepchild, mother-in-
16 law, father-in-law, brother-in-law, sister-in-law, daughter-in-law, son-
17 in-law, grandparent, grandparent-in-law, niece, nephew, foster child of
18 the employee or any person living in the employee's immediate
19 household.
20

21 6.2 Personal Relationship

22 An employee is not eligible to serve on a Selection Committee if an
23 individual with whom the employee has a personal relationship is an
24 applicant for the position. A personal relationship is not a working
25 relationship. A personal relationship is one in which the nexus of the
26 relationship is not professional, i.e. personal friends, neighbors,
27 someone the employee dates.
28

29 6.3 Recommendation of an Applicant

30 If an employee writes a recommendation letter for an applicant, that
31 employee is not eligible to serve as a Selection Committee member for
32 that position. If an applicant submits a letter of recommendation
33 which an employee wrote recommending the applicant for a
34 recruitment other than the one for which the employee is appointed,
35 the letter of recommendation must be removed from the applicant's
36 file and the employee is eligible to serve on the Selection Committee.
37 The applicant will be notified by phone or e-mail that the letter of
38 recommendation has been removed from the application and allowed
39 to provide another letter of recommendation for a period of five days.
40
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42

1 **7. SELECTION COMMITTEE COMPOSITION**

2

3 7.1 Classified Management Committee

4 For the purposes of this selection procedure only, a classified manager
5 refers to a manager whose assignment requires the supervision of
6 predominantly classified staff. The voting members of the Selection
7 Committee for this position are:

8

9 2 managers appointed by ACCME -- one of the managers will be the
10 manager who directly supervises the position, if that position
11 reports to a manager and not the Vice President

12 3 classified staff appointed by CSEA

13 1 faculty member appointed by the Faculty Senate

14 1 student representative appointed by ASCC

15

16 7.2 Academic Management Committee

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

23

24 2 managers (of whom one will be the manager who directly supervises
25 the position, if that position reports to a manager other than a Vice
26 President and one manager will be an academic administrator)
27 appointed by ACCME

28 3 faculty members appointed by the Faculty Senate

29 1 classified staff appointed by CSEA

30 1 student representative appointed by ASCC

31

32 7.3 Process Monitor

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

40

41 The primary responsibility of the process monitor is to ensure that
42 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 recommendations.
8

9 **7.4. 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 faculty member
12 from another college with subject matter expertise, an advisory
13 committee member with experience with a specific area of the
14 assignment, etc. In such cases, the expert may serve on the
15 Committee in a non-voting capacity. The expert will not screen the
16 applications and will not select candidates for interview. However, the
17 expert may review the files of the candidates chosen by the Selection
18 Committee for interview; may observe but not participate in the
19 interviews; and may provide input to the Committee on the
20 recommendation of finalist candidates.
21

22 A person serving in a non-voting capacity will receive Selection
23 Committee training and will be required to sign the confidentiality
24 statement. The non-voting Committee member must observe the
25 Selection Committee procedures in the same manner as a voting
26 member.
27

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

29
30 **8.1 Election of Selection Committee Chair**

31 The Selection Committee will democratically elect a Selection
32 Committee Chair from among the voting members of the Selection
33 Committee.
34

35 **8.2 Duties of the Selection Committee Chair**

36 The Selection Committee Chair will lead the activities of the Selection
37 Committee including:

- 38 • Leading discussions on the development of the paper screening
39 tool, interview questions and any skills testing.
- 40 • Leading discussions of candidate qualifications in the selection of
41 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

1 includes, but is not limited to:

- 2 • the paper screening tool, interview questions and any skills testing
- 3 or exercises.
- 4 • the information contained in applications, including the District
- 5 application forms, candidates' résumés, candidates' letters of
- 6 application, candidates' transcripts, and letters of recommendation,
- 7 if any.
- 8 • information about candidates' performance in interviews and/or
- 9 skills testing or exercises.
- 10 • deliberations, scoring and/or comments of Selection Committee
- 11 members in the Selection Committee process.

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

22
23 In order to further ensure confidentiality, all application materials will
24 be retained in Human Resources unless removed to the location at
25 which the Selection Committee is meeting to discuss the applications.
26 All paper screening tools, interview questions and skills testing or
27 exercises will be maintained in Human Resources. Each Selection
28 Committee member will have a file and any notes or scores will be
29 maintained in that file in Human Resources.

30
31 9.2 Record-keeping

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

36
37 All of the materials developed by the Selection Committee are the
38 District's records. This includes notes on the development of the
39 Paperscreening tool, interview questions, skills testing and/or
40 exercises; notes about candidates' qualifications or responses to
41 interview questions; scores; and spreadsheets. Selection Committee
42 members are encouraged to take notes which indicate the strengths

1 and weaknesses of each candidate for the District's records. Selection
2 Committee members are the District's record-keepers.

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

8
9 **10. SELECTION COMMITTEE TRAINING**

10 All individuals who participate on a Selection Committee, whether or
11 not they are voting members, will complete and maintain Selection
12 Committee Training. All Selection Committees will have a Selection
13 Process Monitor who has completed Selection Process Monitor
14 Training.

15
16 **10.1 Selection Committee Training**

17 All individuals who participate on a Selection Committee will receive
18 appropriate training on the District's selection procedures and
19 requirements of Title 5 and of state and federal nondiscrimination
20 laws. The individual must attend a Selection Committee Training in
21 person. After the in-person training session, the individual must
22 complete an online review and update training session or repeat the
23 in-person training session at least once every two years. Selection
24 Committee Training workshops will be offered through the Staff
25 Development Department by Human Resources.

26
27 All persons will have completed Selection Committee Training within
28 two years of the time when they participate on a Selection Committee.
29 It is the responsibility of the Selection Process Monitor and Human
30 Resources to ensure that all Selection Committee members have
31 current training.

32
33 Selection Committee Training will be offered a minimum of six times
34 per calendar year. It is an individual's responsibility to ensure that
35 he/she attends a scheduled training session if he/she is interested in
36 participating on a Selection Committee.

37
38 **10.2 Selection Process Monitor Training**

39 Each Selection Committee will have one member of the Committee
40 designated as the Selection Process Monitor. The Selection Process
41 Monitor may be a voting or non-voting member of the Committee.
42

1 All Selection Committee members are required to follow District
2 procedures and state and federal laws during a selection process. It is
3 the responsibility of the Selection Process Monitor to ensure that all
4 federal and state laws and District procedures are followed during the
5 selection process. In addition, the Selection Process Monitor will act
6 as a resource on selection procedures and a liaison with Human
7 Resources during the process and will ensure that necessary forms and
8 paperwork are completed in the process.
9

10 Each Selection Process Monitor will complete training at least once
11 every two years to remain current in the laws and procedures of the
12 college with regard to selection and employment. Selection Process
13 Monitor Training is offered through the Staff Development Department.
14

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

16
17 11.1 Selection Committee Meetings

18 Meetings of the Selection Committee must be scheduled when all
19 Committee members are able to attend. The Selection Committee will
20 not meet when one or more voting members are not present. The
21 Committee cannot meet unless the Process Monitor is present at the
22 meeting. The Committee may meet when a non-voting member is not
23 present.
24

25 11.2 Emergencies

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

- 35 • Allow Human Resources to contact the constituent group of the
36 absent member to appoint an alternate member to the
37 Committee. The Committee will then meet when the alternate
38 member has completed paper screening. OR
- 39 • If time does not permit, the absent Committee member's scoring
40 sheets will be shredded and the Committee will select candidates
41 for interview with the Committee members who are present.

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

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

10
11 11.3 First Meeting of the Selection Committee

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

- 15 • Ensure that all members have Selection Committee training
- 16 • Elect a Chair of the Committee
- 17 • Develop a paper screening tool
- 18 • Develop interview questions and any skills testing
- 19 • Calendar the dates on which the Committee will meet to select
20 interview candidates and the dates on which interviews will be
21 conducted.

22
23 The candidate files will not be released to the Selection Committee for
24 paper screening until these tasks are completed. All notes of the
25 Selection Committee will be retained in files in Human Resources.

26
27 11.4 Screening Applications

28 Selection Committee members may screen applications in Human
29 Resources, and this activity is done on an individual basis as each
30 members schedule allows. Human Resources may be opened to
31 Selection Committee members in the evening or on weekends if the
32 Selection Committee member(s) notifies Human Resources in advance
33 of the need to screen when the office is normally closed. Human
34 Resources will notify Campus Police who will open the office for a
35 Selection Committee member.

36
37 11.5 Subsequent Meetings of the Selection Committee

38 Selection Committee members will meet as a Committee to select
39 candidates for interview and to conduct candidate interviews.
40 Selection Committee members should be mindful in selecting a site for
41 candidate interviews that the site should make the candidate

1 comfortable and will represent the campus to the candidates. Human
2 Resources will contact candidates to schedule interviews.

3
4 **12. REVIEW OF THE APPLICANT POOL BEFORE INTERVIEW**

5
6 12.1 Administrative Review of the Pool for Diversity

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

12
13 The information on the diversity questionnaires will be maintained in a
14 file in Human Resources. Human Resources, pursuant to Title 5
15 regulations, will maintain statistics on the diversity in the application
16 pool. Human Resources will maintain diversity statistics on the
17 number of applications (complete and incomplete) submitted, the
18 number of complete applications reviewed by the Selection Committee.
19 The President, the appropriate Vice President, the Director of Human
20 Resources and the Manager of Employment Services/Faculty and Staff
21 Diversity Officer will review the pool at each stage of the selection
22 process.

23
24 The District may extend a recruitment deadline and engage in
25 additional recruitment efforts if there are insufficient diverse
26 candidates in a pool at the closing date. The District will not reject a
27 pool of candidates for consideration by the Selection Committee solely
28 because there are insufficient diverse candidates in a pool.

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

37
38 12.2 Review of the Pool of Applicants for Sufficiency

39 At the initial closing date for the recruitment, the pool of applications
40 will be reviewed for sufficiency. If the pool does not have the number
41 of applications that are reasonably expected, the application deadline
42 may be extended.

1
2 If, after the applications are screened by the Selection Committee, the
3 Committee determines that there aren't sufficient applicants for
4 interview, the Committee may ask Human Resources if additional
5 applications have been received and/or completed since the closing
6 date and may review those applications. If the Selection Committee
7 determines that the pool does not have sufficient applicants to
8 interview after the second review, the Selection Committee may ask
9 that the recruitment be closed and that a new recruitment be initiated.

10
11 **13. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE**

12
13 **13.1 First Meeting**

14 The Selection Committee, at its first meeting, will design the selection
15 process which it intends to use. The Selection Committee will
16 designate a subcommittee to review minimum qualifications for
17 education and experience.

18
19 The Selection Committee may use various means to assess each
20 candidate's education, experience, knowledge, skills and abilities. The
21 Selection Committee may include, but is not limited to, traditional
22 paper and pencil tests, performance tests of physical, educational, and
23 work experience requirements, interviews/oral examinations, and
24 paper screening/review of application forms.

25
26 Human Resources will inform the Selection Committee of the number
27 of completed applications received at the time of the first meeting. If
28 a pool is small, the Selection Committee may determine that it will
29 interview all candidates who meet minimum qualification for education
30 and experience. However, in most cases, a paper screening tool is
31 advised to evaluate the applicants' qualifications based on their
32 application materials.

33
34 **13.2 Knowledge/Skills/Abilities Testing**

35 The Selection Committee may test a candidate's knowledge, skills and
36 abilities. This may include, but is not limited to, demonstrations,
37 presentations, writing and/or speaking exercises, role playing
38 exercises. This testing may receive weighted scoring.

39
40 The Selection Committee may choose the order in which it chooses to
41 conduct testing. Skills exercises, such as memo writing, may be
42 administered either before or after the interview/oral examination.

1 The Selection Committee can choose to have candidates receive a
2 question/exercise which requires preparation before they come to the
3 interviews/oral examinations.
4

5 13.3 Testing Approval

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

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

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

23 13.4 Minimum Qualifications Screening

24 The Selection Committee will select one manager and one non-
25 management employee to form a Minimum Qualifications Screening
26 subcommittee. The Minimum Qualifications Screening subcommittee
27 will review the applications for minimum qualifications for education
28 and experience. The subcommittee will not review any other stated
29 qualifications.
30

31 The appropriate Vice President and members of the Minimum
32 Qualifications Screening subcommittee will determine if the candidate's
33 stated experience, expertise and education can be deemed equivalent
34 to the minimum qualifications for education and experience stated in
35 the job description which has been approved by the Board of Trustees
36 within 72 hours.
37

38 The Minimum Qualifications Screening subcommittee will then sign the
39 appropriate authorization sheet and those applicants who meet
40 minimum qualifications for education and experience or the equivalent
41 will be forwarded to the Selection Committee for review.
42

1 If there are very few applications for a position, the Selection
2 Committee may determine minimum qualifications as part of the
3 screening process. However, any request for equivalency must be
4 referred by the Selection Committee for review.
5

6 **13.5 Internal Candidates**

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

14 If a Selection Committee member has information concerning a
15 candidate which the member believes should be evaluated in
16 considering the applicant, that Selection Committee member should
17 provide the information to the Committee Chair or the Selection
18 Process Monitor outside of a Committee meeting. Such information
19 will be deemed reference information and will be provided for
20 verification to the individual who is assigned to check references.
21

22 **13.6 Paper Screening**

23 Each Selection Committee member will review each application
24 forwarded by the Minimum Qualifications Screening subcommittee.
25 The Selection Committee will use the paper screening instrument and
26 their knowledge of the requirements of the position to evaluate
27 candidates.
28

29 When review of the applications is completed by all Selection
30 Committee members, Human Resources will develop a spreadsheet of
31 all of the ratings. All members of the Selection Committee will then
32 meet to select candidates for interviews/oral examinations.
33

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

41 A Selection Committee member may change his/her score for one or
42 more candidates based on the discussion of the Committee. It is

1 important to remember that if a score is changed, then the supporting
2 paper screening tool must also be changed. The Committee Chair and
3 the Process Monitor are responsible for making a record of any scores
4 that are changed during discussions.

5
6 The Selection Committee will vote on the applicants who will be invited
7 to interviews/oral examinations. The Selection Committee is a
8 democratic body and each member must be willing to abide by the
9 decision of a simple majority of the Selection Committee. The
10 Selection Committee is encouraged to invite a broad and diverse pool
11 of candidates for interviews/oral examinations. The Selection
12 Committee is reminded also that the scoring must support the
13 candidates recommended for interview.

14
15 The Selection Committee Chair will provide Human Resources with the
16 following:

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

24 25 13.7 Pool Certification and Candidate Contact

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

34
35 If a substantial proportionate number of diverse candidates have been
36 eliminated from the selection process, the Faculty and Staff Diversity
37 Officer in consultation with the appropriate Vice President may review
38 the screening process to determine if there is an indication of bias in
39 the process. If such bias is found, the Faculty and Staff Diversity
40 Officer will work with the Selection Committee to eliminate the bias
41 and re-examine the applications.

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

6 13.8 Interview/Oral Examination

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

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

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

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

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

1 It is advised that:

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

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

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

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

38
39 Selection Committee members should not engage in conversations
40 with candidate that are not part of the interview. Selection Committee
41 members may answer questions which the candidate poses at the end
42 of the interview when all scored questions are completed.

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

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

11 13.9 Recommendation of Finalist Candidates

12 The Selection Committee will vote on which candidates will be
13 forwarded to the Finalist Interview Committee for review. The
14 Selection Committee is a democratic body and a candidate will be
15 forwarded if a simple majority of the Committee recommends that
16 candidate.
17

18 When the Selection Committee determines the candidates who will be
19 forwarded, the Selection Committee Chair should ask the members of
20 the Committee to describe the strengths and weaknesses of each of
21 those candidates. The Selection Committee Chair should take notes of
22 this information so that the Chair may accurately report this
23 information to the members of the Finalist Interview Committee.
24 These notes will be retained with the other Selection Committee
25 materials.
26

27 If the Selection Committee cannot recommend three finalist
28 candidates, the Committee may write a justification explaining the
29 reason(s) that three candidates cannot be recommended and sign the
30 authorization to forward two or one candidate(s).
31

32 The President/Superintendent will review the justification and may:

- 33 • Accept the recommendation of two or one candidate(s); or
- 34 • Reject the recommendation of two or one candidate(s) and ask
35 the Selection Committee to reconsider its recommendations.
36

37 If the Selection Committee reconsiders its recommendations, it may:

- 38 • Determine that the Committee cannot recommend any additional
39 candidate(s); or
- 40 • Recommend one or more additional candidate(s) as finalists.
41

1 If the Selection Committee cannot recommend any additional
2 candidate(s), the President/Superintendent may review the
3 applications of the candidates interviewed and the Selection
4 Committee records and may:

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

9
10 Human Resources will contact the candidates by phone to confirm the
11 final interviews.

12 13 **14. REVIEW OF THE POOL OF FINALIST CANDIDATES**

14
15 The Selection Committee Chair will provide Human Resources with a
16 list of the recommended finalist candidates signed by all of the
17 Selection Committee members.

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

27
28 If a substantial proportionate number of diverse candidates have been
29 eliminated by the interview process, the Faculty and Staff Diversity
30 Officer in consultation with the appropriate Vice President may review
31 the screening process to determine if there is an indication of bias in
32 the process. If such bias is found, the Faculty and Staff Diversity
33 Officer will work with the Selection Committee to eliminate the bias
34 and re-examine the notes of interview and/or questions

35 36 **15. FINALIST INTERVIEW COMMITTEE COMPOSITION**

37
38 The Finalist Interview Committee will be comprised of:

- 39 • the President/ Superintendent,
- 40 • the appropriate Vice President
- 41 • 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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