The purpose of the District’s employment 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 THAT WILL BE FILLED
The Planning and Program Review processes, which are linked to the District’s Educational Master Plan, assist in the identification of positions that the District will fill using the District’s employment selection procedures.

2. EMPLOYMENT REQUEST

2.1 Initiate Employment Request Form
The responsible manager supervising the position to be filled will initiate an Employment Request Form. Employment Request Forms are four-part forms that may 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 and the appropriate Vice President whose signatures indicate that the position to be filled has been identified through District-approved procedures.
- 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 posting the position and initiating the employment selection process.

2.3 Draft Job Announcement
After receipt of all authorizing signatures, Human Resources will draft a job announcement and route it appropriately for review.
2.4 **Profile Statement**

A profile statement is a brief description of the department and the initiatives, programs or focuses of the department/division/area that may attract or interest candidates. A profile statement will include the major functions of the department/division/area and may include:

- the essential duties of the position;
- the current level of staffing in the department/division/area;
- the position to which the prospective manager will report;
- any current initiatives or programs which the position will oversee;
- and any other information that may attract quality candidates.

The supervising manager will draft the profile statement in order to assist in recruiting candidates. The profile statement is subject to approval of the appropriate Vice President or President/Superintendent.

### 3. JOB ANNOUNCEMENTS

#### 3.1 Review of Draft Job Announcement

Human Resources will draft a job announcement. The job announcement will be sent to the appropriate Vice President; the Faculty and Staff Diversity Officer; the Vice President of Human Resources; and the recruiting manager (if not a Vice President) for review. The appropriate Vice President, the Faculty and Staff Diversity Officer, the Vice President of Human Resources and the recruiting manager will be notified of any proposed changes.

#### 3.2 Final Job Announcement

Human Resources will prepare and publish the final job announcement for a position based on the profile statement, the State-mandated minimum requirements for the position and the Board-approved requirements for the position. Job announcements will include pertinent information such as salary, benefits, closing date, and application procedures.

#### 3.3 Qualifications in Job Announcement

Job announcements will include the Board-approved qualifications for the position and any preferred qualifications for the position. Preferred qualifications may be developed by the supervising manager.
4. ASSIGNMENTS AND INTERIM RECRUITMENTS

4.1 Temporary Assignment of a Current Employee
The District may appoint a current employee to serve out-of-classification in a management position while a manager is on extended leave or until the District completes recruitment for the position. The assignment will be made by the Board of Trustees and will not exceed two years in duration. The employee will serve as an “acting” manager for the duration of the assignment. An employee who has served in a position through a temporary out-of-classification assignment must apply for the position if he/she is interested in the position on a permanent basis.

4.2 Temporary Assignment 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 meets the minimum qualifications for the position. A contract professional may serve as an employee or a consultant in the management position while a manager is on extended leave or until the District conducts recruitment for the position. The contract will be approved by the Board of Trustees and will not exceed two years in duration. The individual will serve as an “interim” manager for the duration of the assignment. 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 or external recruitment for an “interim” manager to serve in a management position while a manager is on extended leave or until the District fills a vacant position. The assignment will be made by the Board of Trustees and will not exceed two years in duration. An individual who has served in a position on an “interim” basis must apply for the position if he/she is interested in the position on a permanent basis.

4.3.1 Internal Interim Recruitment
If the District determines that it will conduct an internal recruitment for a candidate to meet the needs of the District while a manager is on extended leave or until the District fills a vacant position, the President/ Superintendent and appropriate Vice President will determine what materials will be required in the internal selection
process. The candidate will serve as an “interim” manager for the
duration of the assignment. The internal announcement will be made
via the Daily Falcon 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 electronic publication in the Daily Falcon 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. The selected
candidate will serve as an “interim” manager and must apply for the
position if she/he is interested in the position on a permanent basis.

4.3.2 External Interim Recruitment
If the District determines that it will conduct an external recruitment
for a candidate to meet the needs of the District while a manager is on
extended leave or until a vacant position is filled, the District will use
the selection procedure for a permanent recruitment but may
announce the position for a period of less than four (4) weeks. The
selected candidate will serve as an “interim” manager and must apply
for position if she/he is interested in the position on a permanent
basis.

5. RECRUITMENT
The District will conduct 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.
• Posting the job announcement in California Community Colleges
  Equal Employment Opportunity Registry.
• Posting the job announcement at CalJobs through the State
  Employment Development Department.
• Mailing or emailing the job announcements to those agencies/
  persons on the list established pursuant to the District’s EEO Plan.

5.2 Additional Recruitment Efforts
The recruiting department, division or area may use other internet
websites, job fairs, conferences, publications and/or mailing resources
to advertise a position. All recruitment efforts will be approved by the
Vice President 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 individual is not eligible to serve on a Selection Committee if
he/she is related to 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, aunt, uncle,
niece, nephew, foster child of the individual or any person living in the
individual’s immediate household.

6.2 Personal Relationship
An individual is not eligible to serve on a Selection Committee if
he/she has a personal relationship with 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 individual
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
the current recruitment. If an applicant submits a letter of
recommendation which an employee wrote recommending the
applicant for a recruitment other than the one to which the employee
is appointed, the letter of recommendation must be removed from the
applicant’s file and the employee is eligible to serve on the Selection
Committee. The applicant may, time permitting, 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 (5) days.

6.4 Conflict of Interest
An individual is not eligible to serve on a Selection Committee if that
individual shares or has shared a financial interest, an income or a
property interest with an applicant for the position.

7. SELECTION COMMITTEE COMPOSITION

7.1 Members of a Classified Management Selection 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:
- The manager who directly supervises the position (if the position
  reports directly to the President, the President may identify a
designee.)
- Two ACCME managers appointed by ACCME
- Three (3) classified representatives appointed by CSEA
- One (1) full-time faculty representative appointed by the Faculty
  Senate
- One (1) student representative appointed by ASCC.

7.2 Members of an Academic Management Selection 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 an academic program. The
voting members of the Selection Committee for this position are:
- The manager who directly supervises the position (if the position
  reports directly to the President, the President may identify a
designee.)
- Two ACCME managers appointed by ACCME
- Four (4) full-time faculty representatives recommended by the
  appropriate division/area faculty and appointed by the Faculty
  Senate.
- One (1) classified representative appointed by CSEA
- One (1) student representative appointed by ASCC.
7.3 Non-Voting Members

The District permits the Selection Committee to include non-voting representatives on the Committee. The Selection Committee may find it beneficial to solicit the input of a person with special knowledge and expertise by inviting that person to join the Committee in a non-voting capacity. Examples might be a manager or faculty member from another community college with specialized knowledge and experience in the field of the recruitment.

Non-voting members will be invited to serve on the Committee in a limited capacity. The non-voting member will not screen the applications and will not select candidates for interview. However, the non-voting member will review the files of the candidates chosen by the Selection Committee for interview; will participate in the interviews; and will provide input to the Committee on the recommendation of finalist candidates.

7.4 Selection 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; act as a liaison with Human Resources to coordinate the process; and act as the timekeeper 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 employment selection procedures in making the finalist candidate recommendation.

8. ELECTION AND DUTIES OF COMMITTEE CHAIR

8.1 Election of Selection Committee Chair

By simple majority vote, the Selection Committee may elect one (1) voting member to serve as the Selection Committee Chair.
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 on candidate qualifications in the selection of candidates for interviews.
- Greeting each 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; and facilitating the introductions of the Committee members.
- Asking the first and the last question in the interview process.
- Leading discussions of candidate qualifications final interview.
- 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 member 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 and other relevant materials from the interview process.

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 names of applicants;
- the paper screening tool, interview questions and any skills testing or exercises.
- the information contained in applications, including the District application forms, candidates’ résumés, candidates’ letters of application, candidates’ transcripts, and letters of recommendation, if any.
- information about candidates’ performance in interviews and/or skills testing or exercises.
- deliberations, scoring and/or comments of Selection Committee members in the Selection Committee process.

The guarantee of confidentiality ensures that candidates may apply for positions at the District and that the information supplied to the District will not be shared. This encourages candidates to be forthcoming in their applications and to feel safe in having open, honest and frank discussions with the Selection Committee. The guarantee of confidentiality also provides a secure environment for the Selection Committee to have thorough discussions 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

The District will retain all records required by Title 5 regarding recruitment and hiring.

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

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

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

10. SELECTION COMMITTEE TRAINING

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

10.1 Selection Committee Training
All individuals who participate on a Selection Committee will receive
appropriate training on the District’s selection procedures and
requirements of Title 5 and of state and federal nondiscrimination
laws. The individual must attend a Selection Committee Training
online or in person. In addition, the Vice President of Human
Resources and the Faculty and Staff Diversity Officer will ensure that
the training addresses the requirements of Title 5 and best practices
for Selection Committee members.

All Selection Committee members must complete Selection Committee
Training. After the initial training session, members must complete an
online or in-person training session at least once every two (2) years
prior to service. 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 (2) 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.

An in-person Selection Committee Training will be offered a minimum of four (4) times per calendar year. Online Selection Committee Training will be available year-round. It is each member’s responsibility to complete a training session in order to participate on a Selection Committee. A member may not be appointed to a Selection Committee until the training is completed.

10.2 Selection Process Monitor Training

Each Selection Committee will have one (1) 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.

It is the responsibility of the Selection Process Monitor to certify that all Selection Committee members, as required, follow District procedures and federal and state laws during the selection process. In addition, the Selection Process Monitor will act as a resource for selection procedures and as a liaison with Human Resources during the process and will ensure that necessary forms and paperwork are completed in the process.

The Selection Process Monitor will complete online or in person training at least once every two (2) years to remain current in the laws and procedures of the District with regard to selection and employment. Selection Process Monitor Training is offered through the Staff Development Department by Human Resources.

Selection Process Monitor Training will be offered in person a minimum of two (2) times per calendar year and will be available year round online.

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 (1) 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, e.g. 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.

If a Selection Committee member is unable to attend interviews once the candidates are selected, 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.

If a committee member attends one (1) or more interviews but is unable to attend all interviews, the absent committee member will not continue to participate in the interview process or in the selection of the finalist candidates. The absent committee member’s scoring sheets and notes will be shredded. The Committee will select finalist candidates with only the committee members who are present for all interviews.
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 or meetings, the Committee members will do the following:

- 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.

Human Resources will provide paper screening tools, interview questions, skills testing tools, and other relevant materials from previous selection committees to the current Selection Committee. The Selection Committee may use these materials to assist in the development of paper screening tools, interview questions, skills testing tools, and other evaluative materials relevant to the current recruitment.

11.4 Paper Screening Applications

Selection Committee members may paper screen applications in Human Resources on an individual basis as each members schedule allows. Human Resources may be opened to Selection Committee members in the evening or on weekends when the office is normally closed by notifying Human Resources in advance of the need to paper screen. 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. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE
12.1 First Meeting

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

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

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

12.2 Knowledge/Skills/Abilities Testing

The Selection Committee may test a candidate’s knowledge, skills and abilities. This may include, but is not limited to, demonstrations, presentations, writing and/or speaking exercises, and role playing exercises.

“For faculty and administrative positions, job requirements shall include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.” (Title 5, § 53022) “All screening or selection techniques, including the procedure for developing interview questions, and the selection process as a whole, shall be:...(2) designed to ensure that for faculty and administrative positions, meaningful consideration is given to the extent to which applicants demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students”. (Title 5, § 53024 (a)(2)) The District recommends that this testing is accomplished by asking at least one (1) appropriate interview questions.
The Selection Committee may determine the order in which it chooses to conduct testing. As an example, skills exercises, such as a PowerPoint presentation, may be administered before, during or after the interview/oral examination. The Selection Committee can choose to have candidates receive a question/exercise which requires preparation before they come to the interview/oral examination.

12.3 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 or the Screening Selection Committee subcommittee.

The pool of applications will not be released to the Selection Committee or, if applicable, to the Minimum Qualifications Screening Subcommittee before testing is approved in order to avoid claims of bias for/against particular candidates in the pool.

12.4 Minimum Qualifications Screening
The Selection Committee may choose to select one (1) manager and one (1) non-management member to form a Minimum Qualifications Screening Subcommittee. The Minimum Qualifications Screening Subcommittee will review the applications for minimum qualifications for education and experience and for Board-approved minimum qualifications, if any. The Subcommittee will not review any other stated qualifications.

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

If there are very few applications for a position, the Selection Committee may determine minimum qualifications as part of the
screening process or determine that it will interview all applicants who meet minimum qualifications for education and experience.

Both members of the Minimum Qualifications Screening Subcommittee or all of the members of the Selection Committee must agree on the minimum qualifications. If the Minimum Qualifications Subcommittee cannot agree on a recommendation or chooses not to make a recommendation on an application, that application will be forwarded for a decision by all of the voting members of the Selection Committee. If all of the voting members of the Selection Committee cannot agree on minimum qualifications, a simple majority vote of voting Committee members will determine the result.

12.5 **Equivalency**

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. The Vice President and the Minimum Qualifications Screening Subcommittee may use Human Resources staff in reaching this decision.

The decision of the Vice President and the Minimum Qualifications Screening Subcommittee will be binding on the Selection Committee.

12.6 **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 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.
12.7 **Paper Screening**

Each Selection Committee member will review every application in the applicant pool; however, if the Selection Committee formed a Minimum Qualifications Subcommittee, then the Selection Committee will review only the applications forwarded by the Minimum Qualifications Subcommittee. The Selection Committee will use the paper screening tool 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 interview/oral examination.

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.

Selection Committee members may change their scores for one (1) or more candidates based on the discussion of the Committee. It is important to remember that if a score is changed, then the supporting paper screening tool must also be changed. The Committee Chair and the Process Monitor are responsible for making a record of any scores that are changed during discussions.

The Selection Committee will vote on the applicants who will be invited to interview/oral examination. 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 diverse pool of candidates for interview/oral examination. The Selection Committee is reminded also that the scoring must support the candidates recommended for interview.

The Selection Committee Chair will provide Human Resources with the following:
- A list of the candidates invited to interview,
- Any question that requires candidate preparation prior to the interview,
• The amount of time for each interview,
• Whether the candidate may preview the questions prior to the
  interview and, if so, how much preview time, and, if appropriate,
• Whether to advise the candidates that a whiteboard, computer
  projector, or other resources will be available.

12.8 Candidate Notification
Human Resources will contact the candidates by phone and confirm
the interviews/oral examinations by mail and/or by e-mail. The
confirmation will provide the candidate with the information approved
by the Selection Committee.

12.9 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 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
resolve the technical problem as long as it does not significantly
impact the appointment times of other candidates. 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 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 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 to read as well as hear during the interview.
- Each Selection Committee member asks at least one (1) question, if possible.
- The first question asks the candidate for a description of the candidate’s experience, education and/or qualifications.
- If time permits, the candidate may be allowed to make a brief summary or final statement which is unscored. At the discretion of the Committee, statements 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 a candidate in conversation that is not part of the interview. Selection Committee
members may answer questions that a candidate poses at the end of
the interview when all scored questions are completed.

When all candidates have completed the interviews/oral examination,
the Selection Committee will deliberate. The charge of the Selection
Committee is to recommend candidates (preferably three (3) or more)
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).

12.10 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 at least three (3)
finalist candidates, the Committee may write a justification explaining
the reason(s) and sign the authorization to forward two (2) or one (1)
candidate(s).

The President/Superintendent will review the justification and may:
• Accept the recommendation of two (2) or one (1) candidate(s);
or
• Reject the recommendation of two (2) or one (1) 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 (1) 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:

- Interview the recommended candidate(s) and recommend a candidate for employment; or
- Invite an additional candidate(s) from the pool selected for interview to a final interview, conduct interviews and recommend a candidate for employment; or
- Decide to close the recruitment and possibly reopen the position.

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

13. 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 the supervising manager, the supervising manager will also be included.

14. FINALIST INTERVIEW/ORAL EXAMINATION PROCESS

The President/Superintendent may consult with the appropriate Vice President and the Chair of the Selection Committee in developing the final interview questions. The President/Superintendent and the Finalist Interview Committee will review the application materials of the candidates recommended as finalists. Interviews/oral examinations will be conducted by the Finalist Interview Committee.

The members of the Committee provide input to the President/Superintendent. The President/Superintendent’s selection is based on a review of the application materials of the finalist candidates, 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 may direct his/her designee to check references 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 make any additional candidate recommendations.

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 will review the applications of the candidates interviewed, review the notes of the Selection Committee and:
- Reconsider the applicants initially recommended; or
- Invite another/other candidate(s) who was/were interviewed by the Selection Committee to a final interview; or
- Close the recruitment.

15. **REFERENCE CHECKING**

References will be checked for every candidate who is recommended to the Board of Trustees for employment. The President/Superintendent is responsible for ensuring that references are checked. The President/Superintendent 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.

If the President/Superintendent is unable to recommend any of the finalist candidates after reference checking, the President/Superintendent may ask the Selection Committee to reconvene and determine if it can recommend another/other candidate(s).
1. The fingerprinting of a potential full-time employee is part of the
reference or background checking process.

16. 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.

Presented to the Board of Trustees: January 19, 2011
Revised: November 1, 2011
Typographic error corrected: October 2013
Language clarified: November 2013