

1  
2  
3  
4  
5  
6  
7  
8  
9  
10

**PART-TIME FACULTY  
EMPLOYMENT SELECTION PROCEDURES**

11 The purpose of the District's selection procedures is to ensure a fair and  
12 equitable process by which all qualified candidates can be considered and  
13 given the opportunity to compete for employment with the District. The  
14 recruitment and selection process involves the efforts of all the members of  
15 the campus community. Each member plays an important role in selecting a  
16 qualified candidate to recommend to the Board of Trustees.

17  
18 **1. IDENTIFICATION OF POSITIONS WHICH WILL BE FILLED**

19  
20 The District has a Strategic Plan which is linked to the Planning and  
21 Program Review processes. These processes assist in the identification  
22 of positions which the District will fill using the District's Selection  
23 Procedures.

24  
25 **2. EMPLOYMENT REQUEST FORM**

26 **2.1 Initiate Employment Request Form**

27 The manager who is responsible for supervising the part-time faculty  
28 position to be filled will initiate an Employment Request Form.  
29 Employment Request Forms are four-part forms which can be obtained  
30 in the District's Human Resources Office.

31 **2.2 Signatures Required**

32 The Employment Request Form must be signed by:

- 33 • The initiating manager who requests authorization to fill a  
34 position.
- 35 • The initiating Vice President who indicates by his/her signature  
36 that the position has been identified through District-approved  
37 procedures to be filled.
- 38 • The Business Services Budget Department which supplies a  
39 position control number indicating that funds are available and  
40 authorized in the District's budget to support the position.
- 41 • The Human Resources Office which authorizes the opening of the  
42 recruitment and selection process for the position.

43 **2.3 Draft Job Announcement**

44 When the Human Resources Office receives all authorizing signatures,  
a draft job announcement will be produced and routed through  
interoffice mail to the responsible manager.

1   **3.   JOB ANNOUNCEMENTS**

2

3   3.1   Review of Draft Job Announcement

4       A draft job announcement will be prepared and routed for approval by  
5       the Human Resources Office. Draft job announcements will be  
6       reviewed and approved when initialed by the appropriate Vice  
7       President, the Dean of the Division, the Faculty and Staff Diversity  
8       Officer, the Director of Human Resources, and the Faculty Senate  
9       President. Any substantial proposed change(s) to a job must be  
10      submitted in writing with the job announcement and approved by the  
11      President/ Superintendent. Job announcements are released upon  
12      approval by the President/ Superintendent. The Human Resources  
13      Office will provide CCFF with a copy of the job announcement.

14

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

19

20   3.2   Profile Statement

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

25

26   3.3   Changes to a Job Description

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

30

31   3.4   Final Job Announcement

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

37

38   3.5   Responsibilities and Qualifications in Job Announcement

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

43

44

1 **4. APPOINTMENTS**

2

3 4.1 Emergency Appointment

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

- 8 • Appoint a number of part-time instructors from the Department's  
9 part-time eligibility list to assume the teaching assignment or
- 10 • Assign the instructor's teaching load to a part-time instructor who is  
11 on the Department's part-time eligibility list for a period not to  
12 exceed one semester. If the absence will continue for a second  
13 semester, the District will recruit for a temporary full-time  
14 instructor for the second semester.
- 15 • If the District is unable to appoint part-time instructors and cannot  
16 assign a part-time instructor, the Department may personally  
17 recruit a qualified instructor. The candidate must submit an  
18 application, must meet State minimum qualifications, must be  
19 interviewed by the Division Dean and the Department Chair and  
20 must have his/her references checked. If the candidate is  
21 interested in continued employment, he/she must be apply for  
22 consideration in a part-time recruitment.

23 All employment assignments are subject to approval by the Board of  
24 Trustees. No temporary teaching assignment will exceed two  
25 semesters.

26

27 4.2 Interim Recruitment

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

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

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

36

37 4.3. Internal and External Recruitment

38 If the District determines that it will conduct recruitment for a  
39 temporary full-time instructor, the recruitment will be an internal and  
40 external recruitment. The District will use the selection procedure for  
41 a permanent recruitment but may announce the position for a period  
42 of less than four weeks. A candidate selected for a temporary full-time  
43 position must apply for the permanent position if the position is  
44 vacated and she/he is interested in the position on a permanent basis.

1 **5. RECRUITMENT**

2 The District will conduct internal and external recruitments for all part-  
3 time faculty positions to attract qualified applicants. The District will,  
4 at a minimum, conduct a statewide search. Title 5, § 53021 makes  
5 the following requirement for recruitment of part-time faculty:  
6 "Recruitment for part-time faculty positions may be conducted  
7 separately for each new opening or by annually establishing a pool of  
8 eligible candidates, but in either case full and open recruitment is  
9 required ..."

10  
11 5.1 Minimum Recruitment Efforts

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

- 13 • Listing the faculty job announcement on the District's website and  
14 posting the job announcement in the Human Resources Office.
- 15 • Electronically posting the job announcement in California  
16 Community Colleges Equal Employment Opportunity Registry.
- 17 • Electronically posting the job announcement at CalJobs.
- 18 • Electronically mailing job announcements to an established list of  
19 public and private employers, groups or individuals who have  
20 requested receipt of District job announcements pursuant to the  
21 EEO Plan.
- 22 • Electronically mailing the job announcements to all community  
23 colleges, California State University (CSU) campuses and all  
24 University of California (UC) campuses.
- 25 • Listing the part-time faculty job announcement on  
26 [HigherEdJobs.com](http://HigherEdJobs.com).

27  
28 5.2 Additional Recruitment Efforts

29 The recruiting department, division or area may use other internet  
30 websites, publications and/or mailing resources to advertise a position.  
31 All recruitment efforts will be approved by the Director of Human  
32 Resources and the Faculty and Staff Diversity Officer.  
33

34 5.3 Length of Recruitment

35 All part-time faculty positions may be open for recruitment on the day  
36 that the job announcement is placed on the Human Resources  
37 webpage. The recruitment may remain open to accept applications for  
38 a minimum of four (4) weeks. If there is a necessity to fill the position  
39 quickly, the President/Superintendent and the appropriate Vice  
40 President may approve a recruitment period for a shorter period of  
41 time.

42 5.4 Continual Recruitment

43 A Department may open a "continual" recruitment for a period not to  
44 exceed one year. During that year, the Department may screen the

1 applications when needs arise. The Department will screen all  
2 applications that are on file when a need arises and must screen all  
3 applications remaining at the end of the year so that the recruitment  
4 may be closed.

5  
6 This procedure is designed to allow a department to screen  
7 applications periodically and maintain an eligibility list with strong  
8 part-time candidates. A Department will not be allowed to “cherry  
9 pick” applications. That is, when a Department experiences a need,  
10 they cannot scan the applications on file and determine that they will  
11 screen the one or ones which they “like” the best.

12  
13 A continual recruitment will be closed at the end of one calendar year,  
14 if not sooner. Recruitments may be opened for a period of one  
15 semester, six months or any period of time that meets the  
16 Department’s needs.

17  
18 If an application is screened during a continual recruitment and the  
19 Department determines that the candidate will not be eligible for  
20 future employment, that candidate will be notified at the time the  
21 application is screened. The candidate may not re-apply during that  
22 recruitment period. The candidate may apply during subsequent  
23 recruitment periods.

#### 24 25 5.5 Eligibility List

26 When a Department completes a screening of applications, it may  
27 certify candidates who will be placed on Department’s list of  
28 candidates who are eligible for future part-time faculty employment,  
29 “the eligibility list.” An instructor who has been as a full-time faculty  
30 member at Cerritos College may be placed on the eligibility list upon  
31 submission of an application for possible employment. This eligibility  
32 list will be retained in Human Resources. Human Resources will notify  
33 candidates that they have been placed on the eligibility list or that  
34 they are not eligible for future employment with the District at this  
35 time.

36  
37 Once a candidate is placed on an eligibility list, he/she will remain on  
38 that eligibility list until the Department asks that the candidate be  
39 removed from the list. It is advised that the Department review the  
40 existing list at least annually to determine if any candidates should be  
41 removed from the list. As examples:

- 42 • if a candidate has acquired full-time employment at another college  
43 and has informed the Department that he/she is no longer  
44 interested in part-time employment with the District

1 OR

- 2 • the candidate has been contacted in three or more semesters and  
3 offered employment which the candidate has refused.

4  
5 **6. PROHIBITIONS TO SERVING ON A SELECTION COMMITTEE**

6  
7 6.1 Family Relation

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

16  
17 6.2 Personal Relationship

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

24  
25 6.3 Recommendation of an Applicant

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

36  
37 **7. SELECTION COMMITTEE COMPOSITION**

38  
39 7.1 Members of the Committee

40 The voting members of the Selection Committee for a part-time faculty  
41 position are:

- 42  
43 • The instructional dean of the division or the supervising manager of  
44 the area

- At least one full-time, preferably tenured, faculty member and not more than three full-time tenured faculty members appointed by the Department.

7. 2 Process Monitor

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

The primary responsibility of the process monitor is to ensure that District procedures are followed in the selection process. The process monitor will serve as a resource to the Selection Committee to answer questions; as a liaison with Human Resources to coordinate the process; and may assist in timekeeping for the Committee. After the Selection Committee recommends finalist candidates, the process monitor will sign a statement indicating that, to the best of the monitor's knowledge, the Committee followed the District's selection procedures in making the finalist candidate recommendation.

7. 3 Non-Voting Members

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

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

**8. COMMITTEE CHAIR**

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

## 9. CONFIDENTIALITY AND RECORD-KEEPING

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

### 9.1 Confidentiality

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

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

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

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

1 9.2 Record-keeping

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

6  
7 All of the materials developed by the Selection Committee are the  
8 District's records. This includes notes on the development of the  
9 paper screening tool, interview questions, skills testing and/or  
10 exercises; notes about candidates' qualifications or responses to  
11 interview questions; scores; and spreadsheets. Selection Committee  
12 members are encouraged to take notes which indicate the strengths  
13 and weaknesses of each candidate for the District's records. Selection  
14 Committee members are the District's record-keepers.

15  
16 All materials submitted by the candidates and produced by the  
17 Selection Committee members are deemed to be Class 3 District  
18 records and will be maintained for a period of at least three (3) years  
19 pursuant to state law and regulations.

20  
21 **10. SELECTION COMMITTEE TRAINING**

22  
23 All individuals who participate on a Selection Committee, whether or  
24 not they are voting members, will complete and maintain currency in  
25 Selection Committee Training. All Selection Committees will have a  
26 selection process monitor who has completed Selection Process  
27 Monitor Training.

28  
29 10.1 Selection Committee Training

30 All individuals who participate on a Selection Committee will receive  
31 appropriate training on the District's selection procedures and  
32 requirements of Title 5 and of state and federal nondiscrimination  
33 laws. The individual must attend a Selection Committee Training in  
34 person. After the in-person training session, the individual must  
35 complete an online review and update training session or repeat the  
36 in-person training session at least once every two years. Selection  
37 Committee Training workshops will be offered through the Staff  
38 Development Department by Human Resources.

39  
40 All persons will have completed Selection Committee Training within  
41 two years of the time when they participate on a Selection Committee.  
42 It is the responsibility of the Selection Process Monitor and Human  
43 Resources to ensure that all Selection Committee members have  
44 current training.

1 Selection Committee Training will be offered a minimum of six times  
2 per calendar year. It is an individual's responsibility to ensure that  
3 he/she attends a scheduled training session or passes an online review  
4 if he/she is interested in participating on a Selection Committee.  
5

#### 6 10.2 Selection Process Monitor Training

7 Each Selection Committee will have one member of the Committee  
8 designated as the Selection Process Monitor. The Selection Process  
9 Monitor may be a voting or non-voting member of the Committee.  
10

11 All Selection Committee members are required to follow District  
12 procedures and state and federal laws during a selection process. It is  
13 the responsibility of the Selection Process Monitor to ensure that all  
14 federal and state laws and District procedures are followed during the  
15 selection process. In addition, the Selection Process Monitor will act  
16 as a resource on selection procedures and as a liaison with Human  
17 Resources during the process and will ensure that necessary forms and  
18 paperwork are completed in the process.  
19

20 Each Selection Process Monitor will complete training at least once  
21 every two years to remain current in the laws and procedures of the  
22 college with regard to selection and employment. Selection Process  
23 Monitor Training is offered through the Staff Development Department.  
24

### 25 **11. MEETINGS OF THE SELECTION COMMITTEE**

#### 26 27 11.1 Selection Committee Meetings

28 Meetings of the Selection Committee must be scheduled when all  
29 Committee members are able to attend. The Selection Committee will  
30 not meet when one or more voting members are not present. The  
31 Committee cannot meet unless the Process Monitor is present at the  
32 meeting. The Committee may meet when a non-voting member is not  
33 present.  
34

#### 35 11.2 Emergencies

36 Situations may occur which cannot be foreseen or controlled. If a  
37 Committee member fails to complete paper screening prior to the  
38 meeting to select candidates for interview, the Committee must  
39 reschedule that meeting. If a Selection Committee member has  
40 completed paper screening and is unable to attend the meeting to  
41 select candidates for interview, the Committee will first try to  
42 reschedule the meeting. If the absent Committee member will not be  
43 available for a prolonged period of time (i.e. more than a week), the  
44

1 Committee may:

- 2 • Allow Human Resources to contact the constituent group of the
- 3 absent member to appoint an alternate member to the
- 4 Committee. The Committee will then meet when the alternate
- 5 member has completed paper screening. OR
- 6 • If time does not permit, the absent Committee member's scoring
- 7 sheets will be shredded and the Committee will select candidates
- 8 for interview with the Committee members who are present.

9  
10 Once candidates are selected for interview, if a Selection Committee  
11 member is unable to attend interviews, the Committee may:

- 12 • Allow Human Resources to contact the constituent group of the
- 13 absent member to appoint an alternate member to the
- 14 Committee. The alternate Committee member must read the
- 15 files of the candidates who were selected to interview and may
- 16 participate in the interview process. OR
- 17 • If time does not permit, the Committee will conduct interviews
- 18 with the Committee members who are present.

19  
20 **11.3 First Meeting of the Selection Committee**

21 The first meeting or meetings of the Selection Committee should be  
22 scheduled prior to the closing date of the recruitment or when the  
23 Department has identified a need to screen applications from a  
24 continual recruitment. At the first meeting, the Committee members  
25 will:

- 26 • Ensure that all members have Selection Committee training
- 27 • Develop a paper screening tool
- 28 • Develop interview questions, and any skills testing
- 29 • Calendar the dates on which the Committee will meet to select
- 30 interview candidates and the dates on which interviews will be
- 31 conducted.

32  
33 The candidate files will not be released to the Selection Committee for  
34 paper screening until these tasks are completed. All notes of the  
35 Selection Committee will be retained in files in Human Resources.

36  
37 **11.4 Paper Screening Applications**

38 Selection Committee members may paper screen applications in  
39 Human Resources, and this activity is done on an individual basis as  
40 each member's schedule allows. Human Resources may be opened to  
41 Selection Committee members in the evening or on weekends if the  
42 Selection Committee member(s) notifies Human Resources in advance  
43 of the need to paper screen when the office is normally closed.

1 Human Resources will notify Campus Police who will open the office for  
2 a Selection Committee member.

3  
4 **11.5 Subsequent Meetings of the Selection Committee**

5 Selection Committee members will meet as a Committee to select  
6 candidates for interview and to conduct candidate interviews.

7 Selection Committee members should be mindful in selecting a site for  
8 candidate interviews that the site should make the candidate  
9 comfortable and will represent the campus to the candidates. If there  
10 are very few applications to screen, Committee members may meet  
11 and screen the applications and select candidates for interview in one  
12 meeting. Human Resources may contact candidates to schedule  
13 interviews.

14  
15 **12. REVIEWS OF THE APPLICANT POOL BEFORE INTERVIEW**

16  
17 **12.1 Administrative Review of the Pool for Diversity**

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

23  
24 The information on the diversity questionnaires will be maintained in a  
25 file in the Human Resources Office. The Human Resources Office,  
26 pursuant to Title 5 regulations, will maintain statistics on the diversity  
27 in the application pool. The Human Resources Office will maintain  
28 diversity statistics on the number of applications (complete and  
29 incomplete) submitted, and the number of complete applications  
30 reviewed by the Selection Committee. The President, the appropriate  
31 Vice President, the Director of Human Resources and the Manager of  
32 Employment Services/Faculty and Staff Diversity Officer will review the  
33 statistics from the pool at each stage of the selection process.

34  
35 The District may extend a recruitment deadline and engage in  
36 additional recruitment efforts if there are insufficient diverse  
37 candidates in a pool at the closing date. The District will not reject a  
38 pool of candidates for consideration by the Selection Committee solely  
39 because there are insufficient diverse candidates in a pool.

40  
41 If a substantial proportionate number of diverse candidates have been  
42 eliminated from the selection process, the Faculty and Staff Diversity  
43 Officer in consultation with the appropriate Vice President may review  
44 the screening process to determine if there is an indication of bias in

1 the process. If such bias is indicated, the Faculty and Staff Diversity  
2 Officer will work with the Selection Committee to eliminate the bias  
3 and re-examine the applications.  
4

#### 5 12.2 Review of the Pool of Applicants for Sufficiency

6 At the initial closing date for the recruitment, the pool of applications  
7 will be reviewed for sufficiency. If the pool does not have the number  
8 of applications that are reasonably expected, the application deadline  
9 may be extended.  
10

11 If, after the applications are screened by the Selection Committee, the  
12 Committee determines that there aren't sufficient applicants for  
13 interview, the Committee may ask Human Resources if additional  
14 applications have been received and/or completed since the closing  
15 date and may review those applications. If the Selection Committee  
16 determines that the pool does not have sufficient applicants to  
17 interview after the second review, the Selection Committee may ask  
18 that the recruitment be closed and that a new recruitment be initiated.  
19

### 20 **13. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE**

#### 21 22 13.1 First Meeting

23 The Selection Committee, at its first meeting, will design the selection  
24 process which it intends to use. The Selection Committee may  
25 designate a subcommittee to review minimum qualifications for  
26 education and experience.  
27

28 The Selection Committee may use various means to assess each  
29 candidate's education, experience, knowledge, skills and abilities. The  
30 Selection Committee may include, but is not limited to, traditional  
31 paper and pencil tests, performance tests of physical, educational, and  
32 work experience requirements, interviews/oral examinations, and  
33 paper screening/review of application forms.  
34

35 Human Resources will inform the Selection Committee of the number  
36 of completed applications received at the time of the first meeting. If  
37 a pool is small, the Selection Committee may determine that it will  
38 interview all candidates who meet minimum qualification for education  
39 and experience. However, in most cases, a paper screening tool is  
40 advised to evaluate the applicants' qualifications based on their  
41 application materials.  
42  
43  
44

1 13.2 Knowledge/Skills/Abilities Testing

2 The Selection Committee may test a candidate's knowledge, skills and  
3 abilities. This may include, but is not limited to, demonstrations,  
4 presentations, writing and/or speaking exercises, and role playing  
5 exercises. A teaching demonstration will be required for all  
6 instructional positions. This testing may have weighted scoring.

7  
8 The Selection Committee may determine the order in which it chooses  
9 to conduct testing. As an example, skills exercises, such as the  
10 teaching demonstration, may be administered before, during or after  
11 the interview/oral examination. The Selection Committee can choose  
12 to have candidates receive a question/exercise and the teaching  
13 demonstration which requires preparation before they come to the  
14 interviews/oral examinations.

15  
16 13.3 Testing Approval

17 The Selection Committee is free to design any testing that is based on  
18 the information contained in the job announcement or based on the  
19 knowledge, skills and abilities that will be needed to perform the job.  
20 Testing which presumes to evaluate or elicit interests, beliefs and/or  
21 general philosophies that are not job-related is not permitted.

22  
23 The Selection Committee will design the testing for a particular  
24 position, and submit the testing to the Faculty and Staff Diversity  
25 Officer for review and approval. When the Faculty and Staff Diversity  
26 Officer approves the testing, the pool will be certified for release to the  
27 Minimum Qualifications Screening subcommittee.

28  
29 The pool of applications will not be released to the Minimum  
30 Qualifications Screening subcommittee before testing is approved in  
31 order to avoid claims of bias for/against particular candidates in the  
32 pool.

33  
34 13.4 Minimum Qualifications Screening and Equivalency

35 The Selection Committee may select one manager and one faculty  
36 member to form a Minimum Qualifications Screening subcommittee.  
37 The Minimum Qualifications Screening subcommittee will review the  
38 applications for minimum qualifications for education and experience  
39 and for local standards, if any. The subcommittee will not review any  
40 other stated qualifications.

41  
42 If the candidate submits a completed equivalency form or if the  
43 Minimum Qualifications Screening subcommittee determines that a  
44 candidate has stated an equivalency, the Minimum Qualifications

1 Screening subcommittee will refer the application to the Hiring  
2 Standards Committee for review. The Hiring Standards Committee will  
3 make a determination as to whether the candidate's education and  
4 experience are equivalent to the standards published for the position  
5 within 72 hours from the time of referral. The Selection Committee  
6 will accept the determination of the Hiring Standards Committee as to  
7 minimum qualifications.

8  
9 The Minimum Qualifications Screening subcommittee will then sign the  
10 appropriate authorization sheet and those applicants who meet  
11 minimum qualifications for education and experience or the equivalent  
12 will be forwarded to the Selection Committee for review.

13  
14 If there are very few applications for a position, the Selection  
15 Committee may determine minimum qualifications as part of the  
16 screening process. However, any request for equivalency must be  
17 referred by the Selection Committee for review.

18  
19 13.5 Internal Candidates

20 The Selection Committee will refrain from discussing any knowledge  
21 about an internal candidate's performance in the workplace at  
22 Selection Committee meetings. No positive or negative comments  
23 which are not related to the application, testing or the interview should  
24 be made about any employee who has submitted an application for a  
25 position at the District.

26  
27 If a Selection Committee member has information concerning a  
28 candidate which the member believes should be evaluated in  
29 considering the applicant, that Selection Committee member should  
30 provide that information to the Committee Chair outside of a  
31 Committee meeting. Such information will be deemed reference  
32 information and will be provided for verification to the individual who is  
33 assigned to check references.

34  
35 13.6 Paper Screening

36 Each Selection Committee member will review each application  
37 forwarded by the Minimum Qualifications Screening subcommittee.  
38 The Selection Committee will use the paper screening instrument and  
39 their knowledge of the requirements of the position to evaluate  
40 candidates.

41  
42 When review of the applications is completed by all Selection  
43 Committee members, Human Resources will develop a spreadsheet of

1 all of the ratings. All members of the Selection Committee will then  
2 meet to select candidates for interviews/oral examinations.

3  
4 The Selection Committee is advised to review the spreadsheet and to  
5 pay particular attention to disparate scoring of any applicant, i.e. an  
6 applicant who receives a very high score from some members and a  
7 very low score from others. Selection Committee members are  
8 encouraged to discuss the candidates' qualifications stated in the  
9 application in depth.

10  
11 A Selection Committee member may change his/her score for one or  
12 more candidates based on the discussion of the Committee. It is  
13 important to remember that if a score is changed, then the supporting  
14 paper screening tool must also be changed. The Committee Chair and  
15 the Process Monitor are responsible for making a record of any scores  
16 that are changed during discussions.

17  
18 The Selection Committee will vote on the applicants who will be invited  
19 to interviews/oral examinations. The Selection Committee is a  
20 democratic body and each member must be willing to abide by the  
21 decision of a simple majority of the Selection Committee. The  
22 Selection Committee is encouraged to invite a broad and diverse pool  
23 of candidates for interviews/oral examinations. The Selection  
24 Committee is reminded also that the scoring must support the  
25 candidates recommended for interview.

26  
27 The Selection Committee Chair will provide Human Resources with the  
28 following:

- 29 • A list of the candidates invited to interview,
- 30 • Any question that requires candidate preparation prior to the  
31 interview,
- 32 • The amount of time for each interview,
- 33 • Whether the candidate may preview the questions prior to the  
34 interview and, if so, how much preview time, and, if appropriate,
- 35 • Whether to advise the candidates that a whiteboard, computer  
36 projector, etc. will be available.

### 37 38 39 40 13.7 Pool Certification and Candidate Notification

41 Human Resources will complete the appropriate pool certification form  
42 which will be signed by the Faculty and Staff Diversity Officer, the  
43 appropriate Vice President and the President. The pool certification  
44 form does not include the identities of individual candidates, but

1 simply states the number of candidates invited to interview and the  
2 diversity in that group of candidates. The pool certification is done for  
3 informational purposes and a pool will not be rejected solely for lack of  
4 diversity.

5  
6 If a substantial proportionate number of diverse candidates have been  
7 eliminated from the selection process, the Faculty and Staff Diversity  
8 Officer in consultation with the appropriate Vice President may review  
9 the screening process to determine if there is an indication of bias in  
10 the process. If such bias is found, the Faculty and Staff Diversity  
11 Officer will work with the Selection Committee to eliminate the bias  
12 and re-examine the applications.

13  
14 Human Resources will contact the candidates by phone and confirm  
15 the interviews/oral examinations by mail and/or e-mail. The  
16 confirmation will provide the candidate with the information approved  
17 by the Selection Committee.

#### 18 19 13.8 Interview/Oral Examination

20 The Selection Committee will develop interview questions which will  
21 comprise an oral examination. Interview questions may be based on  
22 the information contained in the job announcement or may probe the  
23 candidate's knowledge and experience. Each candidate interviewed  
24 will be asked the same questions.

25  
26 Selection Committee members should not eat or have food present on  
27 the table where candidates are being interviewed. Selection  
28 Committee members may have water or coffee at the interview.  
29 Selection Committee members should greet and be cordial to the  
30 candidates.

31  
32 Selection Committee members may assist candidates in setting up  
33 technical support for presentation or demonstrations. If the technical  
34 support does not work, extra time may be provided to a candidate to  
35 get the technical problem resolved. Selection Committee members  
36 may assist candidates by handing out materials. It is important that  
37 all candidates receive sufficient support to allow them to complete the  
38 interview process successfully.

39  
40 Each candidate will be informed of the amount of time that he/she is  
41 scheduled to spend with the Selection Committee and the Process  
42 Monitor will act as a timekeeper. The Process Monitor may advise the  
43 candidate of the elapsed time during the interview if the Process  
44 Monitor feels that it is needed. If a candidate does not complete the

1 oral examination in the allotted time, the interview process will be  
2 terminated at the end of the allotted time and the candidate will be  
3 scored on the completed questions.  
4

5 When scheduling a room for the interview process, the Selection  
6 Committee should evaluate the environment. If the candidate will  
7 need to make a presentation, a room which supports the presentation,  
8 i.e. a smart classroom, should be considered. Remember that the  
9 candidate is evaluating the District and the working environment while  
10 he/she is interviewing.  
11

12 It is advised that:

- 13 • The Selection Committee Chair introduces the candidate and that  
14 the Selection Committee members introduce themselves to the  
15 candidate. The Selection Committee Chair asks the first and the  
16 last questions in the process.
- 17 • The Selection Committee ensures that the candidate is seated  
18 comfortably and has water.
- 19 • A copy of the interview questions is placed on the table in front  
20 of the candidate so that he/she can read the questions as well  
21 as hear them when they are asked.
- 22 • Each Selection Committee member asks at least one question.
- 23 • The first question asked of a candidate is a general question  
24 which asks the candidate to describe his/her experience,  
25 education and/or qualifications.
- 26 • The candidate is asked a question which allows him/her to make  
27 a summary or final statement which is unscored. However, the  
28 answer provided may be used in scoring any question asked  
29 during the interview.
- 30 • The candidate may be asked if he/she has any questions about  
31 the position or the process.  
32

33 Follow-up questions during the interview/oral examination should be  
34 limited. A Selection Committee member may ask a follow-up question  
35 if the member needs additional information in order to fairly evaluate a  
36 response.  
37

38 A candidate may always be asked to expand on an answer or give an  
39 example from his/her work experience. If a candidate is asked a  
40 string or compound question and does not fully answer the question, a  
41 Selection Committee member may ask for the omitted information.  
42

43 A Selection Committee member may not ask a candidate to provide  
44 information related to the application materials. A Selection

1 Committee member may not ask any questions that are unrelated to  
2 the approved questions. The Selection Process Monitor or the  
3 Selection Committee Chair will interrupt follow-up questions which  
4 open new areas of questioning.  
5

6 Selection Committee members should be welcoming to candidates.  
7 They may greet the candidate and may smile and nod at the candidate  
8 during the interview. Selection Committee members should not  
9 engage in conversations with candidate that are not part of the  
10 interview. Selection Committee members may answer questions  
11 which the candidate poses at the end of the interview when all scored  
12 questions are completed.  
13

14 When all candidates have completed the interviews/oral examinations,  
15 the Selection Committee will deliberate. The charge of the Selection  
16 Committee is to recommend three candidates who are best qualified  
17 for the position to the Finalist Interview Committee.  
18

19 Selection Committee members should complete a spreadsheet  
20 indicating the scores received by each candidate. The Selection  
21 Committee should thoroughly discuss the candidates' qualifications  
22 and any disparate scoring received by any candidate(s).  
23

#### 24 13.9 Recommendation of Candidates for the Eligibility List

25 The Selection Committee will vote on the candidates who will be  
26 placed on the eligibility list. The Selection Committee is a democratic  
27 body and a candidate will be listed if a simple majority of the  
28 Committee recommends that candidate.  
29

30 The Dean or area administrator will notify Human Resources of the  
31 candidates to be placed on the eligibility list and those who will not be  
32 considered for further employment. Human Resources will notify all  
33 candidates who completed an application of the results of the selection  
34 process.  
35

### 36 **14. REVIEW OF ELIGIBILITY LIST**

37  
38 Human Resources will maintain eligibility lists for each department in  
39 Human Resources. The Faculty and Staff Diversity Officer will review  
40 the eligibility list for diversity. If diversity is lacking on the eligibility  
41 list, the Faculty and Staff Diversity may work with the Dean of the  
42 division and the Chair of the Department to develop strategies that will  
43 encourage further recruitment of candidates for all sectors of the

1 population and allow for development of a diverse pool of eligible  
2 candidates.

3  
4 **15. REFERENCE CHECKING**

5  
6 References will be checked for every candidate who is employed by the  
7 District. The Dean of the division, area administrator or his/her  
8 designee will check references using a District-approved form before  
9 making an offer of employment. Reference checking will not be  
10 limited to the names specified by the candidate. Reference checking  
11 will be thorough and complete.

12  
13 In the part-time selection process, it is only necessary to check  
14 references before a candidate is offered employment. Not all  
15 candidates placed on the eligibility list must have their references  
16 checked.

17  
18 The fingerprinting of a potential part-time faculty members is part of  
19 the reference checking procedure.

20  
21 **16. RECOMMENDATION TO THE BOARD OF TRUSTEES FOR**  
22 **EMPLOYMENT**

23  
24 An offer of employment, contingent on Board approval, will be made to  
25 a candidate who is on an eligibility list. If the candidate is available for  
26 and accepts the contingent offer, he/she will be recommended for  
27 employment to the Board of Trustees.

28  
29 \\  
30