



RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
HUMAN RESOURCES COMMITTEE

April 13, 2022

Via Zoom, <https://cccconfer.zoom.us/j/92403156868>

Meeting ID #924-0315-6868

3:30 – 5:00 p.m.

AGENDA

- | | |
|---|--------|
| 1. Welcome | Hou |
| 2. Approval of Minutes – ACTION
a. March 9, 2022 Meeting | Hou |
| 3. RSCCD Administrative Regulations – CONTINUE DISCUSSION
a. AR 7120.1 – Full-time Faculty
b. AR 7120.2 – Classified Employee
c. AR 7120.3 - Management | Winter |
| 4. RSCCD Employment Reference Check Forms - UPDATE
a. Review of Survey Results | Winter |
| 5. Other | |

Next Meeting:

Wednesday, May 11, 2022
3:30 – 5:00 p.m.

The mission of the Rancho Santiago Community College District is to provide quality educational programs and services that address the needs of our diverse students and communities.



HUMAN RESOURCES COMMITTEE
Via Zoom – District Office
3:30 – 5:00 p.m.
Meeting Minutes for March 9, 2022

Members Present: Cheng Yu Hou, Dr. Annebelle Nery, Sil Han Jin, Roy Shahbazian, Dr. Jeffrey Lamb, Alistair Winter, Denise Salcido, Maria Garcia, Jonae Varela, Zina Edwards, René Beiza, Kimberly Johnson, Dr. Narges Rabii-Rakin, Dr. Marilyn Martinez-Flores, John Zarske, and Jennifer De La Rosa

Members Absent: Dr. Pamela Ralston, Morrie Barembaum, Nancy Tanner, and Martin Stringer

1. Welcome
 - a. Meeting was called to order at 3:34 p.m.
2. Approval of the Minutes from February 9, 2022 Meeting

It was moved by Mr. Winter, seconded by Dr. Nery to approve the February 9, 2022 minutes. Mr. Hou, Dr. Martinez-Flores, and Ms. Edwards abstained.
3. Diversity, Equity, and Inclusion (DEI)/EEO
 - a. Exit Interview Survey – Committee discussed and provided suggestions. It was suggested to bring this item to the next meeting for vote and to add on the purpose statement.
4. RSCCD Administrative Regulations
 - a. AR 7120.1 – Full-time Faculty. Mr. Winter briefed the committee on the changes. Discussion ensued. Committee provided suggestions to be incorporated to AR 7120.1. Mr. Winter will send all three administrative regulations to the committee for review and for additional feedback in order to expedite the process.
 - b. AR 7120.2 – Classified Employee – To be discussed on the next meeting.
 - c. AR 7120.3 – Management – To be discussed on the next meeting.
5. RSCCD Employment Reference Check Forms
 - a. Survey – Due to time constraint, it was suggested to bring this agenda item on the next meeting.
6. Other

None.

Adjourned at 5:02 p.m.

Next HRC Meeting:

Wednesday, April 13, 2021
Via Zoom, 3:30 – 5:00 p.m.

Rancho Santiago Community College District
ADMINISTRATIVE REGULATION
Chapter 7
Human Resources

AR 7120.1 Full-Time Faculty Recruitment and Selection

SECTION 1
RECRUITMENT

Each year, the Academic Senate at each college will develop faculty hiring priority recommendations for fall hires and submit those to the College President. The College President's recommendations will be submitted to the Chancellor for final approval and recruitment authorization by end of November, for immediate posting.

Announcement Procedures

The Vice Chancellor or designee will review each Personnel Requisition prior to the preparation of the Job Announcement. When appropriate, the Vice Chancellor or designee will meet with the requester to review and clarify special requests, job descriptions, minimum qualifications or other aspects of the opening.

Prior to posting, the College President's designee shall consult with the department chair to determine if modifications to the desired qualifications portions of the job announcement are needed. In the event there are no full-time faculty in the discipline, the President's designee shall consult, regarding the posting, with the Academic Senate President. Equivalency Form I must be reviewed, updated and completed by the closing date of the position.

There are three procedures by which equivalencies to minimum qualifications are chosen and approved:

When a department agrees to advertise a position without stating specific equivalencies, the job announcement will include "OR the equivalent" when listing the qualifications. Form II will then be used to document if a candidate has met the qualifications through equivalency.

When a department agrees that specific equivalencies to minimum qualifications exist, these equivalencies must be approved prior to the printing of the job announcement. Each time a department wishes to alter its agreed upon equivalencies, it must file a new "Request for Equivalencies to Minimum Qualifications" form. (Form I). In addition, the approved equivalencies will be printed on the job announcement with a clear statement that the applicant must provide proof with his/her application form.

When a department agrees to combine I and II procedures, they follow instructions for both processes. Any additions to the state minimum qualifications shall be addressed in the desired qualifications and shall require District discipline faculty to reach consensus. The Academic Senate Presidents at both colleges will certify that the District faculty have reached consensus on any additions to the State minimum qualifications.

The Human Resources Department will prepare the Job Announcement. The requester & Department Chair will be notified and provided three (3) working days to review the Job Announcement before posting. Any substantive changes initiated by the Human Resources Department will be discussed with the requester prior to posting. Each Job Announcement will include the:

- job title
- department
- location
- tenure track status
- desired starting date
- a description of the position (responsibilities)
- minimum and desired qualifications including sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.
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- salary information
- a brief description of benefits available
- screening criteria
- method of application
- the specific employment assessment that will or might be used in the screening or interview process

The final job announcement shall be approved by the appropriate requestor and department chair and provided to both Academic Senate Presidents.

Pursuant to the transfer provisions in the FARSCCD contract, a notice of approved vacancies will be provided to all tenured full-time faculty.

The Human Resources Department will post and advertise the Job Announcement to the RSCCD website, CCC Registry and a diverse array of associations, agencies, organizations, publications, and websites. The Job Opportunities listing will be distributed to all RSCCD email users. Additional distribution may be decided in consultation with the division dean and department chair or faculty representative, depending on available resources, time constraints and need.

The open application period is a minimum of 20 working days in order to provide adequate time for effective recruitment. After the closing date, the District Equal Employment Opportunity (EEO) Officer or designee shall determine if an adequate applicant pool has been recruited. The closing date may be extended if an adequate pool is not achieved and additional recruitment efforts are required. In such cases, the division dean and/or co-chair of the screening committee will be consulted. If a priority date system is used (e.g. the position is advertised as “open until filled”) screening may begin after the District EEO Officer determines that there is an adequate applicant pool. In special cases (sudden resignation, death, special projects, etc.), the timeline and selection process may need modification due to business necessity. In such cases, the College President may recommend a modified process to the Vice Chancellor, or designee.

SECTION 2 APPLICATION PROCESS

Application Materials

All applicants, internal or external, must submit the online application, resume, transcripts, and all supplemental materials prescribed on the Job Announcement to be considered for an opening. Applicants must apply separately for each opening, unless an exception has been created for a specific position and is clearly explained on the job announcement.

Unsuccessful Searches

When a recruitment fails to yield a sufficient number of candidates who meet minimum qualifications or established criteria for interview, the College President and the Vice Chancellor, will determine if the search will be extended, deferred to a later date or abandoned.

SECTION 3 SCREENING COMMITTEES

Membership

Screening committee membership is a vital part of an employee's job within the District. It is a major factor in shaping the future of the institution. All members of the Screening Committee must have attended EEO / Diversity training within the last two (2) years.

The College President shall designate an administrative co-chair for the committee who shall be the administrative support for the committee, responsible for convening the initial meeting of the committee in a timely manner and serving as the liaison with the Human Resources Department. The administrative co-chair will coordinate the appointment of committee members. The administrative co-chair shall contact all full-time faculty in the department or discipline soliciting participation. All full-time faculty in the discipline may serve on the committee. At least one member of the corresponding department/discipline at the sister college shall also be invited to serve on the committee. The administrative co-chair or the department chair at the college with the vacancy shall extend the invitation to the department chair at the sister college. The committee shall be composed primarily of faculty within the discipline.

In the Child Development Center Program, one teacher from each center, selected by the teachers at the center, may serve on the committee.

The President of the Academic Senate or designee shall select one faculty member for the screening committee, while taking into consideration the diversity of the committee, who may be from a different academic discipline than the one under consideration. An EEO Monitor shall be appointed by the EEO Chair, in consultation with the District Equal Employment Opportunity Officer, who will ensure that committee representation is complete., Classified representatives may be appointed in consultation the CSEA President.

In the event there are no full-time faculty within the discipline and/or there is a need to add members to the committee, the administrative co-chair shall request that the Academic Senate President appoint other full-time faculty to the committee.

The complete list of committee members will be submitted by the administrative co-chair to the College President and Academic Senate President for review and approval. The form shall identify which member of the committee is representing the other college(s) in the District, if applicable, and which member is a classified representative. In the event the other college(s) in the District declined to serve on the committee, the form shall identify who was contacted at

the other college(s) in the District.

Prior to the first meeting of the screening committee, the administrative co-chair shall forward to the Human Resources Department the list of those members who will serve on the committee.

The District EEO Chair or designee will review the committee composition for appropriate diversity and to ensure that screening committee members are not applicants or related to any applicant by blood, marriage or domestic partnership. If modification of committee membership is required, the District EEO Chair or designee will consult with the Vice Chancellor, People and Culture or designee for proper representation.

All members of the screening committee will be required to sign and submit to Human Resources a statement of confidentiality prior to beginning the screening process.

The screening committee will have a faculty co-chair. The faculty co-chair shall be elected by the faculty on the committee and shall be responsible for leading the deliberations of the committee. The faculty co-chair shall be a tenured faculty member. If there are no tenured faculty on the committee, the administrative co-chair will notify the Academic Senate President, who will appoint a tenured faculty member as co-chair.

Orientation (VIDEO)

The District EEO Officer or designee shall orient the screening committee before screening begins. The purpose of this orientation is to familiarize the members with:

- The role of the Human Resources Department in the recruitment, selection and placement process.
- resources available to the committee
- the role of the EEO Monitor
- the charge of the committee, as well as the legal obligations and liabilities
- any other items of interest to the membership

Responsibilities

Screening committees recommend finalists to the appropriate President or designee. As such, in the screening process, each is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, to maintain the confidentiality of the deliberations and to follow EEO guidelines. Should individual committee members be named as defendants in a complaint or lawsuit, the Board will indemnify those members, provided each has followed prescribed policy and processes in executing his/her committee responsibilities. Screening committee members are expressly prohibited from meeting or conferring with one another outside of scheduled meetings to discuss any candidates or issues related to the screening process. All discussions of candidates or screening-related issues must occur with the entire committee at a scheduled meeting.

Committee members must submit all notes, screening forms or other screening materials to the administrative co-chair at the conclusion of the screening process. These will be submitted to Human Resources for retention and storage. Should future complaints or lawsuits be filed, the notes, forms and/or other material will be made available to the committee members.

Persons serving on screening committees shall participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase).

The role of the EEO Monitor on a screening committee will include the following:

- serve as a voting member of the committee
- monitor the selection process for adherence to established procedures and sound personnel practices
- serve as a resource in the areas of EEO
- serve as liaison, as necessary, between the committee and the Human Resources Department and the District EEO Chair or designee to address issues and concerns as related to the screening process
- If the EEO Monitor resigns from the committee, the administrative co-chair will contact the District EEO Officer or designee.

If a committee member has concerns about the screening process, those concerns should be brought to the EEO Monitor. If the EEO Monitor is unable to address the concerns, the committee member should bring the concerns to the administrative co-chair, and the District EEO Officer or designee.

Committee Procedures

Prior to the screening of the candidates, the committee will establish the screening process, calendar, screening criteria, interview questions, and any other employment tests based on the posted job announcement submitted to Human Resources.

The committee will attempt to reach consensus regarding the selection of candidates. The District's preference is unanimity. However, prior to paper screening, the committee must agree by 2/3 majority on a procedure to follow if unanimity cannot be reached. Consensus is defined as either:

- *Super majority (e.g. 2/3 majority)
- *Simple majority (e.g. over 50%)

The committee must provide criteria-related reasons for the unsuccessful candidates in comparison with the pool.

Scheduling

The Administrative co-chair will convene the initial meeting of the committee. Screening committees are responsible for scheduling their own meetings for the purposes of planning, screening, interviewing and deliberations. Every effort shall be made to schedule screening committee meetings to accommodate faculty teaching schedules during the regular academic semester. If faculty teaching schedules accommodations are not practicable, the Administrative co-chairs will reach out to applicable Academic Senate President for advisory collaboration.

When establishing the calendar, all meetings should be scheduled during the regular Fall/Spring faculty work year. A faculty may be compensated for meetings scheduled outside of the Fall/Spring semester or a Summer/Intersession during which the faculty member is not assigned.

SECTION 4 SCREENING PROCESS

Screening

Application requirements must include 1-4 with 5 & 6 at the discretion of the co-chairs:

1. District online application,
2. Cover Letter tailored to the posted job announcement,
3. Curriculum Vitae (C.V.) / Resume,
4. Unofficial transcripts from an accredited institution. Applicants with transcripts from countries other than the United States must provide official copies of their foreign transcripts and have their transcripts evaluated, at their own expense, by the National Association of Credential Evaluation Services (NACES) to determine the U.S. equivalency.
5. Written samples such as syllabus, Student Learning Outcomes (SLOs), assessment tools and Diversity and Equity statements,
6. Supplemental Information

This initial screening will be carried out by Human Resources and only candidates who have submitted the required application materials will be forwarded to the screening committee.

Screening and selection criteria

In addition to the specific requirements and responsibilities listed on the Job Announcement, the following criteria will be considered in selecting candidates:

1. Educational experience breadth and depth
2. Work experience breadth and depth
3. Demonstrated leadership capabilities
4. Curriculum development
5. Program development
6. Community involvement
7. Demonstrated experience, professional skills, and/or willingness to engage in activities that would enhance campus diversity and equity efforts,
8. Demonstrated experience and sensitivity to diversity, equity and inclusion
9. Credential or minimum qualifications authorizing service in other areas of need
10. Demonstrated ability to work cooperatively with others
11. Bilingual ability (if needed)

Applicants selected for an interview may be required to take additional tests or assessments and will be notified of such prior to the date of the interview.

The committee shall use the approved screening criteria to select candidates for interview. Screening at this point in the process shall be based solely on the application materials submitted.

At the completion of screening, the administrative co-chair shall provide the following reports to the Human Resources Department:

1. Utilizing the HR applicant tracking platform identify the selected candidates and the unsuccessful candidates,

2. Screening e-Certification Form – identifies the dates, locations, times and instructions for the interviews

3.

Interviews

Interviews may also be viewed by the courts as employment tests. The Human Resources Department will review all interview questions and related screening activities for reliability and validity, as well as conformity to EEO guidelines. Interviews will normally be scheduled no earlier than five (5) working days following the receipt of the screening materials in the Human Resources Department. It is the responsibility of the Human Resources Department to set up interview times.

Sufficient time should be provided to allow a proper assessment of the candidate's qualifications (a minimum of a 60-minute time period should be allocated for each candidate with or without written exercise or presentation). The interview packet will be transmitted electronically to the administrative co-chair.

Interview questions must be job related and should be tests of a candidate's knowledge and abilities, as well as being reflective of minimum, required and preferred qualifications. During the actual interviews by the screening committee, the same questions shall be asked of all candidates. Follow-up questions are not allowed, but maybe asked if a response is unclear or the candidate clearly misunderstood the question or if the candidate asks for clarifying information prior to answering. Consistency across candidates is of utmost importance in defending the screening process. During first level interviews candidates should not be allowed to ask questions of the hiring committee, except in the case of process and timelines.

During the interview session, those selected may, in addition to the above, be evaluated on the following factors:

1. Oral communication skills
2. Presentation
3. Problem solving skills
4. Successful teaching, problem solving or performance demonstration
5. Writing skills/demonstration
6. Demonstrated experience and sensitivity to diversity, equity and inclusion

Writing Samples

In faculty positions, the ability to write well is critical. Requiring a writing sample can be an effective means of evaluating this ability and can be accomplished in one of three ways:

1. Requesting a writing sample as part of the original application requirements.
2. Requesting a sample to be prepared and brought to the interview, e.g., a lesson plan, an assessment tool, or lecture outline.
3. By incorporating a written exercise as part of the interview process, e.g., immediately preceding or following the interview.

Bi-lingual Requirements

Some faculty positions may have a bi-lingual requirement, based on organizational needs. When

such a requirement exists, specific mention of the requirement must be made in the job announcement and advertising. Additionally, methods of screening for this requirement must be built into the process by a content expert.

The current application process may include a way to assess this requirement during the materials screening process. During the interviewing process, at least one question (written or oral) shall be devoted to assessing the candidate's foreign language proficiency. At least one member of the screening committee must meet the minimum qualifications to teach in the required foreign language.

Assessment Center Techniques

Employment tests can also take the form of assessment center techniques. Typically, these techniques approximate working situations the candidates would encounter in the job for which they are applying. Examples include counseling a troubled student, grading a written exam or researching a publication article in the library. If such techniques are employed, candidates will be notified by the Human Resources Department at the time of invitation for interviews.

Presentations

For teaching faculty, presentations are an important evaluation technique for the screening committee. Candidates for positions that could include teaching are required to prepare teaching presentations for the interview.

Selection of Finalists

Upon completion of the interviews, the committee will recommend finalists to the College President. If the committee cannot recommend at least two finalists, it will provide the President with a written rationale for its recommendation.

The committee co-chairs will

1. Utilizing the HR applicant tracking platform identify selected finalists and indicate specific reasons for selecting or not recommending candidates as finalists.
- 2.
3. All committee notes, forms and other screening materials are forwarded to Human Resources for retention and storage.

The co-chairs will be responsible for conducting reference checks on the selected finalist after the final interview prior to job offer. If a finalist is or has been a District employee, at least one of the references should be a non-District source. If a screening committee member has first-hand knowledge about a candidate that did not come out during the screening they may request to be contacted as a reference.

Final Interview and Selection

The College President or designee shall contact the recommended finalists and schedule the final interview. A schedule of appointments will be sent to the Human Resources Department. The final interviews will include the College President, appropriate vice-president, and the co-chairs. The College President or designee shall notify the unsuccessful finalists via a phone call.

The President will make the final recommendation to the Chancellor.

If the process fails to yield a successful candidate, the College President will consult with the Vice Chancellor, People and Culture to determine if the recruitment should be reopened or abandoned.

Revised:

Revised:

Revised:

Rancho Santiago Community College District
ADMINISTRATIVE REGULATION
Chapter 7
Human Resources

**AR 7120.2 Classified Employee (CSEA Bargaining Unit) Recruitment
and Selection**

Position Authorization

Salaried positions are those with a 20 to 40 hours per week assignment. Percent of Contract and Hourly positions are those with less than a 20 hour per week assignment and are not substitute or short term in nature.

1. Replacement positions and new positions require the administrator/supervisor to submit a Personnel Requisition online.

Requests for new or restructured replacement positions at one of the colleges must be reviewed by the appropriate President's Council or by the District Council for District Office positions.

2. Class Specifications on file in the Human Resources Department will be used for the individual job announcements. Any special needs (e.g., bilingualism, evening hours, or other requirements) not included on the district class specification should be listed on the Personnel Requisition under special requirements.

Job Announcement Preparation

- A. The Vice Chancellor, People and Culture or designee reviews all Personnel Requisitions prior to the preparation of the Job Announcement and if necessary, will meet with the requester to review and clarify the job criteria.
- B. All Personnel Requisitions must be approved by Chancellor's cabinet prior to posting.
- C. The Human Resources Department prepares the Job Announcement and advertises it to appropriate associations, agencies, organizations.

Special Testing or Assessment

- A. Special tests or assignments that will be required of all applicants (e.g., computer proficiency), will be identified on the Job Announcement.
- B. Any special testing or assessment recommended by the Screening Committee must be approved by the Vice Chancellor, People and Culture or designee.

Announcement Procedures

- A. The open application period is a minimum of 15 working days in order to provide adequate time for effective recruitment. Following the closing date, the Vice Chancellor People and Culture or designee shall determine if an adequate applicant pool has been recruited. The closing date may be extended if an adequate qualified pool is not achieved and additional recruitment efforts are required.
- B. The Job Opportunities listing is emailed to all RSCCD email users.
- C. Positions advertised “ Internal Posting” are available only to current employees and employees on the 39 month rehire list. (Excluding short-term and substitute employees).
- D. Current employees of the District wishing to be considered for open positions need to submit a district application and meet all requirements of the applications process (excludes transfer opportunities). Former employees, who are on the 39-month rehire list, shall be treated in this process as though they were current employees.
- E. Job announcements will include screening criteria to be used during screening and interviews. This may include, but not limited to:
 - 1. Educational experience (breadth and depth).
 - 2. Working experience (breadth and depth).
 - 3. Demonstrated ability to work cooperatively with others.
 - 4. Bilingual ability (if needed).
 - 5. Demonstrated experience and sensitivity to diversity, equity and inclusion.
 - 6. Professional growth activities.
 - 7. Specialized skills training.
 - 8. Leadership skills.
 - 9. Written and/or oral communication skills.
 - 10. Presentation.
 - 11. Problem solving.

Screening Committee Composition

- A. It is the responsibility of the hiring administrator to coordinate the development of the screening committee. The committee shall consist of three (3) to seven (7) members, which includes as a minimum: the chair, an Equal Employment Opportunity Monitor appointed by the EEO Chair or designee, , and one non-management classified employee. The chair shall notify the CSEA President of the CSEA unit members appointed to the committee. It will be the responsibility of the CSEA President or designee to contact the chair within five (5) working days if CSEA wants to appoint a representative to the committee.. The hiring administrator shall ensure that representation on the committee is complete and the first committee meeting is scheduled. The screening committee may elect a co-chair to work with the chair. All members of the Screening Committee must have attended EEO /

Diversity training within the last two (2) years..

- B. The complete list of committee members is forwarded to the Human Resources Department. The Equal Employment Opportunity Officer or designee will review the committee composition for appropriate diversity and to ensure that screening committee members are not applicants or related to any applicant by blood, marriage or domestic partnership. If modification to committee membership is required, the EEO Chair will consult with the Vice Chancellor, People and Culture or designee for proper representation.

Scheduling

The chair will convene the initial meeting of the committee. Screening committees are responsible for scheduling their own meetings for the purposes of planning, screening, interviewing and deliberations.

Orientation (VIDEO)

The Equal Employment Opportunity Officer or designee shall orient the screening committee before screening begins. The purpose of this orientation is to familiarize the members with:

- The role of the Human Resources Department in the recruitment, selection and placement process
- Resources available to the committee
- The role of the Equal Employment Opportunity Monitor
- The charge of the committee, as well as the legal obligations and liabilities
- Any other items of interest to the membership

Responsibilities

Screening committees recommend finalists to the appropriate hiring administrator. As such, in the screening process, each is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, to maintain the confidentiality of the deliberations and to follow EEO guidelines. Should individual committee members be named as defendants in a complaint or lawsuit, the Board will indemnify those members, provided each has followed prescribed policy and processes in executing their committee responsibilities. Screening committee members are expressly prohibited from meeting or conferring with one another outside of scheduled meetings to discuss any candidates or issues related to the screening process. All discussions of candidates or screening-related issues must occur with the entire committee at a scheduled meeting.

Committee members must submit all notes, screening forms or other screening materials to the chair at the conclusion of the screening process. These will be submitted to Human Resources for retention and storage. Should future complaints or lawsuits be filed, the notes, forms and/or other material will be made available to the committee members.

Persons serving on screening committees must participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase).

The role of the Equal Employment Opportunity Monitor on the screening committee will be the following:

1. Serve as a voting member of the committee.
2. Monitor the screening process for adherence to established personnel procedures and practices.
3. Serve as a resource in the area of equal employment opportunity.
4. Serve as a liaison between the committee and the Human Resources Department to address issues and concerns regarding equal opportunity. If the EEO Monitor resigns from the committee, the chair will contact the EEO Chair or designee..

If a committee member has concerns about the screening process, those concerns should be brought to the EEO Monitor. If the EEO Monitor is unable to address the concerns, the committee member should bring the concerns to the chair, the District EEO Officer, or the Vice Chancellor, People and Culture.

Committee Procedures

Prior to the screening of the candidates, the committee will establish the screening process, calendar, screening criteria, interview questions, and any other employment tests based on the posted job announcement submitted to Human Resources.

In consultation with the committee, the chair will determine if the prepared set of questions is to be (a) given to the interviewees prior to the interview, (b) given to the interviewees during the interview session, or (c) asked of the interviewees during the interview. The preference of the committee shall be communicated to the Human Resources Department.

All interview questions shall be job-related. The questions should be based on the criteria for selection as published on the job announcement. The approved questions shall be asked consistently of all applicants. Follow-up questions are not allowed, but may be asked to clarify a response given by an applicant if the response is unclear or if the candidate clearly misunderstood the question. Consistency across candidates is of utmost importance in defending the screening process. During first level interviews candidates should not be allowed to ask questions of the hiring committee, except in the case of process and timelines.

The Screening Committee is responsible for developing and administering any special testing or assessments.

As a standard procedure, the Vice Chancellor of Human Resources or designee reviews all questions, special tests or assessments to ensure compliance with District and federal regulations. When appropriate, the Vice Chancellor of Human Resources or designee will consult with the chair on items in question.

The committee will attempt to reach consensus regarding the selection of candidates. The District's preference is unanimity. However, prior to screening, the committee must agree by 2/3 majority on a procedure to follow unanimity cannot be reached. Consensus is defined as either:

- *Super majority (e.g. 2/3 majority)
- *Simple majority (over 50%)

The committee must provide criteria-related reasons for the non-selection of applicants.

Screening

- A. Screening will be scheduled following the close of the application period..
- B. It is the responsibility of the chair to review the Job Announcement with the committee highlighting specific requirements and qualifications, screening criteria, the screening process, interview questions, other screening options, and the method of choosing candidates. Screening at this point in the process must be based solely on the application materials submitted.
- C. Utilizing the Screening Review Form, the committee shall review all applications and evaluate them on the basis of job announcement related qualifications and competencies. Evaluation criteria must be applied consistently to all candidates. Applicants not selected for an interview shall have at least one job announcement related deficiency.
- D. The chair utilizing the HR applicant tracking platform identify the selected candidates and the unsuccessful candidates, .

Screening Process – Review and Follow-up

- A. The Vice Chancellor, People and Culture or designee will review materials submitted by the committee to ensure consistency of screening criteria and the reasons for recommending or not recommending applicants for interviews.
- B. The Human Resources Department will coordinate the scheduling of interviews.
- C. Interviews will be scheduled no sooner than 5 working days following receipt of the paper screening materials in the Human Resources Department.

Interviews

- A. . No less than thirty (30) minutes should be provided to allow a proper assessment of the candidate's qualifications.
- B. The interview packet will be transmitted electronically to the chair.
- C. Following the interview process, the committee will consider the qualifications of those interviewed and will submit an unranked list of finalists to the Human Resources Department. The chair shall indicate on the Interview Report Form specific reasons for not

recommending applicants as finalists. No less than two finalists should be recommended to the hiring administrator, unless written justification is provided by the committee to the hiring administrator. Upon submission of the Interview Report Form and the Finalist Recommendation Form to the Vice Chancellor of Human Resources or designee for review, the hiring administrator may initiate the reference check of the successful candidate(s) if there are no final interviews.

- D. There may be a final interview, which shall be scheduled and conducted by the hiring administrator.

Reference Check Process

- A. It is the responsibility of the Human Resources Department to ensure that reference checks are made on the selected finalist(s) using the standard Reference Check form, after final interviews but prior to job offer. The hiring administrator shall be responsible for the reference check process. The co-chair may conduct the reference check in conjunction with the hiring administrator.

Selection and Recommendation

- A. The hiring administrator will review the recommendations of the committee and submit to the Human Resources Department a list of acceptable candidates in ranked order, along with reference checks and application packets.
- B. The Human Resources Department shall contact the top candidate and offer the position. If the first candidate does not accept the offer, the Human Resources Department will consult with the hiring Administrator to determine if another candidate will be selected or if the position will be reopened.

Notification of Employment

The Human Resources Department will notify the program administrator of the candidate's acceptance and provide a written offer of employment to the successful candidate.

Board Approval

- A. Candidates recommended for hire are submitted to the Board of Trustees at the first regularly scheduled meeting following acceptance of the position.
- B. Placement on the salary schedule is based on Administrative Regulation (AR 7131) _Salary Placement for Management Personnel and Classified Bargaining Unit Employees and reviewed by the Vice Chancellor, People and Culture or designee.
- C. The Human Resources Department notifies the successful candidate in writing of favorable Board action and salary placement.

Revised:
Revised:
Revised:

Rancho Santiago Community College District
ADMINISTRATIVE REGULATION
Chapter 7
Human Resources

AR 7120.3 Management Recruitment and Selection

SECTION 1 RECRUITMENT

Requisitions

New and replacement management positions require the line administrator to submit a Personnel Requisition online. All new positions will be reviewed through the normal college or District participatory governance process and recommended to the Chancellor by the responsible College President or Vice Chancellor.

An interim appointment not to exceed two years may be made before the regular selection process is initiated and completed. Such appointments shall be made by the Chancellor or designee. Regular hiring procedures must be completed within two years after the interim appointment has been made.

Announcement Procedures

The Vice Chancellor or designee will review each approved Personnel Requisition prior to the preparation of the Job Announcement. When appropriate, the Vice Chancellor or designee will meet with the requester to review and clarify special requests, job descriptions, minimum qualifications, or other aspects of the opening. Anynew or revised position descriptions shall be submitted to the Board of Trustees for approval. Following this review, the Human Resources Department will prepare the Job Announcement.

The requester will be notified and provided three (3) working days to review the Job Announcement before posting and distribution. Any substantive changes initiated by Human Resources Department will be discussed with the requester prior to posting.

Each Job Announcement will include the:

- job title
- department
- location
- special funding information
- desired starting date
- a description of the position (responsibilities)
- minimum qualifications
- other requirements
- salary information
- a brief description of benefits available
- screening criteria

- method of application
- the specific employment tests that will or might be used in the screening process

The Human Resources Department will post and advertise the Job Announcement to the RSCCD website, CCC Registry and a variety of associations, agencies, organizations, publications, and websites to ensure equitable and diverse access. The Job Opportunities listing will be distributed to all RSCCD email users. Additional distribution may be decided in consultation with the appropriate President, or when hiring a district administrator, the Chancellor depending on available resources, time constraints, and need. The Human Resources Department shall prepare and make the necessary arrangements for all advertising.

The open application period is a minimum of 20 working days in order to provide adequate time for effective recruitment. After the closing date, the Equal Employment Opportunity Officer or designee shall determine if an adequate applicant pool has been recruited. The closing date may be extended if an adequate pool is not achieved and additional recruitment efforts are required. In such cases, the chair of the screening committee will be consulted, and applicants on file will be notified of the extended filing period.

If a priority date system is used (e.g. the position is advertised as “open until filled”) screening may begin after the Equal Employment Opportunity Officer determines that there is an adequate applicant pool. In special cases (sudden resignation, death, special projects, etc.), the time line and selection process may need modification due to business necessity. In all such cases the College President, or when hiring a district administrator, the Chancellor or designee, may recommend a modified process to the Vice Chancellor or designee.

All position openings will normally require an open and external recruitment process. Exceptions to open and external recruitment is limited to those allowed under any applicable laws and/or State Chancellor guidance. Any exceptions must be approved by the Vice Chancellor or designee. The open application period for internal recruitment is a minimum of ten working days. Job announcements will be emailed to all email users.

SECTION 2 APPLICATION PROCESS

Application Materials

All applicants, internal or external, must submit the online application, resume, and all supplemental materials prescribed on the Job Announcement to be considered for an opening. Applicants must apply separately for each opening unless an exception has been created for a specific position and is clearly explained on the job announcement.

SECTION 3 SCREENING COMMITTEES

Membership

Screening committee membership is a vital part of an employee's job within the District. It is a major factor in shaping the future of the institution.

The screening committee chair will be the College President, Vice Chancellor or designee. The screening committee chair will consult with the appropriate Academic Senate President(s) and

CSEA President to discuss the ideal representation of each constituency group, the possible inclusion of a faculty or classified co-chair as well as other relevant matters related to the position. Following consultation, the Chair will determine the composition of the screening committee, which may include appropriate administrators, appropriate campus group representation, area specialists, students, and community members. All members of the Screening Committee must have attended EEO / Diversity training within the last two (2) years unless the Vice Chancellor, Human Resources, grants an exception.

Campus groups appointing representatives to the screening committee will be notified of management vacancies by the chair. The President of the Academic Senate or designee shall appoint the faculty representative(s) and the CSEA President or designee shall appoint the classified representative(s) to the screening committee. An Equal Employment Opportunity Monitor shall be appointed by the EEO Chair in consultation with the District Equal Employment Officer or designee. The Chair may appoint additional administrators, classified managers, area specialists, students, and community members as appropriate.

The complete list of committee members will be submitted by the Chair to the College President/Vice Chancellor for review and then forwarded to the Human Resources Department.

The Equal Employment Opportunity Officer or designee will review the committee composition for appropriate diversity and to ensure that screening committee members are not applicants or related to any applicant by blood, marriage or domestic partnership. If modification to committee membership is required, the Equal Employment Opportunity Officer or designee will consult with the screening committee chair and co-chair if applicable.

Orientation (VIDEO)

The Equal Employment Opportunity Officer or designee shall orient the screening committee before screening begins. The purpose of this orientation is to familiarize the members with:

- The role of the Human Resources Department in the recruitment, selection and placement process.
- resources available to the committee
- the role of the Equal Employment Opportunity Monitor
- the charge of the committee, as well as the legal obligations and liabilities
- any other items of interest to the membership.

Responsibilities

Screening committees recommend finalists to the appropriate President/Vice Chancellor or designee. As such, in the screening process, each is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, to maintain the confidentiality of the deliberations and to follow equal employment opportunity guidelines. Should individual committee members be named as defendants in a complaint or lawsuit, the Board will indemnify those members, provided each has followed prescribed policy and processes in executing his/her committee responsibilities. Screening committee members are expressly prohibited from meeting or conferring with one another outside of scheduled meetings to discuss any candidates or issues related to the screening process. All discussions of candidates or screening-related issues must occur with the entire committee at a scheduled meeting.

Committee members must submit all notes, screening forms or other screening materials to the chair at the conclusion of the screening process. These will be submitted to Human Resources for retention and storage. Should future complaints or lawsuits be filed, the notes, forms and/or other material will be made available to the committee members.

Persons serving on screening committees shall participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase).

The role of the Equal Employment Opportunity Monitor will include the following:

- serve as a voting member of the committee
- monitor the selection process for adherence to established procedures and sound personnel practices
- serve as a resource in the areas of EEO
- serve as liaison, as necessary, between the committee and the Human Resources Department and the EEO Chair to address issues and concerns as related to the screening process
- if the EEO Monitor resigns from the committee, the chair will contact the District EEO Officer or designee

If a committee member has concerns about the screening process. Those concerns should be brought to the EEO Monitor. If the EEO Monitor is unable to address the concerns, the committee member should bring the concerns to the chair and the District EEO Officer or designee.

Committee Procedures

Prior to the screening of the candidates, the committee will establish the screening process, calendar, screening criteria, interview questions, and any other employment tests based on the posted job announcement submitted to Human Resources.

The committee will attempt to reach consensus regarding the selection of candidates. The District's preference is unanimity. However, prior to paper screening, the committee must agree by 2/3 majority on a procedure to follow if unanimity cannot be reached. Consensus is defined as either:

- *Super majority (e.g. 2/3 majority)
- *Simple majority (e.g. over 50%)

The committee must be able to provide criteria-related reasons for the unsuccessful candidates in comparison with the pool.

Scheduling

Screening committees are responsible for scheduling meetings for the purposes of planning, screening, interviewing and deliberation. Every effort shall be made to schedule screening committee meetings to accommodate schedules of committee members. Classified staff should be encouraged by their supervisors to accept screening committee membership or serve as an Equal Employment Opportunity Monitor.

Whenever possible, meetings should be scheduled during the regular Fall/Spring faculty work year. A faculty member may be compensated for meetings scheduled outside of the Fall/Spring semesters or a Summer/Intersession during which the faculty are not assigned.

SECTION 4 SCREENING PROCESS

Screening

All requirements set for applicants can be viewed as employment tests by the courts, e.g., application forms, minimum application material requirements, written samples, transcripts, etc. Therefore, it is imperative that everything requested of applicants be directly relevant to the position and be a reliable predictor of success in the position. If there are qualifications required or preferred that are not addressed by the application form, consideration should be given to using a supplemental application form.

In addition to the requirements and responsibilities listed, the following criteria (as appropriate) may be considered in selecting candidates:

1. Educational experience breadth and depth.
2. Work experience breadth and depth.
3. Demonstrated leadership capabilities.
4. Program development.
5. Community involvement.
6. Demonstrated experience, professional skills, and/or willingness to engage in activities that would enhance campus diversity and equity efforts .
7. Demonstrated experience and sensitivity to diversity, equity and inclusion
8. Demonstrated ability to work cooperatively with others.

Applicants selected for an interview may be required to take additional tests or assessments and will be notified of such prior to the date of interview.

The committee will use the approved screening criteria to select candidates for interview. Screening at this point in the process must be based solely on the application materials submitted.

At the completion of screening, the chair shall provide the following reports to the Human Resources Department:

- Via the HR applicant tracking platform, identification of the selected candidates and the unsuccessful candidates
- Screening certification Form– identifies the dates, locations, times and instructions for the interviews.
- Proposed interview questions, employment tests and descriptions of any demonstrations.

Interviews

Interviews may also be viewed by the courts as employment tests. The Human Resources Department will review all interview questions and related screening activities for reliability and validity, as well as conformity to EEO guidelines. Interviews will normally be scheduled no earlier than five (5) working days following the receipt of the screening materials in the Human Resources Department. It is the responsibility of the Human Resources Department to set up interview times.

Sufficient time should be provided to allow a proper assessment of the candidate's qualifications (a minimum of a 30-minute time period should be allocated for each candidate). The interview packet will be transmitted electronically to the chair.

Interview questions must be job related and should be tests of a candidate's knowledge and abilities, as well as being reflective of minimum, required and preferred qualifications. During the actual interviews by the screening committee, the same questions shall be asked of all candidates. Follow-up questions are generally not permissible at this stage of the interview, but may be asked if a response is unclear or the candidate clearly misunderstood the question or if the candidate asks for clarifying information prior to answering. Consistency across candidates is of utmost importance in defending the screening process. During first level interviews candidates should not be allowed to ask questions of the hiring committee, except in the case of process and timelines.

During the interview session, those selected may, in addition to the above, be evaluated on the following factors.

1. Oral communication skills
2. Presentation
3. Problem solving skills
4. Successful problem solving or performance demonstration
5. Writing skills/demonstration
6. Demonstrated experience and sensitivity to diversity, equity and inclusion

Writing Samples:

Requiring a writing sample can be an effective means of evaluating writing ability and can be accomplished in one of three ways:

1. Requesting a writing sample as part of the original application requirements.
2. Requesting a written report or hypothetical problem-solving situation be prepared and brought to the interview.
3. By incorporating a written exercise as part of the interview process, e.g., immediately preceding or following the oral questions.

Presentations

Presentations can be an important evaluation technique for the screening committee. Screening committees are encouraged to require presentations of applicants. Presentations would reflect typical working situations the candidate would encounter in the job for which they are applying.

SECTION 5 RECOMMENDATIONS

Following the interview process, the committee will consider the qualifications of those interviewed and will recommend finalists to the Human Resources Department using the Interview Report Form. The Vice Chancellor or designee shall review the Interview Report Form and consult with the chair if there are any questions regarding committee recommendations. If the committee cannot recommend at least two finalists, it will provide the College President/Vice Chancellor or designee with written rationale for its recommendation.

The committee co-chairs will complete and submit the following documents to Human Resources:

- Via the HR applicant tracking platform, identification of the selected candidates and the unsuccessful candidates
- Finalist Recommendation Form, listing the finalists in unranked order and signed by all committee members.
- All committee notes, forms and other screening materials for retention and storage.

SECTION 6 FINAL INTERVIEW AND SELECTION

The hiring administrator's office shall contact the finalists and schedule interview appointments. The final interview may include other administrators or a representative from the screening committee at the discretion of the hiring administrator.

Following the final interviews, the hiring administrator shall conduct reference checks of the selected finalist utilizing the reference check form. Once reference checks are completed, the hiring administrator shall provide the Human Resources Department with the name of the individual who will be recommended to the Board of Trustees and will submit all screening materials and forms to Human Resources for retention.

The successful finalist will be personally informed by the College President, Vice Chancellor, or designee. It is also the responsibility of the College President, Chancellor or designee to personally contact unsuccessful finalists.

SECTION 7 UNSUCCESSFUL SEARCHES

When a recruitment fails to yield a sufficient number of candidates who meet minimum qualifications or established criteria for interview or selection, the College President/Vice Chancellor and the Vice Chancellor will determine if the search will continue, be extended, deferred to a later date or abandoned.

Revised:
Revised:
Revised:



Rancho Santiago Community College District An Evaluation of the Hiring Reference Forms

March 2022

To ensure that our organizational processes and practices enhance the work we perform to ensure student success, our district, colleges, and departments (academic and nonacademic) conduct program review on a regular basis. As a result of their recent review, the Human Resources Department decided a need to review and revise the telephone reference check forms to assist hiring committee chairs seek additional information about finalists prior to their decision to hire quality candidates.

Those who have served as chair of a hiring committee since late 2019, when the forms were revised, were invited to give feedback on the questions detailed within the reference forms for the position (classified or confidential/supervisory/management) that they chaired. Forty-two individuals (some may serve as a hiring chair in more than one position) were invited to participate, 14 responded. Below is the summary of their opinions based on the reference form by employment category.

Classified Reference Form

Twenty-four classified hiring committee chairs were invited to participate; eight responded and their feedback for the classified reference form is as follows:

- Of the eight respondents, 12% have used the form at least 5-6 times, 50% have used the form 3-4 times and 38% have used it 1-2 times.
- On a 5-point satisfaction scale, 25% of the respondents were “very satisfied”, half of the respondents were “somewhat satisfied” and 25% were “slightly dissatisfied” with the reference form used to hire classified staff:
 - The two individuals who rated “very satisfied” with the classified reference form:
 - One respondent found question #4 (given the nature of the position, what do you see as the applicant’s greatest challenges in performing the primary duties of the position) not very useful, yet the second person found that to be most helpful.
 - One person stated, he would not know how to respond to question #3J “how would you rate this person as an employee”, but appreciated questions #3A-#3I as they are better at assessing candidate’s strengths/weaknesses.
 - Both respondents indicated that the form met their needs in what they were looking for in learning more about the candidate.
 - Comments/Suggestions: “It would be helpful to include “I don’t know or something like that” as not all references are supervisor.

- The four individuals who rated “somewhat satisfied” with the classified reference form:
 - Respondents found the following questions to be most useful: #5 in understanding how well candidate gets along with other people, #3I in understanding how the candidate handles stressful situations or workplace challenges, and #32F in understanding how well candidate follows through.
 - Two individuals found some questions to be redundant, specifically questions #2D, 2J, #3, and #4.
 - All four respondents indicated that the form was a “useful document”, and that they were able “to glean candid information about the candidates that allowed for a proper final selection”.
 - Comments/Suggestions: “I would like to ask for references about how well candidates worked with or contributed to the team. Much of what we are trying to accomplish here extends beyond an individual's ability to manage themselves. While this is the highest priority, a very close second is what they can bring to our team. I feel the latter should be explored by learning more about candidates' past examples of success, challenge, and maybe even failure and what they learned.”

- The two individuals who rated “slightly dissatisfied” with the classified reference form:
 - One respondent found question #2 to be most useful, while the other found questions #3-#6 to be most useful.
 - One respondent indicated that #1 employment verification should be a Human Resource function and that #2 is “okay, but too much details and needs to be shortened/simplified.” Another respondent found #4 and #7 not useful: “question 4 regarding the applicant's greatest challenges in that “most references don't share negative comments about the applicant. Some don't understand the job duties to be able to accurately answer the question. Question 7 regarding rehiring the candidate as “not all references are in a position to hire the candidate. Keep in mind the person may be a faculty member he/she supervised or worked with on a committee. The reference is not limited to the hiring supervisors”
 - Both respondents indicated that the form was somewhat helpful, but that they “had to ask clarifying questions to gain additional insight specific to the skill set and knowledge needed for the position”.
 - Comments/Suggestions: 1) “A rubric regarding the HR definition for Above Standard, Standard or Below Standard would be helpful to ensure a common understanding. In light of the pandemic, technical skills have become more relevant and necessary, yet there isn't a question specific to the managers ability to work with various platforms and software applications.’ 2) “This form should be flexible and not a rigid set of questions. Checking references is not the same as interview questions.”

Management/Supervisory/Confidential Reference Form

Eighteen management/supervisory/confidential hiring committee chairs were invited to participate; six responded and their feedback for the classified reference form is as follows:

- Of the six respondents, 50% have used the form at least 5-6 times, 17% have used the form 3-4 times, 33% have used it 1-2 times.
- On a 5-point satisfaction scale, 50% were “somewhat satisfied”, 33% were “neither satisfied nor dissatisfied” and 17% were “slightly dissatisfied” with the management/supervisory/confidential reference form.
 - The three individuals who rated “somewhat satisfied” with the management/supervisory/confidential reference form stated:
 - Questions #4c, #4d, #5b, #5c, #6a, #8a, #8b, #9a to be most useful by one respondent, another found #6 on past performance as a good indicator of future performance, and the third person found questions related to collaboration, innovation and direct experience to be most useful.
 - Questions #3a-c, #4a, #4b, #5a, #6b and questions related to punctuality and attendance were not useful.
 - All three respondents indicated that the form met their needs in what they were looking for in learning about the candidate, one can see the “cumulative effect was overall positive, but it can take a long time to get there”.
 - Comments/Suggestions: 1) “Five pages for reference check is too long.” 2) “I would recommend that the HRC have a focus group with those who have used it and go over each question. I am having a hard time remembering the question as I fill out the survey.”
 - The two individuals who rated “neither satisfied nor dissatisfied” with the management/supervisory/confidential reference found:
 - Respondents found the following questions as most useful: #3a (primary duties), #3b (prior supervisory duties), #5b (work under stress), #7a (overall performance and performance problems), #8a and #8b (applicant’s strengths and weakness), #9A (rehire applicant), as well as questions related to applicant’s attendance, accuracy, establish priorities, follow-through, adaptability, and initiative.
 - Respondents stated questions about the applicant’s level of motivation and ability to assist others to reach their professional goals, applicant’s participation in professional development activities and if applicant were responsible for conducting evaluations not useful.
 - Suggestions to amend questions #4b and #6a as they presumed that the applicant already worked at a college/district and question #6b as it was “more of a nice to know than a relevant factor to a hiring decision”.
 - Respondents indicated that the form was helpful to learn more about the candidates.
 - Respondents suggested that HR reduce the number of questions to only those that are most important.

- One individual who rated “slightly dissatisfied” with the management/supervisory/confidential reference form indicated:
 - Questions #6a, #5a-#5e, #8a, and #8b are most useful.
 - Question #8c can be obtained throughout the recruitment process so it's not necessary and, therefore, not useful.
 - Respondent indicated that the reference form “helps to validate what we already learned from the applicant’s application and interview.”
 - It was recommended that the form be reduced to contain only questions crucial to the position needed.



Classified Employee Reference Check Survey

You are among a selected group of managers who have used our revised Classified Reference Check Form to complete a hiring selection. Please take a few minutes to review the reference form and fill out this short questionnaire to help us assess its usefulness to assist managers in selecting the best person for the job. Thank you in advance for your time.

1. How many times have you utilized the classified reference form since December 2019?

- 1-2 times
- 3-4 times
- 5-6 times
- More than 6 times

2. How satisfied were you with the classified reference form?

- Very Satisfied
- Somewhat Satisfied
- Neither Satisfied nor Dissatisfied
- Slightly Dissatisfied
- Very Dissatisfied

Please explain your reasons for the response:

3. Please list the question(s) from the reference form that you found most useful? Explain.

4. Please list the question(s) from the reference form that you found least useful? Explain.

5. Did the reference form meet your needs in what you were looking to learn about the candidate? Explain.

6. Additional comments or suggestions about the classified reference check form you would like to share with us?



Management Reference Check Survey

You are among a selected group of managers who have used our revised Management Reference Check Form to complete a management/supervisory/confidential hiring selection. Please take a few minutes to review the management reference form and fill out this short questionnaire to help us assess its usefulness to assist managers in selecting the best person for the job. Thank you in advance for your time.

1. How many times have you utilized the management/supervisory/confidential reference form since December 2019?

- 1-2 times
- 3-4 times
- 5-6 times
- More than 6 times

2. How satisfied were you with the management/supervisory/confidential reference form?

- Very Satisfied
- Somewhat Satisfied
- Neither Satisfied nor Dissatisfied
- Slightly Dissatisfied
- Very Dissatisfied

Please explain your reasons for the response:

3. Please list the question(s) from the reference form that you found most useful? Explain.

4. Please list the question(s) from the reference form that you found least useful? Explain.

5. Did the reference form meet your needs in what you were looking to learn about the candidate? Explain.

6. Additional comments or suggestions about the management/supervisory/confidential reference check form you would like to share with us?