

AR 7120.1 Full-Time Faculty Recruitment & Selection (Revisions 1/12/15)

Revised January

SECTION 1 RECRUITMENT

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

Announcement Procedures

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

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 desired. In the event there are no full time faculty in the discipline, the President's designee shall consult with the Academic Senate President.

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

- I. 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.
- II. When a department agrees that specific equivalencies to minimum qualifications exist, these equivalencies must be approved prior to the posting 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 on the job announcement with a clear statement that the applicant must provide proof with his/her application form.
- III. 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 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 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 final job announcement shall be approved by the appropriate department chair and provided to the Academic Senate President.

The Human Resources Department will post and advertise the Job Announcement to the RSCCD website, CCC Registry and a variety of 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 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 EEO 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 such cases the College President may recommend a modified process to the Executive Vice Chancellor of Human Resources and Educational Services or designee.

SECTION 2 APPLICATION PROCESS

Application Materials

All applicants, internal or external, must submit the online Application Form, 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 Executive Vice Chancellor of Human Resources and Educational Services 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.

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 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 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, who may be from a different academic discipline than the one under consideration. An EEO Monitor shall be appointed by the administrative co-chair, in consultation with the District EEO Officer. It will be the responsibility of the administrative co-chair to ensure that committee representation is complete.

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 sister college. In the event the sister college declined to serve on the committee, the form shall identify who was contacted at the sister college.

Prior to the first meeting of the screening committee, the administrative co-chair shall forward to the Human Resources Department the approved list of those members who will serve on the committee. The EEO 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 of committee membership is required, the EEO Officer or designee will consult with the College President and Academic Senate President.

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

The 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). Any exceptions should be based on

factors that do not adversely affect EEO, e.g., a subject matter expert is engaged to evaluate technical interview responses. Exceptions must be approved by the EEO Officer or designee.

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 EEO Officer 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 EEO Officer or designee to find a replacement

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 EEO Officer or designee.

Committee Procedures

The committee will establish the screening process, calendar, screening criteria, interview questions, and any other employment tests.

The committee will attempt to reach consensus regarding the selection of candidates. Consensus is defined as unanimity. Prior to paper screening, the committee must agree by 2/3 majority on a procedure to follow if consensus cannot be reached. Some suggestions for the committee to consider are:

- *written ballot
- *raised hands
- *rating chart with point system

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

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.

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 are not assigned.

SECTION 4 SCREENING PROCESS

Paper 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.

Departments will designate from the following authorized list, the selection criteria appropriate for the screening process and the oral interview for each authorized position.

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 in working with a diverse socioeconomic community
8. Credential or minimum qualifications authorizing service in other areas of need
9. Demonstrated ability to work cooperatively with others
10. 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 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 paper screening, the administrative co-chair shall provide the following reports to the Human Resources Department:

1. Screening Review Form – identifies the selected candidates and the reasons for the non-selection of all other candidates
2. Screening certification Form – identifies the dates, locations, times and instructions for the signed by all committee members
3. 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 contact applicants and 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 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 discouraged, but may be asked if a response is unclear or the candidate obviously misunderstood the questions. Consistency across candidates is of utmost importance in defending the screening process.

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

Writing Samples

In most faculty positions, the ability to write well is a critical ability. 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 be prepared and brought to the interview, e.g., a lesson plan or lecture outline.
3. By incorporating a written exercise as part of the interview process, e.g., immediately preceding or following the oral questions.

Bi-lingual Requirements

Some faculty positions may have a bi-lingual requirement, based on bona fide position 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.

During the interviewing phase, at least one question (written or oral) shall be devoted to assessing each candidate's foreign language proficiency. Under these circumstances, at least one member of the screening committee must be fluent 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. Screening committees are encouraged to require presentations of teaching faculty applicants.

Paper and Pencil Tests

Paper and pencil tests must have both reliability and validity, as well as job relatedness.

Selection of Finalists

Upon completion of the interviews, the committee will recommend up to 5 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. Narrative descriptions of each finalist, indicating strengths, competencies and other relevant information, e.g., statements about committee process or consensus, are submitted to the College President.

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

1. Interview Report Form, which identifies the selected finalist and indicates specific reasons for not recommending candidates as finalists.
2. Finalist Recommendation Form, listing the finalists in unranked order and signed by all committee members.
3. All committee notes, forms and other screening materials for retention and storage.

The co-chairs will be responsible for conducting reference checks on all finalists. 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 he/she may request to be contacted as a reference. Reference checks will be conducted on all finalists prior to being sent forward for final interview.

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 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 Executive Vice Chancellor of Human Resources & Educational Services to determine if the recruitment should be reopened or abandoned.