AR 7120.1 Full-Time Faculty Recruitment and Selection

1. <u>General Provisions</u>
   a. Purpose of Administrative Regulation
      The faculty and administration cooperatively shall have major responsibilities in the process of recommending probationary faculty, hereafter referred to as contract faculty. These responsibilities shall include establishing the need for the position; formulating the qualifications; screening and interviewing candidates; then selecting the candidates for recommendation. The recommendation process shall comply with the District EEO Plan, and information regarding candidates shall be treated as confidential. In addition, the governing board, represented by the administration, has the principal legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is our philosophy that the responsibility for selecting well-qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

2. <u>Faculty Prioritization and Committee Planning:</u>

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

   Transfer Opportunity: Pursuant to the transfer provisions in the Faculty Association of Rancho Santiago Community College District contract, a notice of approved vacancies will be provided to all tenured full-time faculty.

   a. Screening Committee Membership:

      i. **Administrative Co-Chair**: The College President shall designate an administrative co-chair for the committee, responsible for convening the initial meeting of the committee in a timely manner and serving as the liaison with the People and Culture Department. The screening committee should be established prior to the closing and/or the first review date.
      ii. **Faculty Co-Chair**: 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.

iii. **Equal Employment Opportunity ("EEO") Monitor**:
The screening committee will have a designated EEO Monitor. As a voting member of the committee, EEO monitor serves as a resource in the area of EEO, therefore, they serve as a liaison, as necessary, between the committee and the People and Culture Department, and the Equal Employment Opportunity Officer to address issues and concerns related to the screening process. The EEO monitor is to observe the selection process for adherence to established procedures and sound personnel practices. If the EEO Monitor resigns from the committee, the chair will contact the District EEO Officer or designee to find a replacement.

At the first meeting, the EEO Monitor will provide an EEO Orientation to the Screening Committee. People and Culture will provide the EEO agreement with the Orientation script to the EEO Monitor. The EEO Monitor should determine with the Screening Committee how their decisions at the different stages of the process will be determined. Ideally, any agreement between the screening committee should be unanimous, but other suggestions include a majority (over 50%) or super-majority (over 66%);

iv. **Coordination and Composition**: The administrative co-chair will coordinate the appointment of committee members. The membership of the committee shall consist of the following:
- All full-time faculty in the discipline should be invited to serve on the committee. 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.
- At least one member of the corresponding department/discipline at the sister college shall also be invited to serve on the committee. The department chair at the college with a vacancy shall extend the invitation to the department chair at the sister college.
- 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.
- When appropriate, classified representatives may be appointed by the administrative co-chair in consultation with the department chair and the CSEA President.
- In the Child Development Center Program, one teacher from each center, selected by the teachers at the center, *may* serve on the committee.

- It will be the responsibility of the administrative co-chair to ensure that committee representation is complete.
- All members of the Screening Committee must have attended EEO/Diversity training within the last two (2) years.
- All members of the screening committee will be required to sign and submit to People and Culture a statement of confidentiality prior to beginning the screening process.

  v. **Academic Senate Review**: 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 and which member is a classified representative. In the event the sister college declined to serve on the committee, the form shall identify who was contacted at the sister college.

  vi. **Equal Employment Review**: After this review, the administrative co-chair will submit the form to the District EEO Officer or designee, who will review the committee composition for appropriate diversity. An EEO Monitor shall be appointed, by the District EEO Officer, from the list of committee members. If modification of committee membership is required, the District EEO Officer or designee will consult with the administrative co-chair and Academic Senate President.

  vii. **Equal Employment Opportunity Reporting**: 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.

  viii. **Committee Calendar:** When establishing the committee calendar, all meetings should be scheduled during the regular Fall/Spring faculty work year. In the evening, this scheduling is not possible, faculty member(s) will be compensated for meetings scheduled outside of the Fall/Spring semester or a Summer/Intersession during which the faculty member(s) is not assigned.

3. Hiring Process:

   a. Stage 1 – Position Development and Announcement

   Prior to posting, the administrative co-chair and department chair will work together to develop and approve the position announcement, including minimum qualifications, desired qualifications, and applicable equivalencies. They should ensure that the job announcement avoids and/or identifies and eliminates minimum qualifications that are not job-related and act as barriers to traditionally excluded groups. The job announcement will identify preferred qualifications that are job-related and maximize opportunities to create a qualified pool of diverse applicants.

   All faculty job position announcements shall include:

   - Position Number
   - Opening / Closing dates and/or first review date / Intended start date

- The Minimum Qualifications set by the state academic senate, any desired qualification including evidence of responsiveness to, and understanding of the racial, ethnic, disability, gender identity, sexual orientation, socioeconomic, academic, and cultural diversity within the community college student population, including students with different ability statuses (e.g., physical and/or learning) as these factors relate to equity-minded and inclusive practices within the classroom
- Education and/or experience equivalent to the Minimum Qualifications as per the District's equivalency requirements.
    1. When a department agrees to advertise a position without stating specific equivalencies, the job announcement will include "OR the equivalent" when listing the qualifications. The District equivalency Form II will then be used to document if a candidate has met the minimum qualifications through equivalency.
    2. 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 posted on the job announcement with a clear statement that the applicant must provide proof with their application form.
- Desirable qualifications (if applicable)
- Ability to contribute to College and District-wide professional responsibilities and activities
- Job responsibilities
- Application requirements – resume/cover letter/transcripts
- Special testing if applicable
- Salary and benefits
- Grant funded (if applicable)
- Location and work schedule
- Summary of student demographics
- District's statement on their commitment to Justice, Equity, Diversity, Inclusion and Belonging, and Anti-Racism (JEDIBAR).
- Supplemental questions if applicable

Once the job announcement is approved, sufficient time will be allowed for advertising the position, but it should be at least 20 working days.

The department chair will assist People and Culture with the position announcement distribution by recommending possible announcement locations, including a diverse array of associations, agencies, organizations, publications, and websites, particularly if it is a hard-to-reach discipline. After the closing and/or the first review date, the District EEO Officer or designee shall determine if an adequate applicant pool has been recruited. In consultation with the administrative co-chair and the department chair, this closing and/or the first review date may be extended if an adequate pool is not achieved and additional recruitment is needed. 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 or designee determines there is an adequate pool.

b. Stage 2 – Screening and Selection for Interview

Once People and Culture has reviewed applications for completion, the Screening Committee will individually evaluate candidates who meet the Minimum Qualifications or have been granted Equivalency and perform an evaluation of any desirable qualifications and/or additional required screening criteria.

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

- Educational experience breadth and depth
- Work experience breadth and depth
- Demonstrated leadership capabilities
- Curriculum development
- Program development
- Community involvement
- Demonstrated experience in working with a diverse socioeconomic community
- Credential or minimum qualifications authorizing service in other areas of need
- Demonstrated ability to work cooperatively with others
- Bilingual ability (if needed)

Screening shall be based solely on the application materials submitted. Rating forms must be used to standardize the evaluation of these criteria.

Screening Committee members:
- shall participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase);
- will not discuss ratings, rankings, or recommendations of candidates until all evaluations have been completed by each committee member;
- shall meet to first discuss all of the candidates, resolve any discrepancies, and then determine candidates to be interviewed;
- must submit all notes, screening forms, or other screening materials to the administrative co-chair at the conclusion of the screening process to People and Culture 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.

c. Stage 3 – Interview and Selection of Finalists

Prior to the position closing and/or first review date the screening committee should develop the screening criteria, the interview questions, other employment tests, and a timetable for the hiring process including the screening meeting and the first-level interview dates. These all should be submitted to People and Culture for approval. The

committee should leave at least ten (10) working days between their deliberation meeting and first-level interviews.

The same amount of time will be scheduled for each candidate. Consistency will be maintained during the interview process for a valid comparison, with the administrative co-chair answering any questions from the candidate.

The Screening Committee will:
- decide on how to conduct the interviews, options include in-person, online, or a hybrid approach;
- provide options to make the process as inclusive as possible;
- approve questions that will be asked of each candidate;
- make written comments for each response on the interview form and submit all notes to People and Culture at the end of the interviews;
- evaluate candidates according to the answers provided and their performance in other employment tests;
- submit to the College President or designee the acceptable candidates;
- not rank the candidates. If the screening committee cannot recommend at least three finalists, it will provide the College President with a written rationale for its recommendation. If the screening committee is unable to recommend any of the candidates, the administrative co-chair shall consult with the College President to decide how to proceed;
- recommend finalists to the appropriate President or designee.

As such, in the screening process, each committee member is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, maintain the confidentiality of the deliberations and follow procedures and 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.

d. Stage 4 – Final Interviews and Recommendation

Scheduling: The College President or designee shall contact the recommended finalists and schedule the final interviews. A schedule of appointments will be sent to People and Culture.

Composition: The final interviews will include the College President and the faculty co-chair of the screening committee. At the President's discretion, a college administrator and/or faculty member may also be included. Both the faculty and college administrator votes are advisory votes.

Reference Checks: The College President or designee will conduct reference checks on the prescribed form of the selected candidates after the final interviews.

Finalist Notification: The College President or designee shall notify the unsuccessful finalists via a phone call.

Final Selection and Recommendation: The College President then recommends their selection to the People and Culture on the appropriate form. All recommended candidates are subject to Board approval.

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