

Rancho Santiago Community College District  
2323 N. Broadway  
Santa Ana, California 92706

**HUMAN RESOURCES COMMITTEE**

**Agenda for November 8, 2017 Meeting**

Executive Conference Room 114

3:00 – 4:30 p.m.

1. Welcome
2. Approval of Minutes of October 11, 2017 Meeting
3. Faculty Hiring – Diversity Numbers 2017
4. FON Calculation for 2018
5. Review of Administrative Regulations
  - a. AR 7120.1 – Full-time Faculty Recruitment and Selection
  - b. AR 7120.2 – Classified Employee (CSEA Bargaining Unit) Recruitment and Selection
  - c. AR 7120.3 – Management Recruitment and Selection
6. Continue Discussion – Based on EEO Training by Liebert Cassidy Whitmore (LCW)
  - a. Eliminating letters of recommendation across the board.
  - b. Conducting a reference check for a finalist after the final interview and not before.
  - c. Exploring “blind” screening and interviews (i.e. eliminating the names of the applicants and assigning a number to each applicant).
  - d. How to market the colleges to attract more candidates.
7. Future EEO Training
  - a. LCW has agreed to conduct further trainings. The trainings are scheduled to be held on Tuesday, November 14, 2017 at SCC (Room E-306, 8:30 – 11:30 a.m.) and SAC (Room I-101, 1:30 – 4:30 p.m.) and Tuesday, January 30, 2018 during flex week at SAC and SCC.
8. Other
9. Next HRC Meeting

The next meeting will be held on Wednesday, December 13, 2017 in the Executive Conference Room #114 from 3:00 – 4:30 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**  
**Executive Conference Room – District Office**  
**3:00 – 4:30 p.m.**  
**Meeting Minutes for October 11, 2017**

Members Present: Judy Chitlik, John Zarske, Seth Daugherty, Jarek Janio, Joe Geissler, Adam O'Connor, Kristen Guzman, Sheryl Martin, Diane Hill, and Amber Stapleton

Members Absent: Dr. Linda Rose, Alistair Winter, Dr. Marilyn Flores

Alternates/Guests Present: Breanna Ceja, ASG Student Representative

1. Welcome

Ms. Chitlik called the meeting at 3:08 p.m. and introduced ASG Student Representative, Ms. Breanna Ceja to the committee.

2. Approval of Minutes of September 13, 2017 Meeting

It was moved by Ms. Stapleton, seconded by Mr. Geissler and carried unanimously to approve the minutes of the September 13, 2017 meeting.

3. Discussion – Based on EEO Training by Liebert Cassidy Whitmore (LCW)

a. Parameters, if any, to update job descriptions (i.e. "preferred").

The committee continued to discuss suggestions/recommendations from the EEO training by LCW. LCW suggested that the term "preferred" or "preference" was used in past job descriptions but should be changed to "desirable". Ms. Chitlik stated that Ms. Marasigan carefully reviews the job descriptions/announcements to avoid using the term "preferred". The committee agreed that "desirable" be used rather than preferred or preferable in future job postings.

b. Eliminating letters of recommendation across the board.

The committee discussed that eliminating letters of recommendation for potential candidates. After considerable discussion pro and con, the committee agreed to continue discussion for next meeting.

c. Conducting a reference check for a finalist after the final interview and not before.

It was discussed that this might be less disruptive for potential candidates. However, it can be helpful to have some knowledge if there is a problem. Ms. Chitlik suggested and the committee agreed to continue discussion for the next meeting.

d. Exploring "blind" screening and interviews (i.e. eliminating the names of the applicants and assigning a number to each applicant).

To be discussed at the next meeting.

e. How to market the colleges to attract more candidates.

To be discussed at the next meeting.

4. Future EEO Training

- a. LCW has agreed to conduct further trainings. The first training is scheduled for Thursday, November 9, 2017 at SAC and SCC. The second training is scheduled for January 30, 2018 during flex week at SAC and SCC.

Ms. Chitlik mentioned that we are trying to come into compliance with Title V, which says that if you are in a hiring committee it is mandatory. She also informed the committee that HR is tracking the employees that are attending the EEO trainings.

Mr. Zarske mentioned that the "word" has been passed around to the faculty about the upcoming trainings. Ms. Guzman suggested having more clarity in the e-mail announcement that if an employee/faculty will be in a hiring committee in Spring 2018, they must attend the upcoming trainings and to add to the reminder that being on a hiring committee is an important part of a faculty member's professional duty.

5. Other

Mr. O'Connor requested to have another EEO training besides the dates indicated.

Mr. Zarske suggested discussing the FON for the next meeting so he can present information to the academic senates thereafter.

6. Next HRC Meeting

The next meeting will be held on Wednesday, November 8, 2017 in the Executive Conference Room #114 from 3:00 – 4:30 p.m.

The meeting was adjourned at 4:27 p.m.

Approved:

**FACULTY (Excluding CDC)**

	FY 13/14		FY 14/15		FY 15/16		FY 16/17		FY 17/18	
	Total	Diverse								
Selected/Hired	15	7	34	13	36	18	47	25	21	13
		47%		38%		50%		53%		62%

# Estimated Fall 2018 Full-time Faculty Obligation

<b>A</b>	<b>Fall 2017 Obligation</b>	<b>364.40</b>
<b>B</b>	<b>Fall 2017 Actual FTEF</b>	<b>368.00</b>
<b>C</b>	<b>Difference Between Fall 17 Obligation and Fall 17 Actual [ A - B ]</b>	<b>-3.60</b>
<b>D</b>	<b>2016-17 Late Terminations (Shigamatsu,Grant) 2 SAC, 0 SCC</b>	<b>2.00</b>
<b>E</b>	<b>2017-2018 Terminations as of 10/13/17 (Harding,Valdez,Dahlen,Goldman,Gaer,Le) 6SAC, 0 SCC</b>	<b>6.00</b>
<b>F</b>	<b>Fall 2018 Projected FTEF [ (B) - ( D + E ) ]</b>	<b>360.00</b>
<b>G</b>	<b>Fall 2018 Projected FON Obligation (Ch. Office 8/17/17 memo)</b>	<b>371.00</b>
<b>H</b>	<b>Difference Between Fall 2017 Obligation and Estimate [ G - F ]</b>	<b>11.00</b>
<b>I</b>	<b>Estimated Increase in Fall 2018 Obligation based on 2017/2018 Estimated Growth (0%)</b>	<b>0.00</b>
<b>J</b>	<b>Current Estimate of Hiring Required to Meet Fall 2018 Obligation*</b>	<b>11.00</b>

\*Estimate will increase by 1 FTE for each FT Faculty resignation/retirement received before Spring Break.

**SAC Vacancies**

Replacements	11
<b>Total SAC</b>	<b>11</b>

**SCC Vacancies**

Replacements	0
<b>Total SCC</b>	<b>0</b>

As of 10/13/17

# AR 7120.1 Full-Time Faculty Recruitment & Selection

## 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 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.
- 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 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 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 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 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, 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. 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.

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 department chair at the college with 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, 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 Equal Employment Opportunity Officer. It will be the responsibility of the administrative co-chair to ensure that committee representation is complete. When appropriate, classified representatives may be appointed by the administrative co-chair in consultation with the department chair and 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 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.

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

The District 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 District 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 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). 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 District 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 District EEO Officer 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 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 District 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:

- \*Super majority (e.g. 2/3 majority)
- \*Simple majority

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 during the regular academic semester.

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

#### 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 interviews
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 maybe 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.

The current Faculty Application form may include a way to assess this requirement during the materials screening phase. If not, the dean, department chair or faculty representative should devise a method of getting this information in the application process so the committee can evaluate before the interview phase.

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. Written or verbal 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. 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 complete and submit the following documents to Human Resources:

1. Interview Report Form, which identifies selected finalists and indicates specific reasons for selecting or not recommending candidates as finalists.
2. Finalist Recommendation Form, listing the finalists in unranked order and signed by all committee members is submitted to Human Resources.
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 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.

**Revised: April 20, 2015**

**Revised: September 19, 2016**

# 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 assignment and are not substitute or short term in nature.

1. Replacement positions and new positions require the line 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 Executive Vice Chancellor of Human Resources and Educational Services 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 criteria to ensure district compliance with the District Equal Employment Opportunity Plan.
- B. The Human Resources Department prepares the Job Announcement and distributes it to appropriate agencies, organizations and individuals.

## 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 Executive Vice Chancellor of Human Resources and Educational Services 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 Executive Vice Chancellor of Human Resources and Educational Services 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 "in –District only" 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 paper screening and interviews. This will include:

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 in working with diverse socioeconomic communities.
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 chair in consultation with the District Equal Employment Opportunity Officer 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 two (2) working days if CSEA wants to appoint a representative to the committee. If trained, the chair may serve as the Equal Employment Opportunity Monitor on 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 unless the Vice Chancellor, Human Resources, grants an exception.
- 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 Equal Employment Opportunity Officer or designee will consult with the screening committee chair.

#### 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

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 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). 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 District EEO Officer or designee.

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 Equal Employment Opportunity 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 chair and the District EEO Officer or designee.

## Committee Procedures

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

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 may be asked to clarify a response given by an applicant if the response is unclear or if the candidate obviously misunderstood the question.

The Screening Committee is responsible for developing and administering any special testing or assessments, with the exception of the clerical skills evaluation, which is administered by Human Resources.

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

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:

\*Super majority (e.g. 2/3 majority)

\*Simple majority

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

#### Paper Screening

- A. Paper screening will be scheduled following the close of the application period. The screening packet will be transmitted electronically to the chair.
- B. It is the responsibility of the chair to review the Job Announcement with the committee highlighting specific requirements and qualifications, screening criteria, the paper 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 Paper Screening Review Form, the committee shall review all applications and evaluate them on the basis of job-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-related deficiency.
- D. The committee will complete a Paper Screening Review Form indicating those to be interviewed.

#### Paper Screening Process – Review and Follow-up

- A. The Executive Vice Chancellor of Human Resources and Educational Services 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. Before interviews begin, the committee shall decide how finalists will be selected should consensus not be possible. Sufficient time 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 Executive Vice Chancellor of Human Resources and Educational Services or designee for review, the hiring administrator may initiate the reference check process.
- 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 all recommended finalists using the standard Reference Check form. Additional questions may be added to the form, as long as the question(s) is (are) asked about all finalists. In such cases, all additional questions shall be reviewed and approved by the Executive Vice Chancellor of Human Resources and Educational Services or designee. The hiring administrator shall be responsible for the

reference check process. The co-chair may conduct the reference checking 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.

#### 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 the approved Salary Schedule provisions and reviewed by the Executive Vice Chancellor of Human Resources Department and Educational Services or designee.
- C. The Human Resources Department notifies the successful candidate in writing of favorable Board action and salary placement.

**Revised: August 20, 2015**

**Revised: September 19, 2016**

# 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 College President. Regular hiring procedures must be completed within two years after the interim appointment has been made.

### Announcement Procedures

The Executive Vice Chancellor of Human Resources and Educational Services or designee will review each approved 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. Any new 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 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 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 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 College President, Chancellor and/or 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 Executive Vice Chancellor of Human Resources and Educational Services or designee.

Position openings will normally require distribution of the job announcement outside the District. Exceptions require written request and justification. Exceptions shall be approved by the Equal Employment Opportunity Officer 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 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.

## Orientation

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). Any exceptions should be based on factors that do not adversely affect equal employment opportunity, e.g., a subject matter expert is engaged to evaluate technical interview responses. Exceptions must be approved by the District EEO Officer or designee.

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 Equal Employment Opportunity Officer 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 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 chair and the District 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:

- \*Super majority (e.g. 2/3 majority)
- \*Simple majority

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

### 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

### 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.

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 in working with a diverse socioeconomic community.
7. 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 paper screening, the 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 Interviews.
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 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 problem solving or performance demonstration
5. Writing skills/demonstration

## 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.

## Paper and Pencil Tests

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

## SECTION 5 RECOMMENDATIONS

Following the interview process, the committee will consider the qualifications of those interviewed and will recommend a minimum of two unranked finalists to the Human Resources Department using the Interview Report Form. The Executive Vice Chancellor of Human Resources and Educational Services 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 chair may proceed with the reference check process while the review is in progress. The chair and committee shall determine those to be contacted as references. The recommended finalists' Reference Check Forms, shall be submitted to the College President/Vice Chancellor or designee.

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

1. Interview Report Form, which identifies selected finalists and indicates specific reasons for selecting or 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.

#### 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 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 Executive Vice Chancellor of Human Resources and Educational Services will determine if the search will continue, be extended, deferred to a later date or abandoned.

**Revised: February 16, 2016**

**Revised: September 19, 2016**