

**CHAPTER 3: Certificated Personnel  
ADMINISTRATIVE PROCEDURE NO. 3.15.3 (AP 7120)**

**ADMINISTRATIVE PROCEDURE  
San Mateo County Community College District**

**Subject:** AP 3.15.3 Faculty Hiring

**Revision Date:** 5/04

**References:** Education Code Section 87100 et seq.; 87360; 87400; ACCJC Accreditation Standard III.A.1

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1. The following principles shall guide all activities related to the screening and selection of new employees:
    - a. The San Mateo County Community College District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, color, national origin, gender, sexual orientation, religion or marital status. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.
    - b. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect, and sensitivity that will enable them to effectively work in a multi-cultural, multi-lingual educational environment. The Board of Trustees, managers, faculty, and classified staff share the responsibility for assuring equal opportunity practices throughout the screening and selection process.
    - c. Emphasis is placed on the responsibility of the faculty to ensure the quality of their faculty peers.
    - d. Hiring decisions shall comply with Federal, State and local laws, and the District commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
    - e. Faculty and administrators participate effectively in their respective roles throughout the process.
    - f. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.
    - g. All participants in the selection process receive appropriate training in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals can be assured.
    - h. Individuals, regardless of race, ethnicity or language group, who are knowledgeable about and responsive to the College and District commitment to equal opportunity are included on Screening Committees. Whenever possible, Screening Committee membership is diverse, in order to broaden perspectives and to better represent the District commitment to equal opportunity. Please refer to the Board of Governors approved Equity and Diversity Task Force Report for a full definition of diversity, APPENDIX A to Faculty Hiring Procedures for Full Time Faculty.
    - i. Final hiring decisions, whenever reasonably possible, are made during the regular academic year and promptly communicated to the faculty. Only candidates who are recommended by the Screening Committee will be hired.
    - j. The Screening Committees and hiring managers shall maintain confidentiality throughout, and following completion of, the selection process except as required by law. Any perceived violations of the process are open to report to the Academic Senate President and the Vice Chancellor, Human Resources and Employee Relations.

### AP 3.15.3 Employment Requirements: Faculty Hiring (continued)

#### Identification of Vacant Positions

2. The College President, through consultation with the Chancellor (or designee) is responsible for identifying faculty positions to be filled, through use of a thoughtful, well defined and widely disseminated planning process. The planning process for identifying faculty positions to be filled is described in writing and involves faculty and administration.

The process of identifying positions to be filled shall include the following:

- a. Involvement of faculty at the division/department level
- b. Involvement of the Academic Senate President (or designee) at appropriate times within the process
  - i. To review the general criteria established by the College for identifying positions to be filled; and,
  - ii. To review the positions which are identified.
- c. A clear statement of rationale used to identify full time faculty positions to be filled.

#### Development of The Job Announcement

3. The appropriate sections of the job announcement (specific position duties and responsibilities; and desirable skills and attributes) will be developed through a collaborative process involving discipline faculty and the appropriate Dean. The drafted sections are reviewed by the appropriate Vice-President, College Equal Employment Opportunity (EEO) Committee and Academic Senate President (within the scope of his or her respective responsibilities), and authorized by the College President before forwarding to the Office of Human Resources.
4. The College EEO Committee may recommend changes in the announcement draft to assure equal opportunity and the absence of desirable qualifications that may adversely impact individuals based on race, ethnicity, language group, national origin, gender, sexual orientation, religion and/or marital status.
5. The Office of Human Resources will review the drafted sections to assure compliance with legal standards, and then finalize the job announcement for publication.
6. The District Office of Human Resources will recruit broadly for faculty positions to be filled. Every effort will be made to communicate openings to current full-time and part-time faculty employees with FSAs appropriate to the position opening. A job announcement will be initiated by the Office of Human Resources, reviewed by the Screening Committee, approved by the College President, and forwarded to the Office of Human Resources for timely review and preparation. A final copy of the job announcement will be sent electronically to each committee member prior to its publication and any responses shall be forwarded through the Committee Chair to Human Resources within three days. Minimum qualifications and an equal opportunity statement will be a standard part of the announcement template.
7. Publicizing of the job announcement may include, but is not limited to the following:
  - a. The State Chancellor's Office Registry

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

- b. The Human Resources web site
  - c. Placement of advertising in websites and/or print media as appropriate
  - d. Announcement on the Human Resources 24-hour telephone Job Line
8. Staff in the Office of Human Resources will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities and screening selection process, criteria, forms and documentation comply with applicable current law and District policies and procedures.

#### Elements of The Job Announcement

9. The faculty job announcement includes the following information:
- a. Description of the primary duties and responsibilities of the position
  - b. State-mandated requirements (Board-approved local qualifications are used as applicable)
  - c. A State-mandated requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.
  - d. Additional, job-related, “skills and qualifications” such as
    - i. Additional degrees, licenses or certificates
    - ii. Special fields of training and/or experience
    - iii. Knowledge of educational principles as appropriate
    - iv. Other job-related knowledge, skills and/or abilities as appropriate
  - e. Standard (template) job announcement text that includes
    - i. Educational equivalence criteria
    - ii. Legally-mandated statements
    - iii. A list of application materials that are required of each candidate
    - iv. General information concerning compensation, benefits, terms and conditions of employment
    - v. District statement of commitment to equal employment opportunity and respect for diversity
    - vi. Start date of assignment
    - vii. Date when process of accepting applications is considered closed

#### The Screening Committee

10. The selection of Screening Committee members will be collaborative. Faculty members on the Screening Committee will be proposed by discipline faculty and the appropriate Dean and approved by the Academic Senate Governing Council. The college administration will identify the name of an administrator to serve on the committee. As appropriate, student representation shall be determined by the President of the Associated Students. If a representative of classified employees is desired, the appointment to the Committee will be made by CSEA. The names of the identified faculty and administrator will be forwarded for review by the appropriate Vice President and College EEO Committee (within the scope of its responsibility). The College President will appoint the Screening Committee upon review of the proposed Committee members.
11. The number of members on a Screening Committee will be at least three (3) and no more than five (5).

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

12. The committee will have a majority of faculty and a minimum of one discipline expert. A discipline expert will be a faculty member who has an approved Faculty Service Area designation for the subject matter as adopted by the San Mateo County Community College District's Board of Trustees. If there are fewer than three (3) discipline experts at the hiring college, related discipline experts within the hiring division will assist in the process of proposing faculty to serve on the Screening Committee. The discipline expert and the Dean at the hiring college will determine what constitutes a related discipline. In the event that there are no discipline experts at the hiring college, the decision of what constitutes a related discipline will be made by the Dean and the faculty of the hiring division subject to the approval of the hiring college's Academic Senate Governing Council.
13. The proposed faculty should include tenured faculty and may include fourth, third, and second year contract experts in the discipline or related disciplines. The decision to recommend non-tenured faculty on Screening Committees will be the responsibility of the faculty proposing members for the Screening Committee. If there are no discipline experts at the hiring college, experts from the other two district colleges will be sought. In the event that no tenured or fourth, third or second year contract discipline experts are available within the district, then a contract one (first year) discipline expert can be proposed to serve on the committee. If no discipline experts are available within the district, the Committee may seek experts from other colleges or the private sector. The appropriate Dean (or designee) will serve on the Screening Committee. The appropriate Dean and Human Resources will be responsible for the logistical management of the process.
14. The Screening Committee will
  - a. whenever possible, include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications.
  - b. include at least one member who has been certified as an EEO Representative, in order to assist the Committee in its compliance with equal employment opportunity policies and practices
  - c. elect one of its faculty members to serve as Chair to guide the Committee process, unless the Committee members select the division Dean to chair the committee
  - d. require members to attend all Committee meetings
  - e. include all members in votes that are taken and decisions that are made throughout the Committee process
15. All members of the Screening Committee will receive orientation at the beginning of the process that will include the following types of information:
  - a. The importance of confidentiality shall be reinforced throughout the process. However, if Screening Committee members believe the process is being violated, they should report to the President of the Academic Senate and the Vice Chancellor – Human Resources & Employee Relations for appropriate action.
  - b. If it has been determined that confidentiality has been breached or if it has been determined that prejudicial statements are repeated after a warning, the College President may disband the Committee.
  - c. The District commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoidance of adverse impact, and the inclusion of qualified

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

- candidates regardless of race, ethnicity, language group, color, national origin, age, gender, sexual orientation, religion and/or marital status
- d. The respective roles, contributions and responsibilities of each Screening Committee member in assuring fair, objective and equal treatment of all candidates
  - e. Review of the selection process, its steps, projected timelines, and requirements for legal documentation of the Committee screening and selection of candidates
  - f. Technical aspects of the process, including review of the knowledge, skills and abilities (KSAs) that will be used to pre-determine Committee paper screening criteria, procedures, interview questions and skills demonstrations; rating criteria, appropriate forms and documentation (the Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process)
  - g. The legalities and procedures related to the selection of candidates as “finalists”
  - h. Guidelines regarding the procedures, current law, confidentiality and documentation required for reference checking.

#### Development of Applicant Screening Plan

##### 16. Paper Screening Guidelines

Prior to receiving any application materials from candidates, the Screening Committee shall again review the knowledge, skills and abilities (KSAs) that are stated on the job announcement and determine which of the KSAs will be most appropriate to use as criteria in screening the application materials. The Committee will also pre-determine the appropriate weighting of the KSAs, the procedures for rating, the form that will be used, and the procedure that will be used to select candidates for subsequent steps in the process.

##### 17. Interview and Skill Demonstration Guidelines

Prior to receiving any application materials interview questions and skill demonstrations will comply with current law; be based solely on bona fide, job-related knowledge, skills and abilities (KSAs) as stated in the job announcement; and will be appropriate to the subject matter. Each Screening Committee member shall document the quality of the candidates’ responses using the pre-determined set of KSAs. Interview questions and skill demonstrations should be job-related, based on the required knowledge, skills and abilities, unbiased, and should have the following characteristics:

- a. Be open ended in order to prompt full and complete responses from the candidate
- b. Include pre-determined “key response elements” (KREs) that can be used by the Screening Committee to evaluate the quality of the candidate’s responses. “Key Response Elements” are lists of desired responses that the Screening Committee can listen for in order to guide their rating and documentation of candidate responses to each interview question. “KREs” are derived from the knowledge, skills and abilities being “tested” by each interview question

##### 18. The Screening Committee may include the following as part of its applicant screening plan:

- a. Interview questions related to candidates’ knowledge of subject matter
- b. Interview questions related to candidates’ experience with, and sensitivity to diversity of cultures, language groups and abilities within the student body and staff as a measure of preparedness to work in a multi-cultural, multi-lingual environment

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

- c. Assessment of supplemental information such as examples of job-related, professional work that may be requested of, and provided by each candidate
- d. Skill demonstration(s): a practical, job-related test of professional competence (e.g., teaching demonstration, role-playing such as for a counseling session; written composition exercise; demonstration on job-related use of technology)

#### Close of The Recruitment Process

At the close of recruitment, the Office of Human Resources will package the application materials that were received during the recruitment process and forward them to the appropriate College administrator (or designee). The Office of Human Resources will provide assistance to the Screening Committee, such as organizing Committee meetings; pre-screening application materials that clearly do not meet published minimum qualifications; development of interview questions and skills demonstrations, rating forms, Committee orientation, candidate notification, and other services.

#### Screening of Application Materials

##### 19. Paper Screening

- a. Using the KSAs, all members of the Screening Committee shall review all completed application materials and shall then select for interview those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.
- b. Following the screening of application materials and the selection of interviewees, the appropriate Dean (or designee) shall be responsible for notifying applicants who were not selected, using a standard letter developed by the Office of Human Resources. Such notification will be prepared and mailed as soon as possible upon completion of the application materials screening.

##### 20. Determining Equivalence to Educational Requirements

If equivalency is needed to be determined, a Faculty Qualifications Committee will be convened through the Academic Senate (see Board Policy 3.15 and Board Procedure 3.15.2).

#### Screening of Interviewees

21. All pre-determined interview questions and skill demonstrations with key response elements, and other screening components of the selection process should be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.
22. The same set of pre-determined interview questions (and skill demonstrations) shall be used to screen each candidate. The Committee may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, Committee members should assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions. Teaching demonstrations may be interactive.
23. All members of the Screening Committee should be present during all of the interviews. If a Committee member is unavoidably absent and subsequent interviews cannot be rescheduled, the remaining Committee members may proceed without that member for the remainder of the process.

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

Whenever that absence disrupts the balance of the Screening Committee membership, the Chair and EEO Representative, College President and Academic Senate President will decide on a course of action.

#### Interview Documentation

24. An interview/skill demonstration rating form should be completed and signed by each member of the Screening Committee in order to document the quality of each candidate's responses. The Screening Committee Chair is responsible for reviewing all of the completed rating forms to assure that comments made by Committee members relate only to job-related criteria.
25. At the conclusion of the interviews and skill demonstrations, the Committee Chair shall compile all of the rating forms, Committee member notes and other written documentation of the process into a final and confidential Committee record that will be sealed and maintained in the Office of Human Resources for a period of three (3) years as required by law.
26. The appropriate Dean (or designee) shall be responsible for notifying unsuccessful interviewees using a standard letter developed by the Office of Human Resources. Such notification will be prepared and mailed as soon as possible upon completion of the Committee selection of finalists.

#### Criteria for the Recommendation of Finalists

27. Several factors are to be considered by the Committee in selecting interviewees who will be forwarded as finalists. In the case of candidates new to the discipline, the Committee shall consider the candidate's potential to develop professional competence and skills. The selection should be based on a combination of the information contained in the candidates' application materials, the interview performance, and results of the skill demonstration or other pre-determined, job-related Committee assessment tool. Such factors as the following shall be considered:
  - a. Demonstrated professional competence
  - b. Scope and Quality of professionalism
  - c. Experience and skills related to the position
  - d. Demonstrated skill and preparation to work in a multicultural, multilingual educational environment, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.
  - e. Strengths and weaknesses of each candidate
28. The Screening Committee should be encouraged to engage in a full, frank, and complete discussion about each candidate interested in a faculty position. This discussion should include an analysis of the candidate's paper application and qualifications, the candidate's interview, the candidate's teaching demonstration.
29. The Screening Committee typically will select one or more candidates as finalists who most closely meet the selection criteria, who are well qualified in the opinion of the Committee and most likely would be successful if selected for the position. If only one candidate is deemed acceptable as a finalist, the Committee will submit its reasons in writing and forward them to the appropriate Vice President, who will review the screening process with the Screening Committee Chair and College President. Finalists shall be forwarded, to the appropriate Vice President.
30. The following items shall also be forwarded to the Vice-President along with the finalists' names:
  - a. originals of each finalist's application materials

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

- b. a list of the interview questions and key response elements used to interview candidates
- c. Committee comments regarding the strengths of each finalist, and information about any job-related issues that can more effectively be discussed during the final interview

31. The appropriate Vice-President may also request the Committee interview and skill demonstration rating forms or other documentation from the Screening Committee process.

#### Final Interviews and Reference Checks

32. The President's Office shall arrange a time and date for the final interviews with the President and Vice President and shall invite all members of the Screening Committee to observe the final interviews. Interviews should be scheduled within a reasonable time frame after the finalists have been selected by the Screening Committee. Members who elect to participate should agree to attend all final interviews. Following final interviews, the Chair of the Screening Committee shall share strengths and weaknesses of each candidate with the President.

33. Reference checks on all finalists will be conducted by the appropriate Vice President. The College President may conduct reference checks as deemed necessary by the College President.

34. For the purpose of comparing candidates, the Vice President and College President should interview finalists within as short a timeframe as possible. The Vice President and College President should develop consistent questions to ask of each candidate

35. The person who is eventually selected for hire will always be from among the finalists who were recommended by the Screening Committee. The President will discuss the final recommendation with the Chair of the Screening Committee prior to submission to the Office of Human Resources and Board of Trustees.

36. If the College President does not select a finalist, the President shall meet with the Screening Committee to explain the non-selection. The Committee may elect to review the pool of candidates and recommend additional finalists, or the President may re-open the hiring process..

#### Approval Process

37. Following selection of the final candidate, the College President shall submit formal notification of the selection to the Office of Human Resources for preparation of the Board Report.

38. The Office of Human Resources will contact the selected individual in a timely fashion regarding employment information, salary step placement and required verifications, contracts, fringe benefits, and other employee services.



### 3.15.3 Employment Requirements: Faculty Hiring (continued)

#### **APPENDIX A**

Board of Governors Equity and Diversity Task Force Report (October 2002).

“Realizing Our Commitment to Access and Success for All Students Through Student Equity, Equal Opportunity, Nondiscrimination and Workforce Diversity”

“Our workforce is open to all candidates, regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, income level, socioeconomic status, prior hardship, or sexual orientation.”

#### **ADJUNCT FACULTY SELECTION PROCEDURES**

##### **CONTINUOUS APPLICANT POOL**

On a continuous basis, the District Office of Human Resources will recruit broadly for adjunct positions in all disciplines, using a variety of print, electronic and other recruitment resources, in order to maintain a central applicant pool. This central applicant pool will be developed, maintained and updated by the Office of Human Resources.

Letters of interest and resumes sent by prospective adjunct faculty either to College offices or to the Office of Human Resources will be acknowledged with instructions to submit a standard District employment application form and resume to the Office of Human Resources.

Upon receipt of completed applications, the Office of Human Resources will conduct a preliminary review based on a comparison of minimum qualifications with transcripts and/or credentials. Those applicants who satisfy the minimum qualifications (and those who have applied for equivalence) will be filed by discipline and maintained in the central Office of Human Resources applicant tracking system.

Applicant materials will be retained by the Office of Human Resources for a period of two years.

##### **A. REVIEW BY SCREENING COMMITTEES AND MANAGERS**

At the request of management staff, the Office of Human Resources will make available for review all applications received for a specified discipline. The managers and appropriate Faculty Screening Committees will review the materials and determine equivalencies, pursuant to District policy and procedure.

Administrators (hiring managers and other administrators as appropriate) and discipline faculty will collaborate to identify the need to hire new part time faculty.

The appropriate Deans may contact the Office of Human Resources to review the applicant pools for disciplines within the Division, and compare the size of the pool to the number of anticipated part time faculty vacancies for that year, in order to determine whether or not additional recruitment efforts shall be made.

Originals of all adjunct faculty application materials will be maintained in the Office of Human Resources for use by all three Colleges.

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

#### **ADJUNCT FACULTY SELECTION PROCEDURES (continued):**

##### **B. USING THE ADJUNCT APPLICANT POOLS**

The Dean will notify the Office of Human Resources of the need for additional adjunct faculty. Human Resources staff will review the available pool to determine if there are applications ready for review, and will then make arrangements with the Dean for review of the available application materials.

If no applicant pool exists, the following steps may be taken to recruit for and publicize a particular opening:

A job announcement will be prepared by the appropriate Dean in consultation with discipline faculty, approved by the College President, and forwarded to the Office of Human Resources for final review, preparation and publication. Minimum qualifications and an equal employment opportunity statement will be a standard part of the announcement template.

The job announcement will be publicized in one or more of the following ways:

- The Human Resources web site
- Notice to all District E-mail users via an E-mail HR publication
- Placement of advertising in web sites and or print media as appropriate
- Announcement on the Human Resources 24-hour telephone Job Line

##### **C. SCREENING COMMITTEE**

The appropriate Dean is responsible for forming a Screening Committee comprised of a majority of discipline faculty, if possible. The Committee may also include individuals from other divisions or from outside of the College, as appropriate. If other District Colleges have similar adjunct faculty needs, then a single, joint Committee may be established.

The Screening Committee will

- a. whenever possible, include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications.
- b. include at least one member who has been certified as an EEO Representative, in order to assist the Committee in its compliance with equal employment opportunity policies and practices
- c. elect one of its members to serve as Chair to guide the Committee process

#### **ADJUNCT FACULTY SELECTION PROCEDURES (continued):**

- d. require members to attend all Committee meetings
- e. include all members in votes that are taken and decisions that are made throughout the Committee process
- f. preserve and respect the confidentiality and fairness of the screening and selection process at all times. If confidentiality is breached, or if prejudicial statements are repeated after a warning, the College President may disband the Committee.

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

Using only pre-determined, job-related criteria, the Screening Committee will review the available applications and select for interview, skill demonstration or other pre-determined assessment, those applicants who most closely meet the stated qualifications.

All Screening Committee procedures shall be documented in detail and maintained in a confidential College file for a period of three (3) years.

#### **D. OPTIONAL PROCEDURES FOR HIRES WITHIN 45 DAYS OF ASSIGNMENT**

In cases where adjunct faculty openings occur within 45 days of the beginning of the assignment, the Division administrator, with assistance from available faculty, may select a qualified candidate for the position.

The adjunct faculty member who is hired under these circumstances will be required to compete with other applicants in the pool in order to continue employment beyond the term for which the immediate hire was done. If no pool exists, the Division administrator will notify the Office of Human Resources of the need to develop an applicant pool.

If the position is of such a specialized nature that efforts to establish an applicant pool have been unsuccessful, the Division administrator, with available faculty assistance, may select a qualified applicant for the position from among those who do apply.

In all such cases, the administrator will prepare a written explanation of the reasons that the usual procedures were not followed. This documentation is forwarded to the appropriate Vice-President with a copy to the Academic Senate President.

## APPENDIX B

### ROLE OF THE SCREENING COMMITTEE CHAIR

Members of the Screening Committee are selected pursuant to the appropriate hiring procedures. The Screening Committee Chair has the following responsibilities:

- ❑ Schedule all Committee meetings; notify Committee members of all meeting times, locations and agenda items
- ❑ Conduct all Screening Committee meetings
- ❑ Confer with the Committee Equal Employment Opportunity Representative (and the Office of Human Resources for Committee training, technical guidelines and information) before and during the process regarding all matters related to:
  - ✓ Equal Employment Opportunity guidelines and implementation
  - ✓ Safeguards against bias and adverse impact in selection criteria and during the process
  - ✓ Forms to be used during the process
  - ✓ Review of application materials
  - ✓ Development of interview questions, key response elements, and skills demonstrations
  - ✓ Establishment of the “interview environment”
  - ✓ Committee deliberations, decisions and documentation of the process.
- ❑ Confer with Committee member(s) and EEO Representative, at any time during the process, regarding any breach in procedure
- ❑ Provide orientation and training to Committee members, in collaboration with the EEO Representative and Human Resources staff on such matters as
  - ✓ Committee procedures
  - ✓ The importance of Confidentiality
  - ✓ Techniques of job analysis, determination of screening criteria, development of screening forms and rating systems, documentation, determination of finalists and other activities related to the process
- ❑ Arrange for the Committee review of application packets
- ❑ Guide Screening Committee members through the procedures in compliance with District policies and procedures
- ❑ Reinforce the importance of confidentiality, non-bias, and equal opportunity in all steps of the process
- ❑ Confer with Human Resources staff regarding Committee membership, training, and orientation; recruitment resources; technical assistance; documentation of the process, and timelines.
- ❑ Confer with the hiring manager regarding timeliness of applicant notification letters at various points in the process (all applicant notification letters should be signed by the hiring manager or another administrator)
- ❑ Review Screening Committee documentation of the process, compile all forms and paperwork, and forward the complete and confidential Screening Committee record to the designated office for the required three-year storage.

## APPENDIX C

### ROLE OF THE EQUAL EMPLOYMENT OPPORTUNITY REPRESENTATIVE

All District Screening and Faculty Tenure-Review Committees shall include at least one individual who has completed District Equal Employment Opportunity training and is thereby a designated “EEO Representative.” The EEO Representative is appointed pursuant to appropriate hiring and Tenure Review procedures.

Each Screening Committee and Faculty Tenure-Review Committee member has the responsibility for compliance with the spirit, laws and practices related to the District’s commitment to equal opportunity.

The EEO Representative has the following responsibilities when serving on a Screening Committee:

- ❑ Work in partnership with the Screening Committee Chair (and Office of Human Resources for technical assistance, training and information) to provide a structured orientation and training in District selection procedures, Committee confidentiality, equal opportunity practices and selection techniques
- ❑ Make available to the Screening Committee written resource materials and/or other media on applicable legal information; and incorporation of equal opportunity principles and practices into the selection process
- ❑ Reinforce the importance of confidentiality, non-bias, equal employment opportunity, respect and sensitivity to all cultures, language groups, both genders, and other candidate demographics throughout the process and at its conclusion
- ❑ Provide leadership, in conjunction with the Committee Chair and Office of Human Resources, in analyzing position requirements and developing appropriate screening forms, rating criteria and other committee tools to assure that all candidates are rated objectively, fairly, and without bias (either favorable or unfavorable)
- ❑ Confer with the Chair and Office of Human Resources regarding Committee membership, training, and orientation; recruitment resources; skill demonstrations; documentation; timelines, and other matters as appropriate
- ❑ Confer with Chair, Committee members and hiring manager if a breach of policy/procedure occurs
- ❑ Review all final documentation for completeness, accuracy, job-relatedness, non-discrimination, objectivity and compliance with District policies and procedures

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

## **APPENDIX D**

### **ROLE OF THE COLLEGE PRESIDENT (EQUAL EMPLOYMENT OPPORTUNITY OFFICER)**

The College President (or designee) will have the following responsibilities:

- Review all completed job announcement drafts before they are finalized for publication by the Office of Human Resources
- Approve the participation of staff and outside personnel (if applicable) on Screening Committees
- Reinforce the importance of confidentiality throughout the Screening Committee process
- Make available to the Committee Chair and EEO Representative any written resource materials on equal employment opportunity and respect for staff and student diversity
- Provide leadership to all management staff in the application of District selection procedures and equal employment opportunity principles
- Review and give final approval to all applicant screening plans developed by Screening Committees
- Confer with the Committee Chair, EEO Representative and/or other Committee members if, at any time during the process, any Committee member feels that the process does not comply with District policies
- Review all Screening Committee documentation for completeness and adherence to District equal employment opportunity policy when the screening process is completed
- Consult and come to agreement with the Screening Committee on a time frame during which all final interviews, reference checks, final selection, and notification occur
- Formulate a consistent set of questions to be asked of all finalists and interview finalists selected by the Screening Committee; compile supplemental paperwork from finalists and/or administer additional skills demonstrations as needed in order to select the successful candidate
- Forward the notification of the selection to the Office of Human Resources in preparation for inclusion on the earliest possible report to the Board of Trustees.

### 3.15.3 Employment Requirements: Faculty Hiring (continued)

## **APPENDIX E**

### **MINIMUM QUALIFICATIONS EQUIVALENCE PROCESS FOR JOB APPLICANTS**

Applicants for academic positions in the California community colleges who do not meet the required educational criteria (minimum qualifications) may apply for positions through the “equivalency process.”

The form required to apply for equivalence is included in the District employment application form, and should be completed and submitted along with other required items. The job applicant is responsible for submitting the required District equivalence application form, along with any supporting documents needed to assert an equivalency to State-directed or local District minimum qualifications.

To determine equivalence, the Screening Committee as a whole will rely upon the advice and leadership of discipline experts. Reasons for approval or denial of equivalence should be documented. Criteria for equivalence determination are the following:

#### **Degree Equivalence:**

The equivalence candidate possesses a degree(s) with similar content to those listed in the job announcement.

#### **Academic Background Equivalence:**

The equivalence candidate should meet the requirements for minimum qualifications in an allied field. In addition, in lieu of a major, the candidate should have completed twenty-four (24) semester units of both upper division and graduate work in the academic field specified in the job announcement.

#### **Professional Achievement Equivalence:**

The equivalence candidate should show outstanding professional achievement or substantial training in the job announcement field. The equivalence candidate should submit substantial evidence which demonstrates that his/her preparation, experience, and ability are equivalent to those expected from a candidate who meets minimum qualifications.

Supporting materials should include appropriate validation such as: transcripts, evaluations, portfolios, licenses, certificates, employer attestation, recordings, exhibitions or publications.

Once equivalency is determined by the Screening Committee, the candidate completes the selection process in the same manner as all other candidates.

If an equivalency candidate is selected for hire, a statement confirming equivalency will accompany the candidate’s name when presented for approval to the Board of Trustees.