UNIFORM EMPLOYMENT SELECTION GUIDE

The current Uniform Employment Selection Guide~~, dated February 1991, the Amendment to Policy for Hiring Full-Time Faculty approved by the Governing Board on January 26, 1994 and the Revised Policy for Hiring Part-time Faculty approved by the Governing Board on July 27, 1994 are~~ **is** incorporated by reference into this procedure.

Education Code Sections 87100, 87400, 88003
Accreditation Standard III.A.1.a

Historical Annotation:
Adopted 1/1/82, Reprinted 1/1/87, Revised 9/89

Personnel 1002.00: 11/6/90; Rev. 12/19//90, 2/91, 6/26/91, 1/26/94, 7/27/94, 9/29/99
Human Resources 1010.02: Revised 2/5/01, 1/31/07, 00/00/10

Related Procedures:
Human Resources Procedure 3030.02

Contra Costa Community College District

UNIFORM EMPLOYMENT SELECTION GUIDE

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HISTORICAL ANNOTATION

~~EXHIBITS~~

Comment [LC1]: Clarification

Comment [LC2]: HR Add VC for DO recruitments

Comment [LC3]: Clarification

Comment [LC4]: Clarification

Comment [LC5]: Clarification

Comment [LC6]: Clarification

Comment [LC7]: Title change 9/29/99, Board Report No. 22-A

Comment [LC8]: This section was split between a new Board Policy and HR Procedure

Comment [LC9]: Clarification

Comment [LC10]: Clarification

Comment [LC11]: Clarification

Comment [LC12]: The exhibits have been determined to be outdated. All references to Exhibits have been removed in this document.

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THE SELECTION SYSTEM: AN OVERVIEW

The Uniform Employment Selection Guide encompasses all regular employee groups unless otherwise noted.

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The selection system or selection procedure is the process or sequence of steps that an applicant goes through in an attempt to obtain employment in the Contra Costa Community College District. Each step consists of an evaluation of some aspect of the applicant's skills, knowledge, abilities or personal characteristics which are sufficient, or more than sufficient, to successfully perform the job in question. The selection system, as put forth in this guide, consists of the following major components.

A. The Applicant Pool

After receiving authorization for a position, the applicant pool is developed by preparing the job announcement and supplemental job information questionnaire, advertising the position, responding to applicants and preparing a file on each applicant. The result should be an applicant pool which is broadly representative of the diversity of the relevant labor market.

B. Preliminary Evaluation

Generally, the applicant pool includes a large number, so some attempt must be made to eliminate those applicants who are least qualified for the position. This preliminary evaluation consists of examining each applicant's qualifications, in a systematic and structured fashion, then eliminating the least qualified from further evaluation. This step is sometimes known as "paper screening" and involves two steps: screening for minimum qualifications and rating the remaining applications.

C. Screening Interview

This is a structured personal interview, with a committee, of the most qualified applicants remaining in the competition. It is designed to further evaluate applicants and recommend the most qualified applicants for further consideration within the selection process.

D. Additional Screening Procedures

This component is optional and may be completed either prior to, in conjunction with, or after the screening interview. It consists of a further examination of the applicants by management, using written tests or job performance tests (i.e., keyboarding test ~~typing test~~, teaching demonstration, etc.).

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E. Hiring Interview

The second interview, or hiring interview, is an in-depth evaluation of the remaining applicants (finalists) to determine who will be considered for the position.

F. The Final Phase

The final phase consists of checking job references, summarizing the outcome of the total selection process and making an offer of employment to an applicant. How complex and how detailed the selection system will be is basically a management decision made in light of the nature of the particular position, the number of positions open, the number of expected applicants, financial and human resources available and the demands of applicable federal and state laws and guidelines covering equal employment opportunity~~,~~ and employment discrimination. ~~and affirmative action~~.

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OUTLINE OF SELECTION PROCESS

Prior to distribution of the job announcement and advertisement of the position opening, formal, written approval of the selection system and evaluation criteria should be obtained from the College President or the ~~Vice Chancellor~~ Chief, Human Resources Officer for District Office openings. At a minimum, for each recruitment the following should be on file:

- Job Announcement
- Supplemental Job Information Questionnaire
- ~~Affirmative Action Recruitment Plan~~
- Application Review Rating Sheets and names of reviewers
- Interview Questions, rating sheets and names of interviewers
- any additional selection procedures

An outline of the employment process in this District appears below; each letter corresponds to a step in the process. "Policy for Hiring Full- and Part-time Faculty," pages 20-29 contains explicit procedures for faculty hires.

A. Obtain Chancellor or designee's authorization to fill position.

B. Review job to be performed. Determine desirable qualifications.

C. Review job description.

D. Develop selection procedure; job announcement (faculty and management only); and calendar of activities.

.

E. Develop supplemental job information questionnaire.

F. Submit job announcement and supplemental job information questionnaire to District Human Resources Office.

G. Develop and implement Equal Employment Opportunity Plan ~~Affirmative Action Recruitment Plan~~.

H. Evaluate applications and supplemental job information questionnaires (minimum qualifications and desirable qualifications).

I. Conduct tests, if appropriate.

J. Conduct structured screening interviews.

K. Conduct hiring interviews.

L. Check references.

M. Make final decision.

N. Communication with applicants.

O. Confidentiality.

P. Documentation.

Q. Carryover of top applicants.

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DESCRIPTION OF SELECTION PROCESS
OPEN RECRUITMENT

A. Authorization to Fill a Position

Whenever a permanent or temporary position (other than hourly or C-contract) is to be filled, prior authorization from the Chancellor for District Office positions, or College President for college positions, ~~or Vice Chancellor, Human Resources~~ is required. After authorization, the President or Director of Business Services forwards ~~sends~~ a completed Position Authorization Request ~~form~~ (academic or classified position) to the District Human Resources Office. Once the request is processed, ~~the yellow~~ a copy of the request ~~form~~ will be forwarded ~~returned~~ to the College Human Resources Assistant.

B. Job Evaluation

The purpose of an evaluation of the job or position is to provide a job-related basis for decisions affecting the selection process. The information from the job evaluation ties together the process of establishing and documenting the "job relatedness" of selection procedures.

For all vacancies, there should be a review of each critical job duty and/or task and the relative importance of the knowledge, skills, abilities and personal characteristics associated with successful performance. It is also essential that these characteristics be identified and verified by individuals who thoroughly understand the work performed; be clearly linked to the work performed; and be stated in as specific and measurable terms as possible. (There shall be no artificial barriers in the position requirements.)

In all cases, care must be taken to ensure that the description of the position accurately reflects the job in question. A selection process should never screen for applicant qualities which are not described in the position description.

If the job evaluation process verifies the need for a position not appropriately described in the current description, it may be necessary to seek authorization to officially create a new position or revise the existing position description. In this case, the request should be discussed with the ~~Vice Chancellor~~, Chief Human Resources Officer. (Revision of classified unit positions requires Local 1 approval.) In order to evaluate a non-faculty position, the appropriate manager should:

1. Review existing job description.

2. Meet with incumbent(s) and/or supervisor(s) to determine the following:

   a. What are the major responsibilities and tasks of the job?
   b. What constitutes effective/ineffective job performance?
   c. How does this job relate to other jobs?
   d. What equipment or materials are used? How?
   e. What are the working conditions? How do they affect the work?
   f. For each task, what skills are required? Helpful?
   g. For each task, what knowledge is required? Helpful?
   h. For each task, what abilities are required? Helpful?

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i. For each task, what personal characteristics are required? Helpful?

Job evaluation for faculty positions occurs during the process of developing job announcements for open positions as described in Section D.

Based on his/her review of the job description and job evaluation, the appropriate manager should determine the minimum and desirable qualifications for the position, as explained under "D." The minimum qualifications (MQs) and the desirable qualifications (DQs) will be used in the job announcement and are the basis for developing questions for the supplemental questionnaire. (Note: The minimum qualifications for classified unit positions are included in the official District job description and cannot be changed without Local 1's approval. However, the above mentioned items may be stated in desirable qualifications.)

C. Review of the Job Description

The evaluation of the written job description should be completed prior to determining the selection process. This is a basic requirement in documenting the "job relatedness" of the selection process.

D. Develop Selection Procedures and Job Announcement

As noted earlier, selection procedures may vary according to the circumstances of the vacancy, availability of staff to participate and relevant provisions in the collective bargaining agreements with employee organizations (Local 1 and United Faculty).

Regardless of the selection procedure, the format for the job announcement must be organized according to the following outline.

1. Job Title

2. Salary range; fringe benefit information; work schedule (classified); bargaining unit dues/fees.

3. Brief Description of the Position:

    a. Geographical and organizational location
    b. Major responsibilities
    c. Example of duties and tasks
    d. Reporting relationships

4. Minimum Qualifications. A minimum qualification is any characteristic or attribute of an individual that is necessary to perform the job. It is a specification of the kind of experience, training and/or education that provides appropriate job-related evidence that an applicant possesses the minimum required knowledge, skill, ability or personal characteristics for performing the tasks and duties of a job. The minimum qualifications for each position other than a faculty position are set forth in the official District job description. These may include minimum qualifications dictated by legal requirements, such as the need for certain approved credentials and licenses. In general, minimum qualifications should be the lowest qualifications needed for successful job performance (e.g., individuals

who do not possess these requirements have little hope of successfully performing the job). Note: Minimum qualifications for non-faculty positions can only be changed with the approval of the ~~Vice Chancellor,~~ Chief Human Resources Officer.

Education Code 87356 authorizes the State Board of Governors to establish the minimum qualifications for hire as a faculty member or educational manager. Any person who possesses a credential shall be entitled to serve under the terms of that credential until it terminates, and during the period the credential is effective shall not be required to meet the minimum qualifications which are applicable effective July 1, 1990. The State minimum qualifications for hiring new academic employees (faculty and educational managers) and the list of disciplines adopted by the State is available at: http://www.asccc.org/LocalSenates/Discipline-list.htm

5. Desirable Qualifications. In addition to minimum requirements, various desirable qualifications may also be established and should be submitted to District Human Resources with the position authorization request for classified non-management positions. All desirable qualifications must relate the knowledge, skills, abilities and personal characteristics needed to perform the tasks, duties and responsibilities as stated in the official District position description.

   Desirable qualifications should be established to assist in predicting which applicants will be able to perform satisfactorily from the beginning of their employment and survive a competitive selection process where varying levels of knowledge, skills, abilities and personal characteristics are assessed. In addition, desirable qualifications:

   - should not include kinds of experience, education or training that reflect knowledge, skills, abilities and personal characteristics that normally are acquired on the job after appointment
   - should be specific enough to be evaluated objectively.

   Desirable qualifications should be listed separately on the job announcement. ~~prepared at the work location for faculty and management (educational and classified) positions.~~

6. Brief Description of the Selection Procedure, including any testing requirement.

7. Brief Description of t~~T~~he Application Procedure. ~~, including description of how to obtain application materials.~~

8. Filing Period Information (including the time and date for receipt ~~(not postmark)~~ of completed applications). Classified positions should be open for a minimum of two weeks; three to four weeks are preferable. Faculty and management positions are usually open for at least one month. A lengthy recruitment period is advisable in order to get a diverse applicant pool. ~~Positions for which there is an inadequate (non-diverse) applicant pool should be reopened.~~

9. General information about the College and/or the District.

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10. ~~Affirmative Action/~~Equal Employment Opportunity Statement.

11. Any other information required by law or deemed appropriate by the District Office or College for inclusion in order to attract the best qualified applicants for employment.

Job Announcement Preparation. ~~Each location is responsible for preparation of the camera ready copy of faculty and management job announcements. The District Human Resources Office will prepare the job announcement for all classified unit, confidential and supervisory vacancies.~~

E. Develop Supplemental Job Information Questionnaire

The supplemental job information questionnaire should be prepared from the qualifications listed in the job announcement. There should be separate headings for minimum qualifications and desirable qualifications - this approach allows an evaluator to easily determine whether the applicant meets the MQs and is eligible to continue the selection process. Each question should be phrased so as to evaluate one of the job-related knowledges, constructed so that they are "measurable," that is, the evaluators can determine the quality of the answer (strong to weak) and assign points accordingly. The District Human Resources Office will review all supplemental questionnaires in order to assure that the questions are appropriate. Potential problems with the supplemental questionnaires will be referred back to the appropriate manager.

F. Submit to President or Vice Chancellor for Approval

The selection procedures and completed job announcement and supplemental questionnaires for a faculty or management vacancy must be submitted to the President (college positions) or Vice Chancellor (District Office positions) for approval. The ~~job announcement (camera-ready) and supplemental questionnaire are~~ information is then forwarded to the District Human Resources Office.

G. Advertising the Position

~~Following printing of the announcement, the District Human Resources Office will distribute it through the District mailing list, which is reviewed annually. Job announcements for faculty and management positions will be mailed also to individuals listed with the California Community Colleges Faculty and Staff Diversity Registry.~~

~~In addition, each college is responsible for preparing an Affirmative Action Recruitment plan for the specific position to be filled. As appropriate, this includes advertising on a national, regional, statewide and/or local level.~~

~~Job announcements are distributed to, and posted at, each College and the District Office.~~ In addition to the ~~District~~ District website job postings will appear on selected job posting websites and ~~mailing list~~, in newspapers ~~should be utilized~~. Career fairs will be utilized for faculty positions, as appropriate.

In certain circumstances, supervisors, managers or any other persons may be aware of specific recruitment sources not ordinarily utilized. In addition, the use of personal

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contacts to disseminate information about position vacancies is encouraged. "Word of mouth" is always an effective recruiting tool.

Every attempt should be made to get out information about openings to "protected class" groups (i.e., ethnic minorities, women, disabled, Viet Nam Veterans, etc.). Recruiting, such as advertising in publications designed to reach a specific group is particularly important when underrepresentation of a particular, protected class has been identified. In any case, all advertising and other recruiting activities should be designed to produce a diverse applicant pool.

~~An Affirmative Action Recruitment plan must be retained as part of the documentation of the selection process.~~

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H. Evaluation of Applications and Supplemental Questionnaires

~~Prior to evaluation of the applications for classified and management positions, the location Affirmative Action Officer (or designee) should review the confidential applicant flow data. If there is no adequate diversity in the pool, the Affirmative Action Officer may require that the opening be readvertised.~~

~~Pool diversity evaluations for faculty positions occur as described in the section on hiring full-time and part-time faculty.~~

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The preliminary evaluation of the applicant begins with the District application form and a supplemental job information questionnaire.

1. District Application Forms. There are two separate District application forms (one for classified employees and one for academic employees). All applicants for District employment must complete the appropriate District application form. This form must be completed and signed by the applicant before any employment consideration can be made. In some cases, the College/ District may require that a resume also be submitted with the application. A resume, however, may not be utilized in lieu of the regular application or the supplemental questionnaire.

2. Supplemental Job Information Questionnaire. A supplemental job information questionnaire is required to gather information from applicants which are (1) related to some of the knowledge, skills, abilities and personal characteristics which are important in the selection processes and/or (2) information about an applicant's suitability for a specific position or the particular aspects of the position as identified in the desirable qualifications.

   The supplemental job information questionnaire must be evaluated to make the first selection decisions. This process is commonly known as "paper screening" or "application screening" and results in some applicants being rejected and others being designated for interviews. This process is a selection practice and, as such, must be shown to be job related and completed in a systematic fashion. The paper screening committee should consist of one to five members who have a thorough understanding of the job in question. Every attempt should be made to include members of protected groups in the process.

   Applications should first be screened for the minimum qualifications which

establish training, experience, degree, license or certificate requirements. Applicants who do not meet these MQs will be eliminated from consideration. The remaining applications will then be evaluated on the basis of the responses to the other supplemental application questions and points assigned accordingly.

The application screening process will result in rejection of some applicants and a decision to interview the most qualified applicants. Those applicants not chosen to be interviewed will receive a routine letter of rejection from the President, Director of Business Services, ~~Vice Chancellor~~, Chief Human Resources Officer or designee immediately following the process.

All requests from applicants for specific information surrounding the screening of their applications should be forwarded to the ~~Vice Chancellor~~, Chief Human Resources Officer for review and response.

WHERE DOES ONE FIND COMMITTEE COMPOSITIONS?

1. **UF IS FOUND IN CONTRACT (NEGOTIATED)**
2. **LOCAL 1 IS FOUND IN HR PROCEDURE (CABINET APPROVES PROCEDURE)**
3. **MANGEMENT IS NO WHERE, BUT COULD BE PUT IN MANUAL (BOARD APPROVES MANUAL)**

I. Administration of Written Tests or Job Performance Tests

The two other traditional types of selection procedures are written job knowledge tests and job performance (work sample) tests.

1. Written Job Knowledge Tests. A job knowledge test is a measure of essential knowledge required for the successful performance of some jobs. It usually is administered to experienced job applicants and measures the individual's knowledge or skill in a particular occupational area in which the applicant has had either experience or specific training. Through thorough job evaluation, the essential knowledge required for doing a job is determined and a test is then constructed to evaluate this knowledge.

   To develop job knowledge tests, the job evaluation must focus heavily upon what a successful employee needs to know to do the job. A very highly concrete degree of detail is required and many specific examples of what the employee does must be obtained in the job analysis. The difficulty level of these tasks must be assessed. To whatever degree possible, the test must be a faithful reproduction of what the employee must know to do the job. If a job knowledge test is to be used, it should be approved by the ~~Vice Chancellor~~, Chief Human Resources Officer.

2. Job Performance Tests. A job performance test is one in which job tasks are simulated to a relatively high degree. It measures an applicant's ability to perform a specific job task or set of tasks. Typical job performance tests would be such things as keyboarding, ~~typing~~, giving a class lecture, ~~keypunching~~ or handling office procedures.

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In developing a performance test, one must first decide what part of the job should be measured and then how to simulate it. Simulations involve two dimensions. (1) "realism" is the degree of actual job environment detail in the simulation, and (2) "scope" is the degree to which the various aspects of the job are simulated. These aspects must be critical to successful job performance.

J. Administration of Screening and Hiring Interviews

There are two basic types of interviews typically used in the selection process. The first is called a structured "screening" interview; the second is the "final" or "hiring" interview. Prior to screening interviews, the location EEO Officer (or designee) reviews the confidential applicant flow data on those selected for a screening interview. ~~If there is not adequate diversity in the pool, the EEO Officer may determine that either the position should be reopened or that the highest ranking protected class candidate be interviewed.~~ The EEO officer will ensure that EEO policies are met, and take action, if required, based on District policy. For faculty positions, this determination is made in consultation with the screening committee and Division ~~Chair/Area~~ Dean. The screening interview provides additional information on the qualifications of the applicants and assists in designating what predetermined minimum number will be recommended for the hiring interview (usually at least three for classified and management positions). If there are not at least three well qualified finalists, the hiring manager should consult with the Associate Vice Chancellor, Chief Human Resources Officer on how to proceed.

The "final" or "hiring" interview is conducted in order to identify the one applicant who will be appointed to the position. Since interview development principles apply equally to both interviews, the following section is applicable to both types of interviews. Each interview committee member should receive training in the process.

1. Screening Interview Committee. When using a screening interview committee, it is recommended that there be three to six members. The chairperson may or may not be a voting member of the committee. The members should have a thorough understanding of the position and, if feasible, be representative of the various "protected" groups. The members of the screening interview committee shall not be the same individuals who were members of the application screening committee or who will serve on the hiring interview committee. Management may choose to ask classified staff members to serve on interview committee for non-unit positions. If so, the Local 1 contact requires notification of the union. If a committee member has a "conflict of interest" regarding any applicant, she/he should withdraw from the process. All Local 1 unit members who wish to participate in the application review or screening interview process should attend a formal training session or workshop offered by the District Human Resources Office.

2. Some Problems with the Interview Process. The interview does not have a track record of being a very valid and reliable selection instrument. There are some guidelines, however, which will greatly improve the interview process.

   a. Structured interviews, where a relatively set pattern is followed are best.
   b. Evaluate no more than five to eight well-defined dimensions of behavior in the interview. Use other selection techniques when appropriate, such as job knowledge and/or performance tests.

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c. Use a rating scale which defines numerical anchor points on the scale, e.g., one point for a very weak response through five points for a very strong response.
d. Discuss with interviewers what they are supposed to be measuring and how to look for it.
e. Plan the interview from the introduction to the finish well ahead of time. Sufficient time must be allocated to obtain the amount of information needed to identify the most qualified candidates.

3. Interview Content. Interviews are time consuming and costly, and applicant characteristics to be evaluated and rated must be carefully chosen. Do not try to measure such ambiguous qualities as "personality" or "intelligence."

   Do try to define carefully in behavioral terms, the crucial knowledge, skills, abilities and personal characteristics which cannot be evaluated by looking at an applicant's experience, letters of recommendation or references.

   The exact factors that will be evaluated in the interview should have been identified in a job evaluation of the position. Choose factors that are suitable only for assessment by the interview process.

4. Rating Scales. Develop rating scales for use by all interviewers. Each rating scale should have

   a. a brief description of the factor being evaluated (using the question), and
   b. a description of each level of the rating scale.

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5. Interview Guide and Rating Form. Devise a form which can be used by the interviewers to (a) reinforce rating factors and scale in question; (b) make their rating of the applicants; (c) record the reason for ratings; (d) record any other comments the interviewer might wish to make about the applicant or interview process itself; and (e) record numerical scores.

6. Design Interview Procedure. Careful attention to the actual interview procedure and the physical surroundings are important.

   a. Choose an interview location that is comfortable and far from distraction. Avoid any type of interruption.
   b. Decide how, and by whom, the applicant will be greeted and escorted to the interview area. When using a committee interview situation, decide ahead of time who will make the introductions and give the same general instructions to each applicant.
   c. When using a committee interview format, decide ahead of time the protocol to be followed with respect to asking questions and following up with additional questions. Each interviewer should ask the same questions of each applicant. Asking questions may be assigned to the chairperson only at the option of the committee members.
   d. Make up a schedule for the interviews and stick to it. Neither interviewer(s) nor interviewee(s) are likely to perform well when tired and frustrated.
   e. Develop a short, standardized statement describing the position, duties,

salary, fringe benefits, etc.

f. Decide how and when the results of the interviews will be communicated to the applicants.

7. Train Interviewers. No matter how much interview "experience" and "expertise" the interviewers may have, each should be provided with:

a. a description of the position;
b. copies of the interview forms and rating scales with instructions for their use;
c. the interview outline; and
d. a copy of this Uniform Employment Selection Guide.

When the interviewers have read and digested the information, a meeting should be held to discuss the interviews and ensure that all concerned are clear as to their respective roles. If at all possible, conduct a practice interview in order to train the interviewers.

8. Structure and Standardization. In order to be fair to each applicant, the interview should be constructed so that each will be rated on each factor of interest. This does not mean that every interview is an exact duplicate of each other or that the interviewer(s) cannot follow up leads to clarify problem areas. It does mean that every interview will probably be similar in many respects because evaluations are being made of knowledge, skills, abilities and personal characteristics which are required for effective job performance.

Interviewers must be made aware that ratings should not be contaminated by other interviewers revealing prior knowledge of an applicant's success, failure, or standing in previous interviews or evaluations.

9. Combining the Screening and Hiring Interview. For some openings where the number of applicants is limited or where factors to be evaluated in the interview are limited (i.e., a custodial position), the hiring manager may request approval of the ~~Vice Chancellor,~~ Chief Human Resources Officer to combine the screening and hiring interviews.

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10. Documentation. Documentation is important for the whole selection process. The following information concerning the interview should always be maintained:

a. job evaluation information;
b. qualifications of those participating in the selection process and training information;
c. copies of interviewer and interviewee information;
d. copies of questions, rating scales, etc.; and
e. list of interviewees with scores and dispositions.

10. The Structured Screening Interview. The primary purpose of the Screening Interview is to obtain information and to evaluate the candidates with regard to their ability to perform the duties of the position. To the greatest extent possible,

the interview should be an attempt to assess the specific qualities and aptitude which are important for success. These qualities are described in definition, duties and responsibilities and desirable qualification sections of the job announcement.

A secondary purpose is to project a positive image of the college and the department with the vacancy. Good candidates will have other opportunities, and they can be expected to use the interview, in part, to assess the environment the District offers.

a. Interview Protocols. A member of the Committee, usually the Chair, must be responsible to greet each candidate and to perform the following tasks.

(1) Introduce committee members (name plates are appreciated by candidates).
(2) Explain the purpose of the interview and describe the relationship to other steps in the hiring process.
(3) Describe the interview process – overall time period, time allocated to each question, who will ask questions, method of evaluating responses, when the candidate may expect to hear from the committee, etc.
(4) Maintain the schedule by indicating that time allocated for response has expired and indicating that the next question in order is to be asked.
(5) Assist the committee in responding to any questions the candidate may pose as the interview ends.
(6) Thank the candidate for her/his interest in the position and the College/District.

b. Qualities of a Good Interview

(1) Timing. Sufficient time must be allocated to obtain the amount of information needed for an interview. It is recommended that the interviews be scheduled at least 40 minutes apart. This allows at least 30 to 35 minutes with each candidate, plus time for the ~~C~~committee members to review the material presented and to complete notes.
(2) Rapport Considerations. Candidates are naturally tense; it is the responsibility of the committee to put them at ease as much as possible. Smiles, introductions, a bit of small talk or humor are appreciated and are appropriate at the beginning of and during the interview.
(3) Attentiveness of Interviewers. Candidates who appear for screening interviews are seriously interested. They deserve undivided attention. The person asking the question should maintain eye contact with the candidate. Smiles, body language indicating interest (nods of appreciation, “uh huhs”) help a candidate feel she/he is being well received.
(4) Overall Plan for the Interview. A good interview has a basic structure, starting with an ice breaker question about past

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education and experience. It develops gradually, with questions which are related (whenever possible), moves into more difficult subjects and concludes with an opportunity for the candidate to make a summary statement. Sincere appreciation should be expressed by the Chairperson and the Committee to the candidate for the effort, time and money expended in coming to the interview.

c. Interview Questions

(1) Interview questions and preferred responses for each must be incorporated into rating sheets.

(2) In some cases, a question that appeared on the supplemental questionnaire may also be appropriate for the screening interview. A typical case in point would be a situation where the committee is concerned with an observable response as well as one expressed in written form.

(3) To provide as much objectivity as possible, the same questions should be asked of each candidate, by the same committee member, and in the same sequence.

(4) The committee should decide in advance how much assistance, if any, will be offered to a candidate who appears to have misunderstood the intent of a question or who answers only part of a multi-part question. If it is decided to rephrase or restate the question, similar assistance should be provided to other candidates.

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(5) Questions which give the best results usually have these qualities

- they are open ended, allowing the candidate to develop responses that provide insight with regard to skills, knowledge, beliefs and potential
- the desired "right" answer should not be apparent from the question (leading questions should be avoided)
- even though the topic or problem may be complex, the language of the question should be clear and easy to understand
- the essential elements of a meritous response are identified as part of the process of developing the question. Lack of committee agreement about what constitutes a good answer or answers means that the ratings will vary widely, have no reliability and thus no validity

(6) Follow-up questions may be asked by any committee member. The follow-up questions should be related to material volunteered by the candidate, e.g., "Can you tell us more about your involvement with the individualized learning program, or the special custodial skills you mentioned."

(7) Generally, 10 to 12 questions can be completed in the 30 to 35 minute interview. If the questions are broad and follow-up

questions are planned, fewer questions might be asked.

(8) Every interview will contain questions which attempt to assess the candidate's current knowledge of the field. In addition, it is suggested that each interview also contain variations of the following questions:

- A background question to get the interview going, e.g., "Tell us about your educational background and work experience and how they have prepared you for the position of _____."
- A question aimed at determining the candidate's concern for students, e.g., "If you were the instructor of a 9:00 class and a student routinely arrived 10 minutes late, would you consider this to be a problem?" Or, "If you were secretary to the _____ and a student stated to you that the _____ had made an insulting remark, would you consider this to be a problem?" (Wait for an answer.) If "yes," ask, "How would you handle the problem?" If "no," ask. "Why wouldn't it be a problem for you?"
- ~~An affirmative action~~ ***diversity*** question, e.g., "What experience have you had working with students and staff from a variety of ethnic, cultural, gender and age backgrounds?" (Wait for answer.) "What about this experience was most difficult or most gratifying for you?"
- A final opportunity for the candidate to make a positive statement, "Was there anything else you'd like us to know about you that we didn't ask?"
- In addition to the above questions, the committee might want to include a motivational or personal qualities question, e.g., "What is there about this position that is of particular interest to you at this time?"

K. Administration of ~~**Administer**~~ **Final (Hiring) Interview**

~~Prior to the hiring interview, the location Affirmative Action Officer (or designee) should review the confidential applicant flow data on the finalists for the position. If there is not adequate diversity in the pool, the Affirmative Action Officer may arrange to include the highest ranking protected class candidate.~~

A manager, typically the hiring manager, leads the final interview. In general, the hiring interview is similar to the screening interview, and the previously outlined principles apply. However, the hiring interview often involves fewer ~~lower~~ interviewers, covers more ground and may be somewhat longer. It is during the hiring interview that the final candidate for District employment is identified. Management, typically the hiring manager, makes the final decision about which candidates will be offered the position.

L. **Check References**

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Validation of the perceptions of the committee members, answers given by applicants, and information provided in the application packets are important components in the recruitment process. Reference checks provide this validation.

Also, ~~E~~employers ~~increasingly~~ face suits brought by victims of criminal, violent or negligent acts perpetrated by employees. The best way to avoid negligent hiring suits is not to hire problem employees in the first place. Therefore, the hiring procedures should provide a comprehensive look at an applicant's suitability for employment, including a thorough check of references.

References must ~~should~~ be checked for the finalist(s) for all positions. In the context of an "action for negligent hiring," an employer does not want to admit in court that it did not inquire into the background of an employee. Guidelines are:

1. A minimum of three references should be checked for each candidate for whom a reference check is being performed.
2. Reference checks may be performed for more than one candidate. Circumstances where multiple candidates might have their references checked include:
   a. There are two or more equally well qualified candidates for the position and references are used to distinguish them.
   b. Multiple vacancies are or might be filled from an applicant pool.
   c. The top candidate is only provisionally so based on information that will be clarified by a reference check.

~~1.~~3. References should only be checked by the Chancellor, President, Director of Business Services, ~~Vice Chancellor~~, Chief Human Resources Officer, or designee.

~~2.~~4. Applications should be reviewed to see that the prospective employee has authorized the release of information from previous employers ~~— line 13 of the classified application, line 14 of the academic application~~.

~~3.~~5. References may be obtained over the phone or in writing; however, all information should be recorded in the same form for each applicant. Questions should be prepared in advance and printed on a form which can be used for all the finalists. ~~Personnel Procedure 1007.00~~ Human Resources Procedure 1010.04 provides an example of a telephone reference form.

~~4.~~6. Reference information shall remain confidential.

~~5.~~7. Procedures for reference checks include:

   a. informing the reference source that the District has a signed authorization for release of information. Advise the source of the exact nature of the job for which the candidate is a finalist;
   b. asking questions regarding the applicant's clearly, job-related knowledge, skills, abilities and personal characteristics;
   c. asking questions that parallel those asked in the supplemental application and/or interviews, in order to verify the applicant's responses;
   d. avoiding open-ended questions and general references – they usually do not reveal the desired information; and

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e. documenting efforts to obtain information from each previous employer – especially if pertinent information was not obtainable.

M. Final Hiring Decision

The evaluation of the final candidate(s), together with the information obtained from the reference checks, provides the basis for making the final hiring decision. This recommendation for employment is forwarded by the President or Vice Chancellors to the Chancellor or designee. At that time, the completed applicant flow data sheet must be sent to the District Human Resources Office.

N. Communication with Applicants

Locations may identify different parties to be responsible for communicating with applicants. Whether such communication is accomplished centrally by the Human Resources Office or is distributed throughout the campus to be performed by individual hiring divisions, it is important to keep applicants informed during the selection process. At the least, applicants should receive an acknowledgement letter indicating that their application has been received, and that they either are or are not under consideration for the current vacancy. Those still being considered should be given information regarding the process from that point forward (i.e., further screening interviews, etc.) and the time frame anticipated. If it is going to be longer than first indicated, applicants should be informed of the delay and given a new expected date for a decision. While this may seem burdensome, it is well worth the extra effort. Good candidates may accept a position elsewhere if not kept informed.

Finally, all candidates should be notified of the results at the conclusion of a search. This can be done either by telephone or through written correspondence. A common practice is for the hiring manager to personally call those persons who were finalists or those who were interviewed, but notify all others by letter. The hiring manager should also make an informal offer to the selected candidate.

An official offer letter will be generated by District Office Human and sent to the selected candidate for all permanent positions.

It is best to give only very general responses in communicating with applicants. A safe response to an inquiry as to why someone was not hired would be, "All I can tell you is that we have chosen someone who was exceptionally qualified for the position." If applicants are informed as to why someone else was selected, it is essential that the reasons given are job-related.

O. Confidentiality and Conflict of Interest

The entire selection process requires the greatest sensitivity on the part of committee members regarding the need for confidentiality. The rights and reputations of the candidates need to be protected. Ratings and comments made by committee members must not be shared with non-committee members. Strict confidentiality must be maintained regarding the interview questions to be asked and the topics of the work samples in order to provide equal opportunities for all candidates Any information regarding the candidates to be chosen for a position shall be released only by the appointing authority.

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Committee members also need to be free from bias, or the appearance of bias, relative to all applicants. No family members, as defined by District procedure, may participate in recruitments where a family member is an applicant. If a committee member has a relationship with any applicant(s), the committee member must disclose the nature of the relationship to either the committee chair or Human Resources. A casual relationship with any applicant(s) does not automatically disqualify a person from serving on a hiring committee.

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P. Documentation

The possibility that the District may have to respond to a charge of employment discrimination or investigation by a government agency and defend its selection practices, make it imperative that complete records of the development and use of the selection process be made. All selection materials involving ratings are to be placed in sealed files and retained for three years.

Although employers do not have to justify selection practices which do not have an adverse impact, it is always wise to maintain excellent records, since a variety of government agencies can request information, whether or not there is any evidence of adverse impact.

The following documentation requirements constitute the minimum level of information that should be available at the completion of the employment process.

1. Job Evaluation Information (to be retained by the College)

- Complete description of methodology used to evaluate the job.
- Who was involved and when.
- Description of the knowledge skills, abilities and personal characteristics required by the job.

~~2. Recruitment Procedures (to be retained by the College):~~

- ~~Affirmative Action Recruitment Plan~~

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2. ~~3~~ Recruitment and Selection Information (to be retained by the College)

- Description of selection system.
- What instruments were developed and how they relate to the job announcements, form letters and applications submitted by applicants.
- Who performed the evaluations and interviews, how and when they were trained.
- How "reject/accept" decisions were made.
- Copies of follow-up letters to applicants.
- Summary of all applicants and when and how they were rejected or accepted by the system.
- ~~A copy of the completed applicant flow data sheet.~~

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(Keep all summary rating and decision forms for all applicants for a period of three years.)

3. Contact Person

   - Designate one person who will act as a contact person for questions regarding the selection process in the event of an audit by a compliance agency

4. ~~Affirmative Action Applicant Flow Data report (to be forwarded to District Human Resources Office~~)

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Q. Carryover of Top Applicants

If recommended by the hiring committee chairperson, the top candidates who were finalists but who were not selected may be recommended for consideration for the next identical job opening. The candidates recommended for carryover will not be required to reapply and will be automatically included in the screening process at their option.

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APPENDIX

Comment [LC59]: Clarification

EMPLOYEE GROUP RECRUITMENT REFERENCES

FACULTY
Appendix A: Policy for Hiring Full-Time and Part-Time Faculty
Appendix B: Equivalency Policy and Process for Faculty Applicants

CONTRACT ADMINISTRATORS
Appendix C: See Board Policy 2057 and HR Procedure 1010.06, Hiring of Contract Administrators

CLASSIFIED STAFF
Appendix D: See Public Employees Union Local 1 Collective Bargaining Agreement

MANAGERS, SUPERVISORS, AND CONFIDENTIAL STAFF
Appendix E. See Management, Supervisory, and Confidential Employees Personnel Manual

FACULTY

Appendix A

Policy for Hiring Full-Time and Part-Time Faculty

FACULTY: Appendix A

POLICY FOR HIRING FULL-TIME AND PART-TIME FACULTY
(Approved by Governing Board, December 19, 1990)
(Revised by Governing Board, June 26, 1991)
(Revised by Governing Board, January 26, 1994)

Box 1- Examination of Program Review Data and Identification of Hiring Needs

Each Fall, programs/departments~~/subareas~~ shall examine their most recent annual program review data to ensure that it is as up-to-date as possible.

By November 1, faculty, seeking the Golden Handshake or Emeritus Faculty employee status, will notify the District's Human Resources Office and the College President of their intent to retire.

By November 15, programs/departments~~/sub-areas~~ shall calculate their hiring needs based on the number of retirees and the current program review data. The programs/departments/sub-areas shall then submit their hiring needs to the division chair/~~area~~ dean.

Box 2 - College Prioritizing of Hiring Needs

By October 1, the District will provide the college presidents with current year budget, full-time obligation, full-time/part-time staffing ratios, and 50% law status information.

By ~~November 30~~ October 15, the Prioritizing Committee consisting of the faculty Senate President (or designee), the United Faculty Vice President, and two managers (appointed by the College President) shall examine the hiring needs of each program/department/sub-area in light of the program review data and develop an initial college priority list for new hires and replacements.

By ~~December 7~~ November 1, the College President will reach joint agreement with the Prioritizing Committee on the list.

By November 10, the College President shall determine the number of new and replacement full-time faculty to be allocated for the next fall based upon budgets, growth projections, full-time/part-time staffing ratios and other factors.

Box 2a ~~–~~ Full Time Faculty ~~Staffing~~ Hiring Discussions

Annually (ideally by **~~December~~ November 15)** ~~and as needed~~, a faculty staffing discussion convened by the chancellor and the FSCC president will ~~then~~ occur among the Chancellor, the College Presidents, **the College Vice Presidents, the District Chief Human Resources Officer, the District Chief Administrative Officer, the District Chief Planning Officer,** the Faculty Senate Presidents and the United Faculty President. This group will ~~examine the colleges' priority lists and attempt to estimate the number of new full-time faculty positions for each college based upon the staffing assessments submitted by each college, full-time/part-time staffing rations, college growth projections and other factors. Once approved, all positions are to remain with the college. Therefore, if a position is unfilled during a hiring cycle it remains with the college unless exceptional circumstances, such as enrollment considerations, require~~

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~~that the allocated FTE be reevaluated.~~

~~This group will also discuss, whether replacement position should be recalculated by the colleges in the case of, for example, a result of some dramatic changes in enrollment or failure to reach agreement in determining an adequate pool (see Box 5).~~ **review the District's full-time obligation, full-time/part-time staffing ratios, and 50% law status.**

This group will discuss whether adjustments need to be made to meet District obligations. If involuntary transfer of faculty from one college to another needs to be discussed, the United Faculty President shall not participate in this discussion.

~~A tentative allocation of hires (both new and replacement) should result from this meeting, unless the colleges need to recalculate replacement positions.~~

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Box 3 - Job Announcement and Recruitment Plan Workshop

This workshop will be held during **August and January flex days and as needed.** This workshop will be developed and presented jointly by the following: One United Faculty representative, one Senate representative, one District Office Human Resources manager, and the college EEO Officer ~~Affirmative Action~~ Officer (or designee). Division ~~Chairs/Area~~ Deans, department/~~sub-area~~ chairs, Program Directors, faculty and any other participants involved in writing job announcements will be required to attend once every three years. The workshop will cover recognizing the value of diversity, establishing local qualifications and desirable qualifications, understanding and drafting possible equivalences, developing supplemental questions, and focused recruitment strategies to increase faculty diversity.

Box 4 - Publicizing Anticipated Job Openings

By January 15, the District, colleges, and departments/sub-areas will begin to publicize anticipated job openings for full-time faculty. Possible openings may be publicized earlier following consultation with the Associate Vice Chancellor, Chief ~~of~~ Human Resources Officer.

Box 5 - ~~Establish Pool Diversity Data~~

~~In order to determine the need for affirmative action recruiting and hiring strategies, program/department/sub-area faculty will evaluate the current department make-up relative to the college/district affirmative action goals and timetables. Using information from the District Human Resources Office, District Research Office and the College Affirmative Action Committee, faculty will analyze statewide and discipline data to determine the qualified applicant pool and to understand who is "in the pipeline." This may be done during fall flex and must be done by the time the Job Announcement/Recruitment Plan is developed. This will establish data for later pool diversity checks and identify the need to target specific populations for advertising job openings. Program/department/sub-area faculty, in consultation with appropriate Division Chair/Area Dean and the College Affirmative Action Officer (or designee); will determine the criteria for an adequate pool for each position.~~

Box 5a - ~~Consultation Process~~

~~In the event that agreement in determining the criteria for an adequate pool for each position is not reached, the College President (or designee) will consult with the program/department/sub-area faculty, the college Affirmative Action Officer (or designee), and the Division Chair/Area Dean (See Box 5) to reach agreement. Failure to reach agreement may result in loss of the allocated FTE (see Box 2a).~~

Box 6 – Job Announcement/Recruitment Plan/Timelines

Job announcements and recruitment plans should be written and approved by appropriate college groups by February 15 at the latest. Faculty are encouraged to complete the process as soon as possible and to be ready to publicize when the final college hiring list is determined. ~~Using the criteria for pool diversity as a referent (from Box 5),~~ ~~a~~ A sub-group of faculty, the

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appropriate manager, and other participants within a program/department/~~sub-area~~, who have attended the Job Announcement/Recruitment Plan Workshop, draft the job announcement, including local qualifications, desirable qualifications, general description of equivalencies and supplemental questions. This committee, which is chaired by a faculty member, also establishes hiring time lines and designs the recruitment plan.

Box 7 - Job Announcement and Recruitment Plan Review

Drafts of the job announcement and recruitment plan shall be circulated and approved by the appropriate college groups. The college groups include program members, division ~~chairs/area~~ deans, department/~~sub-area~~ faculty, appropriate deans, College President, EEO Officer ~~Affirmative Action~~ Officer. ~~and if appropriate, College Affirmative action Committee~~. Once the job announcement and recruitment plan are sent out for approval, the originating committee must receive all comments within 7 working days. If there is any disagreement, the group in disagreement shall meet with the originating committee within five working days after the disagreement is communicated.

Box 8 - Selection of Screening and Interviewing Committees

During the time that the job announcement and recruitment plan are being reviewed, program/department/~~sub-area~~ shall form paper screening and interviewing committees in accordance with the United Faculty-Contra Costa Community College District Agreement, Article 6.1.4C. The paper screening committee shall have at least two members. Whenever possible, both committees shall reflect diversity. Departments/~~sub-areas~~ are encouraged to seek committee members from outside their areas to achieve diversity.

Box 9 - Review by the District's Human Resources Office

If there is college-wide agreement on the job announcement and recruitment plan, the College President/Deans forward these documents for review by the District Human Resources Office. Within five (5) working days. The Human Resources Office shall notify the College Presidents/ Deans if there is agreement on the job announcement and recruitment plan. In case of disagreement about the job announcement or recruitment plan, college or District management will contact the faculty chair of the committee that wrote the job announcement or recruitment plan to arrange consultation with the committee. No response by college or District management with 5 working days indicates agreement.

Box 10 - Printing and Distribution of the Job Announcement/Implementation of this Recruitment Plan

The job announcement is printed and distributed immediately by the District Human Resources Office with copies to the colleges to use for recruitment purposes. District, college, and department/~~sub-area~~ implement the recruitment plan.

Box 11 - Hiring Workshop

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All management and faculty and other participants involved in the hiring process (screening and interviewing) are required to attend a hiring workshop every two years.[1] The workshop will be offered during the fall and spring flex and as needed. The workshop will be developed by the Associate Vice Chancellor ~~of~~ Chief Human Resources Officer (or designee), College EEO Officer ~~Affirmative Action Officer~~ (or designee), and at least one faculty member from the job announcement/recruitment planning team. The workshop will cover ~~affirmative action concerns and~~ Title 5 regulations relating to diversity, paper screening and interview process, banding as well as implementing the equivalency process.[2]

~~**Box 12 - Pool Diversity Check**~~

~~As soon as the job closes, the College Affirmative Action Officer (or designee), the Division Chair/Area Dean, and paper screening committee will complete a pool diversity check using the data and decisions reached in Box 5.~~

~~If this group agrees that the pool diversity is sufficient, the process continues.~~

~~If this group agrees that the pool diversity is insufficient, the job will be reopened and re-advertised (Box 10).~~

~~The Vice Chancellor of Human Resources will, in close cooperation and consultation with representatives of the hiring unit and representative of the local affirmative action committee, make an additional effort to reach minority groups with the advertising.~~

~~The position may also be "banked" for the following year.~~

~~**Box 12a - Consultation Process**~~

~~If the College Affirmative Action Officer (or designee), the Division Chair/Area Dean, and paper screening committee (Box 12) cannot agree on pool diversity, the faculty senate President (or designee) and a representative from the College Affirmative Action Committee, both of whom are not involved in the hiring of this position, shall confer with the group in Box 12 (College Affirmative action Officer [or designee], the Division chair/Area Dean, and the paper screening committee) and try to reach agreement.~~

~~Again, they may agree that there is insufficient pool and the job is to be reopened (Box 10) or "banked" or they may agree to continue the hiring process.~~

~~**Box 12b - Consultation Process**~~

[1] Participants who serve on the screening and interviewing committees other than faculty and the one manager permitted to serve as stipulated in Article 6.4.3.2 and 6.4.3.3 ~~Article 6.1.4C.2 and 6.1.4C.3~~ in the UF-CCCCD Agreement must receive a variance from the Untied Faculty and the District to serve on these committees.

[2] For a description of banding, see Contra Costa Community College District, "Description of Selection Process, Open Recruitment," Section J5, Uniform Employment Selection Guide.

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~~If the College Affirmative action Officer (or designee), the Division Chair/Area Dean, paper screening committee, Faculty Senate President (or designee), and the representative from the College Affirmative action Committee (Box 12a) cannot reach agreement, the Faculty Senate President (or designee) and the representative from the College Affirmative Action Committee shall meet and make a recommendation to the College President for his/her decision.~~

Box 13 - Screening Committee

Paper screening will occur, utilizing the equivalency process as necessary. Faculty members involved in any faculty hiring between graduation and the first day of (optional) August flex shall be paid at the AB 1725 rate.

Names and files of candidates who meet minimum qualifications but are not forwarded for interview shall be sent to the appropriate department/~~sub-area~~ to be added to the qualified part-time applicant pool.

Box 14 - ~~Pool Diversity Check~~

~~For candidates forwarded to the interview committee, the College Affirmative Action Officer (or designee) will check for pool diversity, using the data established in Box 5 and information from the previous pool diversity check (Box 12).~~

~~Box 14a - Consultation Process~~

~~If the check in Box 14 confirms there is an insufficient pool based on program/department/ sub-area and/or institutional goals, the College Affirmative Action Officer (or designee) will consult with the screening committee and Division Chair/Area Dean.~~

~~If this group agrees there is an insufficient pool, a further screening may occur (Box 13) or the group may decide to reopen the job (Box 10). The group may agree to include candidates from the second band and forward them to the interview committee.[3] The group may also decide to "bank the position" for the following year.~~

~~Agreement on a sufficient pool continues the hiring process.~~

~~Box 14b - Consultation Process~~

~~If the College Affirmative Action Officer (or designee), the screening committee, and the Division Chair/Area Dean (Box 14a) cannot agree on the insufficiency of the pool and the need to forward candidates, the Faculty Senate President (or designee) and a college manager not involved in the hiring process shall confer with the entire group in order to reach agreement.~~

~~Again, agreement on an insufficient pool may result in further screening, reopening, or~~

[3] Ibid.

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~~"banking;" agreement on a sufficient pool continues the hiring process~~

Box 15 - Interview Committee

This committee interviews and selects at least 2, preferably 3-5, finalists to be sent to the President. Faculty members involved in any faculty hiring between graduation and the first day of (optional) August flex shall be paid at the AB 1725 rate.

The names and files of those individuals who are not sent forward to be interviewed by the President shall be sent to the appropriate department/~~sub-area~~ to be added to the qualified part-time applicant pool.

~~Box 16 - Pool Diversity Check~~

~~The College Affirmative Action Officer (or designee) will conduct a pool diversity check using the data in Box 5 (and referring to the previous pool diversity checks). If the Affirmative Action Officer (or designee) is in agreement with the pool, the hiring process continues.~~

~~Box 16a - Consultation Process~~

~~If the check in Box 16 confirms there is an insufficient pool, the Affirmative action Officer (or designee) may ask the committee to forward candidates from the second band who are from underrepresented group(s) as defined by the established pool diversity criteria.~~

~~Box 16b - Consultation Process~~

~~If the College Affirmative Action Officer (or designee) and interview committee cannot agree on the insufficiency of the pool and the need to forward candidates, the Faculty Senate President (or designee) and a college manager not involved in the hiring process shall confer with the entire group to reach agreement.~~

~~Again, agreement on an insufficient pool may result in further interviewing (Box 15), reopening (Box 10), or "banking."~~

Box 17 - President's Interview

President interviews those forwarded.

Box 18 - College Hiring Decision

The College President and Interview Committee confer and reach tentative agreement on the new hiree based on the procedure outlined in Article 6.4.3.3.2.5 ~~6.1.4.C.3.c~~ of the United Faculty-Contra Costa Community College District Agreement. At this point, a manager designated by the President checks references on the tentative selection(s). If the faculty interview committee so desires, one faculty member will join the manager in checking references. The President recommends the candidate(s) according to the Contra Costa Community College District/United Faculty of the Contra Costa Community College District Agreement.

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Box 19 - Chancellor Hiring Decision

The President's recommendation is forwarded to the Chancellor who may, in turn, sustain or not accept the recommendation. If the Chancellor does not accept the recommendation, it is sent back to the College President who in consultation with the interviewing committee can decide to bank or reopen the position or send forward another candidate to the Chancellor.

Box 20 - Employment by the Governing Board

The Governing Board's action employing full-time faculty shall include the criteria used to determine that the person(s) to be employed meet minimum qualifications established by the California community College Board of Governors or its equivalent have been met (Education Code 87359a)

Prior to the first day of employment the personnel specialist and the appropriate Dean at the college must very the minimum qualifications of the newly-hired faculty member.

Box 21 - FSA Assignment Upon Hire

Newly-hired faculty shall be assigned to FSA(s) by College Review teams prior to the first day of employment. Approved FSA assignments shall be forwarded to the Chancellor and submitted to the Governing Board for approval.

THESE CHARTS TO BE DELETED

FLOW CHART OF POLICY FOR HIRING FULL-TIME FACULTY

(1) Program Director
Sub-Area/Department
Div. Chair/~~Area~~ Dean
(In Consultation)
Identify Hiring Needs
A, A/C, C Contract

(2) College President
Academic Senate President
United Faculty President

(2a) Faculty Staffing Discussions
Chancellor
College Presidents
Faculty Senate Presidents
United Faculty President

(3) Prioritizing Committee
United Faculty Vice President/Designee
Academic Senate President/Designee
2 College Managers
Prioritize Campus Hires

(4) College President
(In Consultation)

Non-agreement

(5) Job Announcement & Recruitment Plan Workshop Compulsory
Team Presentation By:
1 U.F. Rep
1 Aca. Sen. Rep.
1 Dist. Pers. Manager
Campus Aff Act Off/ Designee

RE: Job Analysis & Recruitment Plan
Local Quals
Desirable Quals
E.Q.'s
Supplementals

(6) Anticipated Job Openings Announced

College

District

Continued

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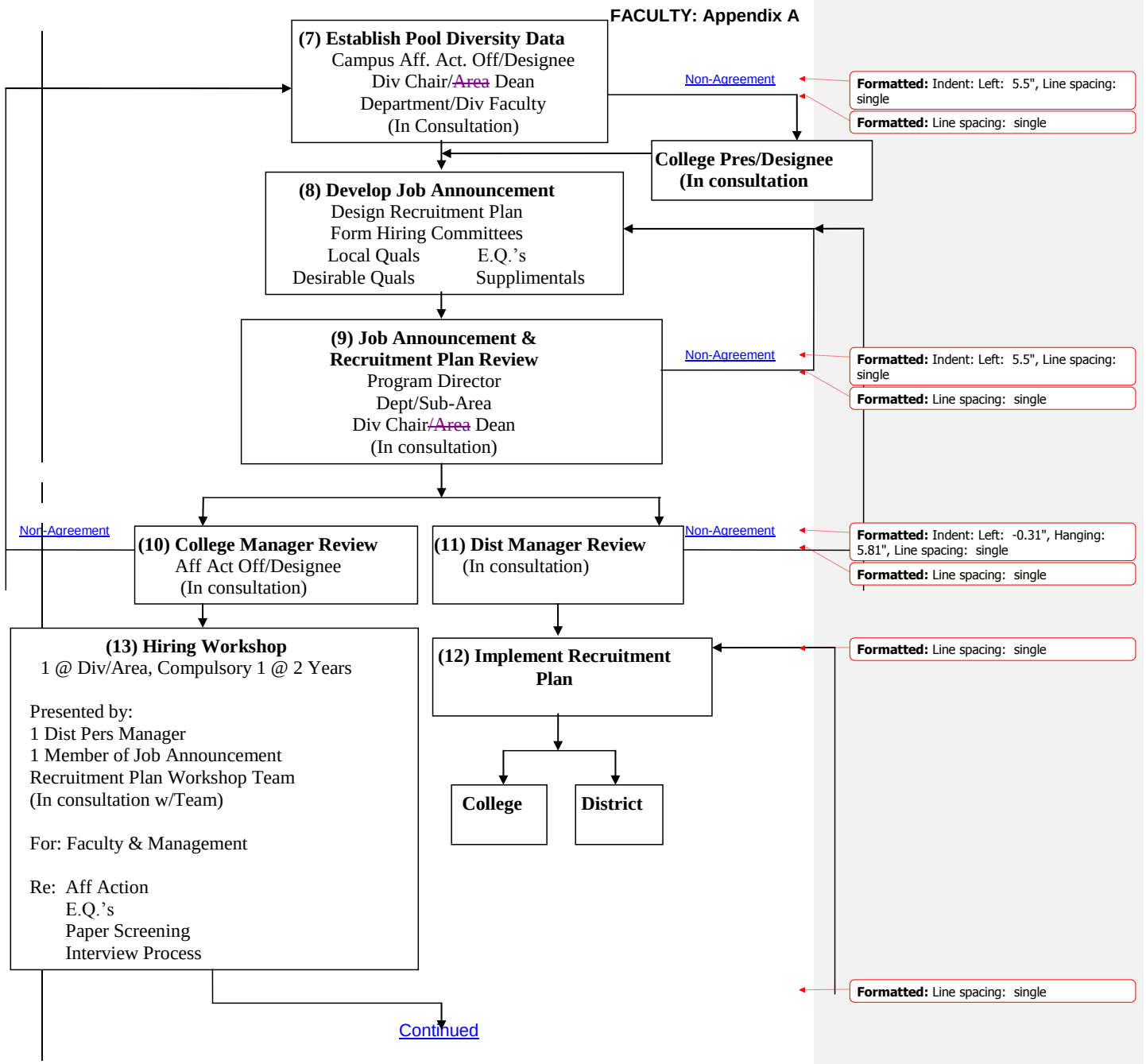
FACULTY: Appendix A
(7) Establish Pool Diversity Data
Campus Aff. Act. Off/Designee
Div Chair/~~Area~~ Dean
Department/Div Faculty
(In Consultation)
Non-Agreement
College Pres/Designee
(In consultation
(8) Develop Job Announcement
Design Recruitment Plan
Form Hiring Committees
Local Quals E.Q.'s
Desirable Quals Supplimentals
(9) Job Announcement & Recruitment Plan Review
Program Director
Dept/Sub-Area
Div Chair/~~Area~~ Dean
(In consultation)
Non-Agreement
Non-Agreement
(10) College Manager Review
Aff Act Off/Designee
(In consultation)
(11) Dist Manager Review
(In consultation)
Non-Agreement
(13) Hiring Workshop
1 @ Div/Area, Compulsory 1 @ 2 Years
Presented by:
1 Dist Pers Manager
1 Member of Job Announcement Recruitment Plan Workshop Team
(In consultation w/Team)
For: Faculty & Management
Re: Aff Action
E.Q.'s
Paper Screening
Interview Process
(12) Implement Recruitment Plan
College
District
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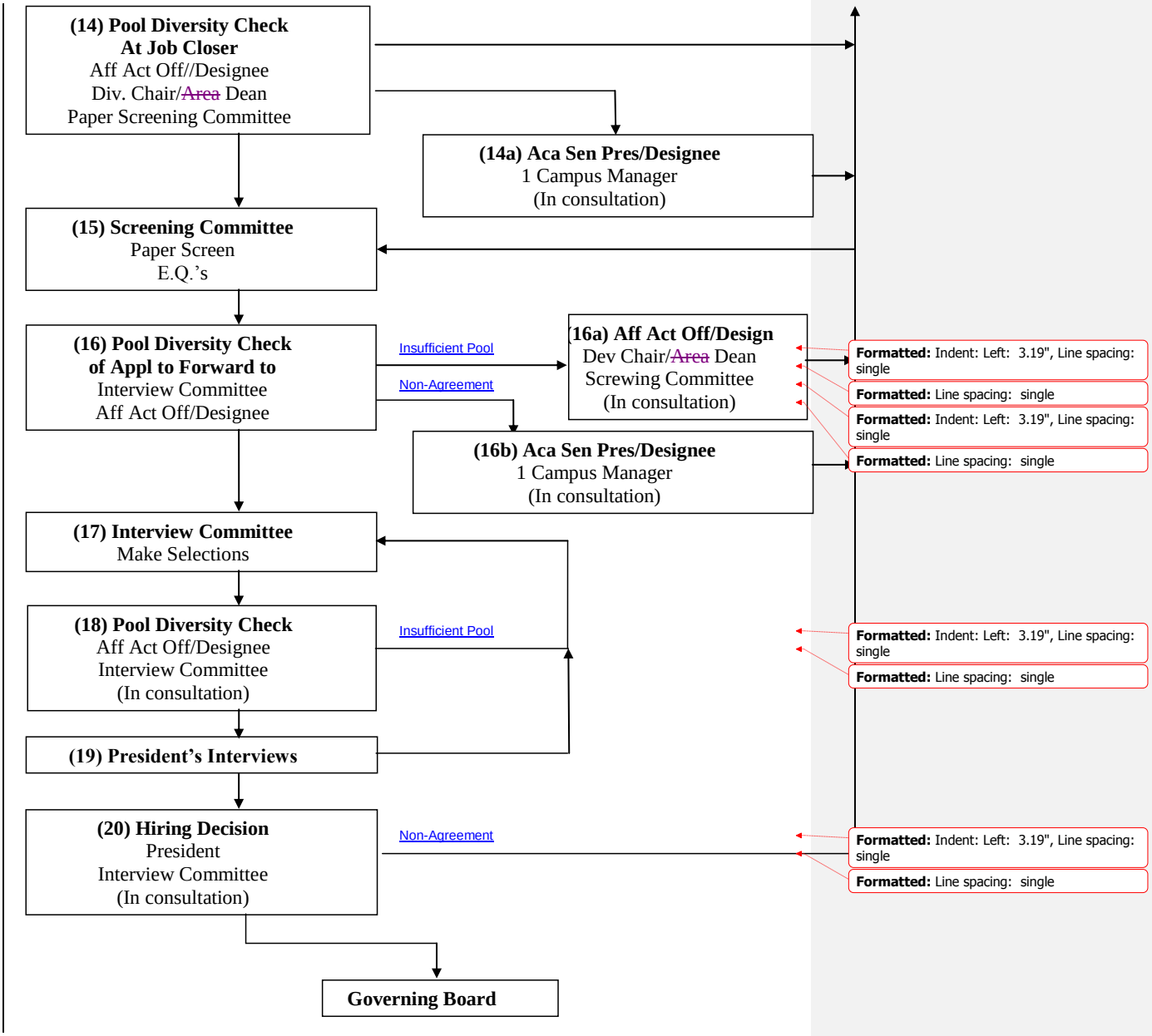

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C. PART-TIME HIRING
(Revised by Governing Board, July 27, 1994)

This process seeks to ensure a highly qualified, diverse group of part-timers and an ongoing, viable pool of part-time faculty. Refer to Boxes 1, 2 and 2a of the Policy for Hiring Full-time Faculty prior to implementing this process.

Box 1 - Prioritizing Allocation of C-Contract-Hourly Instruction at Colleges

Each College President (or designee) and Faculty Senate President (or designee) will ensure equal faculty/management participation (including representatives from the United Faculty and Faculty Senate) in prioritizing and reaching agreement on hourly instructional (C-Contract) needs in programs/departments/sub-areas.

This process will occur by the end of January (for the following academic year's allocations) and then again by the end of September (if the previously agreed to allocations are to be significantly changed.)

Box 2 - ~~Establish Pool Diversity Data~~

~~In order to determine the need for affirmative action recruiting and hiring strategies, program/departments/sub-area faculty will evaluate the current program/department/ sub-area make-up of full and part-time faculty and establish program/department/sub-area affirmative goals and timetables for the hiring of part-time faculty. Using information from the District Human Resources Office, District Research Office, and the College Affirmative Action Committee, faculty will analyze statewide and discipline data (if available) to estimate the qualified applicant pool and to understand who is "in the pipeline." This data will be perused by the College Affirmative Action Committee and College Affirmative Action Officer.~~

~~This process will occur annually, until a program's/department's/sub-area's affirmative action goals are met. After the goals are met, this process is to occur once every two years.~~

Box 3 - Job Announcement, Recruitment and Hiring Workshop

Held twice a year during flex, and led by the same team which is involved in holding these workshops for full-time hiring, this workshop will be for everyone who is involved in part-time hiring. It will cover subjects similar to those covered in the full-time hiring workshops: writing job announcements and recruitment plans, recognizing the value of diversity, establishing local qualifications and desirable qualifications, understanding and drafting possible equivalencies, developing supplemental questions, focused recruitment strategies to increase faculty diversity, paper screening and interview process, and implementing the equivalency process (Boxes 3 and 10 under Full-time Hiring). This workshop must e taken every three years.

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Box 4 - Anticipated Job Openings

In order to establish a qualified diverse pool, the District Human Resources Office and/or colleges send out announcements of anticipated job openings twice a year. This involves a generic announcement for the District and/or Colleges which includes minimum qualifications and solicits resumes.

4a. Optional Supplementals or Applications

Upon receiving resumes, Division ~~Chairs/Area~~ Deans, in consultation with program/department/~~sub-area~~ faculty involved in part-time hiring, may elect to send out supplementals or applications in order to solicit more information and ensure that a diverse pool is being established. If desirable qualifications are not evident on resumes, supplementals may be used to match individuals with specific needs.

Box 5 - Screening Process

Two or more faculty members from programs/departments/sub-areas, plus one manager if possible, who have attended the workshops in Box 4 participate in the screening of potential part-time faculty. The committee shall be formed in accordance with the United Faculty-Contra Costa Community College District Agreement, Article 6.4.3 ~~6.1.4C~~. (If a program/department/~~sub-area~~ has fewer than two faculty members, refer to Article 6.4.3.3 ~~6.1.4C3~~ of the UF/CCCCD District Agreement for the process by which faculty members are selected.) Whenever possible the committee shall reflect diversity. Names of candidates who have been determined to meet minimum qualifications shall be added to the qualified part-time applicant pool. The screening committee shall further screen the qualified part-time applicant pool to select applicants for interview(s). Supplementals may be used to facilitate screening. Equivalency review also occurs during the screening. Any faculty hiring that must take place between graduation and the first day of (optional) August flex shall be paid at the AB 1725 rate.

Box 6 - Interviewing Process

Faculty members and manager from the committee in Box 6 interview potential candidates. The Division ~~Chair/Area~~ dean may make reference checks. After the completion of interviews, the committee reviews, the pool diversity data to determine its success in reaching affirmative action goals. If the committee so wishes, it may further screen the qualified part-time applicant pool to select applicants for interview(s~~). If the committee has been unable to accommodate the affirmative action goals of its program/department/sub-area, the committee shall explain its actions in writing to the College Affirmative action Officer. The Committee then recommends the successful candidate(s) for hire to the Assistant Dean of Instruction/Area Dean/Division Chair (Box 8)~~. The names and files of those candidates not selected for hire shall be added to the qualified part-time applicant pool.

Box 7 - Consultation and Recommendation

The ~~Assistant Dean of Instruction/Area~~ Division Dean/~~Division Chair~~ facilitates and

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recommends the hiring of part-time faculty by ensuring that their paper work is in order and that they are oriented to the college. If the Dean has any question about the qualifications of the new hires, the Dean shall confer with the committee described in Box 6.

Box 8 - Employment by the Governing Board

The Governing Board's action employing temporary, part-time faculty shall include the criteria used to determine that the minimum qualifications established by the California Community College Board of Governors or its equivalent have been met (Education Code 87359a).

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THESE CHARTS TO BE DELETED

FLOW CHART OF POLICY FOR HIRING PART-TIME FACULTY

(1) Program Director
Sub-Area/Department
Div. Chair/~~Area~~ Dean
(In Consultation)
Identify Hiring Needs
A, A/C, C Contract

↓

(2) College President
Academic Senate President
United Faculty President

↓

(2a) Faculty Staffing Discussions
Chancellor
College Presidents
Faculty Senate Presidents
United Faculty President

↓

(3) Prioritizing Committee
United Faculty Vice President/Designee
Academic Senate President/Designee
2 College Managers
Prioritize C Contract Hrs

↓

(4) College President
(In Consultation)

Non-agreement

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(5) Combined Job Announcement & Hiring Workshop
Compulsory if not attended F/T Workshop
Presented By:
1 Dist. Pers. Manager
1 Member of F/T Workshops
(In consultation w/Team)
For:
Faculty & Management
Hiring P/T Instructors
Re:
Job Analysis & Recruitment Plan
Local Quals — Supplementals
Desirable Quals — Aff Act
E.Q.'s — Paper Screening
Interview Process

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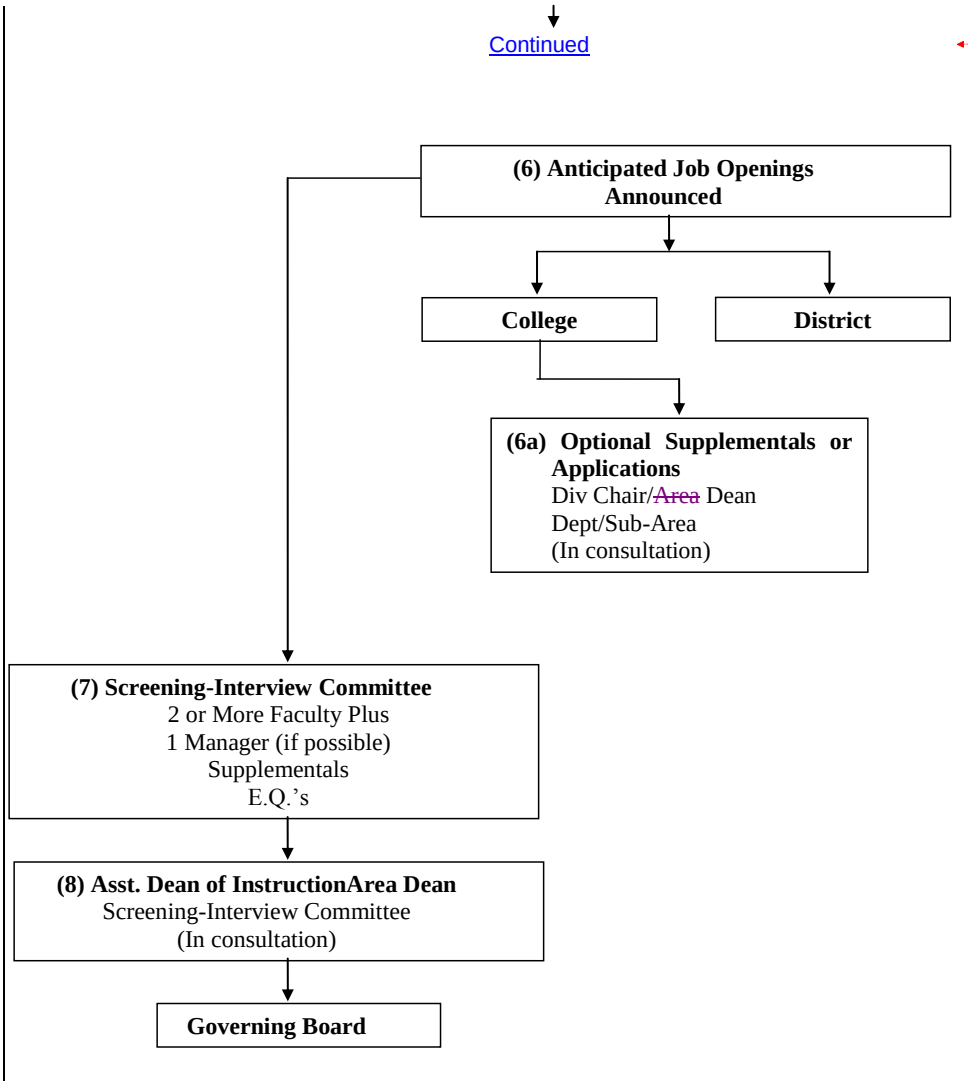

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D. EMERGENCY HIRING FOR PART-TIME INSTRUCTORS

The emergency procedure is to be used in the following cases: (1) an instructor becomes unavailable to teach at the last moment; or (2) additional sections are needed due to unusually large enrollment.

Furthermore, the college may hire under this procedure, provided that:

1. Prior to the hiring, appropriate academic manager and or the department/sub-area chair (if available) and the Faculty Senate President (or designee) determine that the situation is an emergency.

2. The hiring committee consists of at least one faculty member from the same or closely related discipline and either the Division ~~Chair/Area~~ Dean/~~Assistant Dean of Instruction~~ or department/~~sub-area~~ chair. (If there is no tenured faculty member in the discipline available to serve on the Committee a tenured faculty member from another discipline will be added or the United Faculty may be asked for a variance for a non-tenured faculty member to serve.) At least one person serving on the committee needs to have attended a workshop on hiring procedure (Box 10 under Full-time Hiring or Box 4 under part-time hiring) and therefore be well versed in the process of reviewing and granting equivalencies. The ~~Area Dean/Assistant~~ Division Dean ~~of Instruction~~ or department/~~sub-area~~ chair is responsible for convening the hiring committee. A program director if she/he so desires, shall be on the committee if the vacancy is in her/his program.

3. The committee reviews the qualified part-time applicant pool to select candidate for interview. If the applicant pool is exhausted, the committee may accept recommendations of applicants from other sources; i.e., other instructors, off-campus organizations. All applicants shall meet minimum qualifications or the equivalent.

4. The committee interviews prospective applicant(s) and forwards its choice(s) to the ~~Area~~Division Dean/~~Assistant Dean of Instruction~~ (see Box 7 under Part-time Hiring).

5. Any one hired under the emergency procedure will be notified that she/he is to be employed for one semester only. Employment beyond one semester will require that the candidate(s) not from the qualified part-time applicant pool be paper screened and interviewed through the regular hiring procedure for part-time faculty. (Boxes 6 and 7). Those selected from the applicant pool shall be interviewed according to the regular hiring procedure for part-time faculty (Box 7).

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E. EXCERPTS REGARDING HIRING FROM THE CONTRA COSTA COMMUNITY COLLEGE DISTRICT – UNITED FACULTY AGREEMENT

6.4.3 Hiring

6.4.3.1 The paper screening committee for faculty shall be selected according to department regulations and shall consist of no less than two (2) regular faculty members, or, if necessary, one regular and one contract III faculty member. One hourly rate (part-time) instructor shall be guaranteed a screening interview for a full-time faculty position for which he/she meets the minimum qualifications. The applicant to be interviewed shall be determined through the established paper screening process.

6.4.3.2 Faculty shall participate in the screening of applications and in the screening interview of such classified employees as serve in a direct relationship to the instruction or student service program or fall under a department where such screening is not in conflict with contract provisions of the classified units.

6.4.3.3 An interviewing team shall be selected according to department regulations and shall consist of no less than two (2) and no more than five (5) regular faculty members and a voting manager proposed from a panel of two to three academic administrators from that college. The panel shall be chosen and submitted by the department and agreed to by the College President. If a department is three or less full-time tenured faculty, the faculty in the division shall select the panel of administrators assigned to the department in which the new hired will be working shall be included on any interviewing team as a voting member. The same team shall interview all of the candidates who are invited to come to the college.

6.4.3.3.1 Where a department has one (1) position authorized to it, the interviewing committee used in filling such position shall be chosen by the Faculty Senate President in consultation with the Division Chairperson and Dean. Such committee shall consist of no less than two (2) and no more than five (5) regular faculty members plus the division chairperson who serves as a voting member.

6.4.3.3.2 Where a department has two (2) positions authorized to it and one (1) of those positions is to be filled, the interviewing committee used in filling it shall be jointly chosen by the remaining faculty member and the Faculty Senate President in consultation with the Division Chairperson and Dean. The committee shall consist of no less than two (2) and no more than five (5) regular faculty members plus the division chairperson who serves as a voting member.

1. Each department shall develop instruments for the rating of the candidates. Such instruments shall be the property of the District.

2. Such instruments and/or questions shall be reviewed and approved by the District. If the District does not approve the department's rating instruments, the District shall consult with the department to resolve the differences. Personal notes

and/or information placed on the official rating sheets shall remain the property of the District.

3. Any and all personal notes and/or information developed by individual team members shall remain the property of the team member.

4. The interviewing team shall recommend at least two (2), preferably three to five (3-5), of the best qualified applicants without indicating any preferences for consideration by management. After management interviews the referred applicants management shall meet with the interviewing faculty team to discuss the ranking of the candidates and the President's proposed recommendation to the Chancellor and Governing Board.

5. Management shall make the final selection based upon the recommendations of the interviewing team, and its own evaluation. If the College President and the interview team do not reach agreement regarding the candidate interviewed under the procedure, both recommendations shall be forwarded to the Chancellor for a final recommendation to the Governing Board.

6. With the concurrence of the appropriate department these hiring procedures may be waived for part-time, temporary faculty employees.

7. Faculty may be invited to participate in the selection of management personnel at the discretion of the Chancellor or designee.

6.4.4 Staffing: Faculty in departments can make recommendations through the Division Chairperson on such matters as staffing needs, enrollment trends, use of part-time staff, and affirmative action programs.

6.4.5 Curriculum: Following department procedures, faculty can make recommendations for new courses or curriculum changes to the appropriate committee dealing with curriculum and instruction as constituted at the local campus.

6.4.6 Facilities: Faculty in departments can make recommendations for the use of facilities.

6.4.7 Staff Development: All faculty and staff development monies shall be distributed to the colleges on a basis proportional to the number of faculty FTE at each college. The college monies shall then be allocated at the college by mutual agreement between the college staff development committee and the management designee. Faculty in departments may formulate in-service training recommendations. In-service training programs for the improvement of instruction in departments shall not be undertaken without the consideration and approval of the affected group.

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6.5 Notwithstanding any of the above, District management has final responsibility and authority for all District operations.

6.6 When management does not accept a written recommendation of the department, the appropriate chairperson shall be notified in writing of the action and the reason(s) therefore.

Historical Annotation: 12/19/90; 6/26/91; 1/26/94; 7/27/94

Comment [LC118]: Clarification

FACULTY

Appendix B

Equivalency Policy and Process for Faculty Applicants

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EQUIVALENCY POLICY AND PROCESS FOR FACULTY APPLICANTS

(Approved by Governing Board, December 19, 1990)
(Revised by Governing Board June 26, 1991)

A. PHILOSOPHY

It is the policy of the Contra Costa Community College District that faculty hiring procedures and guidelines be established to provide for college faculty of highly qualified people who are expert in their subject areas, who are skilled in teaching and serving the needs of a varied student population, who can foster overall college effectiveness, and who are sensitive to, and themselves represent, the racial and cultural diversity of the adult population of the state of California.

The Governing Board, represented by the administration has the principal legal and public responsibility for ensuring an effective hiring process. The faculty, represented by the Faculty Senate, has an inherent professional responsibility in the development and implementation of policies and procedures governing the hiring process which is to ensure the quality of its faculty peers.

One part of the process needed to fulfill these responsibilities is a procedure for determining when an applicant for a faculty position, though lacking the exact degree or experience specified in the Disciplines Lists, nonetheless does possess qualifications that are at least equivalent.

Faculty believe that the expertise to determine equivalencies lies in the departments/sub-areas. In order to achieve consistency throughout the colleges and District, each college will devise an appropriate mechanism to insure fairness in the equivalency process. All faculty involved in the hiring and equivalency process must be properly trained in the use of the Districtwide guidelines developed for the Equivalency Process.

B. CRITERIA

It is expected that candidates will meet the minimum qualifications requirement through the equivalency process infrequently. Candidates will be deemed to possess equivalent qualifications if they have evidence of the expertise associated with a particular degree but do not possess the specific degree named in the Disciplines Lists. Very rarely, a candidate who is obviously highly qualified, who indeed may be the best qualified of all the candidates, will be able to demonstrate through publications or other achievements that she/he has qualifications equivalent to those specified in the Disciplines List. It will be the responsibility of the candidate who claims equivalent qualifications to provide conclusive evidence, as clear and reliable as the college transcripts being submitted by the other candidates, that she/he has qualifications that are at least equivalent to what is required by the minimum qualifications. It is important to note that the equivalency process is intended to neither raise standards nor lower them from the minimum qualifications established for the position.

C. REQUIREMENTS FOR DISCIPLINES REQUIRING THE MASTER'S

For establishing the equivalent of the master's degree, possession of at least the equivalent in the level of achievement and breadth and depth of understanding is required.

The candidate making the claim of equivalent qualifications must provide conclusive evidence in regard to I. AND II below:

I. General Education Requirements BA/BS degree

II. Major Requirements for Disciplines Requiring the Master's

The equivalency process will recognize primary and related disciplines, i.e., before and after the first "OR," as identified on the Board of Governors list of disciplines, including subsequent revisions.

A. To be deemed equivalent, using a primary discipline, i.e., those before the first "OR" on the list of disciplines, the applicant must possess:

1. A Bachelor's degree from an accredited institution in any discipline.

PLUS

2. 30 additional semester units of upper division or graduate course work (at least 15 units of which are graduate level) in one or more of the primary disciplines, from an accredited institution;

OR

3. Some combination of additional course work or documented study, in the discipline or a related discipline, and verifiable experience of such accomplishment in the discipline that the combination of course work and experience equals a master's degree in one of the primary disciplines in breadth, depth and rigor. Appropriate licensure from professional state or national boards, e.g., CPA, BRN, may be deemed equivalent to some course work.

B. To be deemed equivalent, using a related discipline, i.e., those after the first "OR" on the list of disciplines, the applicant must possess:

1. A Bachelor's degree from an accredited institution in any of the primary disciplines listed on the Board of Governors list of disciplines, including subsequent revisions.

PLUS

2. 30 additional semester units of upper division or graduate course work (at least 15 units of which are graduate level) in one of the primary disciplines, from an accredited institution.

OR

3. Some combination of additional course work or documented study, in the discipline or a related discipline, and verifiable experience of such accomplishment in the discipline that the combination of course work and experience equals a master's degree in one of the related disciplines in breadth, depth and rigor. Appropriate licensure from

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professional state or national boards, e.g., CPA, BRN, may be deemed equivalent to some coursework.

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D. REQUIREMENTS FOR DISCIPLINES NOT REQUIRING THE MASTER'S

The minimum standards shall be the BA/BS from an accredited institution, plus two years of documented experience in the subject matter area OR an AA/AS degree from an accredited institution plus six years of documented experience in the subject matter area.

I. For the AA/AS Degree Plus Six Years of Experience

The candidate making the claim of equivalent qualifications must provide conclusive evidence in regard to A and B below (minimum qualifications include A1 AND B1, plus some combination of A2 and B2):

A. Degree Requirements

1. GE Requirements

The general education requirements shall be those of a current AA/AS degree as adopted by any college in the District.

2. Additional Degree Requirements

Additional education to include a combination of college semester units and/or industry training in the discipline or a related discipline, equivalent to 24 semester units (each unit of credit is equal to 54 hours of training).

B. Occupational Proficiency

1. Shall have occupational proficiency in the vocational subject assigned commensurate with the grade of difficulty level of instruction. Evidence of occupational proficiency will be based upon at least two years of recent work experience, calculated either consecutively or cumulatively, which is directly related to the occupation to be taught or upon evidence of equivalent proficiency. (California State Plan for Vocational Education)

2. The equivalent of four years of documented experience that demonstrates possession of thorough and broad skill and knowledge for each of the following as separate and District criteria:

a. Mastery of the skills of the vocation thorough enough for the proposed specific assignment and broad enough to serve as a basis for teaching the other courses in the discipline.

PLUS

b. Extensive and diverse knowledge of the working environment of the vocation.

E. EVIDENCE

A candidate who does not present conclusive evidence in regard to minimum qualifications indicated above does not possess the equivalent of the experience in question.

Conclusive evidence for general education, major or experience requirements shall be one or more of the following:

1. an official transcript showing that appropriate courses were successfully completed at an accredited college** or appropriate foreign institution***;

2. publications that show a command of the major in question;

3. skills demonstration or verifiable evidence of professional performance, professional and/or public recognition, professional presentations, computer software development or applications, or related training;

4. verification of employment history.

** Colleges and university degrees and credits submitted for employment, including the equivalency process, or advancement must be from United States institutions accredited by one of the six regional accrediting agencies recognized by the Council on Post-secondary Accreditation and the United States Secretary of Education.

*** All degrees and credits not covered by the six regional accrediting agencies recognized by the Council on Post-secondary Accreditation and the United States Secretary of Education, including all foreign degrees and credits, are subject to verification through the equivalency process. The candidate bears the responsibility of documenting equivalency to accredited United States institutions.

F. SELECTION PROCEDURES

1. Department/sub-area identifies initial criteria for equivalencies, using guidelines within this policy and sample curricula from various master's or AA/AS degree programs as appropriate.

2. Department committee will determine the sequence for the review of applicant qualifications; i.e., whether to screen initially for minimum qualifications/ equivalencies or desirable qualifications and responses to supplemental questions. The desirable qualifications should not be used as a substitute for the minimum qualifications.

3. In the case where desirable qualifications are screened first—if the committee has chosen a candidate for interview who does not meet the minimum qualifications, the candidate's application and supporting materials shall be forwarded to the Equivalency Committee for review prior to any candidate receiving an interview. The names of candidates selected for a screening interview and determined to possess the equivalent of the minimum qualifications are then sent forward for the interview.

4. Contra Costa College will implement an Academic Senate Equivalency Committee to review department screening committee equivalency decisions. At Diablo Valley College, each department will form an equivalency committee consisting of department faculty and one representative from the division. Where departments and divisions are the same, the division representative should be selected from a different subject area within the division. At Los Medanos College, sub-areas will form their own equivalency committee as needed. Members will include at least one person from outside the sub-area and one person from the Academic Senate. If an equivalency committee is needed for hiring part-time faculty in the summer, faculty will be compensated at a rate on the Personnel Related Services Salary Schedule. Rate to be incorporated into separate salary schedule and adjusted subsequently.

5. Faculty applicants who are deemed to meet equivalencies for a discipline by a college equivalency committee shall be deemed to be minimally qualified for that discipline Districtwide.

6. Faculty who are hired under the equivalency process shall be qualified to teach those disciplines for which they have been minimally qualified Districtwide.

G. REVIEW AND REVISION

This equivalency policy and its procedures are subject to review and revision at the request of either the Faculty Senate Coordinating Council or the Governing Board. Changes in this policy require the joint agreement of the Academic Senate and the Governing Board. Until there is joint agreement, this policy remains in effect. (Education Code 87355-87359)

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H. EDUCATION CODE REFERENCE

Education Code 87359 (a) "No one may be hired to serve as a community college faculty member, instructional administrator, or student services administrator under the authority granted by the regulations unless the governing board determines that she/he possesses qualifications that are at least equivalent to the minimum qualifications specified in regulations of the board adopted pursuant to Section 83756. The criteria used by the governing board in making the determination shall be reflected in the governing board's actions employing the individual. (b) The process, as well as criteria and standards by which the governing board reaches its determinations, shall be developed and agreed upon jointly by representatives of the governing board and the academic senate, and approved by the governing board. The agreed upon process shall include reasonable procedures to ensure that the governing board relies primarily upon the advice and judgment of the academic senate to determine that each individual employed under the authority granted by the regulations possesses qualifications that are at least equivalent to the applicable minimum qualifications specified in regulations adopted by the board of governors. The process shall further require that the governing board provide the academic senate with an opportunity to present its views to the governing board before the board makes a determination and that the written record of the decision, including the views of the academic senate, shall be available for review pursuant to Section 87358(6)."

Historical Annotation: 12/19/90; 6/26/91; 1/31/07

Comment [LC119]: Clarification

CONTRACT ADMINISTRATORS
Appendix C
See Proposed New Board Policy 2057 and HR Procedure 1010.06, Hiring of Contract Administrators

CLASSIFIED STAFF
Appendix D
See Public Employees Union Local 1 Collective Bargaining Agreement

MANAGERS, SUPERVISORS, AND CONFIDENTIAL STAFF
Appendix E
See Management, Supervisory, and Confidential Employees Personnel Manual

HISTORICAL ANNOTATION

The Uniform Employment Selection Guide, originally adopted in 1982, was reprinted in 1987 and revised in 1989.

The Uniform Employment Selection Guide was adopted as Personnel Procedure 1002 on November 6, 1990, with Board-approved sections titled *Policy for Hiring Full-time and Part-time Faculty* and *Equivalency Policy and Process* added on December 19, 1990, after which the procedure (guide) was again revised in February 1991.

Subsequently, specific sections of the Uniform Employment Selection Guide were revised and approved by the Governing Board as follows:

June 26, 1991	Section titled *District Equivalency Policy* Section titled *Policy for Hiring Full-time and Part-time Faculty*
January 26, 1994	Section titled *Policy for Hiring Full-time and Part-time Faculty* (*Regarding* Full-time *Faculty*)
July 27, 1994	Section titled *Policy for Hiring Full-time and Part-time Faculty* (*Regarding* Part-time *Faculty*)
September 29, 1999	Section titled *Procedure for Hiring of the Chancellor, Vice Chancellors and Presidents*

The Uniform Employment Selection Guide was adopted by Cabinet as Human Resources Procedure 1010.02 on February 5, 2002, with Board-approved revisions to the section titled *Equivalency Policy and Process for Faculty Applicants* on January 31, 2007.

Comment [LC120]: HR Historical Annotation clarification

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THE FOLLOWING EXHIBITS WILL BE DELETED

Comment [LC121]: All exhibits are outdated

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~~**EXHIBITS**~~

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~~Exhibit~~

1. ~~Academic Position Authorization Request~~
2. ~~Classified Position Authorization Request with Supplemental Job Information Questionnaire and Desirable Qualifications Sheet~~
3. ~~Classified Job Description~~
4. ~~Classified Job Announcement~~
5. ~~Classified Supplemental Job Information Questionnaire Rating Form~~
6. ~~Classified Affirmative Action Recruitment Plan~~
7. ~~Faculty Job Announcement~~
8. ~~Faculty Supplemental Job Information Questionnaire~~
9. ~~Faculty Supplemental Job Information Questionnaire Rating Form~~
10. ~~Faculty and management Affirmative Action Recruitment Plan~~
11. ~~Teaching Demonstration Rating Form~~
12. ~~Screening and Selection Process History: LMC President~~
13. ~~Pre-employment Inquiries~~
14. ~~Applicant Flow Data~~
15. ~~Sample Recruitment Process Letters'~~
16. ~~Credentials Authorizing Full-time Instruction in Community Colleges~~
17. ~~State-Minimum Qualifications for Hiring New Academic Employees~~
18. ~~List of Disciplines~~

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