

**1. Training Procedures**

- A. All search and selection committee members, including committee chairs, shall receive appropriate training in search and selection procedures before the committee begins its screening process or at the first committee meeting. The training will include information regarding the District's diversity values.
- B. Individuals who are knowledgeable about and committed to the College's diversity values shall be included on all search and selection committees (hereinafter "committee").
- C. The Assistant Director of Human Resources shall serve as a consultant on District and state guidelines and be responsible for monitoring the District's search and selection procedures, including but not limited to a review of search committee composition and procedures and adequacy of applicant pools.
- D. The length of the advertising period should be sufficient to allow for adequate distribution and response and to help obtain more diverse applicant pools, and shall be a minimum of three weeks. Due to extenuating circumstances, the period may be shortened to two weeks as approved by the Director of Human Resources and the component Vice President.
- E. Evaluation of Applicant Pool: The Assistant Director of Human Resources shall review the search and selection process at appropriate intervals to evaluate the applicant pool. If it is determined that additional recruitment could significantly improve the pool, the search may be reopened or extended, and applicants so notified.

**2. Position Approval**

- A. New, Revised or Converted Positions  
All new, revised or converted classified positions must be reviewed by the Classification Study committee prior to implementation of the search and selection procedures as outlined. Implementation of the search and selection process for new, revised or converted classified contract positions is contingent on approval of the contract position(s) by the Superintendent/President. [For replacement positions, skip to section 2.B.(1)]. The unit administrator should initiate a request for approval by completing the personnel requisition form and submitting it to the Human Resources Department.
- B. Position Approval
  - 1. Classified Personnel Requisition Form Approval
    - a. Upon receiving written documentation of a classified employee separation, the HR Department will send the separated employee's administrator a Classified Personnel Requisition Form and request the administrator to initiate the recruitment process. The administrator shall either complete the form and return it to the HR Department or provide a written reason for delaying the hire with a projected date at which the administrator will reassess the process. HR may review the request for delay with the component administrator.

The Director of HR will review the Requisition Form for completeness and compliance with HR requirements and then route the

form to obtain approvals from the division dean if appropriate, Business Services, and the component administrator.

Should the unit administrator request that the position be designated as “bilingual required” or “bilingual desired,” the “Request for Bilingual Designated Position Form” must be completed and submitted along with the completed classified personnel requisition form.

2. 39-Month Reemployment

The 39-month reemployment process shall be implemented pursuant to the relevant provisions of the SEIU bargaining unit agreement and education code. Employees on a reemployment list will be considered prior to transfer opportunities and/or full recruitment. If there are no eligible persons on the 39-month reemployment list, the procedures described in the remainder of this Administrative Regulation will apply.

3. Transfer Process

The transfer process shall be implemented pursuant to the relevant provisions of the SEIU bargaining unit agreement. If the transfer process does not yield a transfer, the procedures described in the remainder of this Administrative Regulation will apply.

4. Eligibility Pool

a. An eligibility pool is a list of individual(s) identified by the selection committee who have applied, were interviewed and were identified for inclusion in a pool for potential hires for future openings.

b. The Human Resources Department will check whether there is a valid eligibility pool for the vacant position. If so, the Human Resources Department will notify the unit administrator. The unit administrator may elect to utilize the pool, or elect not to do so and proceed with full recruitment.

c. If the unit administrator elects to utilize the eligibility pool and the pool is ranked, s/he shall interview the top ranked available applicant in the pool. If the unit administrator has already participated in an interview with this applicant, s/he may recommend hiring the top ranked applicant in the pool without a second interview. Upon receiving a recommendation to hire from the unit administrator, the Human Resources Department will do reference checks on the recommended applicant and forward the reference checks and recommendation to the component administrator. The unit administrator may request to conduct reference checks, provided the Human Resources Department provides training regarding how to conduct proper reference checks. At this point, the process will follow these Administrative Regulations, starting at 9.E.

d. If the unit administrator elects to use the eligibility pool, and the pool is non-ranked, s/he shall interview all available applicants in the pool, with the following exception. If there are more than three applicants in the pool, and the unit administrator has already participated in interviews with the applicants, s/he may elect to conduct second interviews with less than the entire pool, based upon committee scores, application materials and the strengths and weaknesses summary of recommended applicant. If the unit administrator elects not to interview all persons in the pool, s/he shall prepare a written memo explaining his/her reasons for this decision. This

memo shall be included in the recruitment file. Upon receiving a recommendation to hire from the unit administrator, the Human Resources Department will do reference checks on the recommended applicant and forward the reference checks and recommendation to the component administrator. The unit administrator may request to conduct reference checks, provided the Human Resources Department provides training regarding how to conduct proper reference checks. At this point the process will follow these Administrative Regulations, starting at 9.E.

### **3. Job Announcements**

- A. Upon receiving the approved classified personnel requisition form and completion of the transfer and eligibility pool processes, the Human Resources Department will draft a job announcement for the vacant position.
- B. The job announcement will identify the minimum qualifications for the position as stated in the approved classification description, briefly describe position duties, list the materials that must be submitted by the applicant, tell where to submit the application, and provide the application deadline date and time.
- C. The Human Resources Department will provide the announcement, subject to approval by unit administrator.
- D. Upon approval, the Human Resources Department will send the announcement for printing/duplication.
- E. Upon receipt of copies of the job announcement, the Human Resources Department will post them in the Human Resources Department, distribute to College department and division offices, mail to those who have submitted an interest card for like position(s), and mail to agencies and organizations on a list reviewed by the Assistant Director of Human Resources and maintained by the Human Resources Department. The Human Resources Department will mail copies to those who request such by mail or telephone, and hand them out to those who request such in person at the Human Resources Department. Additional distribution may be initiated by the Human Resources Department and/or department administrator/manager where appropriate.

### **4. Search and Selection Committee Members and Chair**

- A. The Human Resources Department shall distribute a screening scheduling and committee approval form to the hiring unit administrator upon distribution of the job announcement.
- B. The unit manager or administrator shall develop a list of search and selection committee members and forward the form to the following for approval: the appropriate Vice President, Superintendent/President (as appropriate), with final approval by Director of Human Resources or designee.
- C. Members of the committee
  1. The committee chair will be administrator or designee as approved by the component administrator.
  2. The committee will be a minimum of three members.
  3. The committee must include:
    - Classified department or position-related representative
    - Administrator or manager

- Contract staff representative from another department (whenever appropriate)
  - Contract faculty representative from the department (whenever appropriate)
  - Contract faculty representative from the department (whenever appropriate)
  - Student representative (whenever possible)
  - Community representative (optional)
4. Upon recommendation by the Human Resources Department, a committee may be reconstituted in order to ensure a fair hiring process.
- D. Human Resources Department representative may serve as a resource person for screening and interview deliberations of the committee.
- E. Committee members have an ethical obligation to remove themselves from the committee when bias or the appearance of bias is present. In order to prevent bias, or the appearance of bias, no individual with a close personal relationship with any applicant shall serve on the selection committee. Guidelines for evaluating bias shall be reviewed at the first committee meeting.

## 5. **Recruitment of Applicants**

Recruitment shall be coordinated through the Human Resources Department in conjunction with individual departments and divisions.

## 6. **Committee Materials and Orientation**

- A. The Human Resources Department shall prepare screening packets for the committee, which shall include guidelines addressing member responsibilities, confidentiality statements and screening forms.
- B. Packets will be made available *FIVE WORKING DAYS from the closing date of the position, provided Human Resources has an approved committee sheet prior to the closing date of the position.*
- C. In the event that committee members have not received appropriate training in Search and Selection procedures, the committee chair will coordinate any additional training needed with the Human Resources Department before the first committee meeting.
3. The first meeting shall include a comprehensive orientation in which all members must participate.
4. At the first meeting, committee members shall develop timelines and a meeting schedule and shall review search and selection procedures, responsibilities, position qualifications, confidentiality, bias, fair employment practices and diversity values. Committee members shall sign a statement affirming confidentiality and unbiased participation.
5. The Committee will review, discuss and agree on any alternative education and/or experience which relates to minimum qualifications.

## 7. **Review and Selection of Applicants for Interview**

- A. 1. The Committee Chair may prescreen applications to determine which candidates clearly do not meet the minimum qualifications.
2. All excluded applications may be reviewed by the committee upon their request and will be available at the first committee meeting.

- B. Each committee member shall review all forwarded applications. All application materials, screening and interviewing materials shall be housed in the Human Resources Department and are strictly confidential. In the event a committee member *must* screen application materials prior to the first scheduled committee meeting, the committee member may do so if authorization by the committee chair is given to the Human Resources Department
- C. To rate the applications, committee members shall use the college classified application screening evaluation form. Each committee member must screen all forwarded applications.
- D. After committee members have completed their individual rating of applications, all committee members shall meet to determine the applicants to be invited for an interview. The committee chair may arrange for a Human Resources Department representative to be present at this meeting. Committee member's scores shall be entered on the tally sheet. Total scores will be calculated for all applicants. The committee chair will lead a discussion to determine which candidates are to be invited for interview.
- E. Applicants who are selected for interviews will be assessed where necessary for required skills such as bilingual abilities, typing/keyboarding abilities, etc.; and those applicants who demonstrate skill(s) proficiency will be forwarded to the interview process.
- F. The committee shall recommend a schedule for interviews to the Human Resources Department. If possible, applicants shall be notified of the scheduled interview a minimum of five (5) working days in advance. If travel or performance exercises are involved, a minimum of two weeks notice is recommended.
- G. The committee shall develop the job-related interview questions and may develop an appropriate job-related demonstration with written instructions. The Human Resources Department may provide samples of interview questions and/or written exercises upon request. Any other materials the applicant should bring to the interview shall also be identified. In order to ensure fair and equal treatment of all applicants, no additional information shall be solicited from any applicant unless the same is done for all applicants selected for further review. The interview schedule, job-related interview questions, and instructions shall be forwarded to the Human Resources Department, at which time interviews with selected applicants will be scheduled.

The questions and instructions shall be approved by Human Resources Department and the component Vice President, or respective designee. If substantive changes are made to the questions, these changes shall be reviewed by the committee chair.
- H. Upon receipt of the recommended list of applicants, the Human Resources Department shall notify applicants by mail of interview appointments. Consideration in scheduling will be given to applicants traveling from distant locations.
- I. The Human Resources Department shall notify those applicants not recommended for interview of their application status in writing.

## **8. Interview Process**

- A. A committee member must be present at all interviews in order to be eligible to participate in the interview scoring process.
- B. Each committee member shall use the college interview forms to score each applicant's performance in the interview.

## **9. Recommendation Process**

- A. Committee member's scores shall be entered on the tally sheet. Total scores will be calculated for all applicants. The committee chair will lead a discussion to determine which candidates are to be recommended. The committee chair may arrange for a Human Resources Department representative to be present at this meeting.
- B.
  - 1. The committee shall forward all selection materials and the recommendation form to the Human Resources Department.
  - 2. The committee chair shall develop, in conjunction with the committee, a written summary of the job-related strengths and weaknesses of recommended applicants, to be submitted with the committee's recommendation. Where desirable qualifications are to be considered, such skills shall be noted in the job related strengths and weaknesses summary.
  - 3. At least three qualified applicants should be recommended. In the event that there are not three qualified applicants recommended, the committee shall send a written explanation on the Strengths & Weaknesses Summary form to Human Resources with the committee's recommendation.
  - 4. The committee's recommendation may include either a ranked or non-ranked list. If the committee elects to submit a ranked list, a written explanation of the reason for the rankings given shall be prepared and submitted on the Strengths & Weaknesses Summary form. If a ranked list is submitted and the highest ranked applicant is not suitable and/or not able to fill the position, the next ranked candidate will be considered.
  - 5. The search committee shall also indicate whether or not the recommended applicants who are not selected will be placed on an eligibility pool list, and, if so, designate the length of time the pool will be valid (not to exceed 12 months).
- C. The Human Resources Department shall notify applicants not recommended as finalists by the committee of their status in the process.
- D. The Human Resources Department will do reference checks on the recommended applicant and forward the reference checks to the component administrator. The unit administrator may request to conduct reference checks, provided the Human Resources Department provides training regarding how to conduct proper reference checks. The component administrator, Vice President or Superintendent/President may interview recommended finalist(s).
- E. The Human Resources Department shall forward the committee's recommendation to the Assistant Director of Human Resources and the component administrator.
- F. In the event that the component administrator decides not to forward the committee's recommendation because of compelling reasons, s/he shall review the decision with the committee chair (or appropriate manager/administrator if a

pool hire). The committee chair will inform the committee and the search & selection process may be reopened.

- G. The component administrator shall notify the Human Resources Department of his/her recommendation.
- H. The unit administrator shall notify the successful applicant of the District's intent to recommend appointment to the Governing Board. Upon the applicant's acceptance and Governing Board ratification, the Human Resources Department shall notify all candidates in writing of their appointment status. The committee chair will notify committee members of the recommended appointment.
- I. If the committee has recommended the formation of an eligibility pool, the Human Resources Department will appropriately file that list, and will notify the applicants in writing of their inclusion in the eligibility pool. If no eligibility pool is established, all finalists will be notified.

**10. Process for Complaints or Concerns**

In the event that there is a question or concern about confidentiality, bias, or the integrity of the hiring process, it shall be brought to the attention of the Director of Human Resources, or designee. S/he shall conduct a thorough review of the process, and in consultation with the component administrator, determine whether the process, committee membership, or committee chairpersonship, shall be changed, or determine that the position be reopened or the search extended.

**11. Review and Revision of Search and Selection Procedures**

The search and selection procedures are subject to review and revision. Any proposed revisions shall be reviewed by the Human Resources Department in collaboration with appropriate campus representatives, which shall send forward recommendations to the Administrative Council and the Superintendent/President. The Superintendent/President shall forward such modifications to the Governing Board for information.

**12. Confidential Position Requisition**

In the event that a confidential-designated position vacancy occurs, the same procedures for search and selection of classified staff will be followed.

Final Review Approved by Search & Selection Task Force 4/16/02

Reviewed with Administrative Council in May/June 2002

Reviewed by Business Services Component Managers 7/02/02

Reviewed with Student Services Component Managers 7/16/02

Reviewed with Instructional Division Deans 11/18/02

Reviewed with Student Senate President 4/22/03

Second reading by Governing Board 8/04/03