

AR 7120.1 Full-Time Faculty Recruitment & Employment

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TABLE OF CONTENTS

SECTION 1 RECRUITMENT

Announcement Procedures
Special Requests
Advertising
Outreach

SECTION 2 APPLICATION PROCESS

District Application Form
Supplemental Application Forms
Other Application Materials
Recruitment
Reopened Searches

SECTION 3 SCREENING COMMITTEES

Membership
Orientation
Responsibilities
Sequence of Events
Scheduling
Reporting

SECTION 4 EMPLOYMENT TESTS

Paper Screening
Interviews
Writing Samples
Bilingual Requirements
Assessment Center Techniques
Presentations
Paper and Pencil Tests

SECTION 1

RECRUITMENT

The priority for hiring faculty shall be determined by the Academic Senate Priority process.

Announcement Procedures

The Executive Vice Chancellor of Human Resources & Educational Services or designee will review each Personnel Requisition prior to the preparation of the Job Announcement. When appropriate, the Executive Vice Chancellor of Human Resources and Educational Services or designee will meet with the requester to review and clarify special requests, job descriptions, minimum qualifications or other aspects of the opening.

The appropriate President's designee shall consult with the department chair to determine if modifications to the desired qualifications portions of the brochure are desired. In the event there is no full time discipline faculty in the department, the appropriate President's designee shall consult with the appropriate Academic Senate President.

There are three procedures by which equivalencies to minimum qualifications are chosen and approved:

I. When a department agrees that specific equivalencies to minimum qualifications exist, these equivalencies must be approved prior to the printing of the job announcement. Each time a department wishes to alter its agreed upon equivalencies, it must file a new "Request for Equivalencies to Minimum Qualifications" form. (Form I). In addition, the approved equivalencies will be printed on the job announcement with a clear statement that the applicant must provide proof with his/her application form.

II. When a department agrees to advertise a position without stating specific equivalencies, the job announcement will include "OR the equivalent" when listing the qualifications. Form II will then be used to document if a candidate has met the qualifications through equivalency.

III. When a department agrees to combine I and II procedures, they follow instructions for both processes.

Any additions to the state minimum qualifications shall be addressed in the desired qualifications and shall require district discipline faculty to reach consensus. The Academic Senate Presidents at both colleges will certify that the district faculty have reached consensus on any additions to the State minimum qualifications.

The Human Resources Department will prepare the Job Announcement. The requester will be notified and provided three (3) working days to review the Job Announcement before it is sent for printing and distribution. Any substantive changes initiated by the Human Resources Department will be discussed with the requester prior to printing. Each Job Announcement will include the:

- *job title
- *department
- *location
- *special funding information
- *desired starting date
- *a description of the position (responsibilities)
- *minimum qualifications
- *other requirements
- *salary information
- *a brief description of benefits available
- *screening criteria
- *method of application
- *the specific employment tests that will or might be used in the screening process

The final job announcement shall be approved by the appropriate department chair and both Academic Senate Presidents.

Following the review and approval process, the publication of the job announcement will be completed in order to take advantage of job fairs and other similar events that enhance the district's recruitment efforts.

Special Requests

Special requests fall into several categories: however, most require additional handling and/or additional consideration. Some examples of special requests that should be noted on the requisition include, but are not limited to:

- requests for expanded job announcement distribution through professional organizations, targeting mailing lists, or listing provided by the department/division.
- requests for additional advertising resources for specific outreach in a discipline.
- requests for supplemental application materials beyond an application and resume.

The Human Resources Department will distribute the Job Announcement to a basic list of agencies, organizations and all RSCCD full-time faculty, board members and administrators. Additional distribution will be decided in consultation with the department dean and department chair or faculty representative, depending on available resources, time constraints and need. See Advertising and Outreach sections below.

The open application period is a minimum of 20 working days in order to provide adequate time for effective recruitment. The first workday following the closing date, the Equal Employment Opportunity Officer or designee shall determine if an adequate applicant pool has been recruited. The closing date may be extended if an adequate pool is not achieved and additional recruitment efforts are required. In such cases, the division dean and/or co-chair of the screening committee will be consulted. If a priority date system is used, screening may begin after the Equal Employment Opportunity Officer determines that there is an adequate applicant pool. In some special cases (sudden resignation, death, special projects, etc.), the time line and selection process may need modification due to business necessity. In all such cases the appropriate President shall submit a recommendation and rationale to the Executive Vice Chancellor of Human Resources and Educational Services or designee for a decision. In cases of disagreement, the Chancellor shall consider the facts of the situation and provide direction.

Advertising

The Human Resources Department shall prepare all advertising and make arrangements for same. As indicated above, the requisition may be used a vehicle to make special requests for advertising. Advertising may include, but is not necessarily limited to:

- *newspapers
- *professional publications
- *television
- *movie theater screens
- *radio
- *computerized bulletin boards

Where and when advertising is placed will depend on several factors including resources available, lead time required for each publication, time constraints within the District, past experience within the discipline and past experience with the advertising type. The Human Resources Department shall develop, in conjunction with deans, department chairs and faculty a comprehensive recruitment program. That program will include:

- baseline advertising and job announcement distribution that is done for every out-of-district search.
- targeted advertising, job announcement distribution and other outreach activities as determined appropriate for each discipline.
- methods by which timely input can be made for specialties within disciplines at the time of specific openings, e.g., identifying sources for an electronic music specialty for a Music Instructor opening.

Outreach

Outreach is additional advertising or enlargement of job announcement distribution for the purpose of increasing the likelihood of a qualified and diverse pool of applicants.

Since resources are limited, a full-scale outreach search is impossible and inadvisable for each and every opening, particularly in those disciplines where past experience has yielded diverse and qualified pools through normal avenues. However, the District does want to pursue the widest possible outreach for every opening within time and resource constraints. Outreach, then, is following avenues identified through the processes identified above, and is done by the Human Resources Department in conjunction with department/division academic staff.

APPLICATION PROCESS

District Application Form

All applicants, internal or external, must submit the current District Faculty Application Form, as prescribed by the Human Resources Department, to be considered for an opening. Applicants must submit a separate application form for each opening for which they apply, unless a special request for an exception has been created for a specific position, the applications of those who meet minimum qualifications will remain active for a six month period. Nevertheless, new positions will be advertised and new applicants may apply. Notice of this will be included in the job announcement.

District application forms should be filled out completely to be considered. References to the resume in the application may not be accepted as a complete application packet, at the discretion of the screening committee.

Supplemental Application Forms

Supplemental application forms may be used to test job-related knowledge and ability. However, these are considered employment tests and must be approved by the Equal Employment Opportunity Officer or designee. See Section 4 for more information about EMPLOYMENT TESTS.

Other Application Materials

One unofficial copy of transcripts must be submitted with the District application form and resume; showing minimum educational qualifications are met. Transcripts may be made available to the screening committee for the purpose of determining whether a candidate meets the District minimum educational requirements that are beyond State requirements. A trained Academic Senate representative shall oversee the appropriate use of transcripts in the selection process.

Recruitment

Outreach will be conducted to develop an applicant pool that is qualified and diverse. See the Advertising and Outreach sections for more information. Faculty who attend professional organizations and conferences will be encouraged to take job announcements to recruit individuals to apply for openings for which they are qualified. When qualified candidates are identified, their names and complete addresses should be submitted to the department chair or division dean and to the Human Resources Department.

Reopened Searches

Reopened searches are those that have proceeded to the point of screening committee deliberations. Under usual circumstances, the decision to reopen a search signifies that the committee found no one in the pool meeting minimum qualifications, meeting established criteria for an interview or meeting established criteria for recommendation for final interview. In reopened searches the Human Resources Department should be able to advise appropriate former applicants that they were not selected and would not be included in the reopened search.

SECTION 3

SCREENING COMMITTEES

Membership

Following the close of the application submission period, the President's designee will review all applications to insure that possible committee members are not active applicants.

It is the responsibility of the designee to coordinate the development of the list of people to serve as committee members from the primary college. At least one member of the corresponding department/discipline at the sister college shall be invited to serve on the

committee. In the Continuing Education program, any contract faculty member within the discipline having a vacancy may serve on the committee. In the Child Development Center Program, one teacher from each center, selected by the teachers at the center, may serve on the committee. The area program administrator shall send a memo to contract faculty of the department or discipline soliciting participation.

The President of the Academic Senate or designee shall select one faculty member for the screening committee, who can work outside of the academic discipline under consideration. A faculty member who is a representative of Equal Employment Opportunity Advisory Committee shall be appointed by the chair or designee of that committee. The Senate President and Equal Employment Opportunity Advisory Committee Chair will be notified of faculty vacancies by job announcement distribution. It shall be the designee's responsibility to contact the Senate President and Equal Employment Opportunity Monitor in a timely manner. It will be the responsibility of the designee to insure that committee representative is complete and be the administrative support for the committee.

Prior to the first meeting of the screening committee, the President's designee shall forward to the Human Resources Department and to each academic senate president the list of those members who will serve on the committee. The form shall certify which member of the committee is serving the sister college. In the event the sister college declined to serve on the committee, a certification from the President's designee shall state who was contacted at the sister college.

In the event there is no contract faculty within the discipline and or there is perceived a need to add members to the committee, the President's designee shall recommend to the appropriate Academic Senate President membership in the committee. The Academic Senate President shall appoint those members he/she deems appropriate.

In the event faculty positions are being hired where the primary assignment is not a teaching assignment, such as a coordinator of a special project, even if the position is not initially a tenure track position, said position shall be hired following the procedures set forth in these administrative regulations. The president's designee and the Academic Senate President shall reach consensus on the appropriate disciplines that will be represented on the hiring committee. The committee shall be composed primarily of faculty within the discipline. All counseling position hires outside of the counseling division shall be composed primarily of counseling faculty. The committee shall include counseling faculty from the counseling division.

The screening committee will have co-chairs. The administrative co-chair shall be appointed by the appropriate President and shall be responsible for convening the initial meeting of the screening committee and serving as the liaison with the Human Resources Department. The faculty co-chair shall be elected by the faculty on the committee and shall be responsible for leading the deliberations of the committee.

The complete list of committee members is submitted by the designee to the appropriate President for review and approval of the discretionary appointments and then forwarded to Human Resources.

The Equal Employment Opportunity Officer or designee will review the committee composition to insure compliance with District procedures. If modification of committee membership is required, the Equal Employment Opportunity Officer or designee will consult with the President and Academic Senate President.

Orientation

The screening committee shall be oriented in a manner approved by the Chancellor and the Academic Senate President.

Responsibilities

Screening committees recommend finalists to the appropriate President or designee. As such, in the screening process, each is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, to maintain the confidentiality of

the deliberations and to follow equal employment opportunity guidelines. Should individual committee members be named as defendants in a complaint or lawsuit, the Board will indemnify those members, provided each has followed prescribed policy and processes in executing his/her committee responsibilities. Participants of the screening committee for hiring personnel should not meet outside of the scheduled meetings to discuss candidates being considered. All discussion of candidates should be with the entire group at a scheduled meeting.

Committee members should submit any notes, screening forms or other evaluative material to the chair for inclusion in the recruitment package. These will be maintained by Human Resources for three (3) years, the minimum requirement for retaining recruitment files. Should future complaints or lawsuits be filed, the notes, forms and/or other material will be returned to the committee members to assist them in their statements.

Persons service on screening committees shall participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase). Any exceptions should be based on factors that do not adversely affect equal employment opportunity, e.g., a subject matter expert is engaged to evaluate technical interview responses. Exceptions must be approved by the Equal Employment Opportunity Officer.

The role of the Equal Employment Opportunity Monitor on screening committees will include the following:

- serve as a participating member of the committee
- monitor the selection process for adherence to established procedures and sound personnel practices
- serve as a resource in the areas of equal employment opportunity
- serve as liaison, as necessary, between the committee and the Human Resources Department and the Equal Employment Opportunity Officer to address issues and concerns as related to the screening process

Sequence of Events

1. The appropriate President's designee shall consult with the department chair to determine if modifications to the desired qualifications portions of the brochure are desired.
2. The Academic Senate President at both colleges will certify that the district faculty have reached consensus on any additions to the State minimum qualifications.
3. The final job announcement shall be approved by the appropriate department chair and both Academic Senate Presidents.
4. The President's designee shall forward to Human Resources and to each academic senate president the list of those members who will serve on the committee and the required certification of membership.
5. The Administrative co-chair will convene the committee and the faculty.
6. The Equal Employment Opportunity Officer or designee will provide an orientation, as described above. This must be done before any further steps can be taken.
7. The committee will then establish the screening process, calendar, screening criteria, interview questions, and any other employment tests.
8. Employment tests and screening criteria must be submitted to Equal Employment Opportunity Officer or designee for review and approval.

9. The committee will then use the approved screening criteria to evaluate applicant's qualifications. Screening at this point in the process must be based solely on the application materials submitted.¹ The committee may ask the Human Resources Department to screen for minimum qualifications if they are clear and unambiguous.
10. **The committee will choose those it wishes to evaluate further. Such evaluation will be made by on-site testing, e.g., interviews, teaching demonstrations, or other approved means (employment tests).**
11. **The committee should attempt to reach consensus regarding those who will/will not be considered for final interview. Consensus is defined as unanimity. Prior to paper screening, the committee must agree on a procedure to follow if consensus cannot be reached. Some suggestions for the committee to consider are:**
 - *written ballot
 - *raised hands
 - *rating chart with point system
12. **The committee will provide job-related reasons for the non-selection of applicants it does not wish to evaluate further.**
13. **The committee will conduct interviews and other assessments with those candidates chosen for further consideration.**
14. **The committee will attempt to recommend up to 5 finalists. The committee will recommend the finalist(s) to the appropriate College President. If the committee cannot recommend at least two finalists, it will provide the President with a written rationale for its recommendation.**
15. **The co-chairs will be responsible for conducting reference checks on all finalists. If a finalist is or has been a District employee, at least one of the references should be a non-District source. This is the appropriate point for screening committee members to provide first-hand knowledge they may have about a candidate, if that information did not come out during the screening or committee interviewing process. Reference checks will be conducted on all candidates prior to their being sent forward for final interview. If reference checks do reveal that any proposed candidate is not satisfactory, the committee will reconvene to deliberate further. At this point the committee can decide to send the remaining names forward or to reconsider the other candidates or to extend/reopen the search.**
16. **The appropriate President shall contact the recommended finalists and set up interview appointments with the final interview team. A schedule of appointments will be sent by the President to the Human Resources Department.**
17. **The final interviews will include the appropriate President, the President's designee to the screening committee and a faculty member selected by the faculty on the screening committee.**
18. **The President will make the final recommendation to the Chancellor. All candidates not recommended as finalists shall be promptly notified in writing by the Human Resources Department after the selection is made.**
19. **If the screening committee reconvenes following the final interview process, the following will apply:**
 1. **Options available to the screening committee, if no candidate is acceptable, include but are not limited to the following:**
 - a. Go back to the pool of candidates;
 - b. Extend or open the search
 2. **If all candidates are rejected at any point in the process, the**

particular position will remain open and viable unless redefined by the department. The position will not be withdrawn because of budgetary or other considerations as the department moves forward to define excellent candidates or to redefine the position and conduct a search.

Scheduling

Screening committees are responsible for scheduling their own meetings for the purposes of planning, screening, interviewing and deliberations. Every effort shall be made to schedule screening committee meetings to accommodate faculty teaching schedules.

Paper screening will normally be scheduled no earlier than five (5) working days following the priority date or close of the application period. It is the responsibility of the designee to schedule a room for the screening committee meetings. Following consultation with the screening committee members regarding time schedules, the co-chairs will notify committee members of room locations and meeting times. This information will be communicated to Human Resources by the co-chairs when submitting the Screening Certification Form.

Application packets may be picked up from Human Resources by the designee no sooner than the day of the screening. Any other arrangements must be arranged by one of the co-chairs with the Human Resources Department.

Upon completion of the review process, the committee co-chairs will complete and submit the Screening Review Form indicating those recommended for interviews. In addition the co-chairs will submit the Screening Certification Form. Those not selected for interviews will be promptly notified in writing by the Human Resources Department after the selection is made.

Interviews will normally be scheduled no earlier than five (5) working days following the receipt of the screening materials in the Human Resources Department. It is the responsibility of the Human Resources Department to contact applicants, set up interview times and notify the committee chair of confirmations.

Reporting

The chair of the screening committee is required to provide the following reports to the Human Resources Department:

1. Screening Review Form at the completion of application materials screening (paper screening).
2. Screening certification Form at the completion of application materials screening (paper screening).
3. Proposed interview questions, employment tests and descriptions of any demonstrations at the completion of application materials screening (paper screening).
4. Interview Report Form within one working day of selecting finalists.
5. Narrative descriptions of each finalist, indicating strengths, competencies and other relevant information, e.g., statements about committee process or consensus.
6. Recommendations of the committee for those to be contacted as references.

SECTION 4

EMPLOYMENT TESTS

Paper Screening

All requirements set for applicants can be viewed as employment tests by the courts, e.g., application forms, minimum application material requirements, written samples, transcripts, etc.

Therefore, it is imperative that everything requested of applicants be directly relevant to the position and be a reliable predictor of success in the position. If there are qualifications required or preferred that are not addressed by the application form, consideration should be given to using a supplemental application form.

Departments will designate from the following authorized list, the selection criteria appropriate for the screening process and the oral interview for each authorized position.

Screening and selection criteria

In addition to the requirement and responsibilities listed, the following criteria will be considered in selecting candidates:

1. Educational experience breadth and depth
2. Working experience breadth and depth
3. Demonstrated leadership capabilities
4. Curriculum development
5. Program development
6. Community involvement
7. Demonstrated experience in working with a diverse socioeconomic community
8. Credential or minimum qualifications authorizing service in other areas of need
9. Demonstrated ability to work cooperatively with others
10. Bilingual ability² (if needed)

Applicants selected for an interview may be required to take additional tests or assessments and will be notified of such prior to the date of the interview.

During the interview session, those selected may, in addition to the above, be evaluated on the following factors.

1. Oral communication skills
2. Presentation
3. Problem solving skills
4. Successful teaching, problem solving or performance demonstration
5. Writing skills/demonstration

Interviews

Interviews may also be viewed by the courts as employment tests. The Human Resources Department will review all interview questions to help assure reliability and validity, as well as conformity to equal employment opportunity guidelines.

Sufficient time should be provided to allow a proper assessment of the candidate's qualifications (a minimum of a 30-minute time period should be allocated for each candidate). The co-chairs or designee may pick up interview packets from the Human Resources Department on the first day of the interviews, unless prior arrangements have been made.

Interview questions shall be job related and should be tests of a candidate's knowledge and abilities, as well as being reflective of minimum, required and preferred qualifications. During the actual interviews by the screening committee, the same questions shall be asked of all candidates. Follow-up questions are discouraged, but maybe asked if a response is unclear or the candidate obviously misunderstood the questions. Consistency across candidates is of utmost importance in defending the screening process. Committee members shall sign the Interview Report Form which indicates specific reasons for not recommending candidates as finalists.

Writing Samples

In most faculty positions, the ability to write well is a critical ability. Requiring a writing sample can be an effective means of evaluating this ability and can be accomplished in one of three ways:

1. Requesting a writing sample as part of the original application requirements.
2. Requesting a sample prepared and brought to the interview, e.g., a lesson plan or lecture outline.
3. By incorporating a written exercise as part of the interview process, e.g., immediately preceding or following the oral questions.

Bi-lingual Requirements

Some faculty positions may have a bi-lingual requirement, based on bona fide position needs. When such a requirement exists, specific mention of the requirement must be made in the job announcement and advertising. Additionally, methods of screening for this requirement must be built into the process.

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

During the interviewing phase, at least one question (written or oral) shall be devoted to assessing a person's foreign language proficiency. Under these circumstances, it would be imperative that a committee member be fluent in the required foreign language.

Assessment Center Techniques

Employment tests can also take the form of assessment center techniques. Typically, these techniques approximate working situations the candidates would encounter in the job for which they are applying. Examples include counseling a troubled student, grading a written exam or researching a publication article in the library.

The Human Resources Department can help screening committees design job-related assessment techniques. Such techniques are effective means of evaluating actual work performance, and therefore are usually more defensible than interviews as a screening method. If such techniques are employed, candidates will be notified by the Human Resources Department at the time of invitation for interviews.

Presentations

For teaching faculty presentations are an important evaluation technique for the screening committee. Screening committees are encouraged to require presentations of teaching faculty applicants.

Paper and Pencil Tests

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

¹ The committee should attempt to reach consensus regarding those who will/will not be considered further. Assistance in this process may be requested from Human Resources.

² If bilingual ability is required, then it should be listed as a job requirement under the selection criteria, and as part of the criteria for the interview. In addition, the interview should include some form of language testing.