

1 **CERRITOS COMMUNITY COLLEGE DISTRICT**

2
3 **MANAGEMENT**

4 **EMPLOYMENT SELECTION PROCEDURES**

5
6 The purpose of the District’s employment selection procedures is to ensure a
7 fair and equitable process by which all qualified candidates can be
8 considered and given the opportunity to compete for employment with the
9 District. The recruitment and selection process involves the efforts of all the
10 members of the campus community. Each member plays an important role
11 in selecting a qualified candidate to recommend to the Board of Trustees.

12
13 **1. IDENTIFICATION OF POSITIONS THAT WILL BE FILLED**

14 The Planning and Program Review processes, which are linked to the
15 District’s Educational Master Plan, assist in the identification of
16 positions that the District will fill using the District’s employment
17 selection procedures.

18
19 **2. EMPLOYMENT REQUEST**

20
21 **2.1 Initiate Employment Request Form**

22 The responsible manager supervising the position to be filled will
23 initiate an Employment Request Form. Employment Request Forms
24 are four-part forms that may be obtained in the District’s Human
25 Resources Office.

26
27 **2.2 Signatures Required**

28 The Employment Request Form must be signed by:

- 29 • The initiating manager who requests authorization to fill a
30 position.
- 31 • The initiating manager’s supervisor and the appropriate Vice
32 President whose signatures indicate that the position to be filled
33 has been identified through District-approved procedures.
- 34 • The Business Services Budget Department which supplies a
35 position control number indicating that funds are available and
36 authorized in the District’s budget to support the position.
- 37 • Human Resources which authorizes posting the position and
38 initiating the employment selection process.

39
40 **2.3 Draft Job Announcement**

41 After receipt of all authorizing signatures, Human Resources will draft
42 a job announcement and route it appropriately for review.

1 2.4 Profile Statement

2 A profile statement is a brief description of the department and the
3 initiatives, programs or focuses of the department /division/area that
4 may attract or interest candidates. A profile statement will include the
5 major functions of the department/division/area and may include:

- 6 • the essential duties of the position;
- 7 • the current level of staffing in the department/division/area;
- 8 • the position to which the prospective manager will report;
- 9 • any current initiatives or programs which the position will
10 oversee;
- 11 • and any other information that may attract quality candidates.

12
13 The supervising manager will draft the profile statement in order to
14 assist in recruiting candidates. The profile statement is subject to
15 approval of the appropriate Vice President or President/
16 Superintendent.

17
18 **3. JOB ANNOUNCEMENTS**

19
20 3.1 Review of Draft Job Announcement

21 Human Resources will draft a job announcement. The job
22 announcement will be sent to the appropriate Vice President; the
23 Faculty and Staff Diversity Officer; the Vice President of Human
24 Resources; and the recruiting manager (if not a Vice President) for
25 review. The appropriate Vice President, the Faculty and Staff Diversity
26 Officer, the Vice President of Human Resources and the recruiting
27 manager will be notified of any proposed changes.

28
29 3.2 Final Job Announcement

30 Human Resources will prepare and publish the final job announcement
31 for a position based on the profile statement, the State-mandated
32 minimum requirements for the position and the Board-approved
33 requirements for the position. Job announcements will include
34 pertinent information such as salary, benefits, closing date, and
35 application procedures.

36
37 3.3 Qualifications in Job Announcement

38 Job announcements will include the Board-approved qualifications for
39 the position and any preferred qualifications for the position. Preferred
40 qualifications may be developed by the supervising manager.
41

4. ASSIGNMENTS AND INTERIM RECRUITMENTS

4.1 Temporary Assignment of a Current Employee

The District may appoint a current employee to serve out-of-classification in a management position while a manager is on extended leave or until the District completes recruitment for the position. The assignment will be made by the Board of Trustees and will not exceed two years in duration. The employee will serve as an "acting" manager for the duration of the assignment. An employee who has served in a position through a temporary out-of-classification assignment must apply for the position if he/she is interested in the position on a permanent basis.

4.2 Temporary Assignment of a Contract Professional

The District may enter into a professional contract with an individual not currently employed by the District, who is specially trained, experienced, and competent to serve as an administrator, and who meets the minimum qualifications for the position. A contract professional may serve as an employee or a consultant in the management position while a manager is on extended leave or until the District conducts recruitment for the position. The contract will be approved by the Board of Trustees and will not exceed two years in duration. The individual will serve as an "interim" manager for the duration of the assignment. An individual who has served in a position through a professional contract must apply for the position if he/she is interested in the position on a permanent basis.

4.3 Interim Recruitment

The District may conduct an internal or external recruitment for an "interim" manager to serve in a management position while a manager is on extended leave or until the District fills a vacant position. The assignment will be made by the Board of Trustees and will not exceed two years in duration. An individual who has served in a position on an "interim" basis must apply for the position if he/she is interested in the position on a permanent basis.

4.3.1 Internal Interim Recruitment

If the District determines that it will conduct an internal recruitment for a candidate to meet the needs of the District while a manager is on extended leave or until the District fills a vacant position, the President/ Superintendent and appropriate Vice President will determine what materials will be required in the internal selection

1 process. The candidate will serve as an "interim" manager for the
 2 duration of the assignment. The internal announcement will be made
 3 via the Daily Falcon and will be posted on Human Resources webpage.
 4 If the interim recruitment is conducted during summer sessions, all
 5 full-time faculty will be notified by regular U.S. Mail of the recruitment.
 6 The recruitment period will last at least seven business days after the
 7 date of electronic publication in the Daily Falcon or the date of mailing
 8 notices. The President/Superintendent and the appropriate Vice
 9 President will review the materials requested, select candidates for
 10 interview and conduct oral examinations/interviews. The selected
 11 candidate will serve as an "interim" manager and must apply for the
 12 position if she/he is interested in the position on a permanent basis.
 13

14 4.3.2 External Interim Recruitment

15 If the District determines that it will conduct an external recruitment
 16 for a candidate to meet the needs of the District while a manager is on
 17 extended leave or until a vacant position is filled, the District will use
 18 the selection procedure for a permanent recruitment but may
 19 announce the position for a period of less than four (4) weeks. The
 20 selected candidate will serve as an "interim" manager and must apply
 21 for position if she/he is interested in the position on a permanent
 22 basis.
 23

24 **5. RECRUITMENT**

25 The District will conduct external recruitments for permanent
 26 management positions to attract qualified applicants. The District will,
 27 at a minimum, conduct a statewide search.
 28

29 5.1 Minimum Recruitment Efforts

30 The District's recruitment efforts will, at a minimum, include:

- 31 • Listing the management job announcement on the District's website
 32 and posting the job announcement in Human Resources.
- 33 • Posting the job announcement in California Community Colleges
 34 Equal Employment Opportunity Registry.
- 35 • Posting the job announcement at CalJobs through the State
 36 Employment Development Department.
- 37 • Mailing or emailing the job announcements to those agencies/
 38 persons on the list established pursuant to the District's EEO Plan.
 39

40 5.2 Additional Recruitment Efforts

41 The recruiting department, division or area may use other internet
 42 websites, job fairs, conferences, publications and/or mailing resources

1 to advertise a position. All recruitment efforts will be approved by the
2 Vice President of Human Resources and the Faculty and Staff Diversity
3 Officer.
4

5 5.3 Length of Recruitment

6 All management positions will be open for recruitment on the day that
7 the job announcement is placed on the Human Resources webpage.
8 The recruitment will remain open to accept applications for a minimum
9 of six (6) weeks. If there is a necessity to fill the position quickly, the
10 President/Superintendent and the appropriate Vice President may
11 approve a recruitment period of four (4) weeks.
12

13 **6. PROHIBITIONS TO SERVING ON A SELECTION COMMITTEE**

14
15 6.1 Family Relation

16 An individual is not eligible to serve on a Selection Committee if
17 he/she is related to an applicant for the position. For the purposes of
18 this procedure a relative includes: father, mother, brother, sister,
19 spouse, domestic partner, child, grandchild, stepparent, stepchild,
20 mother-in-law, father-in-law, brother-in-law, sister-in-law, daughter-
21 in-law, son-in-law, grandparent, grandparent-in-law, aunt, uncle,
22 niece, nephew, foster child of the individual or any person living in the
23 individual's immediate household.
24

25 6.2 Personal Relationship

26 An individual is not eligible to serve on a Selection Committee if
27 he/she has a personal relationship with an applicant for the position.
28 A personal relationship is not a working relationship. A personal
29 relationship is one in which the nexus of the relationship is not
30 professional, i.e. personal friends, neighbors, someone the individual
31 dates.
32

33 6.3 Recommendation of an Applicant

34 If an employee writes a recommendation letter for an applicant, that
35 employee is not eligible to serve as a Selection Committee member for
36 the current recruitment. If an applicant submits a letter of
37 recommendation which an employee wrote recommending the
38 applicant for a recruitment other than the one to which the employee
39 is appointed, the letter of recommendation must be removed from the
40 applicant's file and the employee is eligible to serve on the Selection
41 Committee. The applicant may, time permitting, be notified by phone
42 or e-mail that the letter of recommendation has been removed from

1 the application and allowed to provide another letter of
2 recommendation for a period of five (5) days.

3
4 6.4 Conflict of Interest

5 An individual is not eligible to serve on a Selection Committee if that
6 individual shares or has shared a financial interest, an income or a
7 property interest with an applicant for the position.

8
9 **7. SELECTION COMMITTEE COMPOSITION**

10
11 7.1 Members of a Classified Management Selection Committee

12 For the purposes of this selection procedure only, a classified manager
13 refers to a manager whose assignment requires the supervision of
14 predominantly classified staff. The voting members of the Selection
15 Committee for this position are:

- 16 • The manager who directly supervises the position (if the position
17 reports directly to the President, the President may identify a
18 designee.)
- 19 • Two ACCME managers appointed by ACCME
- 20 • Three (3) classified representatives appointed by CSEA
- 21 • One (1) full-time faculty representative appointed by the Faculty
22 Senate
- 23 • One (1) student representative appointed by ASCC.

24
25 7.2 Members of an Academic Management Selection Committee

26 For the purposes of this selection procedure only, an academic
27 administrator refers to a manager/administrator whose assignment
28 requires the supervision of a significant number of faculty members or
29 involves the development of curriculum for an academic program. The
30 voting members of the Selection Committee for this position are:

- 31 • The manager who directly supervises the position (if the position
32 reports directly to the President, the President may identify a
33 designee.)
 - 34 • Two ACCME managers appointed by ACCME
 - 35 • Four (4) full-time faculty representatives recommended by the
36 appropriate division/area faculty and appointed by the Faculty
37 Senate.
 - 38 • One (1) classified representative appointed by CSEA
 - 39 • One (1) student representative appointed by ASCC.
- 40
41
42

1 7.3 Non-Voting Members

2 The District permits the Selection Committee to include non-voting
3 representatives on the Committee. The Selection Committee may find
4 it beneficial to solicit the input of a person with special knowledge and
5 expertise by inviting that person to join the Committee in a non-voting
6 capacity. Examples might be a manager or faculty member from
7 another community college with specialized knowledge and experience
8 in the field of the recruitment.

9
10 Non-voting members will be invited to serve on the Committee in a
11 limited capacity. The non-voting member will not screen the
12 applications and will not select candidates for interview. However, the
13 non-voting member will review the files of the candidates chosen by
14 the Selection Committee for interview; will participate in the
15 interviews; and will provide input to the Committee on the
16 recommendation of finalist candidates.

17
18 7.4 Selection Process Monitor

19 Every Selection Committee will have a Process Monitor who has been
20 appropriately trained to fill this role as described in the District's EEO
21 Plan. The Process Monitor may be a voting member of the Selection
22 Committee. However, if no voting member is trained as a Process
23 Monitor, then a Process Monitor will be appointed by Human Resources
24 and that Process Monitor will serve on the Selection Committee in a
25 non-voting capacity.

26
27 The primary responsibility of the Process Monitor is to ensure that
28 District procedures are followed in the selection process. The Process
29 Monitor will serve as a resource to the Selection Committee to answer
30 questions; act as a liaison with Human Resources to coordinate the
31 process; and act as the timekeeper for the Committee. After the
32 Selection Committee recommends finalist candidates, the Process
33 Monitor will sign a statement indicating that, to the best of the
34 Monitor's knowledge, the Committee followed the District's
35 employment selection procedures in making the finalist candidate
36 recommendation.

37
38 **8. ELECTION AND DUTIES OF COMMITTEE CHAIR**

39
40 8.1 Election of Selection Committee Chair

41 By simple majority vote, the Selection Committee may elect one (1)
42 voting member to serve as the Selection Committee Chair.

8.2 Duties of the Selection Committee Chair

The Selection Committee Chair will lead the activities of the Selection Committee including:

- Leading discussions on the development of the paper screening tool, interview questions and any skills testing.
- Leading discussions on candidate qualifications in the selection of candidates for interviews.
- Greeting each candidate at interview, describing the interview process to the candidate, including the time allotted for the interview and any specific exercises and/or skills tests during the interview process; and facilitating the introductions of the Committee members.
- Asking the first and the last question in the interview process.
- Leading discussions of candidate qualifications final interview.
- Taking careful notes of what the Committee members determined were the strengths and weaknesses of each finalist candidate.

The Selection Committee Chair will make every effort to ensure that the considerations of all Committee members are heard and considered. The Selection Committee Chair will ask each Committee member for input in Committee discussions and will conduct voting procedures if decisions are not made by consensus.

The Selection Committee Chair will participate as a member of the Finalist Interview Committee. The Finalist Interview Committee is not a voting body but rather an advisory committee to the President/Superintendent in making a recommendation to the Board of Trustees. The Selection Committee Chair's duty is to participate in the final interviews and to provide the President/Superintendent with the findings of the Selection Committee as to each candidate's strengths and weaknesses using the notes taken at the discussion with the Selection Committee and other relevant materials from the interview process.

9. **CONFIDENTIALITY AND RECORD-KEEPING**

During the Selection Committee process, all members of the Selection and Finalist Interview Committees serve as agents of the Board of Trustees in reading applications, interviewing candidates, participating in deliberations and making recommendations of candidates. Two of the most important functions which Committee members perform are maintaining the confidentiality of the process and producing accurate and reliable records of the process.

1 9.1 Confidentiality

2 Each Committee member must agree to maintain the confidentiality of
3 the selection process in order to be eligible to serve in a selection
4 process. The information which should be treated with confidentiality
5 includes, but is not limited to:

- 6 • the names of applicants;
- 7 • the paper screening tool, interview questions and any skills testing
8 or exercises.
- 9 • the information contained in applications, including the District
10 application forms, candidates' résumés, candidates' letters of
11 application, candidates' transcripts, and letters of recommendation,
12 if any.
- 13 • information about candidates' performance in interviews and/or
14 skills testing or exercises.
- 15 • deliberations, scoring and/or comments of Selection Committee
16 members in the Selection Committee process.

17
18 The guarantee of confidentiality ensures that candidates may apply for
19 positions at the District and that the information supplied to the
20 District will not be shared. This encourages candidates to be
21 forthcoming in their applications and to feel safe in having open,
22 honest and frank discussions with the Selection Committee. The
23 guarantee of confidentiality also provides a secure environment for the
24 Selection Committee to have thorough discussions about candidates'
25 qualifications and about how the candidates meet the needs of the
26 department, division or area.

27
28 In order to further ensure confidentiality, all application materials will
29 be retained in Human Resources unless removed to the location at
30 which the Selection Committee is meeting to discuss the applications.
31 All paper screening tools, interview questions and skills testing or
32 exercises will be maintained in Human Resources. Each Selection
33 Committee member will have a file and any notes or scores will be
34 maintained in that file in Human Resources.

35
36 9.2 Record-keeping

37 The District will retain all records required by Title 5 regarding
38 recruitment and hiring.

39
40 All of the materials submitted by candidates in a selection process
41 become records of the District. Selection Committee members should

1 not mark up, correct or in any way alter the records which the
2 candidates submit.

3
4 All of the materials developed by the Selection Committee are the
5 District's records. This includes notes on the development of the
6 paper screening tool, interview questions, skills testing and/or
7 exercises; notes about candidates' qualifications or responses to
8 interview questions; scores; and spreadsheets. Selection Committee
9 members are encouraged to take notes which indicate the strengths
10 and weaknesses of each candidate for the District's records. Selection
11 Committee members are the District's record-keepers.

12
13 All materials submitted by the candidates and produced by the
14 Selection Committee members are deemed to be Class 3 District
15 records and will be maintained for a period of at least three (3) years
16 pursuant to state law and regulations.

17
18 **10. SELECTION COMMITTEE TRAINING**

19 All individuals who participate on a Selection Committee, whether or
20 not they are voting members, will complete and maintain currency in
21 Selection Committee Training. All Selection Committees will have a
22 Selection Process Monitor who has completed Selection Process
23 Monitor Training.

24
25 **10.1 Selection Committee Training**

26 All individuals who participate on a Selection Committee will receive
27 appropriate training on the District's selection procedures and
28 requirements of Title 5 and of state and federal nondiscrimination
29 laws. The individual must attend a Selection Committee Training
30 online or in person. In addition, the Vice President of Human
31 Resources and the Faculty and Staff Diversity Officer will ensure that
32 the training addresses the requirements of Title 5 and best practices
33 for Selection Committee members.

34
35 All Selection Committee members must complete Selection Committee
36 Training. After the initial training session, members must complete an
37 online or in-person training session at least once every two (2) years
38 prior to service. Selection Committee Training workshops will be
39 offered through the Staff Development Department by Human
40 Resources.

41

1 All persons will have completed Selection Committee Training within
2 two (2) years of the time when they participate on a Selection
3 Committee. It is the responsibility of the Selection Process Monitor
4 and Human Resources to ensure that all Selection Committee
5 members have current training.
6

7 An in-person Selection Committee Training will be offered a minimum
8 of four (4) times per calendar year. Online Selection Committee
9 Training will be available year-round. It is each member's
10 responsibility to complete a training session in order to participate on a
11 Selection Committee. A member may not be appointed to a Selection
12 Committee until the training is completed.
13

14 10.2 Selection Process Monitor Training

15 Each Selection Committee will have one (1) member of the Committee
16 designated as the Selection Process Monitor. The Selection Process
17 Monitor may be a voting or non-voting member of the Committee.
18

19 It is the responsibility of the Selection Process Monitor to certify that
20 all Selection Committee members, as required, follow District
21 procedures and federal and state laws during the selection process. In
22 addition, the Selection Process Monitor will act as a resource for
23 selection procedures and as a liaison with Human Resources during the
24 process and will ensure that necessary forms and paperwork are
25 completed in the process.
26

27 The Selection Process Monitor will complete online or in person training
28 at least once every two (2) years to remain current in the laws and
29 procedures of the District with regard to selection and employment.
30 Selection Process Monitor Training is offered through the Staff
31 Development Department by Human Resources.
32

33 Selection Process Monitor Training will be offered in person a minimum
34 of two (2) times per calendar year and will be available year round
35 online.
36

37 11. **MEETINGS OF THE SELECTION COMMITTEE**

38 39 11.1 Selection Committee Meetings

40 Meetings of the Selection Committee must be scheduled when all
41 Committee members are able to attend. The Selection Committee will
42 not meet when one (1) or more voting members are not present. The

1 Committee cannot meet unless the Process Monitor is present at the
2 meeting. The Committee may meet when a non-voting member is not
3 present.
4
5
6

7 11.2 Emergencies

8 Situations may occur which cannot be foreseen or controlled. If a
9 Committee member fails to complete paper screening prior to the
10 meeting to select candidates for interview, the Committee must
11 reschedule that meeting. If a Selection Committee member has
12 completed paper screening and is unable to attend the meeting to
13 select candidates for interview, the Committee will first try to
14 reschedule the meeting. If the absent Committee member will not be
15 available for a prolonged period of time, e.g. more than a week, the
16 Committee may:

- 17 • Allow Human Resources to contact the constituent group of the
18 absent member to appoint an alternate member to the
19 Committee. The Committee will then meet when the alternate
20 member has completed paper screening; or
- 21 • If time does not permit, the absent Committee member's scoring
22 sheets will be shredded and the Committee will select candidates
23 for interview with the Committee members who are present.
24

25 If a Selection Committee member is unable to attend interviews once
26 the candidates are selected, the Committee may:

- 27 • Allow Human Resources to contact the constituent group of the
28 absent member to appoint an alternate member to the
29 Committee. The alternate Committee member must read the
30 files of the candidates who were selected to interview and may
31 participate in the interview process; or
- 32 • If time does not permit, the Committee will conduct interviews
33 with the Committee members who are present.
34

35 If a committee member attends one (1) or more interviews but is
36 unable to attend all interviews, the absent committee member will not
37 continue to participate in the interview process or in the selection of
38 the finalist candidates. The absent committee member's scoring
39 sheets and notes will be shredded. The Committee will select finalist
40 candidates with only the committee members who are present for all
41 interviews.
42

1 11.3 First Meeting of the Selection Committee

2 The first meeting or meetings of the Selection Committee should be
3 scheduled prior to the closing date of the recruitment. At the first
4 meeting or meetings, the Committee members will do the following:

- 5 • Ensure that all members have Selection Committee training;
- 6 • Elect a Chair of the Committee;
- 7 • Develop a paper screening tool;
- 8 • Develop interview questions and any skills testing;
- 9 • Calendar the dates on which the Committee will meet to select
10 interview candidates and the dates on which interviews will be
11 conducted.

12
13 The candidate files will not be released to the Selection Committee for
14 paper screening until these tasks are completed. All notes of the
15 Selection Committee will be retained in files in Human Resources.

16
17 Human Resources will provide paper screening tools, interview
18 questions, skills testing tools, and other relevant materials from
19 previous selection committees to the current Selection Committee.
20 The Selection Committee may use these materials to assist in the
21 development of paper screening tools, interview questions, skills
22 testing tools, and other evaluative materials relevant to the current
23 recruitment.

24
25 11.4 Paper Screening Applications

26 Selection Committee members may paper screen applications in
27 Human Resources on an individual basis as each members schedule
28 allows. Human Resources may be opened to Selection Committee
29 members in the evening or on weekends when the office is normally
30 closed by notifying Human Resources in advance of the need to paper
31 screen. Human Resources will notify Campus Police who will open the
32 office for a Selection Committee member.

33
34 11.5 Subsequent Meetings of the Selection Committee

35 Selection Committee members will meet as a Committee to select
36 candidates for interview and to conduct candidate interviews.
37 Selection Committee members should be mindful in selecting a site for
38 candidate interviews that the site should make the candidate
39 comfortable and will represent the campus to the candidates. Human
40 Resources will contact candidates to schedule interviews.

41
42 **12. CANDIDATE ASSESSMENT BY THE SELECTION COMMITTEE**

1 12.1 First Meeting

2 The Selection Committee, at its first meeting, will design the selection
3 process which it intends to use. The Selection Committee will
4 designate a subcommittee to review minimum qualifications for
5 education and experience.
6

7 The Selection Committee may use various means to assess each
8 candidate's education, experience, knowledge, skills and abilities. The
9 Selection Committee may include, but is not limited to, traditional
10 paper and pencil tests, performance tests of physical, educational, and
11 work experience requirements, interviews/oral examinations, and
12 paper screening/review of application forms.
13

14 Human Resources will inform the Selection Committee about the
15 number of completed applications received at the time of the first
16 meeting. If a pool is small, the Selection Committee may determine
17 that it will interview all candidates who meet minimum qualifications
18 for education and experience. However, in most cases, a paper
19 screening tool is advised to evaluate the applicants' qualifications
20 based on their application materials.
21

22 12.2 Knowledge/Skills/Abilities Testing

23 The Selection Committee may test a candidate's knowledge, skills and
24 abilities. This may include, but is not limited to, demonstrations,
25 presentations, writing and/or speaking exercises, and role playing
26 exercises.
27

28 "For faculty and administrative positions, job requirements shall
29 include sensitivity to and understanding of the diverse academic,
30 socioeconomic, cultural, disability, and ethnic backgrounds of
31 community college students." (Title 5, § 53022) "All screening or
32 selection techniques, including the procedure for developing interview
33 questions, and the selection process as a whole, shall be...(2)
34 designed to ensure that for faculty and administrative positions,
35 meaningful consideration is given to the extent to which applicants
36 demonstrate a sensitivity to and understanding of the diverse
37 academic, socioeconomic, cultural, disability, and ethnic backgrounds
38 of community college students". (Title 5, § 53024 (a)(2)) The District
39 recommends that this testing is accomplished by asking at least one
40 (1) appropriate interview questions.
41

1 The Selection Committee may determine the order in which it chooses
2 to conduct testing. As an example, skills exercises, such as a
3 PowerPoint presentation, may be administered before, during or after
4 the interview/oral examination. The Selection Committee can choose
5 to have candidates receive a question/exercise which requires
6 preparation before they come to the interview/oral examination.

7 12.3 Testing Approval

8 The Selection Committee is free to design testing that is based on the
9 information contained in the job announcement or based on the
10 knowledge, skills and abilities that will be needed to perform the job.
11 Testing which presumes to evaluate or elicit interests, beliefs and/or
12 general philosophies that are not job-related is not permitted.

13
14 The Selection Committee will design the testing for a particular
15 position and submit the testing to the Faculty and Staff Diversity
16 Officer for review and approval. When the Faculty and Staff Diversity
17 Officer approves the testing, the pool will be certified for release to the
18 Minimum Qualifications or the Screening Selection Committee
19 subcommittee.

20
21 The pool of applications will not be released to the Selection
22 Committee or, if applicable, to the Minimum Qualifications Screening
23 Subcommittee before testing is approved in order to avoid claims of
24 bias for/against particular candidates in the pool.

25 26 12.4 Minimum Qualifications Screening

27 The Selection Committee may choose to select one (1) manager and
28 one (1) non-management member to form a Minimum Qualifications
29 Screening Subcommittee. The Minimum Qualifications Screening
30 Subcommittee will review the applications for *minimum qualifications*
31 *for education and experience* and for Board-approved minimum
32 qualifications, if any. The Subcommittee will not review any other
33 stated qualifications.

34
35 The Minimum Qualifications Screening Subcommittee will then sign the
36 appropriate authorization sheet and those applicants who meet
37 minimum qualifications for education and experience or the equivalent
38 will be forwarded to the Selection Committee for review.

39
40 If there are very few applications for a position, the Selection
41 Committee may determine minimum qualifications as part of the

1 screening process or determine that it will interview all applicants who
2 meet minimum qualifications for education and experience.
3

4 Both members of the Minimum Qualifications Screening Subcommittee
5 or all of the members of the Selection Committee must agree on the
6 minimum qualifications. If the Minimum Qualifications Subcommittee
7 cannot agree on a recommendation or chooses not to make a
8 recommendation on an application, that application will be forwarded
9 for a decision by all of the voting members of the Selection
10 Committee. If all of the voting members of the Selection Committee
11 cannot agree on minimum qualifications, a simple majority vote of
12 voting Committee members will determine the result.
13

14 12.5 Equivalency

15 The appropriate Vice President and members of the Minimum
16 Qualifications Screening Subcommittee will determine if the
17 candidate's stated experience, expertise and education can be deemed
18 equivalent to the minimum qualifications for education and experience
19 stated in the job description which has been approved by the Board of
20 Trustees. The Vice President and the Minimum Qualifications
21 Screening Subcommittee may use Human Resources staff in reaching
22 this decision.
23

24 The decision of the Vice President and the Minimum Qualifications
25 Screening Subcommittee will be binding on the Selection Committee.
26

27 12.6 Internal Candidates

28 The Selection Committee will refrain from discussing any knowledge
29 about an internal candidate's performance in the workplace at
30 Selection Committee meetings. No positive or negative comments
31 which are not related to the application, testing or interview should be
32 made about any employee who has submitted an application for a
33 position at the District.
34

35 If a Selection Committee member has information concerning a
36 candidate which the member believes should be evaluated in
37 considering the applicant, that Selection Committee member should
38 provide the information to the Committee Chair or the Process Monitor
39 outside of a Committee meeting. Such information will be deemed
40 reference information and will be provided for verification to the
41 individual who is assigned to check references.
42

12.7 Paper Screening

Each Selection Committee member will review every application in the applicant pool; however, if the Selection Committee formed a Minimum Qualifications Subcommittee, then the Selection Committee will review only the applications forwarded by the Minimum Qualifications Subcommittee. The Selection Committee will use the paper screening tool and their knowledge of the requirements of the position to evaluate candidates.

When review of the applications is completed by all Selection Committee members, Human Resources will develop a spreadsheet of all of the ratings. All members of the Selection Committee will then meet to select candidates for interview/oral examination.

The Selection Committee is advised to review the spreadsheet and to pay particular attention to disparate scoring of any applicant, i.e. an applicant who receives a very high score from some members and a very low score from others. Selection Committee members are encouraged to discuss the candidates qualifications stated in the application in depth.

Selection Committee members may change their scores for one (1) or more candidates based on the discussion of the Committee. It is important to remember that if a score is changed, then the supporting paper screening tool must also be changed. The Committee Chair and the Process Monitor are responsible for making a record of any scores that are changed during discussions.

The Selection Committee will vote on the applicants who will be invited to interview/oral examination. The Selection Committee is a democratic body and each member must be willing to abide by the decision of a simple majority of the Selection Committee. The Selection Committee is encouraged to invite a diverse pool of candidates for interview/oral examination. The Selection Committee is reminded also that the scoring must support the candidates recommended for interview.

The Selection Committee Chair will provide Human Resources with the following:

- A list of the candidates invited to interview,
- Any question that requires candidate preparation prior to the interview,

- The amount of time for each interview,
- Whether the candidate may preview the questions prior to the interview and, if so, how much preview time, and, if appropriate,
- Whether to advise the candidates that a whiteboard, computer projector, or other resources will be available.

12.8 Candidate Notification

Human Resources will contact the candidates by phone and confirm the interviews/oral examinations by mail and/or by e-mail. The confirmation will provide the candidate with the information approved by the Selection Committee.

12.9 Interview/Oral Examination

The Selection Committee will develop interview questions which will comprise an oral examination. Interview questions may be based on the information contained in the job announcement or may probe the candidate's knowledge and experience. Each candidate interviewed will be asked the same questions.

Selection Committee members may assist candidates in setting up technical support for presentation or demonstrations. If the technical support does not work, extra time may be provided to a candidate to resolve the technical problem as long as it does not significantly impact the appointment times of other candidates. Selection Committee members may assist candidates by handing out materials. It is important that all candidates receive sufficient support to allow them to complete the interview process successfully.

Each candidate will be informed of the amount of time that is scheduled to spend with the Selection Committee and the Process Monitor will act as a timekeeper. The Process Monitor may advise the candidate of the elapsed time during the interview if the Process Monitor feels that it is needed. If a candidate does not complete the oral examination in the allotted time, the interview process will be terminated at the end of the allotted time and the candidate will be scored on the completed questions.

When scheduling a room for the interview process, the Selection Committee should evaluate the environment. If the candidate will need to make a presentation, a room which supports the presentation, i.e. a smart classroom, should be considered. Remember that the

1 candidate is evaluating the District and the working environment while
2 interviewing.

3
4 It is advised that:

- 5 • The Selection Committee Chair introduces the candidate, and
6 that the Selection Committee members introduce themselves to
7 the candidate. The Selection Committee Chair asks the first and
8 the last questions in the process.
- 9 • The Selection Committee ensures that the candidate is seated
10 comfortably and has water.
- 11 • A copy of the interview questions is placed on the table in front
12 of the candidate to read as well as hear during the interview.
- 13 • Each Selection Committee member asks at least one (1)
14 question, if possible.
- 15 • The first question asks the candidate for a description of the
16 candidate's experience, education and/or qualifications.
- 17 • If time permits, the candidate may be allowed to make a brief
18 summary or final statement which is unscored. At the discretion
19 of the Committee, statements may be used in scoring any
20 question asked during the interview.
- 21 • The candidate may be asked if he/she has any questions about
22 the position or the process.

23
24 **Follow-up questions** during the interview/oral examination should be
25 limited. A Selection Committee member may ask a follow-up question
26 if the member needs additional information in order to fairly evaluate a
27 response.

28
29 A candidate may always be asked to expand on an answer or give an
30 example from his/her work experience. If a candidate is asked a
31 string or compound question and does not fully answer the question, a
32 Selection Committee member may ask for the omitted information.

33
34 A Selection Committee member may not ask a candidate to provide
35 information related to the application materials. A Selection
36 Committee member may not ask any questions that are unrelated to
37 the approved questions. The Selection Process Monitor or the
38 Selection Committee Chair will interrupt follow-up questions which
39 open new areas of questioning.

40
41 Selection Committee members should not engage a candidate in
42 conversation that is not part of the interview. Selection Committee

1 members may answer questions that a candidate poses at the end of
2 the interview when all scored questions are completed.

3
4 When all candidates have completed the interviews/oral examination,
5 the Selection Committee will deliberate. The charge of the Selection
6 Committee is to recommend candidates (preferably three (3) or more)
7 who are best qualified for the position to the Finalist Interview
8 Committee.

9
10 Selection Committee members should complete a spreadsheet
11 indicating the scores received by each candidate. The Selection
12 Committee should thoroughly discuss the candidates' qualifications
13 and any disparate scoring received by any candidate(s).

14
15 **12.10 Recommendation of Finalist Candidates**

16 The Selection Committee will vote on which candidates will be
17 forwarded to the Finalist Interview Committee for review. The
18 Selection Committee is a democratic body and a candidate will be
19 forwarded if a simple majority of the Committee recommends that
20 candidate.

21
22 When the Selection Committee determines the candidates who will be
23 forwarded, the Selection Committee Chair should ask the members of
24 the Committee to describe the strengths and weaknesses of each of
25 those candidates. The Selection Committee Chair should take notes of
26 this information so that the Chair may accurately report this
27 information to the members of the Finalist Interview Committee.
28 These notes will be retained with the other Selection Committee
29 materials.

30
31 If the Selection Committee cannot recommend at least three (3)
32 finalist candidates, the Committee may write a justification explaining
33 the reason(s) and sign the authorization to forward two (2) or one (1)
34 candidate(s).

35
36 The President/Superintendent will review the justification and may:

- 37
- 38 • Accept the recommendation of two (2) or one (1) candidate(s);
39 or
 - 40 • Reject the recommendation of two (2) or one (1) candidate(s)
41 and ask the Selection Committee to reconsider its
42 recommendations.

1 If the Selection Committee reconsiders its recommendations, it may:

- 2 • Determine that the Committee cannot recommend any additional
- 3 candidate(s); or
- 4 • Recommend one (1) or more additional candidate(s) as finalists.

5
6 If the Selection Committee cannot recommend any additional
7 candidate(s), the President/Superintendent may review the
8 applications of the candidates interviewed and the Selection
9 Committee records and:

- 10 • Interview the recommended candidate(s) and recommend a
- 11 candidate for employment; or
- 12 • Invite an additional candidate(s) from the pool selected for
- 13 interview to a final interview, conduct interviews and recommend
- 14 a candidate for employment; or
- 15 • Decide to close the recruitment and possibly reopen the position

16
17 **12.11 Candidate Notification**

18 Human Resources will contact the candidates by phone to confirm the
19 final interviews.

20
21 **13. FINALIST INTERVIEW COMMITTEE COMPOSITION**

22
23 The Finalist Interview Committee will be comprised of:

- 24 • the President/ Superintendent,
- 25 • the appropriate Vice President,
- 26 • the Chair of the Selection Committee,
- 27 • if the Chair is not the supervising manager, the supervising
- 28 manager will also be included.

29
30 **14. FINALIST INTERVIEW/ORAL EXAMINATION PROCESS**

31 The President/Superintendent may consult with the appropriate Vice
32 President and the Chair of the Selection Committee in developing the
33 final interview questions. The President/Superintendent and the
34 Finalist Interview Committee will review the application materials of
35 the candidates recommended as finalists. Interviews/oral
36 examinations will be conducted by the Finalist Interview Committee.

37
38 The members of the Committee provide input to the President/
39 Superintendent. The President/Superintendent's selection is based on
40 a review of the application materials of the finalist candidates, the
41 finalist interviews, input from the Finalist Interview Committee and the
42 information provided by the Chair of the Selection Committee about

1 the Selection Committee's assessment of the strengths and
2 weaknesses of the candidates.
3

4 The President/Superintendent may direct his/her designee to check
5 references for the candidate(s) under consideration for employment.
6 If the President/Superintendent is unable to recommend any of the
7 finalist candidates for reference checking, the President/
8 Superintendent may ask the Selection Committee to reconvene and
9 determine if they are able to recommend another/other candidate(s).

10
11 When the Selection Committee reconvenes, it may:

- 12 • Recommend an additional candidate(s); or
- 13 • Determine that they cannot make any additional candidate
14 recommendations.

15
16 If the Selection Committee recommends another/other candidate(s),
17 the Finalist Interview Committee will interview that/those
18 candidate(s). If the Selection Committee cannot recommend another/
19 other candidate(s), the President/Superintendent will review the
20 applications of the candidates interviewed, review the notes of the
21 Selection Committee and:

- 22 • Reconsider the applicants initially recommended; or
- 23 • Invite another/other candidate(s) who was/were interviewed by
24 the Selection Committee to a final interview; or
- 25 • Close the recruitment.

26 27 **15. REFERENCE CHECKING**

28 References will be checked for every candidate who is recommended
29 to the Board of Trustees for employment. The President/
30 Superintendent is responsible for ensuring that references are
31 checked. The President/Superintendent or his/her designee will check
32 references using a District-approved form. Reference checking will not
33 be limited to the names specified by the candidate. Reference
34 checking will be thorough and complete. No offer of employment will
35 be made until the reference checking process is completed.
36

37 If the President/Superintendent is unable to recommend any of the
38 finalist candidates after reference checking, the President/
39 Superintendent may ask the Selection Committee to reconvene and
40 determine if it can recommend another/other candidate(s).
41

1 The fingerprinting of a potential full-time employee is part of the
2 reference or background checking process.
3
4

5 **16. RECOMMENDATION TO THE BOARD OF TRUSTEES FOR**
6 **EMPLOYMENT**

7 An offer of employment, contingent on Board approval, will be made to
8 a chosen candidate. If the candidate accepts the contingent offer, the
9 President/Superintendent will recommend the employment of the
10 candidate to the Board of Trustees.
11

12 If the chosen candidate does not accept the contingent offer, the
13 President/Superintendent may choose to make an offer to another
14 finalist candidate or may close the recruitment.
15
16
17

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21 Language clarified: November 2013