



# **West Valley - Mission**

Community College District

## **Classified/Administrative Recruitment & Selection Procedures**

Human Resources Department

EDITION  
November 6, 2017

# Classified/Administrative Recruitment & Selection Procedures

Board Policy and Administrative Procedure 7120

## SECTION 1: Recruitment Approval

1. Contact the Personnel Specialist at the college or the Human Resources Specialist – Recruitment (HR Specialist) to initiate a requisition for approval to conduct a recruitment for an open position.
2. Return forms to the Personnel Specialist who will process at the college level and forward to Human Resources to obtain approval through the Executive Management Team (EMT).

## SECTION 2: Establish Committee, Designate Committee Chair, and Responsibilities

### A. Designate a Search Committee Chair

Once the EMT approves the position, the department manager shall appoint a search committee chair to coordinate and facilitate the recruitment. The search committee chair should be someone who has previously participated on a search committee, and who possesses the knowledge, skill and time to effectively lead a proper recruitment.

### B. Establish Committee

1. Classified: The committee for classified positions shall be initiated by the department supervisor/manager. The classified representatives will be appointed by the appropriate Classified Senate\*. The committee shall be from three to five members and subject to approval by the appropriate Vice President, Vice Chancellor or Chancellor. To ensure balance and perspective, there shall be representatives from outside the department (at least 1 if three committee members and 2 if there are 4 or 5 members). Outside the department is defined as a separate department with a different manager from the immediate supervisor of the position to be filled.

\*The Classified Senate, after notification from the department supervisor/manager, will have ten working days to identify the classified representatives. If the Classified Senate does not identify representatives, the department manager may appoint the representatives and will send a confirmation to the Classified Senate.

2. Administrative: The committee for administrative positions shall be initiated by the immediate supervisor. The immediate supervisor will contact the representative groups, in writing, to obtain the names of appointees. The groups will have ten working days to make their appointments. The representation shall be as follows:

Chancellor

- 5 administrators (two administrators from each college and one from Administrative Services appointed by the Board of Trustees)
- 2 Academic Senate representatives (one from each college appointed by the Academic Senate)

- 2 Classified Senate representatives (one from each college appointed by the Classified Senate – The Classified Senate may appoint any classified employee, including *confidential, police and supervisory employees*)
- 1 administrative services representative appointed by the Board of Trustees
- 2 students (one from each college appointed by the Associated Students)
- 1 community member appointed by the Board of Trustees

#### Vice Chancellor and Associate Vice Chancellor of Human Resources

- 4 administrative representatives (one administrator from each college and two representatives from Administrative Services, at least one an administrator, appointed by the Chancellor)
- 2 Academic Senate representatives (one from each college appointed by the Academic Senate)
- 2 Classified Senate representatives (one from each college appointed by the Classified Senate – The Classified Senate may appoint any classified employee, including *confidential, police and supervisory employees*)
- 2 students (one from each college appointed by the Associated Students)

#### College President

- 4 administrators to include representation from Administrative Services appointed by the Chancellor
- 2 Academic Senate representatives appointed by the Academic Senate
- 2 Classified Senate representatives appointed by the Classified Senate. The Classified Senate may appoint any classified employee, including confidential, police and supervisory employees.
- 1 student appointed by the Associated Students (one student minimum)
- 1 community representative appointed by the Chancellor

#### College Vice President

- 4 administrators appointed by the College President
- 2 Academic Senate representatives appointed by the Academic Senate
- 2 Classified Senate representatives appointed by the Classified Senate. The Classified Senate may appoint any classified employee, including confidential, police and supervisory employees.
- 1 student appointed by the Associated Students (one student minimum)
- 1 community representative appointed by the Chancellor

#### Other Academic Administrators

- 4 administrators appointed by the Chancellor, Vice Chancellor, or College President as appropriate
- 2 Academic Senate representatives appointed by the Academic Senate
- 2 Classified Senate representatives appointed by the Classified Senate. The Classified Senate may appoint any classified employee, including confidential, police and supervisory employees.
- 1 student appointed by the Associated Students (optional for administrative services positions)

#### Other Classified Administrators

- 2 administrators appointed by the Chancellor, Vice Chancellor, or College President as appropriate
- 1 Academic Senate representative appointed by the Academic Senate

- 1 Classified Senate representative appointed by the Classified Senate. The Classified Senate may appoint any classified employee, including confidential, police and supervisory employees.
- 1 student appointed by the Associated Students (optional)

Note: Failure of a group to select representatives will not negate the process; one group cannot add additional members due to the lack of appointees from another group.

3. Probationary employees may not serve on a search committee until the successful conclusion of their probationary period. Similarly, those who have given notice of resignation or retirement may not serve on a search committee.
4. Subject to approval of the appropriate administrator noted above, the committee may also include professionals or others outside of the District who can contribute expertise to the selection process.
5. To the extent possible, the committee will reflect diversity and inclusiveness which includes, but is not limited to, such qualities as gender, race / ethnicity, age, disability, sexual orientation, and perspective.
6. It is expected that committee members will participate in the recruitment and selection process from the beginning to the end. However, in some cases, this is not possible. In order to ensure fairness to the applicants, a committee member's ratings/scores can only be counted if he/she completes an entire screening and interview process. This means that if a committee member screens or interviews only a portion of the applicants, none of their ratings/scores can be counted. Another example is when a committee member has a conflict with one of the candidates on the day of the interview and says, "I can't participate in this interview but I will evaluate the other candidates." The committee member must excuse him/herself from the entire screening process.
7. Committee members may be substituted during the process as long as it is acceptable to the hiring manager and to Human Resources; and diversity and inclusiveness are maintained as noted above.
8. If committee members are changed after the official notification has been submitted, a revised Committee form must be submitted and re-certified by the appropriate administrator responsible for the selection process and the Human Resources Department.

### **C. *Submit Committee Membership Form***

When the committee has been identified, complete the Committee Membership form and submit it to the Classified Senate for notification and confirmation of representatives appointed.

After sending the Membership form to the Classified Senate, submit it to the appropriate Vice President, Vice Chancellor or Chancellor for review and approval.

Once approved by the Vice President/Vice Chancellor/Chancellor, submit to Human Resources for review and approval. The Associate Vice Chancellor of Human Resources, or designee, shall review the proposed membership and may require changes to the committee composition to ensure diversity and inclusiveness.

*A position will NOT be posted for recruitment until the committee membership has been established and approved by HR.*

### **D. *Committee Member Responsibilities:***

1. Recruit, screen and identify a minimum of 3-5 candidates to recommend to the hiring authority for finalist consideration.

2. Demonstrate objectivity, fairness, and equality of treatment of all applicants
3. Commit to the process
4. Maintain the integrity of the process
5. Ensure confidentiality of the process, which means no discussion outside of the committee to include, but is not limited to, releasing the names of applicants, numbers of applicants and finalists, where the applicants work, their degrees, etc. There will be no side discussions of applicants and their qualifications outside of a full committee's meeting. What occurs in the selection process stays within the committee before, during and after the selection has been made. The exception to this regulation is when a committee member or step in the process is not being followed appropriately or the process has been compromised. If this is the case, contact the Human Resources Department immediately for guidance.
6. Work cooperatively to meet the established timeline to fill the position
7. Determine the desired qualifications for the position that will ensure the candidate's successfulness
8. Submit names of professional organizations, web sites, publications and journals specific to the position for advertising purposes; if providing a mailing list, submit on mailing labels
9. Develop the supplemental questions to be used in the screening process, develop the screening form, develop the interview questions, and develop the rating mechanism, ensuring that all of the above are job-related specifically to the position and are so noted in the job announcement. Using the established forms for screening and interviewing; maintain your notes on the established forms; if additional sheets are used to record notes, they are to be attached to the actual forms.
10. Participate in both the screening and interviewing of the candidates.
11. Sign all rating forms and total scores to ensure accuracy
12. Do not copy or remove applicant's application documents, screen or interview forms for personal or other use
13. Report procedural errors to the committee chair
14. Submit all documents used in the selection process to the committee chair
15. Make no contacts with applicants unless authorized by the committee chair and approved by Human Resources

***E. Committee Chair Responsibilities:***

1. Provide active leadership in the steps of the selection process (screening, interviews and reference checking)
2. Follow the recruitment timeline as determined by the reporting manager or Executive Management Team member as appropriate.
3. Keep all recruitment and selection documents in a secure location during screening and between interviews.
4. Organize and manage committee's operation
5. Ensure the steps of the process are followed
6. Notify the Human Resources Department of procedural errors to request guidance and direction
7. Submit all documents used in the selection process to Human Resources
8. Coordinate interviews to include dates, times and location
9. Work closely with the college Personnel Specialist and the Human Resources Specialist – Recruitment

***F. Training***

All faculty, staff and administrators involved in hiring staff must receive training on diversity and the employment process. Training is provided by Human Resources, and additional training may be requested by the search committee chair or hiring manager. It is the responsibility of the search committee chair to insure that each committee member receives the required training. As part of the

training, Human Resources or the committee chair will provide each committee member with a copy of this procedure with a cover memo in substantially the following form:

Thank you for your interest and willingness to participate in the recruitment and selection process. Those persons involved in the selection of new classified and administrative staff are agents of the Board of Trustees empowered to help select the best candidates. Because you are an agent of the Governing Board, you will be held accountable for every aspect of the process. Your participation is an investment of your time, knowledge and skills. You have the professional responsibility to follow all policies and procedures. These procedures have been established to guard against litigation. As long as you follow these procedures, the District will defend committee members should litigation result.

In addition, each committee member will be expected to sign a confidentiality form, acknowledging the completion of required EEO training and expectations of confidentiality.

### **SECTION 3: Determine a Search Timeline**

Use the Recruitment Timeline Planning Worksheet to develop a search timeline. Work with the hiring manager to identify major milestones, such as anticipated start date, second-level (or finalist) interviews, and Board meeting approval. Review the search timeline with the committee and ask everyone to schedule committee time commitments in their calendars.

Sign and submit a copy of the search timeline to Human Resources.

*A position will NOT be posted for recruitment until the search timeline has been established and submitted to Human Resources.*

### **SECTION 4: Prepare Job Announcement**

1. The college Personnel Specialist will provide the committee with a job announcement template and class specification. If available, the previous job announcement will also be provided.
2. The college Personnel Specialist will also provide each committee member with a copy of these procedures.
3. The job announcement will include the minimum qualifications and any desirable qualifications in the Board approved class specification. Committees may not include any additional minimum qualifications.
4. The committee may develop supplemental questions to be included as a requirement in the application process to assist the committee in the screening process, but supplemental questions are not a requirement. The supplemental questions must be related to the screening criteria which are defined in SECTION 5. It will be helpful to develop the screening criteria before you develop the supplemental questions. All applicants will be asked to provide a diversity statement that demonstrates their understanding and sensitivity to diverse backgrounds of community college students.
5. The class specification will be included in the job announcement (Board approved); the committee may make minor changes to the class specification as a result of changes in job titles mentioned within the class specification, etc. If in doubt, contact the Human Resources Department.

6. The committee may not change other elements of the job announcement, such as salary and benefits, and selection process. However, the committee may make suggestions as Human Resources wants to improve the information provided to the public.
7. Return the draft to the college Personnel Specialist.

## **SECTION 5: Recruitment Advertising**

Human Resources will post the job announcement in several publications and job boards, such as the California Community College Registry, HigherEdJobs.com, etc. A full list of the current standard job posting boards can be provided to the committee upon request.

The committee should develop a recruitment advertising and outreach plan. This could include identification of: (1) additional publications or job boards specific to the position's profession; (2) professional listservs to announce the job opening; (3) any professional gatherings or conferences to attend and recruit; (4) colleagues to seek nominations/recommendations; and (5) any other ideas for identifying and recruiting a diverse applicant pool.

Please note that some publications may require a month or more notice or they only publish every other month so we will not, in some cases, be able to meet the deadlines.

Publications usually appear once. Depending on the cost, Human Resources may pay for more than one advertisement. Additional publication dates can be included provided the expense is borne by the college or division/department.

The Human Resources Department is tracking the information provided by applicants on where they heard about the position. This information will be used in the future to determine the success rates of the best publications to reach different job categories.

If committee members are expecting to attend conferences or workshops and committee members would like application materials to take with them, contact the Human Resources Specialist - Recruitment. Please give the staff a minimum of three weeks for preparation.

Committees may not prepare their own job announcements or advertisements for positions, but are encouraged to provide suggestions and material to Human Resources.

## **SECTION 6: Develop Screening Criteria**

The purpose of the application screening is to assess the knowledge, skills and abilities of the applicants to determine who best meets the job-related criteria included in the job announcement to warrant a personal interview with the committee. To accomplish this, the committee must develop screening criteria and weight each criteria. The screening criteria must be based on information you committee members can obtain from the application materials.

### ***A. Developing Screening Criteria***

To ensure that all committee members understand how and what to evaluate and to ensure consistency among the committee in the screening process, the committee should establish standard screening criteria pertinent to the position. If the committee asked the candidates to complete supplemental questions, these must also be included in the paper screening document. Use the job description as a guide to develop the screening criteria.

The following are examples of screening criteria applicable for most positions:

1. Knowledge and background to perform the essential functions of the position (as demonstrated in breadth/depth in any college preparation, other skills or job-related experiences)
2. Knowledge of computer hardware and software (as demonstrated in application documents)
3. Written communication skills (as demonstrated in presentation of application materials)
4. Sensitivity to diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students (as demonstrated in application explanation and other documents)

Committee members may not evaluate the candidates on where they obtained their education, on the number of degrees they possess, and how many years of experience they possess as none of these are proven examples of competency. Any strength(s) of the candidates to measure desirable qualifications can be addressed in the above screening criteria.

Once the committee has determined the screening criteria, determine the weights for each criteria. The weights are a percentage, and so the weights should add up to 100. Each criterion will be scored on a scale of 0-5, with 0 being lowest possible and 5 being highest possible score. The committee may assign weights evenly across the criteria; or you may want to assign more weight to one or more screening criteria. For example, the committee may want to have more emphasis on “knowledge and background” than written communication skills. Keep in mind that all of the screening criteria are important when selecting who will be successful, including the sensitivity criteria.

Submit materials to the college Personnel Specialist who will review criteria with the Vice President and then forward to the Human Resources Department.

### ***B. Final Approval***

The Human Resources Department will have final approval of the screening criteria. The Associate Vice Chancellor of Human Resources, or designee, may modify or delete selection criteria, which may reflect bias, or have a disparate impact on a group of candidates. For example, if the criterion is “possesses community college admissions and records experience,” this will be deleted. No analysis has been completed to determine that prior community college experience in the admissions and records office is a predictor of an excellent employee. Nor has it been determined that the criteria does not have an adverse impact on underrepresented ethnic groups, women, and the disabled.

The committee may not revise the screening criteria after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

*A position will NOT be posted for recruitment until the screening criteria has been established and approved by HR.*

## **SECTION 7: Develop Interview Criteria, Questions and Rating Mechanism**

### ***A. Interview Preparation***

There are several business items the committee must decide upon prior to the actual interviews, which may have an impact on developing the interview criteria.

1. Tardiness of candidates: The committee members must decide if they are going to accept the late candidate for an interview at the time he/she arrives, later in the day,



another day, or not at all. The committee is encouraged to ask for a reason for the tardiness because it may be a legitimate reason such as a freeway traffic accident. The committee is encouraged to accommodate the candidates with legitimate reasons as a “zero tolerance” approach limits the applicant pool.

2. Location and equipment: Give considerable thought to the location of the interviews to ensure there is adequate space to give a presentation or conduct a role play. Ensure that appropriate equipment/resources exist in the location such as chalk board, laptop, overhead projector, etc. If the candidate is required to create a spreadsheet or word document, the candidates must be notified at the time of interview the software they will be using.
3. First and finalist interview dates: Plan tentative dates with all committee members present to ensure a timely process. Allow time for the review process by the Vice President and Human Resources to occur plus ten days notification to the candidates to make arrangements to participate in the interviews. Be flexible as the goal is to hire the best candidate for the position.

### ***B. Developing Interview Criteria and Interview Questions***

Based on the same criteria as noted above under screening, the committee should develop specific interview criteria and the questions to assess the candidate’s ability to meet the criteria. The interview criteria are the bold statements that indicate the committee’s focus is to select the best-qualified candidate for the job. The interview criteria must be comprehensive and cover all characteristics and knowledge that we expect the employee to possess. The following are suggested interview criteria that may be modified to fit the specific position:

1. Knowledge and background preparation
2. Understands the academic environment and the mission to serve students
3. Problem-solving skills
4. Knowledge of computer hardware and software
5. Sensitivity to diversity (academic, cultural, ethnic, socioeconomic and the disabled) \*
6. Interpersonal skills and mutual respect to be effective with students and staff
7. Verbal communication skills
8. Written communication skills

Once the interview criteria are developed, the committee develops the interview questions (one or more) for each of the interview criterion to assess each candidate’s knowledge, skills, and abilities. This is very important because this keeps the committee members focused on the reason for the question so they do not evaluate, for example, problem-solving skills when the question focuses on knowledge of multiple teaching methods.

\* The Human Resources Department has developed some interview questions to assist the committee in assessing the interview criterion. The Education Code and title 5 requires that meaningful consideration be given to which applicants fully demonstrate their sensitivity and understanding. Merely having experience working with diversity does not demonstrate their specific sensitivity and understanding.

### ***C. Developing Follow-up Questions***

Sometimes, in interviews, individual committee members have a desire to ask questions ~~of~~ to obtain additional information not covered in the pre-approved interview questions or to ask follow-up questions based on a particular answer. Although it is not illegal to do so, this loose practice could be perceived by other committee members that a committee member is trying to embarrass or promote one

candidate over another candidate by obtaining additional information. Therefore, the committee is encouraged to develop follow-up questions in advance and include them in the interview questions. For example, the committee may ask the question, “Describe a conflict you have experienced with another person in the workplace and explain how you handled it.” A follow-up questions might be: “If a similar conflict occurred again, would you handle it differently? If yes, explain what you would do differently and why? If the answer is no, why not? What did you learn from the experience?”

Developing follow-up questions requires the committee to answer the questions themselves to ensure the question is effective and the answer is what the committee is looking for in a response.

#### ***D. Developing a Written Exercise, Presentation, or Role Play***

After the interview criteria and interview questions are developed, the committee’s next step is to determine if a written exercise, presentation, role play or other exercise will be a part of the interview. Whatever the activity, the committee must develop the criteria to evaluate the activity. For example, the committee may choose a computer exercise wherein the candidate must prepare an excel spreadsheet. The goal of the exercise is to determine if the person is knowledgeable in the use of an excel spreadsheet because it is critical to the position. The evaluation criteria might be:

- Candidate followed directions
- Document was accurately prepared
- Document was professional, to include title, date, etc.

#### ***E. Developing the Rating Mechanism***

Now that the committee has the interview criteria, interview questions, exercise and evaluation criteria completed, the next and final step is to determine the rating mechanism, such as a scale from 0 to 5 with 5 being the highest possible score or 0-10 with 10 being the highest. The committee may also want to give weight to one or more interview criteria. For example, the committee may want to have more emphasis on “knowledge and background” instead of “written communication skills.” Keep in mind that all of the above are equally important when selecting a person who will be successful, including the sensitivity criteria. After the committee has developed the rating mechanism and any weighting, please review the ratings in totality to ensure that the committee agrees with the outcome. Caution: Sometimes weighting may result in the exercise having more emphasis than the oral interview, which may skew the total interview.

#### ***F. Submission of Documents***

Submit a typed or emailed document to include the interview criteria, the specific questions to address the criteria, any exercise, evaluation criteria, and rating mechanism to the college Administrative Specialist for Personnel for the colleges and directly to Human Resources for District positions. The responsible Vice President/Executive Director shall review and approve the document.

The form must include a place for the candidate’s name, plenty of room to take interview notes, a line for each question score, the total score, a place for the rater’s signature, and date. (A document of just the questions, without the evaluators’ information should also be created.) The following is an example of interview criteria and questions:

**Criteria:** Knowledge and background preparation

**Sample Questions to address this selection criterion:**

Please describe how your background and experience has prepared you to perform the duties of the Student Services Technician. Rate 0-5 \_\_\_\_\_

This position requires interaction with students and staff on an on-going basis. Please describe your experience in dealing with the public. What tips or techniques do you use? Rate 0-5 \_\_\_\_\_

**Criteria:** Problem-solving skills

**Sample Question to address this selection criterion:**

Please describe a problem you experienced in your last job that left you with a lasting memory. What did you learn from the experience? How do you approach similar problems now? Rate 0-5 \_\_\_\_\_

The last question of the interview should include the opportunity for the candidate to ask questions about the position. This question is unrated.

Applications will NOT be released to the search committee until interview criteria and interview questions have been submitted to the Human Resources Department for review and approval. The Human Resources Department will have final approval of the interview criteria and questions. The Associate Vice Chancellor of Human Resources, or designee, may modify or delete interview criteria and/or questions that may reflect a bias or have a disparate impact on a group of candidates.

The committee may not revise the interview criteria, interview questions, etc., after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

**SECTION 8: Human Resources Review of Initial Applicant Pool and Minimum Qualifications**

When the recruitment has closed, Human Resources will analyze the initial pool of applicants to determine if the applicant pool meets the expected diverse representation as required by Title 5. This could be a factor that would require the recruitment for the position to be extended for further outreach. If the applicant pool meets or exceeds the expected representation, then the selection process may move forward. The recruitment may also be extended due to an inadequate number of applicants based on employment trends. The Human Resources Department will also analyze the recruitment plan.

If the initial pool meets the expected representation, the Human Resources Department will screen the applications to determine if the candidate meets minimum qualifications and release those that meet minimum qualifications to the committee. It is the committee's responsibility to screen all applications provided for their review. Every committee member must enter application review evaluative scores in the online system, e-Recruit, for each application.

**SECTION 9: Committee Application Review**

**A. Screening Information**

The committee may not revise the screening form after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

Each committee member will screen each applicant. There are exceptions to this rule and they are:

- The committee member becomes ill and cannot participate in order to meet the selection timeline of the committee.
- One of the committee members is a student or someone outside the District and cannot meet the selection timeline of the committee.

It is not the committee's responsibility to re-determine if an applicant meets minimum or equivalent qualifications.

If the applicant pool is small, the committee may agree to bypass the screening process and interview all applicants. If this is the case, the committee chair should notify the Personnel Specialist and the HR Specialist. *When an applicant pool is seven applications or less, it is required to skip application screening process and invite all applicants for an interview (when the recruitment is for two or more openings, then any applicant pool of 12 applications or less is required to skip application screening process).* The committee members should attempt to review each application prior to the interview day.

### **B. Conflict of Interest**

If during the screening process a committee member has a conflict of interest with one of the applicants, the committee member must excuse him/herself from the committee. The committee member may no longer participate in the selection process. It is not acceptable for the committee member to screen all other applicants and excuse him / herself from screening the one applicant for which the committee member has a conflict. If this occurs, the screening process has been compromised. The committee member may be replaced.

A conflict of interest is created when the committee member recognizes by verbal notification or in the screening process that an applicant is a family member or close friend, which compromises the committee member in making an unbiased decision in the selection process. A conflict also occurs when a committee member knows significant negative information about an applicant that impairs his/her objectivity to assess the applicant fairly. The committee member must notify the committee chair immediately.

The committee must meet to discuss the conflicts (not the specifics, such as: the negative information to further compromise the applicant by the other committee members) and make a decision to replace or not replace the committee member. The decision must be unanimous. If the committee decides to keep the committee member and the conflict is because the applicant is a family member or close friend, a written notification must be sent to Human Resources. The Human Resources Department will determine whether the committee's recommendation is appropriate.

Note: It is inappropriate to share any additional information (positive or negative) a committee member may know or think he or she knows about a candidate. Use the reference check process to validate the character, work history and work ethic of the candidates.

### **D. Screening Deliberation Process**

The committee chair will share the results of the composite committee rankings with the committee. The committee members will discuss the applicants as related to the pre-approved screening criteria.

The deliberation process has the potential to include other inappropriate discussions that are taken into consideration in the decision making process. The following are examples of inappropriate matters to avoid:

**Avoid discussions concerning:**

- Additional screening criteria not included in the pre-approved form
- Discussions of any protected characteristic, such as race, gender, age, sexual orientation, and disability
- Personal bias
- Information committee members have heard or know about an applicant
- An applicant's responses to the general questions on the application form

Be responsible and if in any doubt about a topic of discussion, do not discuss it.

During the deliberation process, the committee members must decide based on the composite scores of the applicants, how many will be invited to an interview. The composite scores will give a clear picture of how many to invite. Instead of limiting the invitees, the committee should be more inclusive for the following reasons:

- The committee is screening based on the presentation of their materials; this is not a true reflection of the applicant's knowledge, skills and abilities.
- The applicant may not have completed the application documents; there are agencies offering this service for a fee.
- The committee is screening based on how much education and experience they have and more does not necessarily mean better.
- The District will likely lose candidates when the committee schedules the interviews and after the scheduled interviews.
- The goal is to find the best qualified person; take the time and be more inclusive and interview as many applicants as possible.
- Being more inclusive is evidence that the committee is making a good faith effort to be more inclusive in response to the District's equal opportunity employment commitment and to meet Title 5 requirements.

The deliberation process will be reviewed by the appropriate Vice President and the Associate Vice Chancellor of Human Resources to ensure the process is conducted in an appropriate manner. For example, if the committee screens 30 applicants and only offers 5 interviews, this is suspect. This has the perception that there may be a hidden agenda, which must be reviewed. In reality, if 30 people meet the minimum qualifications, the committee should be inviting more than 5 candidates. Furthermore, inviting only 5 may result in fewer actually accepting the committee's invitation, limiting the candidate pool. Finally, forwarding three to five finalists for second level interviews is preferred, and if the committee starts with less than five candidates, the chances of ensuring such an outcome are significantly reduced.

The appropriate administrator or the Associate Vice Chancellor of Human Resources may require that the committee interview more than five candidates. Furthermore, if the process is compromised in any way, the Associate Vice Chancellor of Human Resources has the authority of the Chancellor to stop the process at any time.

Any decision by the appropriate administrator and the Associate Vice Chancellor of Human Resources is not intended to negate the hard work of the committee, but it is the responsibility of everyone to ensure our selection processes support equal employment opportunity and fairness to all applicants. It is everyone's objective to employ the best qualified person for the position.

Important Note: The committee members may not duplicate the screening forms of any applicants. These documents are confidential District Office records, not committee member records or college records.

## SECTION 10: Scheduling Interviews

It is the responsibility of the committee chair to:

- coordinate the dates, times and location of the interviews in consultation with the committee.
  - Local candidates shall be given at least five-day advance notice to participate in an interview;
  - Out-of-state candidates must be given a ten-day advance notice in order to make transportation arrangements to participate in the interview. So, plan ahead and be as accommodating as possible. Candidates invited to the first interview are responsible for their own expenses;

In addition, the committee chair will:

- arrange for contacting the candidates; send a confirmation to the candidates, which should include interview date, time, location and any other performance indicators that ~~you~~ require advanced planning, such as a presentation. Send a map and a parking permit;
- prepare a clean copy of the interview questions without selection criteria and rating mechanism for the candidates to review on the day of the interviews;
- arrange for a contact person to whom the candidates should report;
- assure the contact person is knowledgeable of his/her responsibilities; and
- assure the process is followed consistently for all candidates.

Committee members should assist the committee chair whenever possible.

Important Note: No special interviews to out-of-state candidates to avoid returning for a second interview are allowed, as it may create a perception of bias.

## SECTION 11: Interview Day

The hiring process involves the evaluation of people for a position. At the same time, the candidates are evaluating whether they want to work at the West Valley-Mission Community College District.

The committee's goal is to present the District in such a way that all candidates exposed to the process go away feeling that West Valley-Mission Community College District is the only institution with which they want to work. This principle, of course, applies to every stage of the hiring procedures, but nowhere is it more relevant than in the interview process, when the candidates and the committee, representing the institution, come face-to-face.

The committee should strive to make the interview process humane and to create a relaxed atmosphere conducive to the candidate's doing his or her best.

### **A. Welcome and Information**

When the candidate arrives for the interview and reports to the contact person, he/she is to be given 5 to 10 minutes to preview the interview questions, which must not include the selection criteria or rating mechanism. Whatever the time limit the committee determines, it must be consistently applied to every candidate. If the candidate makes notes and brings them into the interview from this brief review, don't

be alarmed. The person is probably jotting notes to remember during the interview. What is not acceptable is for the candidate to bring a brief case of documentation to review after every question is asked. If this occurs, the committee chair should be kind and tell the candidate that the committee prefers responses to the questions directly from the candidate without reference to other documents. This should resolve the problem and not impede the process.

**Important Note:** Sometimes candidates bring letters of reference, performance evaluations or other documentation to leave with the committee at the time of the interview. The committee chair is to thank the candidate for providing the information. This information is not to be reviewed by the committee members, nor can any of the information be taken into consideration as part of the evaluation of the candidate. The committee chair is to keep this information in his/her possession to be returned to Human Resources with a note of explanation.

## ***B. Committee Interview***

All candidates are on a level-playing field, meaning no consideration is given in the interview process for the rating a candidate received in the screening process.

### *1. Preliminary:*

- The committee should have a copy of the job announcement and a copy of the interview questions for the candidate to refer to, if necessary.
- Welcome the candidate and thank him/her for his/her interest in employment with the District. The committee members should introduce themselves. In some cases it may also be helpful if to have name plates for each committee member.
- Explain the interview process: Such as how the questions will be asked, indicate the committee will be taking notes and may not have direct eye contact but to feel assured the committee is listening carefully to everything being said.
- Point out he/she may refer to the interview questions at any time during the interview.
- Point out he/she will have an opportunity at the end of the interview to ask questions.

### *2. Interviews:*

**Note:** Candidates may have jotted down notes when previewing the interview questions. Do not be alarmed as this is acceptable. However, please retrieve these notes before they leave the interview. This excludes any handouts provided for a presentation or activity the committee requested the candidate to present as part of the interview.

Now that the preliminary procedures are completed, the committee may conduct the interviews assuring every applicant is asked the same questions.

If interviews are conducted on more than one day, the committee chair is responsible for retrieving the interview screening forms from the committee members and keeping them in a secure location until the interviews resume.

After each interview, the committee is encouraged not to discuss the candidates. This dialogue can be perceived as a mechanism to insert individual biases about candidates into the process. Each committee member has the responsibility to evaluate each candidate from his/her own perspective and not to be influenced by others. Everyone will have an opportunity to discuss the candidates during the deliberation process.

Every committee member must complete an interview form for each candidate. Committee members are encouraged to keep job-related notes on the candidate's responses. If committee members do not

keep notes on the interview form and you use other paper, the document must be attached to the interview form and submitted to the committee chair at the appropriate time. In the event of any challenge to the committee's process, the committee may have to provide specific points as to why members gave one candidate a 5 rating and another candidate a 2 rating. After a long period of time, it is unlikely that committee members will remember every detail and the committee's process could be suspect.

At the close of the interviews, give the candidates an opportunity to ask questions.

If a candidate wants to give the committee documentation during or after the interview, with the exception of an outline of presentation or whatever performance indicator the committee requested them to do, the committee can respond in one of two ways: Accept the information and thank the candidate or tell the candidate in fairness to all candidates, the committee cannot accept the documents. If the committee accepts the information, the committee chair is responsible to keep the information in his/her possession and it is not to be shared with committee members or used in the deliberation process.

Candidates may ask when a selection is to be made, etc. Do not give specific dates. Tell them that if they are selected for a second interview, they will be notified verbally. Candidates not selected for a second interview will be notified by Human Resources.

Important Note:

- The committee members may not duplicate the interview forms or any attached documentation for their records. These documents are confidential District records.

*Questions from candidates after the interview is complete:*

*Refer all calls to Human Resources. Do not discuss a candidate's interview with anyone, not even the candidate.*

**3. Deliberations:**

The committee may follow the same process outlined in SECTION 9, which includes the committee chair tabulating the committee composite scores from interviews.

The committee may choose an alternative method in a joint meeting as follows:

- Each committee member shall rank candidates in order from their highest scoring to lowest scoring. There can be no ties.
- The committee chair shall tabulate the committee composite of ranking scores, indicating the candidate with lowest composite rank score is ranked first, and so on.
- The committee must decide, based upon this ranking how many candidates are the finalists of the committee.

Whatever process the committee uses, the candidates should be discussed. The strengths and weaknesses of the finalists must be developed.

The deliberation process is very important. The committee will be selecting finalists who meet all of the interview criteria. The dialogue must be job-related and there must be no discussion about race, gender, cultures, or disabilities of the candidates. The goal is to hire the best qualified person who



meets all of the pre-determined interview criteria, which include sensitivity to the diversity of our students. If he / she demonstrated a strong grasp of the job tasks to be performed but demonstrated weaknesses in interpersonal skills and problem solving, then this is not the person we should select.

After deliberations, the chair enters the scores on to the First-level Interviews Composite Ranking form.

#### 4. *Finalists:*

In selecting candidates for a finalist interview, the committee sends a message to the hiring manager that any of the candidates are qualified and would contribute to the overall effectiveness of the college and the District. If possible, the recommended candidates for the second interview should have consensus of the committee. However, consensus may not be achieved. If this is the case, a majority of the committee may forward recommended candidates. A committee member is not required to change their points for a candidate in order to reflect the decision of the committee.

Caution: The recommended candidates should mirror the ranking of the candidates as a result of the interview. If this does not occur, there is a cause for concern and the process may appear suspect. If there is conflict between the committee members, contact Human Resources.

### **SECTION 12: Recommendation of Finalists**

Next, the committee must complete the Recommendation of Finalists form. Use this form to list the finalists in alphabetical order, by last name, and summarize their strengths and weaknesses.

Complete this form, and submit it along with the First-level Interviews Composite Ranking form and ALL first-level interview materials to the Personnel Specialist (for College positions) or to the HR Specialist (for District positions).

The college Personnel Specialist will forward the materials to Human Resources.

The Human Resources Department shall review all documentation, certify the process, and forward a copy of the Recommendation of Finalists to the hiring manager.

The Human Resources Department will notify the non-selected applicants from the first interview.

### **SECTION 13: Finalist Interviews**

The finalists' interviews for administrative positions are conducted by the Chancellor, Vice Chancellor, President or designee as appropriate for all administrative positions. The finalists' interviews for classified positions are conducted by the Executive Director/Vice Presidents, or designee.

The search committee chair or designee will participate in the finalists' interviews. Others may be invited as appropriate.

Unlike the initial interviews, the final interviewers have more flexibility in the questions that may be asked of each candidate. However, the finalist interviews are still governed by the same EEO laws and restrictions. As with the initial interviews, all notes and other printed materials used during the final interview will be collected and submitted to Human Resources.

The finalist interview process may also include a tour of the campus, open forums, or presentations.

The appropriate administrator noted above is responsible for making all arrangements for scheduling the finalists' interviews. The finalists may not preview the interview questions.

Finalists traveling more than 400 miles may receive limited reimbursement for authorized travel expenses. To be reimbursed, the finalists must submit the Request for Candidate Reimbursement—Finalist Interviews form and the original receipts directly to the Human Resources Department, for processing. Please contact the HR Specialist for more information.

After the interviews, the hiring manager shall make the hiring decision.

## **SECTION 14: Reference Checks**

The purpose of reference checking is to confirm the information obtained in the interview, to confirm information submitted on the employment application, and to ensure the selected person is the right person for the job. The reference check process should be taken seriously and completed as thoroughly as possible in the event the District and the committee members are subjected to accusations of negligent hiring.

There is one reference check form for faculty and classified and one for management.

### **A. Reference Check Component**

There are two components to the reference checking process: one is completed by the committee and the other is completed by Human Resources. The committee assesses the candidate's knowledge, skills and abilities and Human Resources evaluates legal implications of the "general questions" section of the employment application. The committee shall not in the screening, interview or reference checking processes disqualify or evaluate a candidate based on responses to these questions. Sometimes candidates make mistakes in their answers or the legal implications have no negative impact on employment. If there is a cause for concern after Human Resources completes its responsibility in legal compliance, the appropriate administrator will be notified.

*Note: The Chancellor may choose to use another reference checking process for positions reporting to the Chancellor.*

### **B. Reference Checking Period**

The goal is to assess the candidate's work history and work ethic during the last five years. If he/she has not worked during this period, find out what the candidate has done during the last five years, if not indicated on the application. You may have to go beyond the last five years to obtain three references.

### **C. Responsibility of Checking References**

Reference checking may be completed by the hiring manager or the committee chair, or both. However, there are basic rules to follow:

1. All questions must be asked of each reference for each finalist; do not skip over questions, ask them all. Do not add your own questions.
2. If several people are involved in the process, one person must call all references for one finalist. Do not split up reference checks for each candidate as at least one committee member must see all references for the finalist.

3. A minimum of two references are required from current and former supervisors.
  - o A reference check for an internal\* candidate with at least the current supervisor is required unless the current supervisor and hiring manager is the same person. The hiring manager may not serve as a reference. If the current supervisor is also the hiring manager, then a reference check from another source is required, preferably from a previous supervisor. If the committee member is unable to obtain a reference, in this case from a previous supervisor, please explain.
    - \*For reference check purposes, "internal candidate" refers only to permanent/salaried employees of the District. An "internal candidate" is not an hourly/temporary/part-time employee.
4. If the committee member is unable to reach a reference after trying several times, complete the reference checking form and make a notation.
5. If the committee member contacts a reference and the reference refuses to give one, complete the reference checking form and make a notation. Try to explore why; this may be a red flag.
6. Include all comments, both positive and negative; we must obtain a balanced reference.
7. If the committee member receives a negative reference, decide whether to conduct more than two references to assure a thorough reference.
8. Submit all completed successful and unsuccessful reference checking forms.

#### ***D. Reference Checking Steps***

1. Review the Reference Release section located on the application. Follow the directions of the finalist. The finalist has either provided a release to contact all and current supervisors or to notify him/her first before contacting references. If the finalist has selected the latter, notify the finalist and indicate that the committee is in the next phase of the selection process and the committee is going to begin calling references.
2. If the finalist continues to request that his/her current supervisor not be contacted, then consult with Human Resources.
3. Call two supervisory references located in the "Experience" section of the employment application. In some cases, the finalist has not worked at three different organizations. For example, the committee may have to contact more than one manager they worked for at the same location or where they volunteered, etc. The committee member may have to become creative in obtaining references.
4. If the finalist does not provide names and phone numbers of supervisors, contact the finalist to let him/her know the committee is completing the next phase of the selection process and are going to call references, so we need to obtain names, titles and phone numbers of current and former supervisors.
5. Character references cannot replace supervisor references when there are current and former supervisors listed in the "Experience" section.
6. In some situations, the supervisor is deceased, no longer working at the business, or the business is defunct. In these cases, the committee member may have to speak to another colleague or another supervisor who knows of the finalist and their work ethic.
7. It is acceptable to obtain references via email and FAX. If one of these options is selected, send the reference a copy of the reference check form because we want the reference to answer the same questions as any other reference. For example, it is not acceptable to simply email a statement concerning the finalist.
8. Document employment history, obtain the name, job title, and name of organization of the reference. Compare this information to the work history provided in the employment application. Is it the same? Clarify, if necessary.
9. Do not expect to complete the reference checking in one day; it may take several days to complete a thorough reference check for a finalist.
10. If the committee member is having difficulty in obtaining a thorough reference check or you have questions or concerns, please contact Human Resources for assistance.

Note: An incomplete reference check process will result in the returning of documents for completion.

## **SECTION 15: Job Offer**

The hiring manager shall inform Human Resources of the recommended candidate for hire, and submit the completed reference checks and finalist interview materials.

Only the staff in the Human Resources Department may make a job offer. Prior to making a job offer, the Human Resources Department will perform the following steps:

- Review the names of the committee members and confirm submission of interview rating forms for the first and finalists interviews. Assure there are rating forms for all committee members, rating forms are totaled and forms are signed.
- Review reference check process to ensure an adequate reference checking process has been conducted. Review responses to questions and assess responses.
- Follow-up with recommending parties to assure the references were reviewed and the responses have been evaluated.
- Reaffirm the candidate meets the minimum qualifications and/or equivalent qualifications. Ensure equivalency documentation has been completed appropriately. If candidate was recommended based on a California Community College Credential, the credential will be reviewed to determine if it is valid and in the appropriate discipline.
- Reaffirm required college degrees are from accredited institutions.
- Review “general questions” section and follow-up, if necessary. May need to contact candidate regarding his/her responses. If there is a problem that would impact the selection, the Associate Vice Chancellor of Human Resources will contact the hiring manager.

The Human Resources Department will make the job offer contingent upon Board approval and determine if any ADA accommodation is required. If the finalist accepts, Human Resources will contact the college Personnel Specialist (if a college hire), who will notify the President and the committee chair. The Human Resources Department will contact the other finalists to inform them a selection has been made.

## **SECTION 16: Appointment**

The Human Resources Department will prepare the Board of Trustees agenda item and notify the finalist of the contingent offer. After Board approval, Human Resources will notify the finalist to confirm the appointment.

**IMPORTANT NOTE: At each stage of the hiring process—selection of candidates for interviews, selection of candidates for second level interviews, and hiring, the candidate pool will be reviewed by Human Resources to ensure compliance with equal employment opportunity provisions.**

*Reviewed by District Council November 6, 2017.*

# Full-Time Faculty Recruitment & Selection Procedures

## Administrative Procedure 7120

### Introduction

~~Thank you for your interest and willingness to participate in the recruitment and selection process. Those persons involved in the selection of new faculty members are agents of the Board of Trustees empowered to help select the best candidates for our faculty positions. Because you are an agent of the Board, you will be held accountable for every aspect of the process. Your participation is an investment of your time, knowledge and skills. You have the professional responsibility to follow all policies and procedures. For your information, you are subject to being personally named in any litigation as a result of your and / or the committee's involvement in the recruitment and selection process. Therefore, it is for this reason, procedures have been established to guard against any litigation as long as they are faithfully followed.~~

#### Section 1: Recruitment Approval

- ~~1. Contact the Administrative Personnel Specialist for Personnel at the college or the Human Resources Specialist – Recruitment (HR Specialist) to initiate a requisition for approval to conduct a recruitment for an open position for the appropriate documents to be completed and returned. (Appendix A)~~
- ~~2. Return forms to the Administrative Personnel Specialist who will process at the college level and forward to Human Resources to obtain approval through the Executive Management Team (EMT).~~

#### SECTION 2: Establish Committee, Designate Committee Chair, and Responsibilities

##### A. *Designate a Search Committee Chair*

**Once the EMT approves the positions, the department chair, dean or vice president, in consultation with department members, shall appoint a search committee chair to coordinate and facilitate the recruitment. The search committee chair should be someone who has previously participated on a search committee, and who possesses the knowledge, skill and time to effectively lead a proper recruitment.**

##### B. *Establish Committee*

- ~~1. The committee shall be initiated by the division chair, department chair, or administrator in consultation with department members.~~
- ~~2. The committee members are selected by the department chair in consultation with the Dean Division Chair and with the notification to, and chance to object by, approval of the majority of the full-time faculty members in the department.~~
- ~~3. There shall be a minimum of five committee members with full-time tenured or non-tenured faculty in the majority. Associate faculty committees shall have no less than three members.~~
- ~~4. The committee shall include subject matter faculty members with experience teaching the subject matter to ensure subject competence. Non-subject matter faculty members, administrators, students and classified employees may serve on the committee. The committee may also include professionals or others outside of the District who can contribute expertise to the selection process subject to notification to, and chance to object by, approval of the Academic Senate.~~
- ~~5. The committee is strongly encouraged to include students in the process. The role and depth of student involvement will be defined by the committee at the beginning of the process.~~

6. **Faculty members may not serve on a search committee until the successful conclusion of their probationary period. Those who have given notice of resignation or retirement may generally not serve on a search committee.**
7. **To the extent possible**, the committee will reflect diversity and inclusiveness which includes, but is not limited to, such qualities as gender, race, ethnicity, age, disability, sexual orientation, and perspective.
8. It is expected that committee members will participate in the recruitment and selection process from the beginning to the end. However, in some cases this is not possible. In order to ensure fairness to the applicants, a committee member's ratings / scores can only be counted if he / she completes an entire paper screening **and** ~~or~~ interview process. This means that if a committee member screens or interviews only a portion of the applicants, none of their ratings / scores can be counted. Another example is when a committee member has a conflict with one of the candidates on the day of the interview and says I can't participate in this interview but I will evaluate the other candidates. The committee member must excuse him/herself from the entire **screening** ~~interview~~ process.
8. Committee members may be substituted during the process as long as it is acceptable to the committee **and to Human Resources**; and **that** diversity and inclusiveness are maintained as noted above. If the composition of the committee is changed (resignations, etc.), the committee must be recertified by the Academic Senate, appropriate Vice President, and the Human Resources Department.
9. The committee must be approved by the Academic Senate.

#### ***~~B. Selection of Committee Chair~~***

~~The committee chair will be a faculty member selected by the committee members at the first committee meeting.~~

#### ***C. ~~Submit of Committee Membership Form~~***

When the committee has been established, complete the Committee Members

When the committee has been **identified** ~~established~~, complete the Committee Members**hip** form (~~Appendix B~~) ~~with Academic Senate and appropriate Vice President approvals prior to submission to Human Resources.~~ **and submit it to the Academic Senate for review.**

**After sending the membership form to the Academic Senate, submit to the appropriate Vice President for review and approval.**

**Once approved by the Vice President, submit to Human Resources for review and approval. The Associate Vice Chancellor of Human Resources, or designee, shall review the proposed membership and may require changes to the committee composition to ensure diversity and inclusiveness.**

***A position will NOT be posted for recruitment until the committee membership has been established and approved by HR.***

#### ***D. Committee Member Responsibilities:***

1. **Recruit, screen and identify a minimum of 3-5 finalist candidates to recommend to the hiring authority for consideration.**
2. Demonstrate objectivity, fairness, and equality of treatment of all applicants.
3. Commitment to the process.

4. Maintain the integrity of the process.
5. ~~Strict~~ **Ensure** confidentiality of the process which means no discussion outside of the committee to include, but is not limited to, releasing the names of applicants, numbers of applicants **or** and finalists, where the applicants work, their degrees, etc. There will be no side discussions of applicants and their qualifications outside of ~~a~~ **the full committee's participation meeting**. What occurs in the selection process stays within the committee before, during and after the selection has been made. The exception to this regulation is when a committee member or step in the process is not being followed appropriately or the process has been compromised. If this is the case, contact the Human Resources Department immediately for guidance.
6. ~~All committee members will~~ **Work** collaboratively to form the job announcement, to write supplemental questions, and to decide how the candidates shall be evaluated.
7. Determine the desired qualifications for the position that will ensure the candidate's successfulness.
8. Submit names of professional organizations, web sites, publications and journals specific to the position for advertising purposes; ~~if providing a mailing list, submit on mailing labels.~~
9. Develop the supplemental questions to be used in the paper screening process, developing the paper screening form, developing the interview questions, and developing the rating mechanism ensuring that all of the above are job-related specifically to the position and are so noted in the job announcement.
10. Use the established forms for paper screening and interviewing; maintaining ~~your~~ notes on the established forms; if additional sheets are used to record notes, they are to be attached to the actual forms.
11. Participate in both the paper screening and interviewing of the candidates.
12. Sign all rating forms and totaling scores to ensure accuracy.
13. ~~Do Not~~ **not** copying or removing of applicant's application documents, paper screening **or** and interview forms for personal or other use.
14. Report procedural errors to the committee chair.
15. Submit all documents used in the selection process to the committee chair.
16. Make no contacts with applicants unless authorized by the committee chair and approved by Human Resources.

#### ***E. Committee Chair Responsibilities:***

1. Provide active leadership in the steps of the selection process (paper screening, interviews and reference checking)
2. Keep all recruitment and selection documents in a secure location during paper screening and between interviews
3. Organize and manage committee's operation
4. Ensure the steps of the process are followed
5. Notify the Human Resources Department of procedural errors to request guidance and direction
6. Submit of all documents used in the selection process to Human Resources
7. Coordinate interviews to include dates, times, and location
8. Work closely with the college Administrative Specialist for Personnel and the Human Resources Specialist – Recruitment

#### ***F. Training***

**All faculty, staff and administrators involved in hiring staff must receive training on diversity and the employment process. Training is provided by Human Resources, and additional training may be requested by the search committee chair or hiring manager. It is the responsibility of the search committee chair to insure that each committee member receives the required training. As part of the training, Human Resources or the committee chair will**

**provide each committee member with a copy of this procedure with a cover memo in substantially the following form:**

Thank you for your interest and willingness to participate in the recruitment and selection process. Those persons involved in the selection of new classified and administrative staff are agents of the Board of Trustees empowered to help select the best candidates. Because you are an agent of the Governing Board, you will be held accountable for every aspect of the process. Your participation is an investment of your time, knowledge and skills. You have the professional responsibility to follow all policies and procedures. These procedures have been established to guard against litigation. As long as you follow these procedures, the District will defend committee members should litigation result.

**In addition, each committee member will be expected to sign a confidentiality form, acknowledging the completion of required EEO training and expectations of confidentiality.**

### **SECTION 3: Determine a Search Timeline**

**Use the Recruitment Timeline Planning Worksheet to develop a search timeline. Work with the ASP or HR Specialist to identify major milestones such as posting length, completion of application review, first-level interviews, and finalist interviews. Review the search timeline with the committee and ask everyone to schedule committee time commitments in their calendars.**

**Sign and submit a copy of the search timeline to Human Resources.**

***A position will NOT be posted for recruitment until the search timeline has been established and submitted to Human Resources.***

### **SECTION 4: Prepare Job Announcement**

Administrative **Personnel** Specialist:

1. The college Administrative **Personnel** Specialist for ~~Personnel~~ will send **provide you the committee with** a job announcement template and job description to the committee chair. If available, the previous job announcement will also be provided.
2. The college Administrative **Personnel** Specialist for ~~Personnel~~ will also provide each committee member with a copy of these procedures.

Committee: All hiring committee members will work collaboratively to:

1. Develop the job assignment (subjects to be taught or specific assignment, etc.)
2. Review the minimum qualifications to ensure accuracy with the established Statewide and District Minimum Qualifications List; the minimum qualifications cannot be changed at this stage of the process.
3. Identify any desirable qualifications. Although **the committee you** may develop desirable qualifications, **the committee is you** are cautioned because these are generally used to exclude applicants from consideration, **and so are disfavored**. The State Chancellor's Office and Title 5 encourages community colleges to advertise positions based on minimum qualifications to become more inclusive rather than exclusive. If desirable qualifications are



included in the job announcement, the Human Resources Department is required to develop historical data on the impact of the desirable qualifications in the initial recruitment, the minimum qualifications, the paper screening, the interview, finalists and selection pools. If the desirable qualifications are determined to have an adverse impact on under-represented groups, the use of desirable qualifications will be discontinued as directed by the Associate Vice Chancellor of Human Resources.

4. Development of supplemental questions is not required but may be included as a **requirement** ~~required document~~ in the application process. ~~The supplemental questions must be related to the paper screening criteria which are defined in Step 5. It will be helpful to develop the paper screening criteria (see step 5) before you develop the supplemental questions. Review the job description to ensure you are addressing the appropriate areas relative to the position.~~ **All applicants will be asked to provide a diversity statement that demonstrates their understanding and sensitivity to diverse backgrounds of community college students.**
5. The job description (Board and ACE approved) will be included in the job announcement; **the committee** ~~you~~ may make minor changes to the description as a result of changes in job titles mentioned within the description, etc. If in doubt, contact **the HR Specialist** ~~your Vice President~~.
6. ~~You~~ **The committee** may not change other elements of the job announcement, such as salary and benefits, and selection process. However, **the committee** ~~you~~ may make suggestions to Human Resources to improve the information provided to the public.
7. Return ~~you're~~ **the** draft to the college ~~Administrative~~ **Personnel** Specialist ~~for Personnel who will forward to Human Resources.~~

## SECTION 5: Recruitment Advertising

**Human Resources will post the job announcement in several publications and job boards, such as the California Community College Registry, HigherEdJobs.com, etc. A full list of the current standard job posting boards can be provided to the committee upon request.**

**The committee should develop a recruitment, advertising, and outreach plan. This could include: (1) identifying additional publications or job boards specific to the position's profession; (2) identify professional listservs to announce the job opening; (3) identify any professional gatherings or conferences to attend and recruit; (4) identify colleagues to seek nominations/recommendations; and (5) any other ideas for identifying and recruiting a diverse applicant pool.**

~~Upon submission of the job announcement and supplemental questions, the Human Resources Department will develop a Recruitment Advertising Plan (Appendix C) for the position based on recommended publications and journals from the committee and others determined by the Human Resources Department. Faculty jobs are advertised in the California Community Colleges Registry, Chronicle of Higher Education, HigherEdJobs.com, various ethnic publications and web sites. We will advertise in publications specific to the assignment as requested. Sometimes jobs receive additional public exposure when new advertisements are placed in publications as they are again included in the latest advertisement.~~

Please note that some publications may require a month or more notice or they only publish every other month so we will not, in some cases, be able to meet the deadlines.

Publications usually appear once. Depending on the cost, Human Resources may pay for more than one advertisement. Additional publication dates can be included ~~provided~~ **ing**ed the expense is borne by the college and / or division / department.

The Human Resources Department is tracking the information provided by applicants on where they heard about the position. This information will be used in the future to determine the success rates of the best publications to reach different job categories.

If **committee members** you are expecting to attend conferences or workshops and **committee members** you would like application materials to take with **them** you, contact the Human Resources Specialist - Recruitment. Please give the staff a **minimum of three weeks** reasonable period to time for preparation.

Committees may not prepare their own job announcements or advertisements for positions, **but are encouraged to provide suggestions and material to Human Resources.**

## **SECTION 6: Develop Screening Criteria**

The purpose of the ~~paper~~ **application** screening form is to assess the knowledge, skills and abilities of the applicants to determine those who best meet the job-related criteria and desirable qualifications, if any, included in the job announcement to warrant a personal interview with the committee. To accomplish this, the committee must develop ~~paper~~ screening criteria and **weight each criteria** a ~~paper screening form to include a rating mechanism.~~ The ~~paper~~ screening criteria must be based on information **committee members** you can obtain from the application materials. ~~Appendix D is an example of paper screening criteria that you may use or modify to meet the needs of the committee.~~

~~For your information,~~ The Statewide Academic Senate recommends that all faculty be assessed on the following: subject matter knowledge and competency, teaching and communication skills, commitment to professional growth and service, and potential for overall college effectiveness. **These attributes** above should be considered when developing ~~your~~ **the committee's** supplemental questions. **The Education Code and** Title 5 also requires that each applicant demonstrate their sensitivity and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the District's students. ~~The new Academic Employment Application includes a section on the front page to address sensitivity to diversity as noted above.~~

### ***A. Developing Paper Screening Criteria***

To ensure that all committee members understand how and what to evaluate and to ensure consistency among the committee in the ~~paper~~ screening process, ~~you~~ **the committee should** be encouraged to establish standard ~~paper~~ screening criteria pertinent to the position. If ~~you~~ **the committee** asked the candidates to complete supplemental questions, these must also be included in the ~~paper~~ screening document. The following are examples that can be modified to meet other non-teaching faculty assignments:

1. Preparation to teach pre-associate degree through transfer level courses (as demonstrated in breadth / depth in coursework, research, other skills or job-related experiences)
2. Exposure to teaching techniques (as demonstrated in educational courses, experience, workshops, internships, tutoring or other preparation)
3. Written communication skills (as demonstrated in presentation of application materials)
4. Knowledge of multiple teaching methods (as demonstrated by exposure to teaching techniques through educational courses, experience, workshops, or other preparation)
5. Sensitivity to diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students (as demonstrated in application explanation and other documents)
6. Participation in co-curricular / professional growth activities to enhance the classroom learning experience (as demonstrated in student activities, professional groups, extra-curricular activities, travel, professional organizations or published works)

7. Involvement in other activities to promote, encourage and deliver instruction using methodologies in addition to lecture such as online education (as demonstrated in application materials)

~~You~~ **The committee** may not evaluate the candidates on where they obtained their education, on the number of degrees they possess, and how many years of experience they possess as none of these are proven examples of competency. Any strength(s) of the candidates to measure desirable qualifications can be addressed in the above paper screening criteria.

Once ~~you have~~ **the committee has** determined the ~~paper~~ screening criteria, **determine the weights for each criteria. The weights are a percentage, and so the weights should add up to 100. Each criterion will be scored on a scale of 0-5, with 0 being lowest possible and 5 being highest possible score.** ~~develop the rating mechanism to be used, such as a scale from 0 to 5 with 5 being the highest possible score or 0 to 10 with 10 being the highest.~~ ~~You~~ **The committee** may **assign weights evenly across the criteria; or may** also want to **give assign more** weight to one or more ~~paper~~ screening criteria. For example, ~~you~~ **the committee** may want to have more emphasis on “prepare to teach pre-associate degree through transfer level courses” than “written communication skills.” ~~Therefore, the weighting might be 0-5 x 2.~~ Keep in mind that all of the ~~paper~~ screening criteria are important when selecting a faculty member who will be successful, including the sensitivity criteria. ~~After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome.~~

Submit ~~materials~~ documents to the college Administrative **Personnel** Specialist for ~~Personnel~~ who will review **criteria with the Vice President** and **then** forward to the Human Resources Department.

## ***B. Final Approval***

The Associate Vice Chancellor of Human Resources or designee will have final approval of the ~~paper~~ screening **criteria** document. The Associate Vice Chancellor of Human Resources, **or designee**, may modify or delete selection criteria, **which may reflect bias, or have a disparate impact on a group of candidates** ~~that may be perceived as bias.~~ For example, if the criterion is “possesses community college experience,” this will be deleted. No analysis has been completed to determine that prior community college experience is a predictor of an excellent teacher. Nor has it been determined that the criteria does not have an adverse impact on the under-represented, women, and the disabled. ~~The Associate Vice Chancellor of Human Resources may also recommend additional questions to ensure a comprehensive interview is conducted.~~

The committee may not revise the ~~paper~~ screening **criteria** ~~form~~ after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

***A position will NOT be posted for recruitment until the screening criteria has been established and approved by HR.***

## **SECTION 7: Develop Interview Criteria, Questions, Teaching Demonstration and Rating Mechanism**

### ***A. Interview Preparation***

There are several business items the committee must decide upon prior to the actual interviews which may have an impact on developing the interview criteria and deciding on the teaching demonstration.

1. Tardiness of candidates: The committee **members** must decide if they are going to accept the late candidate for an interview at the time they **he/she** arrives or later in the day, another day or not at all. The committee is encouraged to ask for a reason for the tardiness because it may be legitimate reason such as a freeway traffic accident. ~~You are~~ **The committee is** encouraged to accommodate the candidates with legitimate reasons **as a “zero tolerance” approach** ~~because you are~~ **limiting your qualified the applicant** pool. Be consistent in the treatment of all candidates.
2. ~~Determining the teaching demonstration~~ **Location and equipment**: Give considerable thought to ~~include the topic~~, the location of the interviews to ensure there is adequate space to give the teaching demonstration. **Ensure that appropriate equipment/resources is available in the location such as** chalk board, **laptop** ~~PowerPoint available equipment~~, overhead projector, etc.
3. First and finalists interviews **dates**: Plan tentative dates with all committee members present to ensure a timely process. Allow time for the review process by the Vice President and Human Resources to occur plus ten days notification to the candidates to make arrangements to participate in the interviews. Be flexible as we want to hire the best candidate for the position. ~~You~~ **The District** may lose an excellent candidate because ~~you~~ **we** are trying to make an internal deadline.

## ***B. Developing Interview Criteria and Interview Questions***

Based on the same criteria as noted above under paper screening, the committee should develop specific interview criteria and the questions to assess the candidate's ability to meet the criteria. The interview criteria are the bold statements that indicate the committee's focus is to select the best qualified candidate for the job. The interview criteria must be comprehensive and cover all characteristics and knowledge that we expect a faculty member to possess. The following are criteria suggestions that may be modified to fit the specific faculty position. ~~(See Appendix D-1 for~~ **The college Personnel Specialist or HR Specialist may be able to provide the committee with** an example of interview criteria and questions.)

1. Knowledge and background preparation to teach the subject matter
2. Knowledge of multiple teaching methods to include critical teaching skills
3. Problem-solving skills in a teaching / learning environment
4. Commitment to a positive learning environment and an enthusiastic belief and attitude towards the encouragement of learning
5. Sensitivity to diversity (academic, cultural, ethnic, socioeconomic and the disabled) \*
6. Willingness to take initiative in co-curricular activities, special events, shared governance, and participation in department / division activities
7. Interpersonal skills and mutual respect to be effective with students and staff
8. Verbal communication skills
9. Written communication skills ~~may be included if you are requesting a written exercise~~

Once the interview criteria are developed, the committee develops the interview questions (one or more) for each of the interview criterion to assess each candidate's knowledge, skills, and abilities. This is very important because this keeps the committee members focused on the reason for the question so they do not evaluate, for example, problem-solving skills when the question focuses on knowledge of multiple teaching methods. The committee members should discuss the appropriate answers to the questions to ensure everyone is focused on the expected responses.

\* The Human Resources Department has developed some interview questions to assist the committee in assessing the interview criterion. **The Education Code and Title 5** requires that meaningful consideration be given to which applicants fully demonstrate their sensitivity and understanding. Merely having experience working with diversity does not demonstrate their specific sensitivity and understanding.

### **C. Developing Follow-up Questions**

Sometimes in interviews individual committee members have a desire ~~to want~~ to ask questions of individuals to obtain additional information ~~that are~~ not **covered** in the pre-approved interview questions **or to ask follow-up questions based on a particular answer**. Although it is not illegal to do so, ~~you are cautioned~~ in this loose practice ~~as it could be perceived by other committee members that you are~~ **the committee is** trying to embarrass or promote one candidate over another candidate by obtaining additional information. Therefore, ~~you are~~ **the committee is** encouraged to develop follow-up questions in advance and include them in the interview questions. For example, ~~you~~ **the committee** may ask the question, "Describe the teaching methods you will use in the classroom to ensure that all academic levels are being served effectively." If ~~you~~ **a committee member** ~~wants~~ more information regarding their response, ~~you may want to include additional~~ **a** follow-up questions, **might be** such as: Why did you select these specific teaching methods? How do you assure that student outcomes to these teaching methods are successful? Have you tried other teaching methods? If they say yes, ask them, why aren't you using them now? If ~~they~~ **the applicant** ~~answers~~ that ~~they were~~ **he/she was** ineffective, ask ~~them~~, "what did you learn from this experience?" If they ~~answers~~ no, ask ~~them~~, "why aren't you trying new methods?"

Developing follow-up questions requires the committee to answer the questions themselves to ensure the question is effective and the answer is what **the committee is** ~~you are~~ looking for in a response.

### **D. Developing the Teaching / Counseling / Librarian Demonstration and Evaluation Criteria**

After the interview criteria and interview questions are developed, the committee's next step is to determine the teaching / counseling / librarian or other faculty ~~assignment~~ demonstration to be assessed in the interview. **The committee is** ~~You are~~ encouraged to require a minimum of a ten-minute topic that will represent **the applicant's** ~~what the faculty member will be expected to do to demonstrate their~~ depth and understanding of the subject matter and teaching methods. The goal is to provide ~~you~~ **the committee** with enough information to assess the following suggested evaluation criteria:

- Candidate followed directions in preparing for demonstration
- Content and knowledge pertinent to the position
- Effective student / faculty interaction
- Presentation enthusiastic and interesting
- Candidate was well prepared
- Handouts were appropriate to the presentation

### **E. Developing the Rating Mechanism**

**After** ~~Now that you have~~ the interview criteria, interview questions, teaching demonstration and evaluation criteria **are** completed, the next and final step is to determine the rating mechanism, such as a scale from 0 to 5 with 5 being the highest possible score or 0-10 with 10 being the highest. **The committee** ~~You~~ may also want to give weight to one or more interview criteria. For example, **the committee** ~~you may want to have more emphasize on~~ "knowledge of multiple teaching methods to include critical teaching skills" instead of "willingness to take initiative in co-curricular activities..." Keep in mind that all of the above are equally important when selecting a faculty member who will be successful, including the sensitivity criteria. After ~~you have~~ **the committee has** developed the rating mechanism and any weighting, ~~please~~ review the ratings in totality to ensure that **the committee is** ~~you are~~ satisfied with the outcome. Caution: Sometimes weighting may result in the teaching demonstration having more emphasis than the oral interview. In the case of physical education positions with two

demonstrations, one teaching and one coaching, it is easy to inadvertently place more weight on the demonstrations than the oral interview.

### F. Submission of Documents

Submit a typed or emailed document to include the interview criteria, the specific questions to address the criteria, teaching demonstration evaluation and criteria, and rating mechanism to the college Administrative Specialist for Personnel who will forward the information to Human Resources. **The responsible Vice President shall review and approve the document.**

The form must include a place for the candidate's name, plenty of room to take interview notes, a line for each question score, the total score, a place for the rater's signature, and date. **(A document of just the questions, without the evaluators' information should also be created.)** The following is an example:

<b>Criteria:</b> Knowledge and background preparation to teach the subject matter	Rate 0-5
<b>Sample Questions:</b>	
1. Please describe how your background and experience has prepared you to teach _____.	_____
2. What have you done recently to keep current in your field?	Rate 0-5 _____

The last question of the interview should include the opportunity for the candidate to ask questions about the position. This question is unrated. ~~They may ask when a selection is to be made, etc. Do not give specific dates. If a tentative date has been determined, you may provide the date so they can be prepared. Tell them that if they are selected for a second interview, they will be notified verbally. Candidates not selected for a second interview will be notified in writing by Human Resources.~~

The Applications will **NOT** be released to the interview **search** committee **until interview criteria and interview questions have been submitted** upon submission and approval of the paper screening and interview forms to the Human Resources Department **for review and approval. The Human Resources Department will have final approval of the interview criteria and questions. The Associate Vice Chancellor of Human Resources, or designee, may modify or delete interview criteria or questions that may reflect a bias or have a disparate impact on a group of candidates.**

The committee may not revise the interview criteria, interview questions, etc. after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

## SECTION 8: Human Resources Review of Initial Applicant Pool and Minimum Qualifications

When the recruitment has closed, Human Resources will analyze the initial pool of applicants to determine if the applicant pool meets the expected **diverse** representation as required by Title 5. This could be a factor that would require the recruitment for the position to be extended for further outreach. ~~If this does not occur,~~ the applicant pool meets or exceeds the expected representation, **then** and the selection process may move forward. The recruitment may also be extended due to an inadequate

number of applicants based on employment trends. The Human Resources Department will also analyze the recruitment plan.

If the initial pool meets the expected representation, the Human Resources Department will screen the applications using the ~~WVMCGD Application Pre-screening Form (Appendix E)~~ **to determine if the candidates for meet** minimum qualifications and identify those who do not meet the minimum but may **meet qualify for an** equivalency. ~~Screen the equivalency applicants in the same manner as those meeting the minimum qualifications. If the equivalent candidate is selected for an interview, the documents will be reviewed by the Equivalency Committee prior to interviews. Human Resources will release all applications meeting the minimum qualifications and those who may meet~~ **qualify for an** equivalency **to the committee**. It is the committee's responsibility to ~~paper~~ screen all applications provided for screening. Every committee member must ~~complete a paper~~ **enter application review evaluative scores in the online system, e-Recruit**, screening form for each application.

~~The Human Resources Department will develop an Applicant Flow Chart (Appendix F) for each recruitment to record a history of the applicants during every phase of the selection process.~~

~~Late and / or incomplete applications will not be forwarded to the committee. Upon request, the committee may review them, but the committee may not screen the applications or contact the candidates for any reason.~~

## **SECTION 9: Equivalency**

~~The Human Resources Department will review all documentation provided by the committee chair and certify that the paper screening process is accepted or not. If Human Resources has any questions or concerns, the committee chair will be contacted.~~

If there are any candidates ~~selected to be interviewed~~ who require an equivalency review, the ~~interview process will be delayed~~ **application review process cannot be finished** until the Equivalency Committee reviews the equivalency requests. The **Equivalency Committee** is flexible and expects to meet on a regular basis during recruitment periods to avoid delays.

After the equivalency process is completed, those candidates meeting equivalency **will be forwarded to the committee for application screening** and ~~all other candidates meeting the minimum qualifications recommended by the committee will be eligible for an interview.~~

The Human Resources Department will complete any documentation necessary and notify the committee chair that the **application review may be finished** ~~interviews may be conducted.~~

## **SECTION 10: Committee Application Review**

### **A. ~~Paper Screening Information~~ *Begin the Application Review***

The committee may not revise the ~~paper~~ screening form after submission to Human Resources. It is not the committee's responsibility to re-determine if an applicant meets minimum or equivalent qualifications. If there is a problem, contact the Human Resources Department for assistance.

Each committee member will ~~paper~~ screen each applicant. There are exceptions to this rule and they are:

- The committee member becomes ill and cannot participate in order to meet the selection timeline of the committee.

- One of the committee members is a student or someone outside the District and cannot meet the selection timeline of the committee.

The committee must agree to the exceptions. Any exceptions must be noted when submitting the paper screening paperwork.

If the applicant pool is small, the committee may agree to bypass the screening process and interview all applicants. If this is the case, the committee chair should **notify** ~~send an email to~~ the Administrative Specialist for Personnel **and the HR Specialist**. **When an applicant pool is seven applications or less, it is required to skip application screening process and invite all applicants for an interview (when the recruitment is for two or more openings, then any applicant pool of 12 applications or less is required to skip application screening process).** However, The committee members should attempt to review each application prior to the interview day.

### **B. Conflict of Interest**

If during the ~~paper~~ screening process a committee member has a conflict of interest with one of the applicants, the committee member must excuse him/herself from the committee ~~at this time~~. The committee member may no longer participate in the selection process. It is not acceptable for the committee member to paper screen all other applicants and excuse him / herself from paper screening the one applicant for which the committee member has a conflict. If this occurs, the paper screening process has been compromised. The committee member may be replaced.

A conflict **of interest** is **created** when the committee member recognizes by verbal notification or in the ~~paper~~ screening process that an applicant is a family member or close friend, ~~that~~ **which** compromises the committee member in making an unbiased decision in the selection process. A conflict is also **occurs** when ~~you~~ **a committee member** knows ~~a lot of~~ **significant** negative information about an applicant that impairs ~~your~~ **his/her** objectivity to assess the applicant fairly. The committee member must notify the committee chair immediately.

The committee must meet to discuss the conflicts (not the specifics, such as: the negative information to further compromise the applicant by the other committee members) and make a decision to replace or not replace the committee member. The decision must be unanimous. If the committee decides to keep the committee member and the conflict is because the applicant is a family member or close friend, a written notification must be sent to Human Resources ~~to document to the file~~. **The Human Resources Department will determine whether the committee's recommendation is appropriate.**

Note: It is inappropriate to ~~be sharing~~ any information (negative or positive) ~~you~~ **a committee** may know or think ~~you~~ **he or she** knows about a candidate. Use the reference check process to validate the character and work ethic of the candidates.

### **C. ~~Paper Screening Method~~**

~~The method of using total points as we have used in the past has many problems and may no longer be used. The following are examples of problems with the total point method:~~

- ~~• The method provides the opportunity for committee member bias to occur; for example, if two committee members want a particular candidate they will rate high to improve the applicant's chances of being interviewed.~~
- ~~• This method also can work in reverse. If committee members are not interested in a particular candidate, they will give the person a low score. This particular method is more difficult to defend in litigation because of potential bias.~~



### Individual Committee Member Ranking:

Each committee member adds up the score of each applicant and then ranks each applicant, for example 0 to 10 if there are ten applicants. There can be no ties in the process. The simplest way to resolve the ties is to reassess applicant scores.

If you feel you cannot avoid ties, the following method must be used. If there are 10 applicants and a committee member has a tie score for #1, the committee member may break the tie by re-evaluating the score or breaking the tie numerically. Since there are two top candidates with the same score, in reality they occupy positions #1 and #2; therefore each receive a ranking of 1.5 and 1.5 (position 1 plus position 2 = 3 divided by 2 people who have a tie vote = 1.5 each). The next applicant would receive a 3 because the 1<sup>st</sup> and 2<sup>nd</sup> slots are already taken. This same process can be used if there were three (or more) people. For example, three people have a top tie score, their rankings by the committee member using the same formula would be 2 ( $\#1 + \#2 + \#3 = 6$  divided by 3 applicants = 2). The next top rated candidate would receive a ranking of #4 because the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> slots are already taken.

The committee must complete the Individual Committee Member Ranking Form (Appendix G) and attach all interview forms and submit to the Committee Chair.

### Committee Composite Ranking:

After the individual scores are completed by each committee member, the committee chair completes the Committee Composite Ranking form (Appendix H and H-1) based on each committee members rankings. The applicant with the lowest score is the top candidate by the committee. This process may eliminate the differences between committee member's individual rating methods, may provide a clearer picture of the applicants to be selected for an interview, may avoid rater bias, and is potentially more defensible if the District is challenged.

### **D. Paper Screening Deliberation Process**

The committee chair will share the results of the composite committee rankings with the committee. The committee members will discuss the applicants as related to the pre-approved paper screening **criteria** form.

The deliberation process has the potential to include other appropriate discussions that are taken into consideration in the decision making process. The following are examples of inappropriate matters to avoid:

#### **Avoid discussions concerning:**

- Additional paper screening criteria not included in the pre-approved form
- Discussions of **any protected characteristic, such as** race, gender, **age**, sexual orientation, and disability
- Personal bias
- Information you **committee members** have heard or know about an applicant
- An applicant's responses to the general questions on the application form

Be responsible and if you have any **in** doubt about a topic of discussion, do not discuss it.

During the deliberation process the committee members must decide based on the composite scores of the applicants, how many will be invited to an interview. The composite scores will give a clear picture

of how many to invite. Instead of limiting your invitees, you should be more inclusive for the following reasons:

- ~~You are~~ **The committee is** screening based on the presentation of their materials; this is not a true reflection of the applicant's knowledge, skills and abilities.
- ~~You are not sure if~~ The applicant **may not have personally** completed the application documents; there are agencies offering this service for a fee.
- ~~You are~~ **The committee is** screening based on how much education and experience they have and more does not necessarily mean better.
- ~~You~~ **The District** will likely lose candidates when ~~you~~ **we** schedule the interviews and after ~~you~~ **we** have scheduled the interviews.
- ~~If you want~~ **The goal is** to find the best qualified person; take the time and be more inclusive and interview as many applicants as possible.
- Being more inclusive is evidence that the committee is making a good faith effort to be more inclusive in response to the District's equal opportunity employment commitment and to meet Title 5 requirements.

The deliberation process will be **reviewed** ~~scrutinized~~ by the appropriate Vice President and the Associate Vice Chancellor of Human Resources to ensure the process is conducted in an inappropriate manner. For example, if the committee paper screens 30 applicants and only offers **five** ~~5~~ interviews, this is suspect. This has the perception that there may be a hidden agenda, which must be **reviewed** ~~investigated~~. In reality, if 30 people meet the minimum qualifications, the committee should be inviting more than **five** ~~5~~ candidates. Furthermore, inviting only **five** ~~5~~ may result in fewer actually accepting ~~you're the~~ **District's** invitation limiting ~~you're the~~ candidate pool. **Finally, forwarding three to five finalists for second level interviews is preferred, and if the committee starts with less than five candidates, the chances of ensuring such an outcome are significantly reduced.**

The Vice President or the Associate Vice Chancellor of Human Resources may require that the committee interview more than five candidates in an effort to ensure equal opportunity employment and to ensure the committee is making a concerted effort to employ the best qualified person. Furthermore, if the process is compromised in any way, the Associate Vice Chancellor of Human Resources has the authority of the Chancellor to stop the process at any time.

Any decision by the Vice President and the Associate Vice Chancellor of Human Resources is **does** not ~~intended to~~ negate the hard work of the committee, but it is the responsibility of everyone to ensure our selection processes support equal **employment** opportunity ~~employment~~ and fairness to all applicants. It is everyone's objective to employ the best qualified person for the position.

~~After the deliberation process is finalized and the Vice President has approved the recommendations of the committee, the committee chair shall submit all applications, committee member screening forms, and the Paper Screening Results form to the college Administrative Specialist for Personnel who will forward the documents to Human Resources.~~

Important Note: The committee members may not duplicate the paper screening forms of any applicants. These documents are confidential District Office records, not committee member records or college records.

## **SECTION 11: Scheduling Interviews**

It is the responsibility of the committee chair to:

- coordinate the dates, times and location of the interviews in consultation with the committee.

- **Local candidates shall be given at least five-day advance notice to participate in an interview;**
- Out-of-state candidates must be given a ten-day **advance** notice **in order** to make transportation arrangements to participate in the interview. So, plan ahead and be as accommodating as possible. Candidates invited to the first interview are responsible for their **own** expenses;

**In addition, the committee chair will:**

- arrange for contacting the candidates; ~~mail~~ **send** a confirmation to the candidates, **which should include** of the interview date, time, location, teaching demonstration, a map and a parking permit; ~~and attach a copy of the confirmation to the candidate's application;~~
- include any information pertinent to the teaching demonstration that the candidates may request, such as equipment needed for teaching demonstration;
- prepare a clean copy of the interview questions ~~that do not show~~ **without** selection criteria and rating mechanism for the candidates to review on the day of the interviews;
- ~~review the Human Resources pre-screening form attached to the application to see if the candidate is required to bring additional documentation to the interview. If so, remind them at the time of interview notification and in the confirmation letter;~~
- arrange for a contact person ~~to have the~~ **to whom the** candidates **should** report to;
- assure the contact person is knowledgeable of his/her responsibilities; and
- assure the process is followed consistently for all candidates.

Committee members should assist the committee chair whenever possible.

**Important Note:** ~~There will no longer be Courtesy~~ **No special** interviews to out-of-state candidates to avoid returning for a second interview **are allowed, as it may create a perception of bias.**

## SECTION 12: Interview Day

The hiring process involves the evaluation of people for a position. It is at the same time the candidates are evaluating whether they want to work at the West Valley-Mission Community College District.

~~You're the~~ **committee's** goal is to present ~~yourself~~ **the District** in such a way that all candidates exposed to the process go away feeling that West Valley-Mission Community College District is the only institution with which they want to work. This principle, of course, applies to every stage of the hiring procedures, but nowhere is it more relevant than in the interview process, when the candidates and the committee, representing the institution, come face-to-face.

The committee should strive to make the interview process humane and to create a relaxed atmosphere conducive to the candidate's doing his or her best.

### A. Welcome and Information

When the candidate **arrives for the interview and** reports to the contact person, ~~they are~~ **he/she is** to be given 5 to 10 minutes to preview the interview questions which must not include the selection criteria or rating mechanism. Whatever the time limit the committee determines, it must be consistently applied to every candidate. If the candidate makes notes and brings them into the interview from this brief review, don't be alarmed. The person is probably jotting notes to remember during the interview. What is not acceptable is for the candidate to bring a brief case of documentation to review after every question is asked. If this occurs, the committee chair should be kind and tell the candidate that the committee prefers responses to the questions directly from the candidate without reference to other documents. This should resolve the problem and not impede the process.

**Important Note:** Sometimes candidates bring letters of reference, student evaluations of their teaching ability or other documentation to leave with the committee at the time of the interview. The committee chair is to thank the candidate for providing the information. This information is not to be reviewed by the committee members, nor can any of the information be taken into consideration as part of the evaluation of the candidate. The committee chair is to keep this information in ~~their~~ **his/her** possession to be returned to Human Resources with a note of explanation.

## **B. Committee Interview**

All candidates are on a level-playing field, meaning no consideration is given in the interview process for the ~~paper~~ **candidate's rating in the application** screening process. In other words, ~~you~~ **the committee** cannot give candidates points **in the interview phase for** ~~on~~ their application presentation and content.

### *1. Preliminary:*

- The committee should have a copy of the job announcement and a copy of the interview questions for the candidate to refer to, if necessary.
- Welcome the candidate and thank him/her for ~~their~~ **his/her** interest in employment ~~in~~ **with** the District. The committee **members** should introduce themselves. **In some cases it is** ~~is~~ **may** also **be** helpful if ~~there are~~ **to have** name plates for each committee member.
- Explain the interview process: Such as how the questions will be asked, indicate the committee will be taking notes and may not have direct eye contact but to feel assured the committee is listening carefully to everything **being said** ~~they are saying~~.
- ~~Tell them they~~ **Point out he/she** may refer to the interview questions at any time during the interview.
- ~~Tell them they~~ **Point out he/she** will have an opportunity at the end of the interview to ask questions.
- ~~Refer to the actual Human Resources pre-screening form attached to the front of the application to see if HR included any directions for the committee chair such as obtaining a signature on the application or requiring additional documentation to be submitted at the time of the interview. If this is appropriate, please follow up.~~

### *2. Interviews:*

Note: Candidates may have jotted down ~~a couple of~~ notes when previewing the interview questions. Do not be alarmed as this is acceptable. However, please retrieve these notes before they leave the interview. This excludes any handouts provided for the teaching demonstration, which may include lesson plans, etc.

Now that the preliminary procedures are completed, the committee may conduct the interviews assuring every applicant is asked the same questions.

If interviews are conducted on more than one day, the committee chair is responsible for retrieving the interview screening forms from the committee members and keeping them in a secure location until the interviews resume.

After each interview, the committee is encouraged not to discuss the candidates. This dialogue can be perceived as a mechanism to insert individual biases about candidates into the process. Each committee member has the responsibility to evaluate each candidate from his / her own perspective and not to be influenced by others. Everyone will have an opportunity to discuss the candidates during the deliberation process.

Every committee member must complete an interview form for each candidate. ~~You~~ **Committee members** are encouraged to keep job-related notes on the candidate's responses. If ~~you~~ **committee members** do not keep notes on the interview form and ~~you~~ use other paper, the document must be attached to the interview form and submitted to the committee chair at the appropriate time. In the event of any challenge to the committee's process, the committee member may have to provide specific points as to why ~~he/she~~ **members** gave one candidate a 5 rating and another candidate a 2 rating. After a long period of time, it is unlikely that ~~you~~ **committee members** will remember every detail and the committee's process could be suspect.

At the close of the interviews, give the candidates an opportunity to ask questions. ~~Before they leave, provide them with a copy of the Academic Salary Guidelines (Appendix J) and Benefit Information (Appendix J-1). Let them know that second level (finalist) interviews are customary. We also suggest you provide them with a copy of the salary schedule which is available on PARIS. Note: Second level interviews are not required for associate faculty positions.~~

If a candidate wants to give ~~you~~ **the committee** documentation during or after the interview with the exception of lesson plans for the teaching demonstration that was not requested by the committee in advance to all candidates, ~~you~~ **the committee** can respond in one of two ways: Accept the information and say thank you or tell the candidate in fairness to all candidates, we cannot accept the documents. If ~~you~~ **the committee** accepts the information, the committee chair is to keep the information in his/her possession ~~which~~ **and it** is not to be shared with committee members or used in the deliberation process.

Teaching demonstration: ~~You~~ **The committee** may accept documents given to ~~you~~ **it** that are specifically related to the teaching demonstration such as a lesson plan. This does not include former student evaluations or the candidate's personal philosophy of education.

**Candidates may ask when a selection is to be made, etc. Do not give specific dates. Tell them that if they are selected for a second interview, they will be notified verbally. Candidates not selected for a second interview will be notified by Human Resources.**

**Important Note:**

- The committee members may not duplicate the interview forms or any attached documentation for their records. These documents are confidential District records.
- ~~Video teleconferencing interviews are not available.~~

**Questions from candidates *after the interview is complete:***

***Refer all calls to Human Resources. Do not discuss a candidate's interview with anyone, not even the candidate.***

**3. Deliberations:**

The committee may follow the same process outlined in SECTION 9-10, which includes ~~the completion of committee member ranking forms and the committee chair completing~~ **tabulating** the committee composite ranking form **scores from interviews**.

The committee may choose an alternative method in a joint meeting as follows:

- Each committee member shall ~~identify their top five~~ **rank** candidates in ~~ranked~~ order **from their highest scoring to lowest scoring**. There can be no ties.

- The committee chair shall **tabulate the committee composite of ranking scores, indicating the candidate with lowest composite rank score is ranked first, and so on** ~~complete the Deliberation of Finalists—Committee Composite Rating form (Appendix K).~~
- ~~After the top five candidates of all committee members have been included on the form, a counting is conducted of how many votes each candidate received., indicating~~
- The committee must decide based ~~on the votes each candidate received~~ **upon this ranking** how many candidates ~~are finalists of the committee~~ **is forwarding as finalists.**

Whatever process the committee uses, the candidates must **should** be discussed. The strengths and weaknesses of the finalists must be developed. ~~In addition, you must develop a brief rationale for each finalist to be included in the Recommendation of Employment form.~~

The deliberation process is very important. ~~You~~ **The committee** will be selecting finalists who meet all of the interview criteria. The dialogue must be job-related and there must be no discussion about race, gender, cultures, and / or disabilities of the candidates. The goal is to hire the best qualified person ~~that~~ **who** meets all of the pre-determined interview criteria, **which** ~~to include~~ sensitivity to the diversity of our students. If he / she has strong knowledge in the subject matter but could not give specific examples of multiple teaching methods and demonstrate problem-solving skills, then this is not the person we should select.

**After deliberations, the chair enters the scores on to the First-level Interviews Composite Ranking form.**

~~You may not consider the responses to the general questions located in the application during the deliberation process. If necessary, these responses will be resolved in either the reference check process or the final review by Human Resources.~~

#### 4. Finalists:

**In selecting** All candidates ~~selected~~ for a finalist interview, **the committee** sends a message to the ~~President~~ **hiring manager** that any of the candidates are highly qualified and would contribute to the overall effectiveness of the college and the District. If possible, the recommended candidates (~~contract/tenured track faculty positions~~) for the second interview should have consensus of the committee. However, consensus may not be achieved. If this is the case, a majority of the committee may forward recommended candidates. A committee member is not required to change their points ~~of~~ **for** a candidate **in order** to reflect the decision of the committee.

Caution: The recommended ~~candidates~~ **finalists** should mirror the ranking of the candidates as a result of the interview. If this does not occur, there is a cause for concern and the process may appear suspect. If there is conflict between the committee members, contact your ~~Vice President~~ **Human Resources.**

### SECTION 13: Recommendation of Finalists

~~After the references are completed,~~ **Next,** you **the committee** must complete the Recommendation of **Finalists** Employment form (Appendix N). ~~The purpose of the recommendation of employment form is to document who was interviewed, the names of the committee members, the recommended finalists, the selected candidate, and the job offer.~~ **Use this form to list the finalists in alphabetical order, by last name, and summarize their strengths and weaknesses.**

**Complete this form, and submit it along with the First-level Interviews Composite Ranking form and ALL first-level interview materials to the Administrative Specialist for Personnel.**

Steps to follow to complete the Recommendation of Employment process:

**Step 1:**

- ~~Identify the candidates who were interviewed (those that made their appointments). You may submit a copy of the interview schedule providing you document the no shows.~~
- ~~Confirm the names of the committee members who participated in all of the interviews.~~
- ~~Identify two to three finalists.~~
- ~~Complete the justification for recommendation section for each candidate.~~
- ~~Attach all applications, interview rating forms and notes, teaching demonstration documents and any other documents used in the interview process.~~
- ~~Submit all of the above in a separate envelope to the Administrative Specialist for Personnel.~~

**Step 2:**

- ~~Complete a statement on the strengths and weaknesses of the finalists.~~
- ~~Completion of the reference checking forms.~~
- ~~Submit all of the above in a separate envelope to the Administrative Specialist for Personnel.~~

The Administrative Specialist for Personnel will forward the envelopes **materials** to Human Resources.

The Human Resources Department shall review all ~~selection~~ documentation, certify the process, ~~remove all documentation unrelated to the finalists, and forward~~ **a copy of the Recommendation of Finalists to the hiring manager** both envelopes to the President.

The Human Resources Department will ~~send letters to~~ **notify** the non-selected applicants from the first interview.

**Congratulations! Your commitment to the process is appreciated!**

## **SECTION 14: Finalist Interviews**

~~Note: Finalist interviews may take place after some of the references are completed and others in progress. However, no job offer will be made until a thorough reference check process is submitted acceptable to Human Resources for the selected candidate.~~

The finalists' interviews are conducted by the President or designee's ~~selection committee~~ for all full-time ~~contract~~ faculty positions.

The ~~faculty~~ **search** committee chair or designee shall sit on the finalists' interviews and participate with the President to recommend a candidate. **Others may be invited as appropriate.**

**Unlike the initial interviews, the final interviewers have more flexibility in the questions that may be asked of each candidate. However, the finalist interviews are still governed by the same EEO laws and restrictions. As with the initial interviews, all notes and other printed materials used during the final interview will be collected and submitted to Human Resources.**

**The finalist interview process may also include a tour of the campus, open forums, or presentations.**

~~The President is responsible for identifying the selection criteria, the interview questions, and the rating form for the finalists' interviews. The President should obtain approval of the documents to be used in the finalists' interviews from the Human Resources Department.~~

~~The President should review the questions of the first committee interviews to develop the selection criteria, interview questions and rating mechanism. The President is responsible for developing broad based questions that include the needs of students, the college, and the District.~~

~~The President's Office is responsible for making all arrangements for scheduling the finalists' interviews. The finalists may not preview the interview questions.~~

~~Finalists traveling more than 400 miles will **may** receive **limited** reimbursement for **authorized travel expenses** an economy air flight, one night's lodging (maximum of \$100), and one day's car rental (maximum of \$75). The President shall inform the finalists of the reimbursement information and provide them with a reimbursement form (**Appendix O**) at the time of the interview. To be reimbursed, the finalists must submit the **Request for Candidate Reimbursement—Finalist Interviews** form and the original receipts directly to the Human Resources Department, Francine Caracciolo, Executive Coordinator, for processing. Restricted staff diversity funds are used for this purpose. **Please contact the HR Specialist for more information.**~~

~~The finalists interview committee shall review the contents of Step 1 envelope as indicated in Step 13 prior to the interviews. The Step 2 envelope may not be opened until the deliberation process.~~

~~After the interviews, the committee **President** shall deliberate **consult with the faculty search committee chair and, in the President's discretion, others involved on the interview panel** on the finalists **and make the hiring decision**. At this point, the finalists committee shall review the contents of the Step 2 envelope.~~

~~If the selection committee and the President cannot reach an agreement as to the candidate, the President shall put his / her objection in writing to the selection committee and the Academic Senate President, and the position shall be reopened. The response shall be general in nature as not to place the District in jeopardy of litigation. The response should not refer to a particular candidate or the lack of his / her skills.~~

~~When there is agreement between the President and the selection committee, the President shall submit all selection documents to the Human Resources Department. These documents include the name of the recommended finalist on the Recommendation of Employment form and a written justification for the selection. Submit to the Administrative Specialist for Personnel who will forward to the Human Resources Department.~~

## **SECTION 14: Reference Checks**

The purpose of reference checking is to confirm the information obtained in the interview, to confirm information submitted on the employment application, and to ensure the selected person is the right person for the job. The reference check process should be taken seriously and completed as thoroughly as possible in the event the District and the committee members are subjected to accusations of negligent hiring.

### **A. Reference Check Component**



There are two components to the reference checking process: one is completed by the committee and the other is completed by Human Resources. The committee assesses the candidate's knowledge, skills and abilities and Human Resources evaluates legal implications of the "general questions" section of the employment application. The committee **shall not** in the paper screening, interview or reference checking processes disqualify or evaluate a candidate based on responses to these questions. Sometimes the candidates ~~make~~ **make** mistakes in their answers or the legal implications have no negative impact on employment. If there is a cause for concern after Human Resources completes its responsibility in legal compliance, the college President or Vice President will be contacted.

### ***B. Reference Checking Period***

The goal is to assess the candidate's work history and work ethic during the last five years. If ~~they~~ **he/she has not** worked during this period, find out what the candidate has done during the last five years if not indicated on the application. ~~You~~ **The committee** may have to go beyond the last five years to obtain three references.

### ***C. Responsibility of Making Checking References***

Reference checking may be completed by **the hiring manager or** the committee chair ~~or several committee members~~. ~~This is the committee's decision~~. However, there are basic rules to follow:

1. All questions must be asked of each reference for each finalist; do not skip over questions, ask them all. Do not add ~~your own~~ questions.
2. If several people are involved in the process, one person must call all references for one finalist. Do not split up reference checks for each candidate as at least one committee member must see all references for the finalist.
3. ~~Three~~ **A minimum of two** references are required from current and former supervisors.
  - a. **A reference check for an internal candidate (i.e., associate instructor) with at least the current supervisor is required unless the current supervisor and hiring manager is the same person. The hiring manager may not serve as a reference. If the current supervisor is also the hiring manager, then a reference check from another source is required, preferably from a previous supervisor. If the committee member is unable to obtain a reference in this case from a previous supervisor, please explain.**
4. If ~~you are~~ **the committee member is** unable to reach a reference after trying several times, complete the reference checking form and make a notation.
5. If ~~you~~ **the committee member** ~~contacts~~ **contacts** a reference and ~~they~~ **the reference** ~~refuses~~ **refuses** to give ~~you~~ one, complete the reference checking form and make a notation. Try to explore why; this may be a red flag.
6. Include all comments, both positive and negative; we must obtain a balanced reference.
7. If ~~you have~~ **the committee member receives** a negative reference, ~~you may want~~ **decide whether** to conduct more than ~~three~~ **two** references to assure a thorough reference.
8. Submit all completed successful and unsuccessful reference checking forms.

### ***D. Reference Checking Steps***

1. Review the Reference Release section located on the ~~last page of the employment application (Appendix M)~~ and follow the directions of the finalist. The finalist has either provided a release to contact all and current supervisors or to notify ~~them~~ **him/her** first before contacting references. If the finalist has selected the latter, notify the finalist and indicate that ~~you are~~ **the committee is** in the next phase of the selection process and ~~you are~~ **the committee is** going to begin calling references.

2. If the finalist **continues to request** ~~adds a notation to this section that says not to call that his/her current supervisor **not be contacted, then consult with Human Resources.** you may honor their request at this time. However, you need to inform the finalist that if he/she is the finalist candidate after the second interviews, that the current supervisor must be contacted to complete the reference checking process. This step will be completed by the President.~~
3. Call ~~three~~ **two** supervisory references located in the "Experience" section of the employment application. In some cases, the finalist has not worked at three different organizations. For example, ~~you~~ **the committee** may have to contact former master teachers where they interned or worked part-time in college, or contact a person where they volunteered, etc. **The committee member** ~~You~~ may have to become creative in obtaining your references.
4. If the finalist does not provide names and phone numbers of supervisors, contact the finalist to let ~~them~~ **him/her** know ~~you are~~ **the committee is** completing the next phase of the selection process and ~~you are~~ **is** going to call references, ~~and so you~~ **we** need to obtain names, titles and phone numbers of current and former supervisors.
5. Character references cannot replace supervisor references when there are current and former supervisors listed in the "Experience" section.
6. In some situations, the supervisor is deceased, no longer working at the business, or the business is defunct. In these cases, ~~you~~ **the committee member** may have to speak to another colleague or another supervisor who knows of the finalist and their work ethic.
7. It is acceptable to obtain references via email and FAX. If one of these options is selected, send ~~them~~ **the reference** a copy of the reference check form because we want ~~them~~ **reference** to answer the same questions as any other reference. For example, it is not acceptable to simply email a statement concerning the finalist.
8. Document employment history, obtain the name, job title, and name of the organization of the reference ~~you are seeking~~. Compare this information to the work history provided in the employment application. Is it the same? Clarify, if necessary.
9. Do not expect to complete the reference checking in one day; it may take several days to complete a thorough reference check for a finalist.
10. If ~~you are~~ **the committee member is** having difficulty in obtaining a thorough reference check or ~~you have~~ **has** questions or concerns, please contact Human Resources for assistance.

Note: An incomplete reference check process will result in the returning of documents for completion at the time of the job offer.

## **SECTION 15: Job Offer**

**The President, or designee, shall inform Human Resources of the recommended candidate for hire, and submit the completed reference checks and finalist interview materials.**

Only the staff in the Human Resources Department may make a job offer. Prior to making a job offer the Human Resources Department will perform the following steps:

- Review the names of the committee members and confirm submission of interview rating forms for the first and finalists interviews. Assure there are rating forms for all committee members, rating forms are totaled and forms are signed.
- Review reference check process to ensure an adequate reference checking process has been conducted. Review responses to questions and assess responses. May follow-up with recommending parties to assure the references were reviewed and the responses have been evaluated.
- Reaffirm the candidate meets the minimum qualifications and / or equivalent qualifications. Ensure equivalency documentation has been completed appropriately. If candidate was recommended based on a California Community College Credential, the credential will be reviewed to determine if it is valid and in the appropriate discipline.
- Reaffirm required college degrees are from accredited institutions.
- ~~Review employment application to ensure candidate has signed the application.~~
- Review “general questions” section and follow-up, if necessary. May need to contact candidate regarding their **his/her** responses. If there is a problem that would impact the selection, the Associate Vice Chancellor of Human Resources will contact the ~~college President~~ **hiring manager**.

The Human Resources Department will make the job offer contingent upon ~~Governing~~ Board approval and determine if any ADA accommodation is required. If the finalist accepts, Human Resources will contact the Administrative Specialist for Personnel (**if a college hire**), who will notify the President and the committee chair. The Human Resources Department will contact the other finalists ~~by phone~~ to inform them a selection has been made. ~~Human Resources will also send a follow-up letter to confirm the selection.~~

~~Note: Documentation may be returned to the committee chair for completion before a job offer is made.~~

## **SECTION 16: Appointment**

The Human Resources Department will prepare the ~~Governing~~ Board **of Trustees** agenda item and notify the finalist of the contingent offer. After ~~Governing~~ Board approval, Human Resources will notify the **finalist** ~~employee~~ by letter to confirm the appointment.

**IMPORTANT NOTE: At each stage of the hiring process—selection of candidates for interviews, selection of candidates for second level interviews, and hiring, the candidate pool will be reviewed by Human Resources to ensure compliance with equal employment opportunity provisions.**

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