



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.