

FACULTY HIRING PROCEDURES

College of the Sequoias Community College District

JOINT AGREEMENT

between

The College of the Sequoias Community College District

and

The College of the Sequoias Academic Senate

ADOPTED BY THE

BOARD OF TRUSTEES

on NOVEMBER 13, 2012

The attached document represents the joint agreement reached between the College of the Sequoias Community College District and the College of the Sequoias Academic Senate on faculty hiring procedures. The joint agreement of June 19, 2000 and revised in November 2000 will be replaced by this newly adopted procedure.

(Signature on File)

Stan Carrizosa
Superintendent/President
College of the Sequoias

(Signature on File)

Michele Hester-Reyes
Academic Senate President
College of the Sequoias

November 2012

Date ↑

November 2012

Date ↑

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College of the Sequoias Community College District

INTRODUCTION

Some of the procedures contained in this document, which are intended to facilitate the implementation of Board Policies may occasionally need to be revised. When such a need arises, Human Resource Services and the Academic Senate will meet and confer regarding any proposed changes to the Procedures contained herein. Upon mutual agreement, changes to procedures may be made.

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PREAMBLE

The College of the Sequoias Community College District hiring procedures are designed to insure the hiring of faculty who are:

- An Expert in their subject areas,
- Skilled in teaching and serving the needs of a varied student population,
- Capable of enhancing the College District's overall educational effectiveness, and
- Sensitive to and representative of gender, disability status, age, ethnic and cultural diversity of the College District's population.

These procedures are designed to reflect the following principles:

1. The Governing Board of the College District derives its authority from statute and from its status as the entity holding the institution in trust for the benefit of the public. As a result, the Governing Board and the administrators it appoints have the principal legal and public responsibility for insuring an equitable hiring process.
2. Faculty members derive their authority from their expertise as teachers and subject matter specialists and from their status as professionals. The faculty has an inherent professional responsibility in the development and implementation of policies and procedures governing the hiring process.
3. Faculty hiring procedures are based on the joint recognition by all members of the college community district that responsibility for selecting faculty from a pool of qualified applicants is shared cooperatively by the faculty, the administration and the Board of Trustees participating effectively in all phases of the hiring process.
4. It is assumed that strict confidentiality shall characterize all procedures relative to faculty hiring. Persons who serve on Level One Hiring Committees shall be advised that they are representing the College of the Sequoias Community College District Board of Trustees and are, therefore, agents of the College District and subject to all state and federal law and regulations.

DETERMINATION OF FULL–TIME FACULTY NEEDS

The need for full–time faculty positions shall be determined cooperatively through a planning process that involves the division chairs, the College District’s Budget Committee, Instructional Council and the appropriate administrators. A contract faculty position requires the approval of the College District’s Board of Trustees prior to the commencement of employment.

HIRING COMMITTEE MEMBERSHIP

Once the need for faculty positions has been established, the division chair (or the equivalent) will invite all interested faculty members and the appropriate administrator to discuss formation of a Level One Hiring Committee. The Level One Hiring Committee shall consist of at most eight members to include:

- a. Area administrator
- b. Division chair or his/her designee
- c. Equal Employment Opportunity Officer or his/her designee
- d. Up to five but not less than three additional members of the division or department for which the hiring is taking place; if there are insufficient members of the division or department, said division may designate qualified individuals from outside the division or from outside the College District to ensure diverse perspectives are represented.

If a close relative (as defined by the Education Code) of a committee member applies for the position, that member shall be excused and, if possible, replaced. The Level One Hiring Committee, at its first meeting, shall elect a chairperson from among the faculty members of the committee.

MINIMUM QUALIFICATIONS, JOB ANNOUNCEMENT AND EQUIVALENCY

The hiring committee will determine which discipline list is relevant for defining the minimum qualifications for the position. They shall follow current State mandates in determining the minimum qualifications for the position, and then determine if any additional qualifications are desirable.

The committee will then draft the job announcement in coordination with the Human Resource Services Office for the position which reflects the minimum qualifications for employment. This announcement should invite potential candidates to submit evidence demonstrating that they have met the equivalent of the minimum qualifications for employment. The resulting job announcement will then be reviewed by the area vice president, area administrator, and the Dean of Human Resource Services who also serves as the College District’s Equal Employment Opportunity Officer or his/her designee prior to distribution. If any changes are suggested, such changes will be taken to the Level One Hiring Committee for discussion and approval.

A subcommittee of the Academic Senate will rule on any questions regarding equivalence, following the College District’s equivalence criteria. (See the College District’s policy on equivalence.)

HUMAN RESOURCE SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY OFFICER RESPONSIBILITY

The College District's Human Resource Services Office and Equal Employment Opportunity Officer or his/her designee will monitor the entire process as nonvoting members of the committee to insure compliance with all relevant federal and State applicable laws and the College District's regulations. Human Resource Services Office will keep all relevant records for a period of three years for the purpose of verifying the equity of the selection procedures.

EQUAL EMPLOYMENT OPPORTUNITY PLAN

It is the responsibility of the Academic Senate, the Human Resource Services Office, the Equal Employment Opportunity Officer and the administration to jointly design procedures that insure the participants in the selection process are knowledgeable about applicable federal and State law and the equal employment opportunity goals and procedures of the College District. This training is to familiarize the participants with the binding legal constraints the institution works under, as well as suggest a variety of approaches to meeting the requirements of quality hiring and equal employment opportunity.

Since equal employment opportunity works best when it increases the number of qualified applicants to the College District, it is imperative that there be enough time to extend the deadline for each position, if deemed necessary. This underscores the need for early position identification and announcement. It also requires the suggestions of the Equal Employment Opportunity Officer or his/her designee in reviewing the composition and size of the committee (which should include members with diverse perspectives). The Equal Employment Opportunity Officer shall serve as a consultant on College District regulations and federal and state applicable laws and be responsible for the application of equal employment opportunity policies and procedures.

INTERVIEW SELECTION PROCEDURES

APPLICATION REVIEW

The Level One Hiring Committee will meet to develop the rating system it will use to evaluate the applications submitted. The rating criteria will be forwarded to the Equal Employment Opportunity Officer or his/her designee to review for job relatedness.

The Dean of Human Resource Services, who serves as the Equal Employment Opportunity Officer along with the Level One Hiring Committee chair, shall determine the adequacy of the employment pool based on all applications received and will determine whether or not to extend the application deadline.

All applications shall be received and initially screened for minimum qualifications by the College District's Human Resource Services Office. All completed applications shall be categorized as either having clearly met minimum qualifications or as being unclear as to having met minimum qualifications. All complete applications will be made available to the Level One Hiring Committee. Level One Hiring Committees shall make final determination as to whether applicants meet the desired qualifications, including minimum qualifications and, where appropriate equivalency.

Only the members of the Level One Hiring Committee who have participated in the entire paper screening process will rate the applicants and determine the number to be interviewed. The Level One Hiring Committee, in consultation with the Equal Employment Opportunity Officer or his/her designee, will determine the number of applicants to be interviewed. The committee may select candidates to interview or recommend either to extend the deadline for application or not to fill the position at that time.

INTERVIEW CRITERIA

Questions for the interview (along with an appropriate and equitable follow-up question format) and a rating system will be devised by the committee and reviewed by the Equal Employment Opportunity Officer. It is the responsibility the Equal Employment Opportunity Officer or his/her designee to provide the members of the Level One Hiring Committee with adequate guidance and instruction prior to interviews, so that all voting members of the Level One Hiring Committee may knowledgeably rate and rank candidates.

All Level One Hiring Committee members should attend all interviews and be punctual. If a member misses any interviews, s/he shall not participate in the final ranking procedure.

TEACHING DEMONSTRATION

All interview candidates will be required to give a minimum 15-minute teaching (or counseling) demonstration which is appropriate to their discipline. The Level One Hiring Committee will determine the maximum time for this demonstration. All candidates will be informed of the teaching (or counseling) demonstration topic(s) when invited to interview. The Level One Hiring Committee may also choose to require a written assignment to go with the teaching/counseling demonstration.

CANDIDATE TOUR OF CAMPUS

Whenever possible, a department member who is not serving on the Level One Hiring Committee shall take each candidate on a tour of the campus, preferably before the interviews begin.

SELECTION OF FINAL CANDIDATES

POLICY

Hiring new faculty shall represent the culmination of a cooperative process involving decisions made by two separate committees; first, by the Level One Hiring Committee (Division/Department interview screening and interview committee) and secondly, by the Level Two Committee (Superintendent/President's committee). Neither committee is charged with the complete task of hiring new faculty; rather, they perform complementary roles.

Responsibility for screening and selecting a short list of candidates for each position shall reside with the Level One Committee.

The College District's Superintendent/President has the responsibility of conducting final interviews, and forwarding one candidate to the COS Board of Trustees with a recommendation for hiring. The Superintendent/President will make the selection of the final candidate after conferring with the Level Two Committee members who participated in and witnessed the final interview.

PROCEDURES

1. The Level One Hiring Committee shall evaluate the candidates according to previously agreed upon criteria, using scores from interviews and, if necessary, the paper screening score sheets. Level One Committees are encouraged to consider the strengths of the candidates in these areas as possible criteria for evaluation:
 - Teaching/counseling ability and potential
 - Communication skills
 - Subject area knowledge and ability
 - Commitment to professional growth
 - Ability to contribute to the college
 - Sensitivity to and understanding of diverse student populations
 - Ability to contribute to student retention
 - Interest in serving the larger community
2. The Level One Hiring Committee will identify the candidates who most closely meet the needs of the College District. The committee will diligently attempt to select enough candidates for final consideration so that three candidates will be available for the last position filled (e.g., three candidates for one position, four candidates for two positions, and so on). However, if the Level One Committee deems that fewer than three candidates for a position are of clearly superior quality, it may send forward to the Level Two Committee a shortened list of candidates. This list will contain enough names to ensure that two candidates will be available for the last position filled (e.g., two candidates for one position, three candidates for two positions, and so on). If the Level One Committee elects to send a shortened list forward that shortened list must be accompanied by a written explanation of the reason(s) for the shortened list. The Superintendent/President may accept the list, or s/he will notify the Level One Committee of the decision to extend the process.

3. In exceptional cases, despite every effort to recruit a number of qualified applicants, only one candidate might emerge from the screening or initial interview stages who meet the minimum and desired qualifications. In such a case, the Level One Hiring Committee will confer with the Human Resource Services Office to determine whether a list of a single candidate may be submitted for an interview with the Level Two Hiring Committee. Such a list would be accompanied by a written rationale prepared by the Level One Hiring Committee in conjunction with the Human Resource Services Office that would explain the exceptional circumstances regarding the filling of the position. In the event that a single candidate is advanced for an interview with the Level Two Hiring Committee, the Superintendent/President will decide within five (5) working days whether to proceed with an interview or to refer the matter back to the Level One hiring Committee, which must respond within five (5) working days of receipt of the Superintendent/President's communication.
4. The Level One Committee shall not rank the list of candidates that it submits to the Level Two Committee. The assumption shall be that a Level One Committee shall not forward the name of any candidate that it would not want to be hired. However, during discussion by the Level Two Committee, the Chair of the Level One Committee may inform the Superintendent/President and other members of the Level Two committee of the Level One Committee's preference.
5. The appropriate Vice-President or his/her designee or the Human Resource Services Office shall check the references of all final candidates before the Level Two interviews, if possible. All references checked shall be documented using forms provided by Human Resource Services Office.
6. The Level Two Committee shall consist of:
 - a. The Superintendent/President or his/her designee
 - b. The appropriate Vice President or his/her designee
 - c. The area Dean or area administrator
 - d. The chair of the Level One Hiring Committee
 - e. A second faculty member of the Level One Committee
7. The Superintendent/President will be responsible for making certain that Equal Employment Opportunity guidelines are followed.
8. Whenever possible, out-of-state candidates (or candidates who travel more than 350 miles to be interviewed) will receive a subsequent interview with the Level Two Committee during their initial visit to COS. This is intended to eliminate the need for multiple trips to the College District for separate interviews.
9. After conducting interviews of all candidates, the Level Two Committee will discuss the relative merits and qualities of each candidate and make recommendations to the Superintendent/President. Ultimately, the Superintendent/President is charged with the selection of one candidate for recommendation to the COS Board of Trustees which approves the hiring.
10. If, after interviewing the candidates sent forward by the Level One Committee, the Level Two Committee decides that none of the candidates are satisfactory to be hired, the

Superintendent/President or his/her designee will confer with the other members of the Level Two Committee to extend the recruitment period so that additional candidates may be recruited.

11. The Superintendent/President or his/her designee will notify the candidates and the Level One Committee Chair of the Level Two Committee of his/her final decisions.
12. The Superintendent/President or his/her designee will recommend his/her choice of candidate(s) to the COS Board of Trustees for hiring.

ADJUNCT FACULTY PROCEDURES

Adjunct hiring procedures should adhere to the full-time faculty hiring procedures *as far as is practicable*. The Level One Committee chooses the candidate and forwards the name to the appropriate vice president or his/her designee for final approval.

Emergency Hiring of Temporary and Adjunct Faculty Positions

POLICY

In the event that a need for a temporary faculty (a 75 percent or greater teaching/work load) arises with too little time (which shall be defined as a period of 30 working days or less) to conduct a full hiring process, the hiring procedures described below may be employed.

All faculty hired under this emergency clause must still meet minimum qualifications, or must have been granted equivalency prior to the interview stage, and must have submitted a full application with Human Resource Services Office.

All candidates hired under these emergency conditions will only be offered one–semester or one–year temporary contracts. The State Education Code (§ 87481) gives direction on the legal use of temporary full–time faculty. This hiring policy should be used in compliance with the State Education Code.

In the event that a need for an adjunct faculty (74 percent and under) arises with too little time (which shall be defined as a period of 30 working days or less) to conduct a full hiring process, the hiring procedures described below may be employed.

PROCEDURES

1. The Division Chair or his/her designated faculty member within the division, and the appropriate area administrator will confer with Human Resource Services Office to determine if the applicant(s) meet minimum qualifications and will decide whether additional advertising needs to take place.
2. Emergency hiring of both Temporary and Adjunct faculty may be accomplished by an abbreviated version of the full–time hiring policies and procedures. Interviews may be offered only to qualified candidates who have submitted a completed application package to Human Resource Services Office.
3. In the absence of the Division Chair or his/her designee, the appropriate area administrator will have at least one faculty member from the division serve on the interview committee. The adjunct/temporary faculty hired on an emergency basis will be required to go through the full hiring process before the ensuing contract period. If minimum qualifications are not met, the individual may not be interviewed until s/he has been granted equivalency.

CLASSIFIED EMPLOYEE HIRING PROCEDURES

The attached document represents the procedures for hiring classified employees at the College of the Sequoias Community College District.

November 2, 2016

CLASSIFIED EMPLOYEES HIRING PROCEDURES
College of the Sequoias Community College District

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PHILOSOPHY

It is the philosophy of the College of the Sequoias Community College District (“District”) that classified employee hiring procedures and guidelines be established which provide for the employment of highly qualified individuals who are knowledgeable in their specific area, who are skilled in performing the essential functions of the job, and who can assist in the effort to foster overall District effectiveness.

In addition, the Board of Trustees, represented by the administration, has the legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is the District’s philosophy that the responsibility for selecting well qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

PRINCIPLES

The following principles shall guide all activities related to the recruiting, screening, interviewing and selecting new classified employees:

1. The District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, creed, color, religion, gender, national origin, mental or physical disability, medical condition, genetic information, military service, age, sexual orientation, marital status or any other basis protected by law. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.
2. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect, and sensitivity that will enable them to effectively work in a diverse educational environment.
3. Hiring decisions shall comply with federal and state laws, state administrative regulations, and the District’s commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
4. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.
5. All participants in the selection process shall receive appropriate guidance in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals will be ensured.
6. Individuals, who are knowledgeable about and responsive to District commitment to equal opportunity, are included on Hiring Committees. Hiring Committee membership shall be diverse, to broaden perspectives and to better represent the District commitment to equal opportunity.
7. Hiring Committees shall maintain confidentiality throughout and following completion of the selection process.

DETERMINATION OF CLASSIFIED EMPLOYEE HIRING NEEDS

New Classified Positions – Program or Management Originated (Administrative Procedure 3261)

New classified positions are developed in Institutional Program Review annually.

Through a participatory governance process including Instructional Council or Student Services General Council, Area Vice Presidents and the Superintendent/President compile a prioritized list of requests within their area, and develop a written rationale that is based on criteria and evidence which links to outcomes and/or District Objectives. This is compiled in February of each year.

Area Vice-Presidents and the Superintendent/President will present the list of positions for discussion to the Senior Management Council. Senior Management Council will establish District-level prioritization in March of each year.

The Superintendent/President will develop his/her prioritized list of all classified positions and present it to the District Governance Senate in April of each year for additional feedback. He/she will then authorize the hiring of new or changed positions per the list and per available budget in May of each year. Any changes to the list are reported back to the Area Vice-Presidents and District Governance Senate, with a clearly written rationale for altering the priority. The Area Vice-Presidents will report the final list to their constituency groups, and direct the supervising administrator to submit a HR-1 Personnel Request form to Human Resources.

Authorized new classified positions will be built into the budget for the upcoming fiscal year.

Exceptions to the above process may be made for state or federally required categorically funded positions.

Replacement Classified Positions

If an existing classified position becomes vacant (due to retirement, resignation, dismissal, etc.), the position shall be evaluated by the area supervisor(s). This evaluation shall include the possibility of: replacing the position with the current job description; replacing the position with modifications to the job description; or, not replacing the position. Ultimately, this recommendation will be brought to Senior Management Council for discussion and a final determination.

HIRING COMMITTEE MEMBERSHIP

Once the need for a classified position has been established, the following will apply with regards to the hiring committee membership:

1. Chair: The chair of the hiring committee is the manager who directly supervises the position where the vacancy exists or his/her management designee.
2. Size: The hiring committee shall be either five (5) or seven (7) members – as determined by the hiring chair.

3. Hiring Committee Makeup:
 - a. Hiring Chair (Immediate Management Supervisor of the position to be hired or his/her management designee);
 - b. CSEA may appoint up to two (2) classified employees – one from within the department/division where the hiring is taking place and/or one from outside the department/division where the hiring is taking place;
 - c. Additional classified and/or confidential employee(s) may be appointed by the chair;
 - d. Administrator(s) (optional);
 - e. Full-time faculty member(s) (optional);
 - f. Adjunct faculty member(s) (optional);
 - g. Community member(s) (optional and with approval from the area vice-president).
4. Replacement: If the size of the hiring committee falls below five (5) members, the hiring chair shall appoint a replacement unless restricted by time.
5. Appointment Deadline: The Office of Human Resource Services will establish reasonable deadlines for all hiring committee appointments.
6. Participation Limit: Individual classified employees may only serve on one hiring committee per six (6) months. (Exceptions may be made by the hiring chair and with approval from the area Vice-President or Superintendent/President).

JOB DESCRIPTION / JOB FLYER

Job descriptions, minimum qualifications, and all related knowledge, skills and abilities for classified positions are developed by the Office of Human Resource Services and the appropriate supervisor in consultation with CSEA. Once a draft is completed, all job descriptions will be reviewed and finalized by the Area Vice-President or Superintendent/President. (Note: All degrees and units used to satisfy minimum qualifications shall be from accredited institutions. Foreign degree equivalency will be determined by a credentials evaluation service. A list of accepted services may be obtained from the Office of Human Resources. The expense of this evaluation is the responsibility of the applicant).

Once a job description has been finalized, the Human Resource Services Office and the hiring chair will draft a job flyer for the position. The job flyer will, typically, contain the following information:

- Job title;
- Description of the position and duties (if applicable, ability to develop outcomes and assessments);
- Location of the job;
- Minimum qualifications required for the position;
- Number of hours per day;
- Normal work shift times;
- Days per week and months per year assigned to the position;
- Salary range;
- Source of Funding (grant or district funded);
- Application deadline.

HUMAN RESOURCE SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY

The Human Resource Services Office will monitor the entire recruitment and hiring process to insure compliance with all relevant federal and state laws as well as all District policies and regulations. Human Resource Services Office staff members will familiarize hiring committee members with the legal constraints the District works under, as well as suggest approaches to meeting the requirements of quality hiring and equal employment opportunity. The Human Resource Services Office will keep all relevant records for a period of three years for verifying the legality of the selection procedures.

SELECTION PROCEDURES

INTERNAL AND EXTERNAL RECRUITMENTS

After a decision is made to recruit for a vacant, classified position, the District shall conduct an internal recruitment and then, if necessary, an external recruitment.

Internal Recruitments – Consistent with the classified employee collective bargaining agreement, when the District decides to recruit for a vacant, classified position, it must open the recruitment to internal classified employees first. The Office of Human Resources shall notify internal classified employees of the job opening via District email and by posting the job opening on its webpage.

If interested, internal, classified employees must submit their applications to the Office of Human Resources within three (3) business days of the initial job posting.

If there are five (5) or more qualified, internal, classified employees who apply for the job opening within the three-day period, the District must interview and select from this group of qualified classified employee applicants.

External Recruitments – If however, there are less than five (5) internal, qualified classified employees who apply for the job opening within the three-day period, the recruitment shall be opened to external candidates. From this point forward, internal candidates will be considered for the position along with external candidates who may apply. External recruitments shall last at least two (2) weeks.

APPLICATION REVIEW / SCREENING

The Dean of Human Resource Services and the hiring chair shall determine the adequacy of the employment pool based on all applications received and will determine whether to extend the application deadline.

All applications shall be received and initially screened for minimum qualifications by the Human Resource Services Office. All completed applications shall be categorized as having: met minimum qualifications, not met minimum qualifications, or as being unclear as to having met minimum qualifications. For those applications that are unclear as to whether minimum qualifications are met, the hiring chair shall decide.

All hiring committee members shall, then, independently review and score those applicants who met minimum qualifications for the position.

After screening the applications, members of the hiring committee (including the hiring chair) will meet and recommend to the hiring chair the number of candidates and the candidates they feel should be tested and interviewed. The hiring chair, in consultation with his/her Area Vice-President, shall have the authority to either accept or modify the hiring committee's recommendations.

PRE-INTERVIEW TESTING (optional)

The hiring chair will work with the Human Resource Services Office in determining whether applicant testing prior to the interview would be beneficial. If deemed helpful, the hiring chair and the Human Resource Services Office will develop an appropriate testing and scoring system. Applicants who have been screened and selected for possible interviews will be invited for testing. Following testing, the hiring chair will work with the Human Resource Services Office to finalize which applicants will be invited to an interview. The hiring chair shall share the results of the testing with the hiring committee.

INTERVIEW CRITERIA AND INTERVIEW QUESTIONS

Human Resource Services Office and the hiring chair shall develop list of questions to be asked at the interview. These questions (along with an appropriate and equitable follow-up question format) will be reviewed with the hiring committee prior to the interviews. It is the responsibility of the Human Resource Services Office and the hiring chair to provide the hiring committee with adequate guidance and instruction prior to interviews, so that all voting members of the hiring committee may knowledgeably rate and rank candidates.

The hiring chair shall work with Human Resources to schedule and facilitate hiring committee interviews of selected candidates.

All hiring committee members must attend all interviews and be punctual. If a member misses any interviews, he/she shall not participate in the final ranking procedure.

INTERVIEW PROCESS

The purpose of the interview is to evaluate the professional competence, technical proficiency, sensitivity to ethnic diversity, and where appropriate, community college issues, and other characteristics of the candidates as stated in the position announcement.

Each hiring committee member shall document the quality of the candidates' responses and assign a score.

All pre-determined interview questions and skill demonstrations and other screening components of the selection process should be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions and skill demonstrations shall be used to score each candidate. The hiring committee may ask appropriate follow-up questions to clarify a candidate's response to a question. Hiring committee members should assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

After consultation with the Area Vice-President, the hiring committee chair may develop a skills assessment incorporated into the interview process that assesses a candidate's skills. This testing can be held on the day of the interview and may include writing samples, presentations, creating excel spreadsheets, accounting tests, etc. and shall be used by the hiring committee to score candidates.

Following the conclusion of each interview, the hiring committee member shall independently complete his/her scoring for each candidate. After the interview process, this scoring shall be recorded on a scoring sheet, totaled and reviewed by the committee for a final decision by the hiring chair.

If a second interview is deemed necessary by the hiring chair, then the resulting ratings of the interview committee will be reviewed and a "natural break" identified which will indicate the most qualified candidates and that number of candidates will be advanced to a second interview. The second committee membership will consist of the hiring chair and his/her designee(s). Of the recommended candidates, whose names are sent forward, the interview process may result in any of the candidates being hired for the position.

If no suitable candidates are found following the interview(s); the hiring chair shall have the option to re-open the recruitment for the position.

EXIT SURVEY

Following the interview, each candidate will be asked to complete a confidential, voluntary and anonymous Candidate Exit Survey form. The purpose of this form is to gather feedback on the District's hiring process. Completed forms will be reviewed by the Human Resource Services Office and the data collected will be used to improve the District's hiring processes.

FINAL AND CONFIRMATION PROCEDURES

The hiring chair shall conduct reference checks on selected candidate(s). If, after the reference check(s) the hiring chair is satisfied with a candidate, he/she shall contact the successful candidate and make a provisional offer of employment along with a tentative start date. The hiring chair shall, then, contact Human Resource Services Office with the selected candidate.

After notification, the Human Resource Services Office will contact the selected individual in a timely fashion regarding employment information, required verifications, contracts, fringe benefits, and other employee services. If all provisional employment requirements are satisfied, the Human Resource Services Office shall present the hire to the Board of Trustees on a consent calendar for ratification.

The Human Resources Offices shall contact the unsuccessful candidates after the hiring process is complete. But note: if candidates are invited to a second interview, the hiring chair shall notify the unsuccessful candidate(s).

CONFIDENTIAL EMPLOYEE HIRING PROCEDURES

The attached document represents the procedures for hiring confidential employees at the College of the Sequoias Community College District.

November 2, 2016

CONFIDENTIAL EMPLOYEES HIRING PROCEDURES
College of the Sequoias Community College District

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In addition, the Board of Trustees, represented by the administration, has the legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is the District’s philosophy that the responsibility for selecting well qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

PRINCIPLES

The following principles shall guide all activities related to the recruiting, screening, interviewing and selecting new confidential employees:

1. The District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, creed, color, religion, gender, national origin, mental or physical disability, medical condition, genetic information, military service, age, sexual orientation, marital status or any other basis protected by law. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.
2. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect, and sensitivity that will enable them to effectively work in a diverse educational environment.
3. Hiring decisions shall comply with federal and state laws, state administrative regulations, and the District’s commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
4. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.
5. All participants in the selection process shall receive appropriate guidance in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals will be ensured.
6. Individuals, who are knowledgeable about and responsive to District commitment to equal opportunity, are included on Hiring Committees. Hiring Committee membership shall be diverse, to broaden perspectives and to better represent the District commitment to equal opportunity.
7. Hiring Committees shall maintain confidentiality throughout and following completion of the selection process.

DETERMINATION OF CONFIDENTIAL EMPLOYEE HIRING NEEDS

New Confidential Positions – Program or Management Originated (Administrative Procedure 3261)

New confidential positions are developed in Institutional Program Review annually.

Through a participatory governance process including Instructional Council or Student Services General Council, Area Vice Presidents and the Superintendent/President compile a prioritized list of requests within their area, and develop a written rationale that is based on criteria and evidence which links to outcomes and/or District Objectives. This is compiled in February of each year.

Area Vice-Presidents and the Superintendent/President will present the list of positions for discussion to the Senior Management Council. Senior Management Council will establish District-level prioritization in March of each year.

The Superintendent/President will develop his/her prioritized list of all confidential positions and present it to the District Governance Senate in April of each year for additional feedback. He/she will then authorize the hiring of new or changed positions per the list and per available budget in May of each year. Any changes to the list are reported back to the Area Vice-Presidents and District Governance Senate, with a clearly written rationale for altering the priority. The Area Vice-Presidents will report the final list to their constituency groups, and direct the supervising administrator to submit a HR-1 Personnel Request form to Human Resources.

Authorized new confidential positions will be built into the budget for the upcoming fiscal year.

Exceptions to the above process may be made for state or federally required categorically funded positions.

Replacement Confidential Positions

If an existing confidential position becomes vacant (due to retirement, resignation, dismissal, etc.), the position shall be evaluated by the area supervisor(s). This evaluation shall include the possibility of: replacing the position with the current job description; replacing the position with modifications to the job description; or, not replacing the position. Ultimately, this recommendation will be brought to Senior Management Council for discussion and a final determination.

HIRING COMMITTEE MEMBERSHIP

Once the need for a confidential position has been established, the following will apply with regards to the hiring committee membership:

1. Chair: The chair of the hiring committee is the manager who directly supervises the position where the vacancy exists or his/her management designee.
2. Size: The hiring committee shall be either five (5) or seven (7) members – as determined by the hiring chair.

3. Hiring Committee Makeup:
 - a. Hiring Chair (Immediate Management Supervisor of the position to be hired or his/her management designee);
 - b. Classified employee(s) may be appointed by chair;
 - c. Confidential(s) may be appointed by the chair;
 - d. Administrator(s) may be appointed by chair;
 - e. Full-time faculty member(s) may be appointed by chair;
 - f. Adjunct faculty member(s) may be appointed by chair;
 - g. Community member(s) may be appointed by chair.

4. Replacement: If the size of the hiring committee falls below five (5) members, the hiring chair shall appoint a replacement unless restricted by time.

JOB DESCRIPTION / JOB FLYER

Job descriptions, minimum qualifications, and all related knowledge, skills and abilities for confidential positions are developed by the Office of Human Resource Services and the appropriate supervisor. Once a draft is completed, all job descriptions will be reviewed and finalized by the Area Vice-President or Superintendent/President. (Note: All degrees and units used to satisfy minimum qualifications shall be from accredited institutions. Foreign degree equivalency will be determined by a credentials evaluation service. A list of accepted services may be obtained from the Office of Human Resources. The expense of this evaluation is the responsibility of the applicant).

Once a job description has been finalized, the Human Resource Services Office and the hiring chair will draft a job flyer for the position. The job flyer will, typically, contain the following information:

- Job title;
- Description of the position and duties (if applicable, ability to develop outcomes and assessments;
- Location of the job;
- Minimum qualifications required for the position;
- Number of hours per day;
- Normal work shift times;
- Days per week and months per year assigned to the position;
- Salary range;
- Source of Funding (grant or district funded);
- Application deadline.

HUMAN RESOURCE SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY

The Human Resource Services Office will monitor the entire recruitment and hiring process to insure compliance with all relevant federal and state laws as well as all District policies and regulations. Human Resource Services Office staff members will familiarize hiring committee members with the legal constraints the District works under, as well as suggest approaches to meeting the requirements of

quality hiring and equal employment opportunity. The Human Resource Services Office will keep all relevant records for a period of three years for verifying the legality of the selection procedures.

SELECTION PROCEDURES

APPLICATION REVIEW / SCREENING

The Dean of Human Resource Services and the hiring chair shall determine the adequacy of the employment pool based on all applications received and will determine whether to extend the application deadline.

All applications shall be received and initially screened for minimum qualifications by the Human Resource Services Office. All completed applications shall be categorized as having: met minimum qualifications, not met minimum qualifications, or as being unclear as to having met minimum qualifications. For those applications that are unclear as to whether minimum qualifications are met, the hiring chair shall decide.

All hiring committee members shall, then, independently review and score those applicants who met minimum qualifications for the position.

After screening the applications, members of the hiring committee (including the hiring chair) will meet and recommend to the hiring chair the number of candidates and the candidates they feel should be tested and interviewed. The hiring chair, in consultation with his/her Area Vice-President, shall have the authority to either accept or modify the hiring committee's recommendations.

PRE-INTERVIEW TESTING (optional)

The hiring chair will work with the Human Resource Services Office in determining whether applicant testing prior to the interview would be beneficial. If deemed helpful, the hiring chair and the Human Resource Services Office will develop an appropriate testing and scoring system. Applicants who have been screened and selected for possible interviews will be invited for testing. Following testing, the hiring chair will work with the Human Resource Services Office to finalize which applicants will be invited to an interview. The hiring chair shall share the results of the testing with the hiring committee.

INTERVIEW CRITERIA AND INTERVIEW QUESTIONS

Human Resource Services Office and the hiring chair shall develop list of questions to be asked at the interview. These questions (along with an appropriate and equitable follow-up question format) will be reviewed with the hiring committee prior to the interviews. It is the responsibility of the Human Resource Services Office and the hiring chair to provide the hiring committee with adequate guidance and instruction prior to interviews, so that all voting members of the hiring committee may knowledgeably rate and rank candidates.

The hiring chair shall work with Human Resources to schedule and facilitate hiring committee interviews of selected candidates.

All hiring committee members must attend all interviews and be punctual. If a member misses any interviews, he/she shall not participate in the final ranking procedure.

INTERVIEW PROCESS

The purpose of the interview is to evaluate the professional competence, technical proficiency, sensitivity to ethnic diversity, and where appropriate, community college issues, and other characteristics of the candidates as stated in the position announcement.

Each hiring committee member shall document the quality of the candidates' responses and assign a score.

All pre-determined interview questions and skill demonstrations and other screening components of the selection process should be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions and skill demonstrations shall be used to score each candidate. The hiring committee may ask appropriate follow-up questions to clarify a candidate's response to a question. Hiring committee members should assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

After consultation with the Area Vice-President, the hiring committee chair may develop a skills assessment incorporated into the interview process that assesses a candidate's skills. This testing can be held on the day of the interview and may include writing samples, presentations, creating excel spreadsheets, accounting tests, etc. and shall be used by the hiring committee to score candidates.

Following the conclusion of each interview, the hiring committee member shall independently complete his/her scoring for each candidate. After the interview process, this scoring shall be recorded on a scoring sheet, totaled and reviewed by the committee for a final decision by the hiring chair.

If a second interview is deemed necessary by the hiring chair, then the resulting ratings of the interview committee will be reviewed and a "natural break" identified which will indicate the most qualified candidates and that number of candidates will be advanced to a second interview. The second committee membership will consist of the hiring chair and his/her designee(s). Of the recommended candidates whose names are sent forward, the interview process may result in any of the candidates being hired for the position.

If no suitable candidates are found following the interview(s); the hiring chair shall have the option to re-open the recruitment for the position.

EXIT SURVEY

Following the interview, each candidate will be asked to complete a confidential, voluntary and anonymous Candidate Exit Survey form. The purpose of this form is to gather feedback on the

District's hiring process. Completed forms will be reviewed by the Human Resource Services Office and the data collected will be used to improve the District's hiring processes.

FINAL AND CONFIRMATION PROCEDURES

The hiring chair shall conduct reference checks on selected candidate(s). If, after the reference check(s) the hiring chair is satisfied with a candidate, he/she shall contact the successful candidate and make a provisional offer of employment along with a tentative start date. The hiring chair shall, then, contact Human Resource Services Office with the selected candidate.

After notification, the Human Resource Services Office will contact the selected individual in a timely fashion regarding employment information, required verifications, contracts, fringe benefits, and other employee services. If all provisional employment requirements are satisfied, the Human Resource Services Office shall present the hire to the Board of Trustees on a consent calendar for ratification.

The Human Resources Offices shall contact the unsuccessful candidates after the hiring process is complete. But note: if candidates are invited to a second interview, the hiring chair shall notify the unsuccessful candidate(s).

MANAGEMENT HIRING PROCEDURES

The attached document represents the procedures for hiring management employees at the College of the Sequoias Community College District.

November 2, 2016

RECRUITMENT AND SELECTION OF MANAGEMENT PERSONNEL

The recruitment and selection of managers shall be conducted in accordance with the District's Management Hiring Procedures which are as follows:

1. Recruitment

- A. Senior Management Council ("Senior Management") and/or designee(s) which include immediate supervisors for all vacant positions review all management vacancies and organizational needs to determine ongoing need for the position.
- B. Senior Management and/or designee(s) set all minimum and desired qualifications for management positions. "All degrees and units used to satisfy minimum qualifications shall be from accredited institutions. Foreign degree equivalency will be determined by a credentials evaluation service. A list of accepted services may be obtained from the Office of Human Resources. The expense of this evaluation is the responsibility of the applicant."
- C. Senior Management and immediate supervisor for vacant position review possible revisions to job descriptions and titles and may invite faculty/staff input.
- D. Senior Management and immediate supervisor for vacant position reviews salary placement for vacancies and re-affirm or adjust salary placement in accordance with any changes in duties/responsibilities.
- E. Management position vacancies are advertised and posted through all appropriate human resource channels for a period of time to be determined by the immediate supervisor for vacant position in consultation with the Dean of Human Resources. Conditions sometimes change during the filing period, which requires a vacancy to be revised to meet these changes. If this occurs Human Resources may rescind the original job advertisement and replace it with an updated/revised advertisement and adjust timelines if necessary.

2. Interview Process *(for all levels of positions)*

- A. Upon the closing of the candidate filing period, the Human Resources Staff will conduct an initial review all applications and identify all applicants who meet minimum qualifications as eligible for a possible interview.
- B. A representative from Human Resources will serve as a neutral proctor throughout the interview process. The interview committee chairperson

(manager) will ensure compliance with equal employment opportunity laws as well as facilitate protocols to preserve the integrity and consistency of the hiring process.

- C. The immediate supervisor for vacant position will serve as chairperson of the interview panel. The panel chairperson and interview panel (College Stakeholders panel when dual panels are used) will establish criteria and screen eligible applicants for selection of candidates for interviews. The panel chairperson has final approval of candidates selected for interview.

3. Management Positions (Below Dean Level)

The initial interview process will consist of two separate activities. These activities will include an interview with a single representative panel and a job-specific simulation activity.

Each activity is conducted and scored separately (confidentially) then cross-referenced to identify frequency of highest independent scores of each candidate. This technique of blind scoring is intended to strengthen objectivity and reliability in predictors for success.

Simulation activities will be job-specific and designed by immediate supervisor for vacant position and reviewed by area Vice-President (VP) to reflect current management needs in the department. Human Resources will recruit from other members of (except the President) Senior Management to assign neutral proctors to score the simulation activities.

A. *Panel Activity*

- 1) The supervising manager will be the chairperson of the interview panel which will consist of seven (7) or nine (9) members. Employee representatives on the panel are appointed in accordance with respective Master Agreements. Other members of the panel will be assigned by the panel chairperson in consultation with the area VP and in accordance with board policy. All panel participation is voluntary activity for all faculty, classified staff and student representatives. Panel interviews will generally last 45 minutes.
- 2) The Dean of Human Resources and panel chairperson will conduct a pre-interview orientation to review/explain panel interview process.
- 3) The interview panel may review and revise interview questions. The panel chairperson will facilitate discussion and assign interview questions.
- 4) Panel members will score each candidate relative to responses to each of the interview questions.

- 5) Panel members will complete and submit the scoring of each candidate prior to engaging the next candidate.
- 6) After interviewing all candidates, panel members' scoring is compiled and shared on a summary chart.
- 7) The summary chart will keep panel members anonymous but members will have an opportunity for discussion of the outcome of the ranking and individual candidates.
- 8) The Panel chairperson will compile any *panel notes* in the form of bulleted comments to be included with the summary chart and forwarded in the process for consideration.

B. *Job-specific Simulation Activity*

- 1) The simulation activity often referred to, as an "In-Box" activity, is an opportunity for candidates to respond to a real-life situation encountered on the job. The format for the simulation activity is a written exercise and variations along with an appropriate scoring process designed by the immediate supervisor and reviewed by area Vice-President (VP) to reflect current management needs in the department. Faculty, staff, students may be invited to participate in the simulation development process. The simulation activity will be reviewed during panel orientation for information with the interview panel(s).
- 2) Candidates will typically be given a 30 minute period of time to review and prepare a written response to a workplace scenario. This simulation activity is done independently and results are submitted to Human Resources for confidential scoring.
- 3) Candidates will then be ranked based on their scores from the simulation activity. The panel chairperson and participating VP's may then discuss their independent simulation rankings and individual candidate responses.

C. *Finalist Interviews*

- 1) The panel interview ranking is cross-referenced with the simulation activity ranking to identify candidates with highest combined rankings.
- 2) The pool of possible candidates to interview with Superintendent/President (or designee) is initially determined by the combined scoring of the two independent processes (panel and simulation rankings). The panel chairperson in consultation with Vice-

President(s) also review any interview *panel notes* and determine the number of candidates advanced to the finalist round of interviews.

- 3) Finalist interviews will be conducted by the Superintendent/President. Others may be invited to participate in the finalist interviews at the discretion of the Superintendent/President. Final reference checks may be made by the panel chairperson, Superintendent/President and/or designee.
- 4) At the conclusion of finalist interviews and if an excellent candidate has been identified, the Superintendent/President will make the management appointment and prepare a Board agenda item for ratification.
- 5) If such a candidate does not emerge the Superintendent/President may extend the recruitment and conduct additional rounds of interviews.

4. Management Positions (Dean Level and Above - Dean/Provost/Vice-President)

The initial interview process will consist of *three* separate activities. These activities include interviews with *two* representative panels and a job-specific simulation activity.

Each activity is conducted and scored separately (confidentially) then cross-referenced to identify frequency of highest independent scores of each candidate. This technique of blind scoring is intended to strengthen objectivity and reliability in predictors for success.

Simulation activities will be job-specific and designed by VP's and Provosts for the vacant position to reflect current management needs in the department. Human Resources will recruit from other members of (except the President) Senior Management to assign neutral proctors to score the simulation activities.

A. *Panel Activities*

- 1) Two panels are formed and will conduct separate interviews to assess candidates' different experience/expertise in specific areas essential to management/leadership success. Panel interviews will generally last 45 minutes.
- 2) The supervising manager will be the chairperson of the "College Stakeholders" interview panel which will consist of seven (7) or nine (9) members. Employee representatives on the panel are appointed in accordance with respective Master Agreements and board policy. Other members of the panel will be assigned by the panel chairperson and Area VP. Panel participation is voluntary activity for all faculty,

classified staff and student representatives. The stakeholders' panel will assess important knowledge and skills under the broad areas of personal relations, leadership style, communication, organization, team-building, follow-through, etc. The College Stakeholders panel has the broadest representation of staff and will be the panel to participate in screening applications and recommending candidates for interview.

- 3) A different representative VP or Provost will be the panel chairperson of the "Technical Skills" interview panel will consist of seven (7) or nine (9) District-level staff, managers and a faculty member recommended by Academic Senate with relevant technical experience. All other members of this panel will be approved by the panel chairperson and area VP. Panel participation is a voluntary activity for non-management faculty, staff and students. The skills panel will assess important knowledge and skills under the broad areas of laws related to college administration, state and federal compliance, finance/budget, grants/categorical programs, personnel, employee evaluation, risk/liability, etc.
- 4) The Dean of Human Resources and panel chairpersons will conduct pre-interview orientations to review/explain panel interview process separately with each individual panel.
- 5) Each interview panel will review and revise interview questions if necessary. Interview panel chairpersons will facilitate discussion and assign interview questions.
- 6) Panel members will score each candidate relative to responses to each of the interview questions.
- 7) Panel members will complete and submit the scoring of each candidate prior to engaging the next candidate.
- 8) At the conclusion of interviewing all candidates, panel members' scoring is compiled and shared on a summary chart.
- 9) The summary chart will keep panel members anonymous but members will have an opportunity for discussion of the outcome of the ranking and individual candidates.
- 10) Panel chairperson compiles *panel notes* in the form of bulleted comments to be included with the summary scoring chart and forwarded in the process for consideration.

B. *Job-specific Simulation Activity*

- 1) The simulation activity often referred to, as an “In-Box” activity, is an opportunity for candidates to respond to a real-life situation encountered on the job. The format for the simulation activity is a written exercise and variations along with an appropriate scoring process will be designed by the immediate supervisor and reviewed by area Vice-President (VP) to reflect current management needs in the department. Faculty, staff, students may be invited to participate in the simulation development process. The simulation activity will be reviewed during panel orientation for information with the interview panel(s).
- 2) Candidates will typically be given a 30-minute period of time to review and prepare a written response to a workplace scenario. This simulation activity is done independently and results are submitted for confidential scoring in Human Resources.
- 3) Candidates will then be ranked based on their scores from the simulation activity. The panel chairperson and participating VP’s may then discuss their respective simulation rankings and individual candidate responses.

C. *Finalist Interviews*

- 1) The panel interview and simulation activity rankings are cross-referenced with to identify candidates with highest combined rankings.
- 2) The pool of possible candidates to interview with Superintendent/President (or designee) is initially determined by the combined scoring of the three independent processes (panels and simulation rankings). The panel chairpersons in consultation with Vice-President(s) also review any interview *panel notes* and determine the number of candidates advanced to the finalist round of interviews.
- 3) Finalist interviews will be conducted by the Superintendent/President. Others may be invited to participate in the finalist interviews at the discretion of the Superintendent/President. Final reference checks may be made by the panel chairperson, Superintendent/President and/or designee.
- 4) At the conclusion of finalist interviews and if an excellent candidate has been identified, the Superintendent/President will make the management appointment and prepare a Board agenda item for ratification.

- 5) If such a candidate does not emerge the Superintendent/President may extend the recruitment and conduct additional rounds of interviews.