

## HARTNELL COMMUNITY COLLEGE DISTRICT

### AP 7120 Recruitment and Hiring

**References:** Education Code Sections 87100 et seq., 87400, and 88003; Title 5 of the California Code of Regulations, sections 53012 et seq., ACCJC Accreditation Standard III.A; District EEO & Diversity Plan

#### **District Recruitment and Hiring Processes; Definitions**

The District shall recruit and hire highly qualified employees who are skilled in serving the needs of a culturally and ethnically diverse student population, dedicated to the mission of meeting the educational and workforce needs of the Salinas Valley, and who embrace the “Student First” values of the college.

#### **Recruitment Methods**

Consistent with Title 5’s requirements for the recruitment and hiring of individuals so that all qualified individuals have an equal opportunity for employment and advancement in employment, the District uses a variety of recruitment efforts to attract qualified applicants to its workforce. The District will continually make efforts to build and develop contacts for new recruitment sources that help ensure a broad and diverse pool of candidates.

#### **Open Recruitments**

The District actively recruits from both within and outside the District work force to attract qualified applicants for all vacancies. This shall include outreach designed to ensure that all persons are provided the opportunity to seek employment with the District. The requirement of open recruitment shall apply to all full-time and part-time vacancies in all job categories and classifications, including faculty, classified employees, confidential employees, categorically funded positions, the superintendent/president (see BP 2431 Selection of the Superintendent/President) and all executive and administrative positions.

Recruitment for full-time faculty and educational administrator positions shall be at least statewide and, at a minimum, shall include seeking qualified applicants listed in the California Community Colleges Equal Employment Opportunity Registry and posting job announcements with the Registry.

Recruitment for part-time faculty positions may be conducted separately for each vacancy or by annually establishing a pool of eligible candidates, but in either case full and open recruitment is required consistent with this section.

### **Limited In-House Exceptions**

“In-house or promotional only” recruitments are not favored, and shall be used in only limited circumstances, e.g., to fill a management position on an interim basis for the minimum time necessary to allow for full and open recruitment (and never for longer than two years).

If the District invokes the provision for in-house interim appointments or the exception under 53021(c)(7) for engaging an administrator through a professional services contract, the superintendent/president or his or her designee will first notify the governing board and the Equal Employment Opportunity Advisory Committee in writing of the compelling reason to limit the persons who may be considered for a vacancy in a job category where underrepresentation persists.

### **Recruitment Periods**

The District shall set its recruitment periods so that it can maximize the opportunity to get a broad, diverse pool of qualified candidates for consideration. The following guidance will be used to set minimum recruitment periods, though the District will use its experience in recruiting for particular disciplines or positions to shorten or lengthen the time period, with the approval of the Chief Human Resources Officer (CHRO) in order to achieve the above objective. The District also may extend recruitment periods if that objective has not been met by the original recruitment period.

#### **Normal minimum recruitment periods:**

Educational Administrators – 4 weeks

Classified Administrators – 4 weeks

Full-time faculty – 4 weeks

Part-time faculty – open, continuous recruitment

Confidential staff – 2 weeks

Classified staff – 2 weeks

For recruitments that specify a priority recruitment or first review deadline, and state that the recruitment is “open until filled,” the District will consider all applications received before the priority or first review deadline, and also will consider those applications received before the Committee begins its screening.

### **Advertising and Outreach**

Recruitment for all open positions will normally include, but not be limited to, placement of job announcements in the following instruments:

- (1) General circulation publications, including electronic media.
- (2) Local and regional community newspapers or job boards.
- (3) Print publications and electronic media that are distributed to the general market and to newspapers, and publications whose primary audience is comprised of groups found to be underrepresented in the District’s workforce.
- (4) California Community Colleges Equal Employment Opportunity Job Registry.

- (5) Publications, including electronic media, that are targeted to the professions and/or disciplines appropriate to the position.
- (6) Recruitment booths at job fairs or conferences oriented to both the public and those who are economically disadvantaged as well as those events drawing significant participation by groups found to be underrepresented in the District's workforce.

### **Job Announcements**

Job announcements shall state clearly the job specifications setting forth the knowledge, skills, and abilities necessary to job performance; representative duties of the job, and the educational and experience minimum qualifications for the job.

For faculty and administrative positions, job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.

Job specifications, including any "required," "desired," or "preferred" qualifications beyond the state minimum qualifications that the District wishes to utilize, shall be reviewed by the CHRO before the position is announced, to ensure conformity with the requirements of equal employment regulations and state and federal nondiscrimination laws, and to be consistent with the District's EEO Plan.

### **Application Requirements**

All applications for full-time and part-time faculty, management, classified, and confidential positions shall be submitted to the Human Resources Office through its online applicant tracking system. A complete application packet must be received by the posted deadline and must include the following:

- Completed District application form, signed by the applicant.
- Additional specified documentation, which may include:
  - A resume
  - Copies of college transcripts
  - Cover letter for the position
  - Evidence of required licenses/certificates as appropriate
  - A list of professional references, including a recent supervisor
  - Any other requested materials appropriate to the advertised position

Materials submitted but not requested will not be reviewed by the screening committee.

Applicants who apply for more than one position must submit a separate and complete application packet for each position.

Only completed application packets will be forwarded to the committee.

Submitted application materials will not be returned to applicants.

### **Minimum Qualifications Screening Review of Applicants**

The CHRO or designee will validate that the applicant pool is sufficiently qualified and diverse to proceed with screening and interviews. If it is not, the CHRO may make a recommendation to the superintendent/president to extend or cancel the recruitment, or to proceed with the current pool.

If the applicant pool is deemed sufficient, the CHRO or designee will review all applications for minimum qualifications, and forward all qualified candidates to the Screening and Interview Committee for consideration. The CHRO or designee will resolve all close cases in favor of inclusion in the final pool of applicants that will be released to the committee.

Where the pool of applicants is under 10 candidates, the CHRO or designee may forward all candidates to the committee without review, and will tell the committee chair that no initial screening was done.

### **Screening and Interview Committee**

Consistent with Title 5, section 53024, all screening and interview committees should have diverse membership, considering such factors as gender, race, ethnicity, age, sexual orientation, and experience.

The appointing groups and individuals should work with the Human Resources Office prior to making appointments, in order to further the District's obligations to have diverse membership on its committees. Committee members will come from the regular District workforce, though the CHRO can make exceptions in compelling circumstances, as outlined below.

Appointments to committees are made following these processes:

Faculty committee members are appointed by the Academic Senate for full-time faculty and educational administrator recruitments. For non-faculty, non-educational administrator recruitments, faculty may be invited on the committee by the committee chair, if, for example, the position is deemed to have significant interaction with faculty, or a particular faculty member has experience and expertise in the position.

Administrator committee members are appointed by the superintendent/president or designee--normally the immediate supervisor--for all recruitments.

#### Classified and confidential staff members:

- For positions in the CSEA bargaining unit, the CSEA will appoint one member of the committee, following the process outlined in the collective bargaining agreement. The committee chair may identify additional

committee members, including CSEA unit members, for the Human Resources Office to invite on the committee.

- For positions in the Local 39 bargaining unit, the committee chair will select at least one unit member with appropriate knowledge and experience of the position being recruited, and may include additional employees (managers or other classified or confidential staff) for the Human Resources Office to invite on the committee.
- For positions in the confidential staff, the committee chair will select a confidential staff member with appropriate knowledge and experience of the position being recruited, and may include additional employees (managers or other classified or confidential, staff) for the Human Resources Office to invite on the committee.

Students: When committees include student representatives, the Director of Student Life will make recommendations to the committee chair about students to invite on the committee.

In order to achieve a diverse committee membership, the CHRO may appoint additional members to any committee. The CHRO also may appoint committee members from outside the District's workforce where it serves the District's interests to do so. A recommendation to invoke that exception may be made by the committee chair.

If the appointing bodies or individuals, after being given adequate notice and opportunity to make an appointment, are not able to make an appointment in a timely manner, the CHRO, in consultation with appropriate area administrators, will select members to serve on a committee. A determination of "adequate notice" shall consider the urgency of the timeline of the recruitment and hire, and shall be at least five working days.

Except where a different minimum size of committee is stated, the minimum size of a screening and interview committee for regular college positions is three people. Larger committees are allowed.

### **Obligations of Screening and Interview Committee Members**

Employees must have received anti-bias, diversity hiring training within the last three years in order to be qualified to serve on a screening and interview committee. The Human Resources Office shall track the date of the training of all employees.

Committee members must attend all meetings of the screening and interview committee, including the pre-screening meeting, the pre-interview meeting, all interview sessions, and the post-interview meeting. Failure to attend all meetings and interviews disqualifies the member from further service on the committee. In deciding whether to accept appointment on a committee, employees should understand this time commitment, which is normally, at a minimum: attendance at three one-hour meetings; a full day of interviewing; and careful, thorough review of application materials, taking at least 30 minutes per candidate.

Committee members must understand and agree to confidentiality and conflict of interest rules and requirements, including rules contained in the District's Anti-Nepotism Policy (BP and AP 7310). All committee members will sign a statement acknowledging the assumption of their duties as committee members.

In the event that a person appointed to or recommended to serve on a screening and interview committee has previously committed misconduct in connection with Hartnell recruitment activities, that person will not be allowed to serve. In that event, the appointing body or individual will be requested to provide a different appointment, or the committee chair manager may recommend to the CHRO a replacement.

Committee members will review the job description and announcement, including the minimum qualifications and preferred or desired qualifications. With the guidance of the CHRO or designee to limit its screening and inquiries to job-related criteria, and under the leadership of the committee chair, members are responsible to develop screening criteria, scales, rubrics, and forms to use during the screening process, and questions, scales, rubrics, and forms to use during the interviews. The committee also should agree on an appropriate follow-up questions procedure. All screening criteria will be decided on before any applications are reviewed by the committee.

The committee also will determine whether the position requires any pre-employment tests or demonstration of skills, and will recommend the content and format of such tests. All pre-employment testing and demonstration of skills will be approved, conducted, and monitored by the Human Resources Office, except that teaching demonstrations will be conducted by the committee, and monitored by the committee chair.

The interview process will be the same for all candidates by asking all candidates the same questions in the same order, to ensure consistency and fairness in the process.

The committee will establish its timelines for screening and interviews, with a goal of completing the tasks in as short a time frame as is consistent with a thorough and careful review, and consistent with best practices.

The committee will determine the number of candidates to invite for interview, using a natural break in scores as one of its guides. After interviews, the committee will determine, for faculty and administrative hires, which candidates to forward to the superintendent/president for final interviews, and for classified and confidential positions, which candidate to recommend for hire. If instead, after interviews, the committee determines that it will not forward any candidates, the members will discuss their deliberations and decisions with the CHRO, who will consult with the superintendent/president about the situation. The superintendent/president may exercise any appropriate action, including meeting with the committee, recommending reopening the position, or interviewing all the candidates that the committee met with.

### **Conformance with EEO principles**

The CHRO/EEO Officer will confirm in writing whether the interview questions, composition of the committee, and other evaluation procedures conform to EEO principles and requirements. Written confirmation of compliance will be forwarded to the superintendent/president with the final candidates for interview (for faculty and administrators) or recommendation for hire (for classified and confidential staff).

If the CHRO/EEO Officer finds at any stage of the process that EEO principles or procedures were violated and creates an adverse impact, he or she will stop the process and attempt to implement solutions to the problem, or report the violation(s) to the superintendent/president.

### **Definitions**

The recruitment and selection process for hiring employees will be consistent with state and federal laws and effective personnel practices. To ensure consistency, the following definitions will be used:

- **Classified Employee** – For the purposes of these recruitment and selection procedures, a classified employee is defined as a regular (probationary or permanent) full or part-time employee in one of the District's classified bargaining units. Classified bargaining unit employees under these procedures do not include confidential, management, professional expert, short-term, student, or apprentice employees.
- **Committee Chair** – There shall be a committee chairperson to facilitate the hiring committee process for each position, who is normally, but not always, the immediate supervisor of the position in recruitment.
- **Confidential Employee** – A confidential employee is defined as a regular (probationary or permanent) full or part-time classified employee who is not part of a collective bargaining unit because they are required to develop or present management positions with respect to employer/employee relations or whose duties normally require access to confidential information that is used to contribute significantly to the development of management positions, or as designated and approved by the governing board.
- **Confidentiality** – Because the screening and interviewing processes are sensitive in nature, it is incumbent upon all committee members, and those associated with the processes, to maintain the highest degree of confidentiality throughout and following participation. It is the responsibility of all committee members to exercise good judgment and the highest professional conduct in maintaining the confidentiality of the screening and interview committee business. All employees are required to sign and agree

to the provisions of the confidentiality agreement and these procedures in order to participate in the screening and interviewing processes. Employees will be advised that if they fail to follow these provisions, they shall not be permitted to participate in the screening and interviewing processes, and may be disqualified from sitting on future committees.

- **Faculty Employee** – Faculty members are those employees who are employed by the District in academic positions that are not designated as supervisory or management. Faculty employees include instructors, counselors, librarians, instructional specialists, and those designated as faculty employees.
- **Management Employee** – Regular academic and classified executive, administrative, supervisory, and management personnel.
- **Recruitment Period** – The time allowed for advertising and accepting employment applications for vacant positions. It is the intent of the District that identification of vacancies and the initiation of the recruitment processes are scheduled early enough to allow for all procedures to be undertaken in a thorough and thoughtful manner, and ensuring completion well in advance of employment. The length of this period should allow for adequate distribution of the job announcement and response time to provide a diverse pool of qualified applicants.
- **Screening and Interview Committee** – The group of individuals selected to participate in the confidential process used for screening prospective employees and recommending them for final interview (faculty or management) or hire (classified or confidential).
- **Equal Employment Opportunity Responsibilities** – Every member of the screening and interview committee must have participated in a recent training on best practices in diversity hiring. “Recent” means within the last three years. It is each committee member’s obligation to immediately report any concerns about whether appropriate hiring processes are followed and equal employment opportunities are provided for all applicants. These reports must be made to the CHRO or designee.
- **Pre-Screening Meeting** – The first meeting of the screening and interview committee. The activities during this meeting include an orientation of the screening and selection processes and procedures, reviewing confidentiality obligations and signing confidentiality and conflict of interest agreement, agreeing on recommended screening criteria and interview questions, and scheduling all future committee meeting dates.



- **Screening** – The review by screening and interview committee members of employment application materials, and rating of applicants’ application materials.
- **Pre-Interview Meeting** – The meeting held following the independent review of the applicants’ materials. The activities during this meeting include discussion of the candidates’ qualifications and selection of the applicants to be interviewed at the first level. Cut-off decisions as to who to invite to interview may be done name-blind.
- **First-Level Interview** – The first set of employment interviews for faculty and management positions, and normally the only interview for classified and confidential positions.
- **Committee Recommendation** – The screening and interview committee is charged with selecting:
  - For each faculty and management position: A minimum of two, and normally not more than four, unranked candidates to advance to final interviews. Under special circumstances as identified by the committee, communicated to the District’s EEO Officer, and approved by the superintendent/president, only one candidate may be advanced to final interviews.
  - For each classified or confidential position, a top candidate to recommend for hire, and one or more ranked candidates who also should be considered to be recommended for hire if the top candidate declines employment or is otherwise not employable.
- **Final Interview** – The second interview of the faculty or administrator candidates who were recommended by the first-level screening and interview committee. Typically, the final interviews are conducted by the superintendent/president or designee, the appropriate vice president, and the committee chair.

**Full-Time Faculty Selection Process**

The recruitment and selection of faculty will focus on ensuring that the District will select instructors who can teach well in the community college setting and who are experts in the subject matter of their curriculum; and counselors, librarians, and other instructional and student services faculty who can foster community college effectiveness and who are experts in the subject matter of their specialty.

In addition to the general processes described above, the recruitment of full-time faculty will follow these procedures:

### **Identification of Positions to Hire**

It is the intent of the District that approval of open positions and initiation of the hiring process be early enough to allow for all procedures to be undertaken in a thorough manner, ensuring that the hiring process is completed during the academic year, whenever possible, and well in advance of employment.

Other than replacements, or positions required and identified in grants, the identification of faculty positions to hire will be cooperatively determined through a well-defined planning process involving college administrators, the academic senate, and other faculty.

The following sequential procedures will be used for the identification and filling of regular faculty positions:

1. Faculty will complete Program and Planning Assessment (PPA) processes and identify areas of faculty hiring need according to a set calendar.
2. Area administrators will review all PPAs and prioritize lists of hiring needs, culminating with review called for by the college's organizational and governance structures.
3. The faculty and administrators on the Academic Senate Committee on the hiring of full-time faculty will review data on enrollment, staffing, and other relevant criteria, including PPA requests, and make recommendations through those governance structures to the superintendent/president on hiring priorities.

The superintendent/president will consider those recommendations and issue a decision on which positions to hire.

### **Job Announcements and Recruitment**

Before positing a faculty recruitment, faculty job announcements will be drafted by the Human Resources Office and sent to the appropriate dean or director, who will share with in-discipline faculty for review and consideration. The draft job announcement will include core duties, responsibilities, and professional expectations of all faculty, including the knowledge, skills, and abilities the District requires of all faculty. Job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students. It will include as minimum qualifications only the standard qualifications listed in the *Board of Governors' Minimum Qualifications for Faculty and Administrators in the California Community Colleges*.

The discipline faculty and dean or director review of the job announcement should include a consideration of the objectives of the hiring department, the courses or areas where the District currently requires expertise or emphasis, and the strengths that an ideal candidate should have. The department reviewers should also consider whether there are preferred or desired qualifications that should be included in the announcement—such as owning a particular license or certificate, having particular prior experience, or being bilingual. In making such recommendations, the department should support its request with evidence that the

additional requirements are likely to result in better pools, considering that listing additional requirements may limit the applicant pool, and may limit equal employment opportunities.

The written results of this review by the department will be promptly returned to the Human Resources Office, who will be responsible for creating the final announcement to post.

Discipline faculty also should suggest professional organizations, list-serves, conferences, websites, journals, or other sources for posting the job announcements. After the job is posted, the Human Resources Office will send a notice to all employees, who will be encouraged to share the announcement widely.

### **Screening and Interview Committee**

Consistent with Title 5, section 53024, all screening and interview committees should have diverse membership, considering such factors as gender, race, ethnicity, age, and experience in the field and at Hartnell. Committees shall consist of:

1. The department administrator, who shall serve as committee chair.
2. Three faculty members, two in the discipline being hired or a closely related discipline, and one of whom is from outside of the discipline, the intention of which is to widen the range of educational experience, appointed by the Academic Senate in consultation with the discipline faculty.
3. One student representative may be appointed by the ASHC or recommended by the Director of Student Life.
4. In those cases where a faculty position in recruitment has considerable direct interaction with a classified staff position, an appropriate classified staff representative may be recommended by the committee chair, in consultation with the CHRO or designee.

If there is no faculty expert in the area being recruited, an expert from outside the institution may be invited by the CHRO to serve on the committee.

A recommendation to change the composition of any particular screening and interview committee (number and types of employees who will comprise the committee) may be brought to the CHRO, who shall bring the request and underlying rationale or concerns to the attention of the committee chair and Academic Senate President for discussion and resolution.

### **Teaching Demonstrations and Writing Samples**

The committee will require appropriate teaching demonstrations, writing samples, and/or other performance indicators related to the position. The candidate shall be apprised in advance if such additional performance indicators are to be part of the interviewing process. Teaching demonstrations, writing samples, and/or performance indicators normally shall be established by faculty within the discipline or a closely aligned discipline.

All evaluation procedures, including teaching demonstrations, writing samples, and/or other performance indicators, will be reviewed by the CHRO/EEO Officer for conformance with EEO

principles. When the final candidates are forwarded to the superintendent/president for final interview, the CHRO/EEO Officer will confirm in writing that the evaluation procedures were in conformance.

### **Recommendation of Candidates for Final Interview**

At the conclusion of all interviews and teaching demonstrations, the committee chair will lead the committee on a discussion of candidates, to arrive at a list of two to four candidates, unranked, that the committee recommends for final consideration by the superintendent/president. Selection of these finalists is an endorsement that any of the forwarded finalists would be acceptable hires.

### **Screening of the Final Candidates; Job Offer**

The superintendent/president will conduct a final interview of the recommended candidates with the appropriate vice president and the immediate supervisor of the position in recruitment, and make his or her selection of the top candidate or candidates. The committee chair will conduct reference checks of the top one or two candidates, which references should include the most recent supervisor, and supervisors and peers in positions with sufficient similarity to enable them to render reasonable, informed opinions of the candidate's likelihood for success in a teaching position at Hartnell.

After reviewing the reference checks and the salary recommendation made by the Human Resources Office (according to education and experience as laid out in the collective bargaining agreement), the superintendent/president or designee will make an offer to the top candidate, and instruct the Human Resources Office to initiate the job offer letter and acceptance process.

The offer letter will announce the position, the recommended salary, which is certified after the receipt of original transcripts and verification of prior employment, and that the offer is conditioned on the results of a Department of Justice background check and ratification of hire by the Board of Trustees.

If, after the selection processes are completed, the superintendent/president does not recommend the hire of any candidate forwarded for consideration, he or she will discuss next steps with the CHRO and the committee chair, which steps may include going back further into the pool, reopening the search, hiring an interim, or declaring the search a failed search. Before reopening a failed search, the immediate supervisor of the position in recruitment should review the job announcement and recommend any adjustments he or she deems advisable to attract a pool better-suited for the position.

### **Educational and Classified Administrator Selection Process**

The recruitment and selection of educational and classified administrators will focus on ensuring that the District will select administrators who can lead, manage, and administer programs and services in the community college setting, who can foster community college effectiveness, who inspire confidence, and who are experts in their area of work.

In addition to the general processes described above, the recruitment of administrators will follow these procedures:

### **Identification of Positions to Hire**

Whenever there is a vacancy created by attrition, a reorganization, the beginning of a new initiative or program, or other reason, the immediate supervisor of the position to be recruited shall request his or her vice president to bring a Request to Hire to the Executive Cabinet meeting for its review of the request, along with the rationale therefor.

The rationale might include any of the following:

1. The position was identified in a Program and Planning Assessment (PPA) process.
2. The incumbent in the position is resigning or retiring.
3. The function's importance to vital college work, accreditation concerns, or college effectiveness and efficiency.

### **Job Announcements and Recruitment**

Using the approved job description as the foundation, the job announcement will include core duties, responsibilities, and professional expectations of all administrators, including the knowledge, skills, and abilities the District requires. Job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.

For educational administrators, it will include as minimum qualifications the standard qualifications listed in the *Board of Governors' Minimum Qualifications for Faculty and Administrators in the California Community Colleges*, and as listed in the approved job descriptions.

The committee chair should suggest professional organizations, list-serves, conferences, websites, journals, or other sources for posting the job announcements. After the job is posted, the Human Resources Office will send a notice to all employees, who will be encouraged to share the announcement widely.

### **Screening and Interview Committee**

Consistent with Title 5, section 53024, all screening and interview committees should have diverse membership, considering such factors as gender, race, ethnicity, age, and experience in the field and at Hartnell. Committees shall consist of:

1. The immediate supervisor of the position who shall serve as committee chair. For vice president-level and other administrator positions that report directly to the superintendent/president, the superintendent/president will appoint a committee chair.
2. At least one additional administrator.
3. At least one classified or confidential staff member.

4. For educational administrator positions, at least two faculty members. The Academic Senate will make recommendations to the CHRO or designee on these appointments.

An expert from outside the institution may be invited by the CHRO to serve on the committee.

#### **Skills Demonstrations and Writing Samples**

The committee may require that candidates provide some performance indicator that they have the skills, knowledge, and ability to perform the job. The candidate shall be apprised in advance if such additional performance indicators are to be part of the interviewing process. Writing samples and/or performance indicators, if any, shall be developed by the committee.

All evaluation procedures, including teaching demonstrations (if appropriate), writing samples, and/or other performance indicators, will be reviewed by the CHRO/EEO Officer for conformance with EEO principles. When the final candidates are forwarded to the superintendent/president for final interview, the CHRO/EEO Officer will confirm in writing that the evaluation procedures were in conformance.

#### **Recommendation of Candidates for Final Interview**

At the conclusion of all interviews and skills demonstrations, the committee chair will lead the committee on a discussion of candidates, to arrive at a list of two to four candidates, unranked, that the committee recommends for final consideration by the superintendent/president. Selection of these finalists is an endorsement that any of the forwarded finalists would be acceptable to the committee.

#### **Screening of the Final Candidates; Job Offer**

The superintendent/president will interview the recommended candidates with the appropriate vice president and the committee chair, and make his or her selection of the top candidate or candidates. The committee chair will conduct reference checks of the top one or two candidates, which references should include the most recent supervisor, and supervisors and peers in positions with sufficient similarity to enable them to render reasonable, informed opinions of the candidate's likelihood for success in an administrator position at Hartnell.

After reviewing the reference checks and the salary recommendation made by the Human Resources Office after reviewing the applicant's work history, the superintendent/president or designee will make an offer to the top candidate, and instruct the Human Resources Office to initiate the job offer letter and acceptance process.

The offer letter will announce the position, the Ed. Code authority under which the hire is made, the recommended salary, which is certified after the receipt of original transcripts and verification of prior employment, and that the offer is conditioned on passing a Department of Justice background check and ratification of hire by the Board of Trustees.

If, after the selection processes are completed, the superintendent/president does not recommend the hire of any candidate forwarded for consideration, he or she will discuss next steps with the CHRO and the committee chair, which steps may include going back further into the pool, reopening the search, hiring an interim, or declaring the search a failed search. Before reopening a failed search, the immediate supervisor of the position being recruited should review the job announcement and recommend any adjustments he or she deems advisable to attract a pool better-suited for the position.

### **Classified Staff and Confidential Staff Selection Process**

The recruitment and selection of classified staff and confidential staff will focus on ensuring that the District will select staff who can support and promote the mission, vision, and values of Hartnell and who can expertly foster community college effectiveness and student success.

In addition to the general processes described above, the recruitment of classified and confidential staff will follow these procedures:

#### **Identification of Positions to Hire**

Whenever there is a vacancy created by attrition, a reorganization, the beginning of a new initiative or program, or other reason, the immediate supervisor of the position shall request that his or her vice president bring a Request to Hire to the Executive Cabinet meeting for its review of the request, along with the rationale therefor.

The rationale might include any of the following:

1. The position was identified in a Program and Planning Assessment (PPA) process.
2. The incumbent has announced an intent to resign or retire.
3. The function's importance to vital college work, accreditation concerns, or college effectiveness and efficiency.

#### **Job Announcements and Recruitment**

Using the approved job description as the foundation, the job announcement will include representative duties, responsibilities, and professional expectations of the position being hired including the knowledge, skills, and abilities the District requires. Job requirements may include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.

If the position is a difficult-to-hire position, the committee chair should suggest professional organizations, list-serves, conferences, websites, journals, or other sources for posting the job announcements. After the job is posted, the Human Resources Office will send a notice to all employees, who will be encouraged to share the announcement widely.

### **Screening and Interview Committee**

Consistent with Title 5, section 53024, all screening and interview committees should have diverse membership, considering such factors as gender, race, ethnicity, age, and experience in the field and at Hartnell. Committees shall consist of:

1. The department administrator, who shall serve as committee chair.
2. At least one classified or confidential staff member. For positions in the CSEA bargaining unit, the CSEA President shall be given the opportunity to appoint that member.
3. At least one other employee, who may be recommended by the committee chair.

If the committee requires some expertise that cannot be found in the current group of available employees, an expert from outside the institution may be invited by the CHRO to serve on the committee.

### **Skills Demonstrations and Writing Samples**

The committee may require that candidates provide some performance indicator that they have the skills, knowledge, and ability to perform the job. The candidate shall be apprised in advance if such additional performance indicators are to be part of the interviewing process. Writing samples and/or performance indicators, if any, shall be developed by the committee.

All evaluation procedures, including teaching or speaking demonstrations (if appropriate), writing samples, and/or other performance indicators, will be reviewed by the CHRO/EEO Officer for conformance with EEO principles. When the final candidates are forwarded to the superintendent/president for final interview, the CHRO/EEO Officer will confirm in writing that that the evaluation procedures were in conformance.

### **Recommendation of Hire; Job Offer**

At the conclusion of all interviews and skills demonstrations, the committee chair will lead the committee on a discussion of the candidates to arrive at a rank order of candidates that the committee recommends for hire.

The committee chair will conduct reference checks of the top candidate(s), which references should include the most recent supervisor, and supervisors and peers in positions with sufficient similarity to enable them to render reasonable, informed opinions of the candidate's likelihood for success in a classified or confidential position at Hartnell.

The committee chair will return the reference check forms to the CHRO or designee, along with the committee recommendation and his or her recommendation following the reference checks. The CHRO or designee will forward the hiring recommendation, along with the salary recommendation, to the superintendent/president for approval. After receiving approval for the hire, the CHRO or designee will extend a job offer by phone, and follow with a job offer letter.

The offer letter will announce the position, the recommended salary, which may be certified after the receipt of original transcripts and verification of prior employment, if required by the position,



and that the offer is conditioned on a Department of Justice background check and ratification of hire by the Board of Trustees.

If, after the selection processes are completed, the committee chair or superintendent/president does not recommend the hire of any candidate forwarded for consideration, he or she will discuss next steps with the CHRO, which steps may include going back further into the pool, reopening the search, hiring an interim, or declaring the search a failed search. Before reopening a failed search, the committee chair should review the job announcement and recommend any adjustments he or she deems advisable to attract a pool better-suited for the position.

### **Part-Time Faculty Selection Process**

The recruitment of part-time faculty is an ongoing, continuous process which is initiated by a request from deans or directors to the Human Resources Office to seek a pool of qualified candidates in a particular discipline or service area. Part-time faculty are a highly valued part of the Hartnell workforce, shaping the educational and workforce training experience of thousands of students each year. They are thus subject to the same educational and experience requirements as full-time faculty.

The District shall endeavor to conduct part-time faculty recruitments in sufficient time to have part-time faculty in place far ahead of the start of the semester in which they are needed, while acknowledging that the need for part-time faculty sometimes cannot be known until just before a semester starts. Therefore, the recruitment policies and procedures are streamlined and abbreviated, and put much of the screening, interview, and decision-making activities directly on the discipline faculty and deans and directors who need part-time faculty assistance.

### **Job Announcements and Recruitment**

Job announcements will be posted by the Human Resources Office upon receiving a request from the discipline dean or director to open a recruitment for faculty in a discipline for a particular semester or to establish a pool. Announcements may request applications for an entire discipline or may specify which courses or sub-disciplines are in need of part-time faculty.

Announcements will include duties, responsibilities, and professional expectations of part-time faculty, including the knowledge, skills, and abilities required for the position. Job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students. They will include as minimum qualifications only the standard qualifications listed in the *Board of Governors' Minimum Qualifications for Faculty and Administrators in the California Community Colleges*, unless a particular additional expertise is required for the narrower assignment.

Discipline faculty and the dean or director also should suggest professional organizations, listserves, conferences, websites, journals, or other sources for posting the job announcements.

### **Application Requirements**

Applicants must submit applications to the Human Resources Office using the online applicant tracking system, along with all requested documents, including cover letter, diversity statement, copies of transcripts, and resumes.

### **Minimum Qualifications Screening**

When the CHRO or designee releases the applicant pool to the screening committee, he or she will also advise the committee whether they must screen for minimum qualifications, or whether the released pool already has been screened for minimum qualifications.

### **Screening and Interview Committee**

The screening and interview committee will consist of the area dean or director, who shall serve as chair, and at least one in-discipline faculty member. The committee has the same obligations of confidentiality and fairness as they would if they were sitting on a screening committee for any other position.

### **Teaching Demonstrations and Writing Samples**

The committee will require appropriate teaching demonstrations, writing samples, and/or other performance indicators related to the position. The candidate shall be apprised in advance if such additional performance indicators are to be part of the interviewing process. Teaching demonstrations, writing samples, and/or performance indicators normally shall be established by faculty within the discipline or a closely aligned discipline.

### **Recommendation of Candidates for Assignment**

At the conclusion of all the interview and teaching demonstrations, the committee will discuss whether they would like to offer the candidate a contract to teach a particular course or courses, or in the case of counselors and librarians, a contract to provide particular services at particular times.

The committee chair will conduct reference checks of each candidate who is being considered for a part-time faculty assignment, and submit the reference checks to the Human Resources Office, along with a report of which candidates are being given new hire paperwork by their departments so that the Human Resources Office can establish personnel files for them along with salary placement determinations.

### **Emergency hires**

The District will attempt to involve discipline faculty as much as possible when an emergency presents an immediate need to find a part-time faculty replacement, but may truncate timelines and steps in order to provide uninterrupted instruction to students. If a part-time faculty member is hired outside the normal part-time faculty hiring recruitment process, or without the assistance of discipline faculty, that person will be designated an emergency hire, and can be engaged for only one semester unless the candidate subsequently goes through the application and recruitment process as outlined in this document.

Approved by Superintendent/President: May 21, 2019  
See BP 3420 and AP 3420