



Administrative Procedure 7210 Employment of Academic Employees

Reference: *Education Code Sections 87400 et seq; 87600 et seq.; 87482.8*
Title 5, Section 51025

Philosophy

Regular academic employee hiring procedures and guidelines are established to provide the District with highly qualified people who are experts in their subject areas, who are skilled in teaching and serving the needs of a varied student population, who can foster overall college effectiveness, and who are sensitive to issues of diversity and themselves represent the ethnic and cultural diversity of the district community.

The Board of Trustees, represented by the administration, has the principal legal and public responsibility for ensuring an effective hiring process. These hiring procedures are based on the recognition that responsibility for selecting well-qualified people is shared cooperatively by faculty, staff, and administration participating effectively in all appropriate phases of the hiring process.

These shared responsibilities include identifying positions, following the District's equal opportunity policy, reviewing and formulating job descriptions, advertising of positions, and screening, interviewing and selecting the recommended candidates.

All procedures relative to hiring shall be characterized by strict confidentiality. All committee members shall sign an acknowledgment of their duties and responsibilities as committee members, chairperson, and Equal Opportunity Representative. (See Appendices 6, 7, and 8 of the Faculty and Staff Diversity Plan.)

Beyond requiring a joint and cooperative exercise of responsibility, the hiring process should be focused on ensuring that the District will select instructors who can teach 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.

Equal Opportunity

Participants in the process will be given appropriate orientation and/or training in equal opportunity procedures and the equal opportunity goals and timetables of the District so that success in reaching those goals is better assured.

At each level, nominating entities and selection committee members have the responsibility to ensure that individuals, preferably underrepresented groups, who are knowledgeable about and responsible to the District's equal opportunity goals are included on all selection committees or in similar groups.

The Faculty and Staff Diversity Committee shall be established and meet a minimum of once each semester under the auspices of the District's Equal Opportunity Officer as a fully functional

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committee that meets at least once each semester. Members of this committee will receive appropriate training and may be expected to serve on selection committees.

The Equal Opportunity Officer shall be responsible for monitoring the District's equal opportunity procedures, including but not limited to a review of the job descriptions and announcements, composition and procedures of selection committees and the adequacy of the pool of applicants. The Equal Opportunity Officer reports to the Vice Chancellor of Business Services.

Determination of Staffing Needs

The need for regular faculty positions will be cooperatively determined through a well defined planning process involving college administrators, the academic senate, and other faculty.

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.

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

1. The appropriate area Dean/administrator, in conjunction with the Academic Senate President, shall submit staffing needs each year in early fall and provide supporting data for their requests to the Chief Instructional Officer (CIO) or designee.
2. The CIO shall confer with the College President who will determine staffing priorities.
3. The staffing priorities determined by the College Presidents will be forwarded to the Chancellor.
4. Upon conferring with the College President, the Chancellor will make final staffing decisions and will recommend the positions to be filled to the Board of Trustees.

Selection Committee Composition

The selection committee for regular positions shall consist of:

- two (2) faculty with at least one (1) from the discipline in which the vacancy occurs if possible;
- one (1) administrator appointed by the College President
- Equal Opportunity Representative who will monitor the process and serve as a non-voting member.

One (1) student, when available, as appointed by the appropriate Dean/administrator may serve as a non-voting member.

All faculty appointments to the selection committee shall be made by the Academic Senate President in a timely manner. The administration will select faculty members to serve on the committee if the Academic Senate President is unable to respond in a timely manner.

All members of the selection committee shall have received orientation and/or training in the equal opportunity goals and procedures of the District. The Equal Opportunity Officer reviews and approves the composition of all regular hiring committees.

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The initial meeting of a committee shall be arranged by the immediate supervisor of the position to be filled. The selection committee shall then select its chair. In addition, the college rating system, timelines and interview schedules, interview questions and duties of the selection committee members shall be the responsibility of the selection committee Chair.

Job Announcements and Advertising

Clear and complete job descriptions, including all job-related skills and requirements and any additional qualifications recommended by the selection committee are prepared for each position, and these job descriptions are reviewed by the Chancellor and the Equal Opportunity Officer before each position is announced to ensure conformity with the District's equal opportunity and non-discrimination commitments. A faculty member within the relevant discipline or closely aligned discipline, when possible, will review the job related skills with the assigned administrator before the position is announced or advertised.

There are two categories of hiring qualifications:

- Those established by the state legislature and Board of Governors; and
- Those established locally, within the District, which have been jointly developed and agreed upon by the Board of Trustees and the Academic Senate through the college's equivalency process.

The state requirements include: the minimum (academic) qualifications established by the Board of Governors upon the recommendations of the statewide Academic Senate and the staff diversity qualifications which must include "...sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students."

The minimum qualifications set by the State legislature and Board of Governors may be broadened by the District but may not be reduced or replaced by action of the District

Minimum qualifications shall include a statement of the "Guidelines Used to Determine Equivalent Qualifications" which may be substituted only in rare instances. Each individual employed must meet "qualifications that are at least equivalent to the applicable minimum qualifications specified in regulations adopted by the Board of Governors."

Desirable or preferred qualifications may be added on by the District, but shall not be used to discourage qualified applicants.

Sufficient Pool

Upon the closing date, the Director of Human Resources shall prepare a composite profile of the applicants to be reviewed by the District's Equal Opportunity Officer. The Equal Opportunity Officer shall determine the suitability of the pool. The Equal Opportunity Officer shall recommend to the Chancellor or designee that the pool is sufficient in accordance with equal opportunity guidelines.

If the pool is determined insufficient, the Chancellor or designee will meet with the selection committee to discuss appropriate action. This action may include reopening and extending the filing period or continuing with the current pool.

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Review of Applications

The Director of Human Resources shall first determine which applications actually meet the minimum qualifications as set by law and regulation and retain these applications for further consideration. For those applicants who may meet the minimum qualifications through the equivalency process, the Director of Human Resources shall forward all the necessary materials to the Academic Senate Equivalency Committee (see Equivalency Policy and Procedure). Only completed application packets with required District documents will be forwarded to the hiring committees.

The Director of Human Resources shall forward to the screening committee those applicants who have met the minimum qualifications as set by law and regulation or through equivalency.

The selection committee will select those applicants for an interview who best meet the qualifications listed on the job description, as measured by evidence of professional qualifications, training, educational background, experience or other qualities which enhance a faculty member's effectiveness with students.

An acceptable application packet consists of a completed and signed district application form, resume, and documentation of equivalency, if needed. Applicants are required to submit unofficial transcripts, a list of references, confidential placement papers and any other materials relevant to applications.

All relevant academic and professional information shall be submitted to the selection committee. As the selection committee reviews the applications, it shall be guided by the specific discipline areas needs and by the district's equal opportunity policy and procedures.

Evaluation of Candidates

The selection committee will evaluate candidates in regard to subject area knowledge and competency, experience, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the district's students.

The selection committee will formulate interview questions (including an appropriate follow-up questions procedure) to ensure a thorough assessment of the candidates' qualifications. All candidates shall be asked the same job-related questions by the same members of the selection committee. These questions shall be prepared in advance of the interviews and reviewed and approved by the Director of Human Resources and/or the Equal Opportunity Officer or designee. Interview questions will be reviewed by the appropriate administrator and faculty from a closely aligned discipline.

The selection 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 shall be established by faculty within the discipline or a closely aligned discipline.

The selection committee shall conduct interviews and use a rating system to evaluate responses. Individual committee members must be present for each interview and demonstration, if any, in order to participate in the evaluation of candidates.

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All evaluation procedures will be reviewed by the Equal Opportunity Officer. The Equal Opportunity Officer or designee shall confirm in writing that equal opportunity procedures have been correctly followed at each stage of the entire hiring process. This written confirmation shall be forwarded to the College President. If the Equal Opportunity Officer finds at any stage of the process that equal opportunity procedures are being violated and creates an adverse impact, it is his/her responsibility to stop the process and attempt to implement solutions or report the violation(s) to the Chancellor.

If the selection committee finds that no candidates are acceptable, they will consult with the College President and recommend that the position be reopened.

The College President may interview all candidates being interviewed by the selection committee.

Selection of Candidates

The selection committee chair shall lead the selection committee discussion regarding qualifications of the candidates and summarize the final committee recommendations. The selection committee may include written comments for each candidate.

Reference checks will be done by the hiring manager or chairperson of the selection committee or designee.

Reference checks shall include academic background, professional experience, and personal qualities relevant to performance in the position.

The selection committee will recommend up to three candidates in an unranked manner to the College President for final consideration for each position. The candidates whose names are forwarded shall be the best qualified to fulfill the requirements of the position.

If the selection committee cannot recommend any of the candidates, the College President will be advised.

Screening of the Final Candidate

The College President may review the selection committee's recommendations and the qualifications and reference checks on the final candidates. The College President shall then forward the recommended candidate to the Chancellor for approval. The selection of the finalist to be recommended to the Board of Trustees is made by the Chancellor.

Final hiring decisions are, whenever reasonably possible, made during the regular academic year and promptly communicated to the selection committee.

The expectation that selection committee recommendations will normally be accepted is reinforced. If the selection committee and the College President cannot reach an agreement as to a candidate, then the College President will convey his/her objection to the selection committee and to the Academic Senate President, and the position may be reopened.

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If exceptional circumstances and compelling reasons exist why the College President cannot choose any of the final candidates recommended, then he/she shall meet with the selection committee to discuss these issues.

Review and Revision

These hiring procedures are subject to review and revision at the request of either the Academic Senate, College President, Chancellor, or the Board of Trustees.

Any revision of the policy and/or procedures shall be mutually developed and agreed upon by both parties before there can be an alteration or replacement of the previously agreed upon hiring procedure.

Board approval date: 2/22/05
Revised: 1/24/06