SECTION 4C

SELECTION PROCESS FOR FACULTY
RECRUITMENT/SELECTION

Recruitment and selection procedures are established which are in conformance with Title V of the California Code of Regulations and Kern Community College District Board Policy 6G.

Recruitment for faculty positions:

The identification and approval to recruit for contract faculty positions is defined in Board Policy section 6G3.

1. The need for faculty positions, replacement and incremental, will be communicated by faculty and college administrators to Academic Senate and the College President through a well defined, thought out process.

2. The process for determining the need for faculty positions will be agreed upon by Academic Senate and the College President. This process will normally be accomplished in the fall of each academic year.

3. The College President and Chancellor shall approve the recruitment of all contract faculty positions.

4. Recruitment of faculty will normally take place in early spring of the academic year to ensure the largest qualified pool of applicants possible.

The initial phase of the recruitment process is the development of the job description and announcement. The division/area chair, in consultation with faculty in the discipline, together with an administrator appointed by the College President, shall be responsible for developing the written job description including duties, responsibilities, and the skills, knowledge, abilities, training, experience, and personal characteristics necessary to perform the designated duties.

1. The requirements are to be based on a careful analysis of the job, and only bona fide occupational qualifications may be included.
2. Criteria chosen may not be lower than established state minimums adopted by the Board of Governors.

3. Criteria that go beyond the minimum state qualifications may be established by the committee if it can be shown that such additional qualifications are essential to successful performance in the position, and do not create artificial barriers to underrepresented groups (Board Policy 6G4A).

4. Prior to posting for recruitment, job descriptions shall be reviewed by the Vice Chancellor of Human Resources/designee to ensure conformity with the district's diversity and equal employment opportunity policy and all legal requirements. Position requisitions (new & replacement as appropriate) with job announcements/descriptions shall be submitted to the District office for approval. (Position requisition forms can be found in Appendix A)

Recruitment procedures shall include, but not be limited to, the following:

1. Preparation and distribution of the job announcement with the position's functions and qualifications as described above, an explanation of the equivalency process, and a statement of the terms and conditions of employment.

2. The preparation and distribution of informative material describing this district and its educational goals, and the communities it serves.

3. An advertising period of at least one month is recommended to allow for adequate distribution and response and to help obtain a larger and more balanced pool of applicants.

4. A statewide distribution of the job announcement. National advertising will be used where appropriate or required by law.
Division/area faculty will be expected to assist with recruitment through distribution of job announcements, networking via telephone or personal contact at conferences, visitations to four-year colleges and other activities as appropriate.

Any suggested changes in a job description will be referred to the division/area faculty for comment. If the division/area faculty cannot agree on the proposed changes, the Chancellor / College President will resolve such impasses.

In terms of scheduling, it is the intent of the district that initiation of the hiring process be early enough in the academic year to allow for all procedures to be undertaken in a thorough and thoughtful manner, ensuring that the hiring practices are completed during the academic year, whenever possible, and well in advance of employment.

ROLES AND RESPONSIBILITIES OF PARTICIPANTS IN THE SCREENING/SELECTION PROCESS

Chairperson's role in the screening/selection process:

The chairperson of the screening committee serves as both administrative officer and clerical support, working closely with the College Human Resource Manager. Once the recruitment period is closed, Human Resources will review the list of candidates and determine the adequacy of the applicant pool.

1. During the recruitment/advertisement period, the chairperson will provide to the College Human Resource Manager, a written list of the screening committee members
and a tentative timeline reflecting dates and times of committee meetings including review of the applications.

2. The chairperson will outline the main responsibilities of the position and work with the committee to identify the most important characteristics, using the job announcement/description as a guideline. The final rating form and rating procedures will be developed by the Screening Committee. The chairperson will send copies to Human resources for review. *(sample rating forms can be found in appendix B)*

3. During the first meeting, or at a subsequent time, the committee will develop the questions for the oral interview, based on job related criteria, as well as sample work assignments and teaching demonstrations. The structure of the oral interview process should be established at this time, i.e., length of interview time, requirements, work samples, etc. Once the interview structure has been established and the interview questions have been developed, the chairperson will send copies to the College Human Resource Manager for review. This process will be completed prior to reviewing applications.

4. The chairperson is responsible to impress upon the screening committee members that confidentiality must be strictly followed throughout the screening/selection process. Information provided in the application process and during the interview, including the names of the applicants, must not be shared with anyone other than the committee members.

5. The chairperson will lead the selection committee discussion of each candidate’s qualifications and suitability for the position to arrive at a recommendation to the next level.

6. The chairperson shall notify the Human Resources Office in writing of the candidates selected for interviews, including the dates and times to schedule the interviews. If there is a preferred location, that should be included as well. Allow two weeks minimum to accommodate candidates, particularly those coming from out of the area.
7. Interview materials will be picked up by the chairperson prior to the scheduled interviews. Each packet will include a list of candidates and their scheduled interview times, a completed application for each candidate, copy of the job description/announcement, copies of interview questions/rating sheets and reference check forms.

8. The chairperson must manage the interview to see that all required elements are included in the same manner for all interviews: that the same core questions are asked of each of the applicants, that the time frame is as consistent as possible, and that a low-key, non-pressure atmosphere is maintained. The chairperson will ensure that each candidate is given a complete, impartial and unhurried opportunity to present their qualifications.

9. The chairperson shall lead committee discussion regarding strengths and weaknesses of the candidates interviewed and shall summarize the committee's recommendations and/or rankings of candidates to be forwarded to the Final Interview. Those candidates forwarded to the Final Interview shall be approved by a majority of the Screening Committee's members and, at the discretion of the Screening Committee, may submit the recommendation in either ranked or unranked order of preference.

10. Reference checks on the finalists shall be conducted by the chairperson or Human Resources. (Sample reference check form is in Appendix C)

11. The chairperson will prepare a written summary of the candidates who are being recommended for final interview. The summary must be accompanied by the candidate's application packets, completed reference check forms as well as all ratings and rankings of candidates by the committee members.

12. The committee chairperson will meet with the second level administrator(s) to discuss the strengths and weaknesses of the recommended candidates.

13. The chairperson will be responsible to collect all materials (application packets, rating sheets, forms, committee member's notes, etc.) and return those materials to the Human Resources Office.
Selection committee role and responsibilities

As a member of the screening process at Kern Community College, you hold a very important position. It is your responsibility to determine which applicants have the attributes most critical to job success. All individuals serving on screening committees shall have attended an in-service orientation conducted by the District/College Human Resource Manager or designee concerning the district's Diversity & EEO policy, screening and interview process, and timetables. An explanation of your responsibilities is outlined below:

1. At the first meeting of the Screening Committee, called by the area Administrator, the Screening Committee shall determine the need for additional committee members as appropriate.

   The final Screening Committee composition should be reviewed with the Academic Senate President and the Human Resource Manager to assure balance of representation and weighing of constituencies (majority faculty).

2. The final rating form and rating procedures shall be determined by the Screening Committee and approval obtained after review by the College Human Resource Manager. All Screening Committees shall use only approved rating forms.

3. The Committee will develop oral, job-related questions in advance of screening the applications which will ensure a thorough assessment of a candidate's qualifications. The questions shall be submitted to the College Human Resource Manager for review prior to use. Additional questions may be asked of an individual applicant to clarify responses to interview questions.
4. The Committee may provide opportunities for appropriate teaching demonstrations, writing samples, and/or performance indicators related to the subject area. Videotapes of a candidate's teaching ability are acceptable at the Screening Committee's discretion.

5. The committee members shall individually review all applications and evaluate candidates with regard to subject area knowledge and competency; teaching and communication skills; commitment to professional growth and service; potential for overall college effectiveness; and sensitivity to, and understanding of, the diverse academic, socio-economic, cultural, disability and ethnic backgrounds of the district's students.

The applications of candidates who elect to meet qualifications through equivalencies and have submitted the information required in the district's Policy on Equivalence to Minimum Qualifications will be left in the pool and screened by the committee.

6. A post application screening meeting will be held by the committee to discuss the qualifications of the applicants and to select candidates for oral interviews according to the following criteria:

a. Applicants recommended for interview will be those who best meet the professional and personal qualifications listed in the job description.

b. At this point, the committee will only consider the candidate's application and appended materials.

c. The selection of interviewees will be reviewed by the Human Resource Manager to ensure compliance with district policy, Diversity & EEO guidelines, and legal requirements.

d. The procedures in the district's Policy on Equivalence to the Minimum Qualifications will be implemented at this point for those applicants who elect to meet qualifications through equivalencies and have submitted the information required. Only those applicants selected for interview will be evaluated for equivalency. (Board policy 6G4C)

7. The Screening Committee should interview a minimum of three candidates who have successfully met the requirements identified in the application process. In the event
there are less than three qualified candidates the committee will evaluate the need to either move forward with the screening process or go back and extend the recruitment to build a larger pool of qualified applicants.

8. During the interview, you will be expected to assist the chairperson in putting the candidates at ease. Introduce yourself and the area represented. Participate in asking questions so that you get a chance to interact with the candidates. Take notes during the oral interview in order to remember responses to key questions asked, and to assist you in rating the candidates.

9. Interviewees will be rated on either the same form used for the application screening, or on an alternate form developed by the Screening Committee and approved by the College Human Resource Manager.

10. Individual committee members must be present for all interviews in order to participate in the selection of individuals recommended for the next phase of the process.

11. The Committee will discuss the strengths and weaknesses of the candidates interviewed. Those candidates forwarded for final interview shall be approved by a majority of the Screening Committee's members and, at the discretion of the Screening Committee, may be ranked in order of preference or unranked.

The Screening Committee will normally recommend three candidates for the final interview. In rare cases, and with justification, the Screening Committee may submit fewer than three candidates.

The Committee, at its option, may include written comments for each candidate as a further means of communicating its recommendations to the final interview.

12. All materials, including committee member's notes, remain the property of the district and must be returned to the Human Resources Office upon completion of the process.

13. Deliberations and conclusions of the Screening Committee are confidential.
Final Interviewer role and responsibilities

The Final Interviewer will consist of the Chancellor/College President or appointed designee.

The selection of the finalist to be recommended to the Board of Trustees will be made by the Chancellor/College President.

If exceptional circumstances and compelling reasons exist, and the Final Interviewer is unable to select any of the candidates recommended by the Screening Committee; then the Chancellor/College President (or designee) shall either meet with the Screening Committee (preferable) or provide a written explanation as to why all candidates were rejected. If, after further discussion, the Screening Committee and the Chancellor/President (or designee) cannot reach an agreement on a final candidate to be recommended to the Board of Trustees, the President may ask for additional names from the candidate pool, cancel the search process, or reopen the search.

Human Resource Manager role and responsibilities

The College Human Resource Manager or designee will serve as a consultant on district and State diversity and EEO guidelines and be responsible for monitoring all phases of the district's screening/seLECTION process to assure conformance with the district's diversity and EEO policies and procedures. HR Manager or designee duties consist of:

1. Monitoring will include, but not be limited to:
   a. Review of the job description and announcement;
   b. Review of the Screening Committee composition for balanced representation;
   c. Review of screening procedures, forms, tests, interview questions;
   d. Conduct an initial review of submitted applications to verify all applications are fully complete and meet minimum qualifications or request for equivalency.
   e. Report to committee any applicant initially screened as not meeting minimum qualifications.
f. Determination of the adequacy of applicant pools at various screening stages;
g. Determination that both selection and elimination of applicants are based on job-related, factual data;
h. Assurance that adverse impact does not occur at any stage of the recruitment/screening process.

2. At the first meeting of the selection committee, the HR Manager or designee will go over the goals and timetables for the particular area and review the screening/selection process with the committee, including:

   a. A review of the entire appointment process;
   b. Areas which are excluded by law from all screening and interview sessions;
   c. An outline for the schedule for the process.

3. The HR Manager will review the applicant pool for appropriate representation of diversity. If the applicant pool is not reflective of availability, feasible corrective measures shall be recommended.

4. The HR Manager has the following additional tasks:

   a. To bring an awareness of diversity goals and objectives to those involved in the screening/selection process.
   b. To help ensure that questions asked during the interview process are job related and non-discriminatory.
   c. To maintain that the same core questions are asked of each candidate.
   d. To provide sensitivity to, and, when possible, serve as a role model for under-represented diverse candidates.
   e. To provide information to the screening committee on acceptable and unacceptable pre-employment inquiries.
   f. To report any irregularities to the Vice Chancellor, Human Resources/EEO Officer at any time during the screening/selection process.

**Human Resources Office roles and responsibilities**
The Vice Chancellor, Human Resources/EEO Officer or designee is responsible for monitoring the entire screening/selection process. At any time the Vice Chancellor, Human Resources may interrupt the process to ensure equitable treatment of all candidates.

The Human Resources Office will support the chairperson and all members of the selection committee in the following manner:

1. Develop the job announcement from information provided by the division chair/director.

2. Follow the recruitment procedure established by the Vice Chancellor, Human Resources, for placing job advertisements.

3. Post the job announcement and distribute them to all community college placement offices, state college and university placement offices and other identified resources.

4. Serve as the contact office for applicants interested in the position. The Human Resources office will provide assistance to interested applicants in applying for advertised positions.

5. Coordinate applications and all supplemental materials as they are received to make up the applicant files. A list of applicants is made for the screening/selection committee upon closing of the position or the first review date posted in the job announcement.

6. Review adequacy of the applicant pool and pre-screen for minimum qualifications. If there are an adequate number of qualified applicants the screening committee chair will be notified the applicant pool is available for review by the screening committee.

If the applicant pool is not deemed adequate, the Vice Chancellor, Human Resources or designee will discuss with the screening committee chair other options to consider: extend the deadline date, expand recruitment efforts, and use more specialized recruitment. It is anticipated that establishing the list of applicants for the position including pre-screening will be done within five working days of the closing date of the position.
7. Assistance will be sought from the Equivalency Review Committee regarding questionable applications prior to their being considered for interview. The Human Resources Office will take appropriate action once the applications are reviewed.

8. Coordinate the oral interview process. Once the committee has met to determine which candidates they wish to invite for oral interviews, including time and dates available for the committee members, and the demonstration or work sample required is determined by the committee, applicants will be notified. The committee must allow adequate time (approximately two weeks) to contact the candidates to set up interviews, and to give applicants adequate notice. Once the candidates have confirmed their appointments, a list of candidates and times will be made available for each committee member.

9. Provide binders/folders for committee members containing the application and all supplemental materials, the job announcement, interview questions/rating forms, and reference check forms.

10. Set up follow-up activities or work samples as well as a tour of the campus facilities for out of the area candidates as appropriate.

11. Verify the results of the rating process by reviewing evaluation sheets.

12. Set up interviews with the College President or designee (as appropriate), for each of the final interview candidates.

13. Contact the successful applicant and offer the position following the recommendation of a final candidate to the Board of Trustees.

14. Notify all candidates who were not selected.

15. Respond to applicants' questions.

Next page is an illustration of the recruitment/screening/selection process for Faculty:
SELECTION PROCESS FOR TEMPORARY/ADJUNCT FACULTY

When a new temporary or adjunct faculty position is created, or an existing position becomes available to be filled, including having an existing adjunct faculty member teach a class in a discipline in which he or she has not previously taught without a substantial break in service (Title V Guidelines for Section 53021), the appropriate campus administrator and/or department/division chair will perform initial screening of the applications from the applicant pool for minimum qualifications to determine applicants to be interviewed, arrange for an interview committee, and monitor the interview and selection process. (Proposed change Board Policy 6H)

RECRUITMENT FOR TEMPORARY/ADJUNCT FACULTY POSITIONS

Applications for temporary/adjunct faculty positions may be submitted to Human Resources for inclusion in the applicant pool.

The Human Resources department will periodically advertise for positions in the local newspapers and send out positions announcements whenever the applicant pool is inadequate, as determined by the appropriate administrator.

ROLES AND RESPONSIBILITIES OF PARTICIPANTS IN THE SELECTION PROCESS

The campus administrator and department/division chair will be responsible to insure the rating procedures are in compliance with district diversity and EEO policy and Title V Guidelines. The administrator is responsible for maintaining appropriate documentation on each selection made.
SECTION 4D

SELECTION PROCESS FOR ADMINISTRATORS,
CLASSIFIED MANAGERS, CONFIDENTIAL AND CLASSIFIED
EMPLOYEES

RECRUITMENT/SELECTION

Recruitment and selection procedures are established which are in conformance with Title V of California Code of Regulations and Kern Community College District Board Policy 6G.

Recruitment for Educational Administrators / Classified Managers / Confidential Employees / Classified employee positions:

The identification and approval to recruit for vacant and new positions is defined in Board Policy section 10B2 and 10B3 for Educational Administrators, Classified Managers, and Confidential Employees and HR Guidelines for Classified Employees.

5. The need to fill positions, replacement and new, will be communicated through District/College Administrators or Managers to the Chancellor/College President or designee through a well defined and approved staffing plan.

6. The process for determining the need for new and replacement positions will be based on District/College staffing plans and position justifications. This process will normally be accomplished as positions are vacated, during re-organizations, or following approval of staffing plans in the fall of each academic year to precede building of the next FY labor budget.
7. The College President and Chancellor shall approve the recruitment of all vacant and new positions.

8. Recruitment of new positions will normally take place in early spring of the academic year to ensure we have positions filled according to staffing plans for the next FY.

The initial phase of the recruitment process is the development and/or review of the position job description. The appropriate Educational Administrator/Manager, in consultation with faculty when applicable, shall be responsible for developing the written job description for new Educational Administrator / Management positions or any proposed new classified position not currently part of the classified service. Job descriptions shall include duties, responsibilities, and the skills, knowledge, abilities, training, education, experience, and personal characteristics necessary to perform the designated duties.

1. The requirements are to be based on a careful analysis of the job, and only bona fide occupational qualifications may be included.

2. Prior to posting for recruitment, job descriptions shall be reviewed by the Vice Chancellor of Human Resources/designee to ensure conformity with the district's diversity and equal employment opportunity policy and all legal requirements. Position requisitions (new & replacement as appropriate) with job announcements_descriptions shall be submitted to the District office for approval. (position requisition forms can be found in appendix A)

3. New classifications must be pointed and approved by the Vice Chancellor, Human Resources or designee. Pointing of new classifications in the classified service are subject to negotiation with CSEA.

Recruitment procedures shall include, but not be limited to, the following:

1. Preparation and distribution of the job announcement with the position's functions and qualifications as described above and a statement of the terms and conditions of employment.
2. The preparation and distribution of informative material describing this district and its educational goals, and the communities it serves.

3. An advertising period of at least two weeks is recommended to allow for adequate distribution and response and to help obtain a larger and more balanced pool of applicants. Classified positions are released to classified employees on the 39 month list based on re-employment rights prior to going out to the public.

4. A statewide distribution of the job announcement. National advertising will be used where appropriate or required by law.

Educational Administrators / Managers will be expected to assist with recruitment through distribution of job announcements, networking via telephone or personal contact at conferences and other activities as appropriate.

Any suggested changes in a Administrator or Management job description will be referred to the appropriate Administrator or Manager for comment. Recommendations will be forwarded to the Chancellor/College President for approval.

In terms of scheduling, it is the intent of the district that initiation of the hiring process be early enough in the academic year to allow for all procedures to be undertaken in a thorough and thoughtful manner, ensuring that the hiring practices are completed during the academic year, whenever possible, and well in advance of employment.

**ROLES AND RESPONSIBILITIES OF PARTICIPANTS IN THE SCREENING/SELECTION PROCESS**

**Chairperson's role in the screening/selection process:**

The chairperson of the screening committee serves as both administrative officer and clerical support, working closely with the College Human Resource Manager. Once the recruitment
period is closed, Human Resources will review the list of candidates and determine the adequacy of the applicant pool.

1. During the recruitment/advertisement period, the chairperson will provide to the College Human Resource Manager, a written list of the screening committee members and a tentative timeline reflecting dates and times of committee meetings including review of the applications.

2. The chairperson will outline the main responsibilities of the position and work with the committee to identify the most important characteristics, using the job announcement/description as a guideline. The final rating form and rating procedures will be developed by the Screening Committee. The chairperson will send copies to Human resources for review. **(sample rating forms can be found in appendix B)**

3. During the first meeting, or at a subsequent time, the committee will develop the questions for the oral interview, based on job related criteria, as well as sample work assignments and teaching demonstrations. The structure of the oral interview process should be established at this time, i.e., length of interview time, requirements, work samples, etc. Once the interview structure has been established and the interview questions have been developed, the chairperson will send copies to the College Human Resource Manager for review. This process will be completed prior to reviewing applications.

4. The chairperson is responsible to impress upon the screening committee members that confidentiality must be strictly followed throughout the screening/selection process. Information provided in the application process and during the interview, including the names of the applicants, must not be shared with anyone other than the committee members.

5. The chairperson will lead the selection committee discussion of each candidate's qualifications and suitability for the position to arrive at a recommendation to the next level.
6. The chairperson shall notify the Human Resources Office in writing of the candidates selected for interviews, including the dates and times to schedule the interviews. If there is a preferred location, that should be included as well. Allow two weeks minimum to accommodate candidates, particularly those coming from out of the area.

7. Interview materials will be picked up by the chairperson prior to the scheduled interviews. Each packet will include a list of candidates and their scheduled interview times, a completed application for each candidate, copy of the job description/announcement, copies of interview questions/rating sheets and reference check forms.

8. The chairperson must manage the interview to see that all required elements are included in the same manner for all interviews: that the same core questions are asked of each of the applicants, that the time frame is as consistent as possible, and that a low-key, non-pressure atmosphere is maintained. The chairperson will ensure that each candidate is given a complete, impartial and unhurried opportunity to present their qualifications.

9. The chairperson shall lead committee discussion regarding strengths and weaknesses of the candidates interviewed and shall summarize the committee's recommendations and/or rankings of candidates to be forwarded to the Final Interview. Those candidates forwarded to the Final Interview shall be approved by a majority of the Screening Committee's members and, at the discretion of the Screening Committee, may submit the recommendation in either ranked or unranked order of preference.

10. Reference checks on the finalists shall be conducted by the chairperson or Human Resources. (Sample reference check form is in Appendix C)

11. The chairperson will prepare a written summary of the candidates who are being recommended for final interview. The summary must be accompanied by the candidate's application packets, completed reference check forms as well as all ratings and rankings of candidates by the committee members. (Reference checks for Vice Presidents and above will normally include a background check performed by an outside source)
12. The committee chairperson will meet with the second level administrator(s) to discuss the strengths and weaknesses of the recommended candidates.

13. The chairperson will be responsible to collect all materials (application packets, rating sheets, forms, committee member's notes, etc.) and return those materials to the Human Resources Office.

**Selection committee role and responsibilities**

As a member of the screening process at Kern Community College, you hold a very important position. It is your responsibility to determine which applicants have the attributes most critical to job success. All individuals serving on screening committees shall have attended an in-service orientation conducted by the District/College Human Resource Manager or designee concerning the district's Diversity & EEO policy, screening and interview process, and timetables. An explanation of your responsibilities is outlined below:

1. At the first meeting of the Screening Committee, called by the Chair, the Screening Committee shall determine the need for additional committee members as appropriate.

   The final Screening Committee composition should be reviewed with the Human Resource Manager to assure balance of representation and weighing of constituencies.

2. The final rating form and rating procedures shall be determined by the Screening Committee and approval obtained after review by the College Human Resource Manager. All Screening Committees shall use only approved rating forms.

3. The Committee will develop oral, job-related questions in advance of screening the applications which will ensure a thorough assessment of a candidate's qualifications. The questions shall be submitted to the College Human Resource Manager for review prior to use. Additional questions may be asked of an individual applicant to clarify responses to interview questions.
4. The Committee may provide opportunities for appropriate demonstrations, writing samples, and/or performance indicators related to the subject area.

5. The committee members shall individually review all applications and evaluate candidates with regard to subject area knowledge and competency; communication skills; commitment to professional growth and service; potential for overall college effectiveness; and sensitivity to, and understanding of, the diverse academic, socio-economic, cultural, disability and ethnic backgrounds of the district’s students and employees.

6. A post application screening meeting will be held by the committee to discuss the qualifications of the applicants and to select candidates for oral interviews according to the following criteria:

   a. Applicants recommended for interview will be those who best meet the professional and personal qualifications listed in the job description.
   b. At this point, the committee will only consider the candidate's application and appended materials.
   c. The selection of interviewees will be reviewed by the Human Resource Manager to ensure compliance with district policy, Diversity & EEO guidelines, and legal requirements.

7. The Screening Committee should interview a minimum of three candidates who have successfully met the requirements identified in the application process. In the event there are less than three qualified candidates the committee will evaluate the need to either move forward with the screening process or go back and extend the recruitment to build a larger pool of qualified applicants.

8. During the interview, you will be expected to assist the chairperson in putting the candidates at ease. Introduce yourself and the area represented. Participate in asking questions so that you get a chance to interact with the candidates. Take notes during the oral interview in order to remember responses to key questions asked, and to assist you in rating the candidates.
9. Interviewees will be rated on either the same form used for the application screening, or on an alternate form developed by the Screening Committee and approved by the College Human Resource Manager.

10. Individual committee members must be present for all interviews in order to participate in the selection of individuals recommended for the next phase of the process.

11. The Committee will discuss the strengths and weaknesses of the candidates interviewed. Those candidates forwarded for final interview shall be approved by a majority of the Screening Committee's members and, at the discretion of the Screening Committee, may be ranked in order of preference or unranked.

The Screening Committee will normally recommend three candidates for the final interview. In rare cases, and with justification, the Screening Committee may submit fewer than three candidates.

The Committee, at its option, may include written comments for each candidate as a further means of communicating its recommendations to the final interview.

12. All materials, including committee member's notes, remain the property of the district and must be returned to the Human Resources Office upon completion of the process.

13. Deliberations and conclusions of the Screening Committee are confidential.

**Final Interviewer role and responsibilities**

The Final Interviewer will consist of the Chancellor/College President or appointed designee.

The selection of the finalist to be recommended to the Board of Trustees will be made by the Chancellor/College President.

If exceptional circumstances and compelling reasons exist, and the Final Interviewer is unable to select any of the candidates recommended by the Screening Committee; then the
Chancellor/College President (or designee) shall either meet with the Screening Committee (preferable) or provide a written explanation as to why all candidates were rejected. If, after further discussion, the Screening Committee and the Chancellor/President (or designee) cannot reach an agreement on a final candidate to be recommended to the Board of Trustees, the President may ask for additional names from the candidate pool, cancel the search process, or reopen the search.

**Human Resource Manager role and responsibilities**

The College Human Resource Manager or designee will serve as a consultant on district and State diversity and EEO guidelines and be responsible for monitoring all phases of the district's screening/selection process to assure conformance with the district's diversity and EEO policies and procedures. HR Manager or designee duties consist of:

1. Monitoring will include, but not be limited to:
   
   a. Review of the job description and announcement;
   b. Review of the Screening Committee composition for balanced representation;
   c. Review of screening procedures, forms, tests, interview questions;
   d. Conduct an initial review of submitted applications to verify all applications are fully complete and meet minimum qualifications stated in the job description.
   e. Determination of the adequacy of applicant pools at various screening stages;
   f. Determination that both selection and elimination of applicants are based on job-related, factual data;
   g. Assurance that adverse impact does not occur at any stage of the recruitment/screening process.

2. At the first meeting of the selection committee, the HR Manager or designee will go over the goals and timetables for the particular area and review the screening/selection process with the committee, including:
   
   a. A review of the entire appointment process;
   b. Areas which are excluded by law from all screening and interview sessions;
c. An outline for the schedule for the process.

3. The HR Manager will review the applicant pool for appropriate representation of diversity. If the applicant pool is not reflective of availability, feasible corrective measures shall be recommended.

4. The HR Manager has the following additional tasks:

a. To bring an awareness of diversity goals and objectives to those involved in the screening/selection process.

b. To help ensure that questions asked during the interview process are job related and non-discriminatory.

c. To maintain that the same core questions are asked of each candidate.

d. To provide sensitivity to, and, when possible, serve as a role model for under-represented diverse candidates.

e. To provide information to the screening committee on acceptable and unacceptable pre-employment inquiries.

f. To report any irregularities to the Vice Chancellor, Human Resources/EOO Officer at any time during the screening/selection process.

**Human Resources Office roles and responsibilities**

The Vice Chancellor, Human Resources/EOO Officer or designee is responsible for monitoring the entire screening/selection process. At any time the Vice Chancellor, Human Resources may interrupt the process to ensure equitable treatment of all candidates.

The Human Resources Office will support the chairperson and all members of the selection committee in the following manner:

1. Assist in developing the job description as required from information provided by the Educational Administrator or Manager.

2. Follow the recruitment procedure established by the Vice Chancellor, Human Resources, for placing job advertisements.
3. Post the job announcement and distribute them to all community college placement offices, state college and university placement offices and other identified resources.

4. Serve as the contact office for applicants interested in the position. The Human Resources office will provide assistance to interested applicants in applying for advertised positions.

5. Coordinate applications and all supplemental materials as they are received to make up the applicant files. A list of applicants is made for the screening/selection committee upon closing of the position or the first review date posted in the job announcement.

6. Review adequacy of the applicant pool and pre-screen for minimum qualifications. If there are an adequate number of qualified applicants the screening committee chair will be notified the applicant pool is available for review by the screening committee.

   If the applicant pool is not deemed adequate, the Vice Chancellor, Human Resources or designee will discuss with the screening committee chair other options to consider: extend the deadline date, expand recruitment efforts, and use more specialized recruitment. It is anticipated that establishing the list of applicants for the position including pre-screening will be done within five working days of the closing date of the position.

7. Coordinate the oral interview process. Once the committee has met to determine which candidates they wish to invite for oral interviews, including time and dates available for the committee members, and the demonstration or work sample required is determined by the committee, applicants will be notified. The committee must allow adequate time (approximately two weeks) to contact the candidates to set up interviews, and to give applicants adequate notice. Once the candidates have confirmed their appointments, a list of candidates and times will be made available for each committee member.
8. Provide binders/folders for committee members containing the application and all supplemental materials, the job announcement, interview questions/rating forms, and reference check forms.

9. Set up follow-up activities or work samples as well as a tour of the campus facilities for out of the area candidates as appropriate.
10. Verify the results of the rating process by reviewing evaluation sheets.

11. Set up interviews with the College President or designee (as appropriate), for each of the final interview candidates.

12. Contact the successful applicant and offer the position following the recommendation of a final candidate to the Board of Trustees.

13. Notify all candidates who were not selected.

14. Respond to applicants' questions.

Next page is an illustration of the recruitment/screening/selection process for Faculty: