



AP 7120 Recruitment and Selection

The District shall recruit and hire highly qualified employees who are experts in their fields, who are skilled in serving the needs of a culturally and ethnically diverse student population, and who can enhance overall college effectiveness.

Recruitment Methods

Pursuant to Title 5 Section 53021, the District actively recruits from both within and outside the District work force to attract qualified applicants for all new openings. 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 new full-time and part-time openings in all job categories and classifications, including, but not limited to, faculty, classified employees, categorically funded positions, the Superintendent/President (see BP 2431 titled Selection of the Superintendent/President), and all other executive/administrative/managerial 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 new opening or by annually establishing a pool of eligible candidates.

Application Requirements

All applications, with the exception of part-time faculty positions, shall be submitted to the Human Resources Office. 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 documentation, which may include:
 - A resume
 - College transcripts
 - Required licenses/certificates as appropriate
 - A list of professional references
 - Any other materials appropriate to the advertised position

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



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Applicants for part-time faculty positions shall apply using the California Community College Job Registry.

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 classified bargaining unit employee. 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.
- **Confidential Employee** – A confidential employee is defined as a regular (probationary or permanent) full or part-time classified employee who is not part of the collective bargaining unit because the nature of their work involves collective bargaining.
- **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.
- **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, health services nurses, and instructional specialists.
- **Hiring Manager** – Immediate supervisor of the vacant position.



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- **Management Employee** – Regular academic and classified executive 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 in the academic year 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 the advertising period should allow for adequate distribution and response to provide a diverse pool of applicants.
- **Screening and Interview Committee** – The group of individuals selected to participate in the confidential process used for selecting prospective employees.
- **Equal Employment Opportunity Representative** – An individual appointed to the screening and interview committee by the Chief Human Resources Officer. This non-voting member's responsibility is to ensure that appropriate hiring processes are followed and equal employment opportunities are provided for all applicants.
- **Pre-Screening Meeting** – The first meeting of the screening and interview committee. The activities during this meeting include an orientation of the selection process and procedures and scheduling all future committee meeting dates.
- **Screening** – The review by selection committee members of employment application materials.
- **Pre-Interview Meeting** – The meeting held following the independent review of the applicants' materials. The activities during this meeting include discussion and selection of the applicants to be interviewed at the first level and the development of the interview questions.
- **First-Level Interview** – The first set of employment interviews.
- **Committee Recommendation** – The first-level screening and interview committee is charged with selecting:
 - For faculty positions, a minimum of two unranked candidates shall be advanced to second-level interviews. Under special circumstances as



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identified by the committee, communicated through the equal employment opportunity representative and approved by the Superintendent/President, one candidate may be advanced to second-level interviews. The equal employment opportunity representative is charged with forwarding the recommendations.

- For classified and management positions, at least three unranked candidates shall be advanced to second-level interviews. Under special circumstances two candidates may be advanced subject to the approval of the area vice president. The equal employment opportunity representative is charged with forwarding the recommendations.
- **Second-Level Interview** – The interview of the candidates who were recommended by the first-level interview committee.
 - For faculty positions, typically, the second-level interviews are conducted by the Superintendent/President or designee, the appropriate vice president, the first-level manager who participated as a non-voting observer at the first-level interview, the faculty chair or committee designee, and an equal employment opportunity representative.
 - For classified and management positions, the vice president or designee, one other administrator, and an equal employment opportunity representative conduct the interviews.
- **Final Interview** – For classified and management positions, the Superintendent/President may elect to conduct a final interview of one or more candidates. This interview typically follows completion of the reference and background checks.



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FACULTY SELECTION PROCEDURES

Selection of Full-Time Faculty – Responsibilities

- **Governing Board**

The Governing Board, represented by the administration, has the legal and public responsibility of ensuring an effective hiring process.

- The Governing Board reserves to itself the authority to appoint all District personnel.
- Following the recommendation of the Superintendent/President, the Governing Board shall either elect or reject the candidates for employment.

- **Faculty**

The full-time faculty represented by the Faculty Senate have participated in the development of these procedures. Hiring criteria, policies, procedures, and equivalencies for new faculty members shall be developed, updated, and agreed upon jointly by representatives of the Governing Board and the Faculty Senate.

- **Administration**

The Superintendent/President or administrative designee has the responsibility for the administrative contribution to the development and implementation of procedures governing the hiring process.

The Superintendent/President or administrative designee has the responsibility for making the final recommendation of a prospective faculty member to the Governing Board. The Superintendent/President or administrative designee has the right and the responsibility to move forward or to decline any recommendation of a candidate based on job-related considerations.

- **Human Resources**

The Office of Human Resources is responsible for facilitating the work of the screening and interview committees. The Chief Human Resources Officer is responsible for appointing an equity representative to serve on each committee; monitoring all recruitment activities to ensure applicant pools meet expected



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diversity representation; maintaining all selection materials and records; and following appropriate personnel practices.

- **Diversity and Equal Employment Opportunity – Shared Responsibilities**

All District representatives are responsible for ensuring that all components of the Chaffey Community College District faculty selection procedures are implemented in such a manner as to comply with the spirit and intent of laws, regulations, and policies relative to equal opportunity employment. Violation of principles and/or lack of participation will result in removal from the committee.

Each committee member is charged with the responsibility of considering for employment applicants from all groups and to forward finalists who demonstrate clear evidence of sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability and ethnic backgrounds of community college students. To oversee this component of the process, an equal employment opportunity representative appointed by the Office of Human Resources will serve on each screening and interview committee.

- **Committee members shall not be:**

- Related to an applicant by blood, marriage, or adoption as defined in the District's Nepotism Policy. (See BP/AP 7310 titled Nepotism.)
- Residing with an applicant or have, at the time of the selection process, an intimate or close relationship with any applicant such that it may impede the member's impartial judgment.
- Individuals who have immediate family relationship with any other member of the selection committee.

Determination of Need

- **Position Identification**

The need for full-time contract faculty shall be cooperatively identified through Program Review and other appropriate means and determined through the process established by the President's Cabinet. Authorization to recruit and fill shall be granted by the Governing Board. Upon completion and submission of the Position Recruitment Request form to the Office of Human Resources, recruitment shall commence.



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- **Timeline**

It is the intent of the District that identification of vacancies and the initiation of the recruitment processes are scheduled early enough in the academic year 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 the advertising period should allow for adequate distribution and response, as communicated by the school, to provide a diverse, high quality pool of applicants.

Screening and Interview Committee

- **Composition of the Committee**

The committee membership (four [4] to six [6] faculty) is determined by recommendations submitted by the first-level manager in consultation with the coordinator and/or program faculty. Faculty members from the same or a related discipline, and at least one individual from the faculty-at-large are approved by the Faculty Senate and are confirmed by the Superintendent/President.

In addition to the faculty, the first-level manager acts as an observer and resource during the first-level interview. A non-voting equal employment opportunity representative shall be named by the Chief Human Resources Officer.

When appropriate, the first-level manager in consultation with the coordinator and/or program faculty may appoint no more than two (2) additional committee members from the following categories: classified staff, administration, community representative, and/or faculty emeritus. The first-level manager may also appoint a student to serve in an advisory capacity.

Whenever possible, screening committees shall include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications.

- **Role of the Committee Chairperson**

The committee chairperson's duties will include:

- Providing leadership to ensure that confidentiality regarding all aspects of the selection process is maintained.



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- Coordinating the activities of the committee with the representative(s) of the Office of Human Resources.
- Providing the Office of Human Resources with the names, professional titles, and addresses of any special recruitment sources.
- Assisting with the implementation of the District's selection procedures, which may include identifying and rectifying any problems or violations of the selection procedures.
- Ensuring timely scheduling and attendance for all committee activities.
- Providing leadership in the development of screening criteria and interview questions. Providing specific instructions for special activities, such as teaching demonstrations.
- Providing leadership when selecting candidates to be interviewed to ensure equal consideration of all applicants. Emphasizing the importance of an applicant's ability to communicate effectively with the diverse student population found at the community college.

- **Role of the Office of Human Resources**

The Office of Human Resources is responsible for the following components of the recruitment, screening and interview process:

- Administers the required training for committee members regarding the District's selection procedures and equal employment opportunity regulations.
- Administers, facilitates, and coordinates the activities of the District's selection procedures including the review, screening, interview, and selection processes.
- With assistance from committee members, ensures compliance with District policy, state, and federal guidelines. Ensures equal employment opportunity for all applicants throughout the process.
- Maintains a comprehensive recruitment mailing list that includes colleges, universities, professional organizations, and any related sources.
- Provides technical assistance to college staff in all facets of the recruitment, screening, and interview process.
- Arranges for regular and special advertisements in local, state, and out-of-state publications, in job fairs, voice and web-based communications.

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- Reviews the job announcement and the identified minimum qualifications to ensure accuracy as it relates to the subject or discipline.
- Develops for review the first draft of the job announcement. Creates, duplicates, and disseminates the final job announcement.
- Maintains communication with committee chairperson.
- Serves as the receiving office for all employment application materials and responds to questions from applicants.
- Monitors the committee to ensure strict confidentiality throughout and following the selection process.

Committee Responsibilities

- Participates in required training before being eligible to participate on a screening/interview committee.
- Reviews job announcement and the identified minimum qualifications to ensure accuracy as it relates to the subject or discipline.
- Participates in all activities, including scheduling meetings, screening applications and interviewing candidates, in a prompt and timely manner.
- Develops interview questions and recommends the subject, scope and presentation environment for the instructional/non-instructional demonstration.
- Conducts first-level interviews. Whenever possible, all interviews are to be conducted on the same day. The number of candidates selected to be interviewed and the length of the interviews are determined by the committee members.
- Maintains strict confidentiality throughout and following the selection process. Refrains from sharing with the committee extraneous information received from outside the selection process.

Procedures for the Selection of Contract Faculty

- **Pre-Screening Activities**
 - **Position Identification** – Vacancies will be recommended by the President's Cabinet and approved by the Governing Board. The standards and criteria for employment shall be clearly identified in the job announcement.
 - **Job Announcement** – Upon receipt of the completed and approved Position Recruitment Request, the Office of Human Resources will



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prepare a draft of the job announcement for review by the appropriate first-level manager and department coordinator. The first-level manager shall ensure that members of the committee have had an opportunity to review the job announcement prior to finalizing and submitting the draft to the Office of Human Resources. The job announcement includes an abbreviated position description, the minimum qualifications, and other standard college and employment information. The minimum qualifications for faculty are those adopted by the Board of Governors of the California Community Colleges.

- **Requirements Beyond the Minimum Qualifications** – Additional local qualifications may be added following a review to verify that they are based solely on job-related criteria and are consistent with business necessity. Job specifications, including any “required,” “desired” or “preferred” qualifications beyond the state minimum qualifications, shall be reviewed before the position is announced to ensure conformity with federal law or to ensure consistency in practice throughout the community colleges of California.
- **Recruitment** – Throughout the recruitment process, the Office of Human Resources shall actively recruit from both within and outside the District work force to attract qualified applicants for all vacancies. Recruitment 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, as well as by listings in publications, voice and computer communications, and appropriate job fairs and conferences.
- **Pre-Screening Meeting** – Upon receipt of a completed Position Recruitment Request form that identifies the approved committee, the Office of Human Resources will begin the task of scheduling the pre-screening meeting (orientation). Every effort will be made to schedule the pre-screening meeting at a time convenient to all committee members; however, it is expected that individuals serving on a screening and interview committee make every effort to make their schedules as flexible as possible to ensure the process is conducted in a timely manner. All preparatory activities should be scheduled to ensure first-level interviews are held no later than six weeks from the recruitment closing date. The first-level manager shall review and consider faculty member teaching schedules when proposing committee meeting times so as not to unduly disrupt instruction. Under special circumstances, the hiring of substitute instructors may occur.



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- **Screening Activities**

- **Paper Screening** – The initial screening of applications should begin within fourteen (14) working days after the recruitment period has ended. The allotted period for screening should generally not exceed fourteen (14) working days. The committee members will screen applications independently and, without discussion, identify applicants recommended to be interviewed. Following a tally by the Office of Human Resources, a list of possible candidates for interview is presented to the committee for review and discussion at the pre-interview meeting.
- **Pre-Interview Meeting** – A review and discussion of the list of possible applicants is conducted. Discussion is limited to information acquired from the paperwork only. The interview questions and the skills or teaching demonstration topics are finalized. The equal employment opportunity representative monitors the development of questions and the discussion of prospective candidates.

A minimum of two (2) qualified candidates, screened from the initial pool, will be invited to the first-level interview. If a minimum of two (2) candidates cannot be identified, additional recruiting efforts must be undertaken.

First-level interviews should be scheduled at least one week from the date of notification to allow applicants adequate travel time.

- **First-Level Interview Activities**

- The first-level interview will be conducted by the screening and interview committee and the first-level manager as an observer. The equal employment opportunity representative will assist the committee in facilitating the process and in compliance-related concerns. This interview will include a teaching or skills demonstration. The interview committee will provide a consistent, job-related interview process for all candidates. Applicants will be provided an equivalent time frame for interview and teaching demonstrations. Members of the interview committee must be present for all interviews in order to participate in the selection process.
- Following the first-level interview and prior to any discussion, the committee members shall be surveyed for their individual assessment of each candidate. The discussion shall then be facilitated by the committee chair and the equal employment opportunity representative. Candidates may not be forwarded if they have not adequately demonstrated a



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sensitivity to and understanding of the diverse academic, socioeconomic, cultural and disability backgrounds of community college students.

Under no circumstances may the committee use a system which includes elimination by veto.

Under special circumstances as identified by the committee, communicated through the human resources representative, and approved by the Superintendent/President, the committee may forward one finalist to the second-level interview.

- The committee may decide that no candidates from those interviewed will be recommended as finalists, in which case the equal employment opportunity representative will notify the Superintendent/President or designee. The Superintendent/President or designee may elect to consult with the screening committee chairperson before determining an appropriate course of action.
 - In all cases, members of the committee are expected to evaluate all candidates based on their performance during these identified selection processes. Once the first-level selection process is complete, members of the committee may nominate themselves as references to the equal employment opportunity representative if they have pertinent job-related information gained outside of the selection process. Those faculty who nominated themselves as references shall be contacted regarding candidates forwarded as finalists. Whenever possible, those faculty who nominated themselves as references shall be contacted before a final decision is made.
- **Second-Level Interviews and Activities**
 - The Superintendent/President or designee will conduct the second-level interviews typically with the appropriate vice president, the first-level manager who participated as a non-voting observer at the first-level interview, the faculty chair or committee designee, and the equal employment opportunity representative.
 - Reference checks will be conducted by the appropriate vice president or designee. Every effort will be made to obtain a waiver from the candidate permitting full and thorough reference checks with current and former employers.
 - If the Superintendent/President is unable to select one of the recommended candidates, the committee chairperson will be notified.



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In consultation with the committee chairperson, the Superintendent/President will determine the appropriate course of action.

- **Final Selection, Employment Offer, and Recommendation**
 - When a selection has been made, the Superintendent/President or designee shall make the tentative employment offer. After the tentative offer has been accepted, the Office of Human Resources shall notify the committee as soon as possible. Every attempt will be made to notify committee members prior to any public announcement. The employment offer is contingent upon final approval by the Governing Board.
 - After the successful candidate accepts the tentative offer of employment, the unsuccessful candidates will be notified in writing as soon as possible. Written notification will come from the Office of Human Resources.
 - The Superintendent/President will submit the final recommendation to the Governing Board.



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CLASSIFIED SELECTION PROCEDURES

Selection of Regular Classified Bargaining Unit Employees – Responsibilities

- **Governing Board**

The Governing Board, represented by the administration, has the legal and public responsibility for ensuring an effective hiring process.

- The Governing Board reserves to itself the authority to appoint all District personnel.
- Following the recommendation of the Superintendent/President, the Governing Board shall either elect or reject the candidates for employment.

- **Classified Employees**

The classified employees, represented by the Classified Senate and the California School Employees Association (CSEA), have participated in the development of these procedures. These procedures shall be developed and updated by the administration with input from representatives of the Classified Senate and shall be approved by the Governing Board.

- **Administration**

The Superintendent/President or administrative designee has the responsibility for the development and implementation of procedures governing the hiring process.

The Superintendent/President or administrative designee has the responsibility for making the final recommendation of a classified employee to the Governing Board. The Superintendent/President or administrative designee has the right and the responsibility to move forward or to decline any recommendation of a candidate based on job-related considerations.

- **Human Resources**

The Office of Human Resources is responsible for facilitating the work of the screening and interview committees. The Chief Human Resources Officer is responsible for appointing an equal employment opportunity representative to serve on each committee; reviewing all recruitment activities to eliminate



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discriminatory adverse impact; maintaining all selection materials and records; and following appropriate personnel practices.

- **Diversity and Equal Opportunity – Shared Responsibilities**

All District representatives are responsible for ensuring that all components of the Chaffey Community College District classified selection procedures are implemented in such a manner as to comply with the spirit and intent of laws, regulations, and policies relative to equal opportunity employment. Violation of principles and/or lack of participation will result in removal from the committee.

Each committee member is charged with the responsibility of considering for employment applicants from all groups and to forward finalists who demonstrate preparation to work with a diverse student/staff population. To oversee this component of the process, an equal employment opportunity non-voting representative appointed by the Office of Human Resources will serve on each screening and interview committee.

Determination of Need

- **Vacant Positions Within the Baseline/Approved Position Listing**

When a position becomes vacant, the area vice president determines whether it is in the program/service's best interest to fill the position or to use those funds to establish another position(s). The recommendation is reviewed with the Superintendent/President.

- **Proposed New Positions**

During the Program and Services Review process, schools/services identify and request new positions based on program/service need. The Program and Services Review Committee then develops a list for consideration by the President's Cabinet to make prioritized recommendations as to hiring. Based on the annual budget, a number is identified for the academic year. The Superintendent/President recommends, based on budget and other factors, the number of positions that are to be filled. The Superintendent/President may also determine additional classified positions outside of the Program and Services Review Process due to urgent and/or unanticipated conditions.

Any changes in the scope of the position shall be reviewed consistent with the provisions of the CSEA collective bargaining agreement.



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Screening and Interview Committee

- **Composition of the Committee**

The committee membership is determined by recommendations submitted by the first-level manager, confirmed by the Classified Senate, and approved by the Superintendent/President. The committee, generally not exceeding a total of five (5), shall include at least two classified representatives one of which should be from the immediate department and the other should be from outside the hiring vice president's area. Whenever possible, committees shall include a diverse membership which will bring subject/program expertise and a variety of perspectives to the assessment of applicant qualifications. In addition, the committee includes the hiring manager or designee and the non-voting equal employment opportunity representative. When appropriate, the appointment of a faculty member, additional classified staff member, administrator, student, and/or community representative may be made.

- Prior to submission of the recruitment authorization form, it is the hiring manager's responsibility to make contact with the recommended classified participants and their supervisors to confirm availability for the selection process. The staff members must also receive prior confirmation of approval from their supervisors to participate in the process and must timely communicate to and work with their supervisors regarding the screening and interviewing dates.
- After the recruitment authorization form has been completed (all signatures obtained), the form is forwarded to Human Resources for processing. Human Resources forwards the completed authorization form to the Classified Senate for review and confirmation of classified participants.
- The Senate, as part of their review, will consider the diversity of the committee, the subject/program expertise required, and assure a balance of college-wide representation. Probationary employees should only be considered if subject/program expertise is not otherwise available. Upon approval of the classified participation, the Classified Senate will forward the confirmation to Human Resources and to the hiring manager.
- Final approval of committee participation is made by the Superintendent/President.



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- Upon receipt of the completed and approved recruitment authorization form, the Office of Human Resources will prepare a draft of the job announcement for review by the hiring manager.

Selection committee members shall not be:

- Related to an applicant by blood, marriage, or adoption as defined in the District's Nepotism Policy. (See BP/AP 7310 titled Nepotism.)
- Residing with an applicant in a common-law status or have, at the time of the selection process, an intimate or close relationship with any applicant such that it may impede the member's impartial judgment.
- Individuals who have immediate family relationships with any other member of the selection committee.

• Role of the Committee Chairperson

The committee chairperson is the hiring manager or designee. The chair's duties include:

- Coordinating the activities of the committee with the representative(s) of the Office of Human Resources.
- Providing the Office of Human Resources with the names, professional titles, and addresses of any special recruitment sources.
- Assisting with complying with the established procedures.
- Ensuring timely scheduling and attendance for all committee activities.
- Providing leadership in the development of screening criteria and interview questions. Providing specific instructions for special activities such as teaching demonstrations.
- Providing leadership to ensure confidentiality is maintained.
- Assisting the equal employment opportunity representative in rectifying any problems or violations of the selection procedures. Appropriate corrective action may require the removal of an individual from the committee.

• Role of the Non-Voting/Observing Manager

The Superintendent/President may appoint a manager to act as a non-voting observer and/or act as a resource to the committee. When a non-voting



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manager participates in the selection process, the equal employment opportunity representative will provide him/her with the following guidelines:

- The non-voting manager may attend the pre-screening meeting to describe the position requirements and to answer technical questions raised by the committee. The non-voting manager does not screen, comment on a candidate's qualifications, or identify potential candidates to be interviewed.
- The non-voting manager may attend the first-level interview as an observer/resource only. The non-voting manager may greet the candidates, may serve as a technical resource to the committee, but does not participate in asking interview questions or in subsequent committee discussions. The manager may be asked by the committee to comment on a candidate's response to a technical question, but the manager is not to provide an overall assessment either orally or in writing.
- When the committee has completed its interviews, the non-voting manager is excused from the process.

- **Role of the Office of Human Resources**

The Office of Human Resources is responsible for the following components of the recruitment, screening, and interview process:

- Administers the required training for committee members regarding the District's selection procedures and equal employment opportunity regulations.
- Administers, facilitates, and coordinates the activities of the District's selection procedures, including the review, screening, interview and selection processes.
- With assistance from committee members, ensures compliance with District policy, state, and federal guidelines. Ensures equal employment opportunity for all applicants throughout the process.
- Maintains a comprehensive recruitment mailing list that includes colleges, universities, professional organizations, and any related sources.
- Provides technical assistance to college staff in all facets of the recruitment, screening, and interview process.
- Arranges for regular and special advertisements in local, state, and out-of-state publications, in job fairs, voice and web-based communications.



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- Reviews the job announcement and the identified qualifications to ensure accuracy as it relates to the program or discipline.
- Develops for review the first draft of the job announcement. Creates, duplicates, and disseminates the final job announcement.
- Maintains communication with committee chairperson.
- Serves as the receiving office for all employment application materials and responds to questions from applicants.
- Monitors the process to ensure strict confidentiality throughout and following the selection of candidates.

Committee Responsibilities

- Participates in required training before being eligible to participate on a screening/interview committee.
- Participates in selection activities, including scheduling meetings, screening applications, and interviewing candidates, in a timely manner.
- Participates in the development of interview questions.
- Conducts first-level interviews. Whenever possible, all interviews are to be conducted on the same day. The number of candidates selected to be interviewed and the length of the interviews are determined by the committee members.
- Maintains and certifies strict confidentiality throughout and following the selection process.
- Refrains from sharing with the committee information received from outside the selection process.

Selection Procedures

- **Recruitment** – Throughout the recruitment process, the Office of Human Resources shall actively recruit from both within and outside the District work force to attract qualified applicants for all new vacancies.
- **Pre-Screening Activities** – The Office of Human Resources may conduct preliminary screening for completion of application materials, testing, or other activities to assist in the identification of a qualified applicant pool.
- **Pre-Screening Meeting** – At the pre-screening meeting, the committee members review the required and desirable qualifications identified in the job announcement. The hiring manager may provide guidance to the committee



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about the needs of the department and the equal employment opportunity representative will provide instructions regarding using the criteria to evaluate candidate's qualifications. In addition, the subsequent meetings and interview dates will be scheduled at this meeting.

Every effort will be made to schedule all meetings at times convenient to all committee members; however, it is expected that individuals serving on screening and interview committees make every effort to make their schedules as flexible as possible to ensure the process is conducted in a timely manner. Whenever possible, all preparatory activities should be scheduled to ensure first-level interviews are held no later than four weeks from the recruitment closing date.

- **Paper Screening** – The paper screening period begins after the pre-screening meeting has been conducted and generally should be completed within three weeks of the pre-screening meeting. The committee members will screen applications independently and, without discussion, identify applicants recommended to be interviewed. Following an informal tally by the Office of Human Resources, a list of possible candidates for interview is presented to the committee for review and discussion at the pre-interview meeting.
- **Pre-Interview Meeting** – During the pre-interview meeting, a review and discussion of the list of possible applicants is conducted. Discussion is limited to information acquired only from the paperwork. In addition to the identification of candidates to be interviewed, the interview questions are developed and, if possible, finalized at this meeting. The equal employment opportunity representative monitors the discussion of prospective candidates and the development of appropriate interview questions.

A minimum of three (3) qualified candidates per vacancy, screened from the initial pool, will be invited to the first-level interview. If a minimum of three (3) candidates cannot be selected, additional recruiting efforts should be undertaken. First-level interviews should be scheduled at least one week from the date of notification to allow applicants adequate notification.

- **First-Level Interview** – The committee will provide a consistent, job-related interview process for all candidates. Applicants will be provided an equivalent time frame for interviews. Committee members must be present for all interviews in order to participate in the selection process.
 - Following the first-level interview and prior to any discussion, the committee members shall be surveyed for their individual assessment of each candidate. The discussion shall then be facilitated by the committee



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chair and the equal employment opportunity representative. Candidates may not be forwarded if they have not adequately demonstrated an ability to work effectively with a diverse population of students and staff. Under no circumstances may the committee use a system which includes elimination by veto.

- In all cases, committee members are expected to evaluate all candidates based on their performance during these identified selection processes, and may not include information gained from outside this process. Once the first-level selection process is complete, committee members may discreetly contact the equal employment opportunity representative if they have pertinent job-related information gained outside of the selection process.
 - Following the first-level interviews, the committee shall select at least three (3) unranked candidates for a second-level interview. If the committee is unable to identify three (3) candidates, justification for forwarding two (2) candidates may be submitted to the Superintendent/President or appointed designee, who will determine the appropriate course of action.
 - The committee may decide that no candidates from those interviewed will be recommended, in which case the equal employment opportunity representative will notify the area vice president. The vice president may consult with the hiring manager before determining whether the recruitment will be re-advertised, postponed, or cancelled.
- **Second-Level Interviews and Activities**
 - The vice president or designee will conduct the second-level interviews with the hiring manager or designee, and the equal employment opportunity representative. The hiring manager may participate as an observer at the second-level interviews if he/she participated at the first-level interviews.
 - Reference checks will be conducted by the area vice president or designee. In addition, further testing may be conducted by Human Resources, as needed.
 - If the vice president is unable to recommend one of the recommended candidates, the vice president will, in consultation with the committee chairperson, determine whether the recruitment will be re-advertised, postponed, or cancelled pending further review.



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- **Final Selection, Employment Offer, and Recommendation**
 - When a recommendation has been made, the Superintendent/President or designee may meet with the recommended candidate. The Superintendent/President or designee shall make the tentative employment offer.
 - After the successful candidate accepts the tentative offer of employment, the unsuccessful candidates will be notified in writing as soon as possible. Written notification will come from the Office of Human Resources.
 - The Superintendent/President will submit the final recommendation to the Governing Board.



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MANAGEMENT SELECTION PROCEDURES

Selection of Managers – Responsibilities

- **Governing Board**

The Governing Board, represented by the administration, has the legal and public responsibility for ensuring an effective hiring process.

- The Governing Board reserves to itself the authority to appoint all District personnel.
- Following the recommendation of the Superintendent/President, the Governing Board shall either elect or reject the candidates for employment.

- **Managers**

These procedures have been developed and updated by the administration with input from representatives of the Classified and Faculty Senates and shall be approved by the Governing Board.

- **Administration**

The Superintendent/President or administrative designee has the responsibility for the development and implementation of procedures governing the hiring process.

The Superintendent/President or administrative designee has the responsibility for making the final recommendation of a manager to the Governing Board. The Superintendent/President or administrative designee has the right and the responsibility to move forward or to decline any recommendation of a candidate based on job-related considerations.

- **Human Resources**

The Office of Human Resources is responsible for facilitating the work of the screening and interview committees. The Chief Human Resources Officer is responsible for appointing an equal employment opportunity representative to serve on each committee; reviewing all recruitment activities to eliminate discriminatory adverse impact; maintaining all selection materials and records; and following appropriate personnel practices.



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- **Diversity and Equal Opportunity – Shared Responsibilities**

All District representatives are responsible for ensuring that all components of the Chaffey Community College District management selection procedures are implemented in such a manner as to comply with the spirit and intent of laws, regulations, and policies relative to equal opportunity employment. Violation of principles and/or lack of participation will result in removal from the committee.

Each committee member is charged with the responsibility of considering for employment applicants from all groups and to forward finalists who demonstrate preparation to work with a diverse student/staff population. To oversee this component of the process, an equal employment opportunity non-voting representative appointed by the Office of Human Resources will serve on each screening and interview committee.

Determination of Need

The need for managers shall be determined by the Superintendent/President utilizing appropriate input and information available from President's Cabinet.

Screening and Interview Committee

- **Composition of the First-Level Committee**

The committee shall include representation from the management position's scope of assignment and, whenever possible, shall include a diverse membership which will bring subject/program expertise and a variety of perspectives including those from outside the immediate scope of assignment to the assessment of applicant qualifications. When appropriate, the appointment of an administrator, student, community representative, and/or additional faculty or classified staff member may be made. The committees generally shall not exceed a total of ten (10) members.

- Prior to submission of the recruitment authorization form, it is the hiring manager's responsibility to make contact with the recommended committee members to confirm availability for the selection process. The hiring manager and the classified staff member(s) must also receive prior confirmation of approval from the supervisor(s) to participate in the process. In addition, the classified staff member(s) must arrange with his/her supervisor(s) in a timely manner the screening and interviewing dates.



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- After the recruitment authorization form has been completed (all signatures obtained), the form is forwarded to Human Resources for processing. Human Resources forwards the completed authorization form to the Senates for review and confirmation of their members.
- The Senates, as part of their review, will consider the diversity of the committee, the subject/program expertise required, and assure a balance of college-wide representation. The Senates will forward the confirmation to Human Resources and to the hiring manager.
- Final approval of committee participation is made by the Superintendent/President.
- Upon receipt of the completed and approved recruitment authorization form, the Office of Human Resources will prepare a draft of the job announcement for review by the hiring manager.

Selection committee members shall not be:

- Related to an applicant by blood, marriage, or adoption as defined in the District's Nepotism Policy. (See BP/AP 7310 titled Nepotism.)
- Residing with an applicant in a common-law status or have, at the time of the selection process, an intimate or close relationship with any applicant such that it may impede the member's impartial judgment.
- Individuals who have immediate family relationships with any other member of the selection committee.

• Role of the Committee Chairperson

The committee chairperson is the hiring manager or designee. The chair's duties include:

- Coordinating the activities of the committee with the representative(s) of the Office of Human Resources.
- Providing the Office of Human Resources with the names, professional titles, and addresses of any special recruitment sources.
- Assisting with complying with the established procedures.
- Ensuring timely scheduling and attendance for all committee activities.
- Providing leadership in the clarification of screening criteria and development of interview questions. Providing specific instructions for special activities such as presentations.



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- Providing leadership to ensure confidentiality is maintained.
- Assisting the equal employment opportunity representative in rectifying any problems or violations of the selection procedures. Appropriate corrective action may require the removal of an individual from the committee.
- Participating as a committee member at the second-level interviews.

● **Role of the Office of Human Resources**

The Office of Human Resources is responsible for the following components of the recruitment, screening, and interview process:

- Administers the required training for committee members regarding the District's selection procedures and equal employment opportunity regulations.
- Administers, facilitates, and coordinates the activities of the District's selection procedures, including the review, screening, interview and selection processes.
- With assistance from committee members, ensures compliance with District policy, state, and federal guidelines; ensures equal employment opportunity for all applicants throughout the process.
- Maintains a comprehensive recruitment mailing list that includes colleges, universities, professional organizations, and any related sources.
- Provides technical assistance to college staff in all facets of the recruitment, screening, and interview process.
- Arranges for regular and special advertisements in local, state, and out-of-state publications, in job fairs, voice and web-based communications.
- Reviews the job announcement and the identified qualifications to ensure accuracy as it relates to the program or discipline.
- Develops for review the first draft of the job announcement.
- Creates, duplicates, and disseminates the final job announcement.
- Maintains communication with committee chairperson.
- Serves as the receiving office for all employment application materials and responds to questions from applicants.
- Monitors the process to ensure strict confidentiality throughout and following the selection of candidates.



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Committee Responsibilities

- Participates in required training before being eligible to participate on a screening/interview committee.
- Participates in selection activities, including scheduling meetings, screening applications, and interviewing candidates, in a timely manner.
- Participates in the development of interview questions.
- Conducts first-level interviews. Whenever possible, all interviews are to be conducted on the same day. The number of candidates selected to be interviewed and the length of the interviews are determined by the committee members.
- Maintains and certifies strict confidentiality throughout and following the selection process.
- Refrains from sharing with the committee information received from outside the selection process.

Selection Procedures

- **Recruitment** – Throughout the recruitment process, the Office of Human Resources shall actively recruit from both within and outside the District work force to attract qualified applicants for all new vacancies.
- **Pre-Screening Activities** – The Office of Human Resources may conduct preliminary screening for completion of application materials or other activities to assist in the identification of a qualified applicant pool.
- **Pre-Screening Meeting** – At the pre-screening meeting, the committee members review the required and desirable qualifications identified in the job announcement. The hiring manager may provide guidance to the committee about the needs of the department and the equal employment opportunity representative will provide instructions regarding using the criteria to evaluate candidate's qualifications. In addition, the subsequent meetings and interview dates will be scheduled at this meeting.

Every effort will be made to schedule all meetings at times convenient to all committee members; however, it is expected that individuals serving on screening and interview committees make every effort to make their schedules as flexible as possible to ensure the process is conducted in a timely manner. Whenever possible, all preparatory activities should be scheduled to ensure first-



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level interviews are held no later than four weeks from the recruitment closing date.

- **Paper Screening** – The paper screening period begins after the pre-screening meeting has been conducted and generally should be completed within three weeks of the pre-screening meeting. The committee members will screen applications independently and, without discussion, identify applicants recommended to be interviewed. Following an informal tally by the Office of Human Resources, a list of possible candidates for interview is presented to the committee for review and discussion at the pre-interview meeting.
- **Pre-Interview Meeting** – During the pre-interview meeting, a review and discussion of the list of possible applicants is conducted. Discussion is limited to information acquired only from the paperwork. In addition to the identification of candidates to be interviewed, the interview questions are developed and, if possible, finalized at this meeting. The equal employment opportunity representative monitors the discussion of prospective candidates and the development of appropriate interview questions.

A minimum of three (3) qualified candidates per vacancy, screened from the initial pool, will be invited to the first-level interview. If a minimum of three (3) candidates cannot be selected, additional recruiting efforts should be undertaken. First-level interviews should be scheduled at least one week from the date of notification to allow applicants adequate notification.

- **First-Level Interview** – The committee will provide a consistent, job-related interview process for all candidates. Applicants will be provided an equivalent time frame for interviews. Committee members must be present for all interviews in order to participate in the selection process.
 - Following the first-level interview and prior to any discussion, the committee members shall be surveyed for their individual assessment of each candidate. The discussion shall then be facilitated by the committee chair and the equal employment opportunity representative. Candidates may not be forwarded if they have not adequately demonstrated an ability to work effectively with a diverse population of students and staff. Under no circumstances may the committee use a system which includes elimination by veto.
 - In all cases, committee members are expected to evaluate all candidates based on their performance during these identified selection processes, and may not include information gained from outside this process. Once the first-level selection process is complete, committee members may



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discreetly contact the equal employment opportunity representative if they have pertinent job-related information gained outside of the selection process.

- Following the first-level interviews, the committee shall select at least three (3) unranked candidates for a second-level interview. If the committee is unable to identify three (3) candidates, justification for forwarding two (2) candidates may be submitted to the Superintendent/President or appointed designee, who will determine the appropriate course of action.
- The committee may decide that no candidates from those interviewed will be recommended, in which case the equal employment opportunity representative will notify the Superintendent/President or designee. The Superintendent/President or designee may consult with the hiring manager before determining whether the recruitment will be re-advertised, postponed, or cancelled.

• Second-Level Interviews and Activities

- The Superintendent/President or designee will conduct the second-level interviews with the hiring manager, first-level committee chair, and the equal employment opportunity representative.
- Reference checks will be conducted by the hiring manager or designee. In addition, further testing may be conducted by Human Resources, as needed.
- If the Superintendent/President is unable to select one of the recommended candidates, the Superintendent/President will, in consultation with the hiring manager and first-level committee chairperson, determine whether the recruitment will be re-advertised, postponed, or cancelled pending further review. The outcome shall be communicated to the selection committee by the Office of Human Resources.

• Final Selection, Employment Offer, and Recommendation

- When a selection has been made, the Superintendent/President or designee shall make the tentative employment offer.
- After the successful candidate accepts the tentative offer of employment, the unsuccessful candidates will be notified in writing as soon as possible. Written notification will come from the Office of Human Resources.
- The Superintendent/President will submit the final recommendation to the Governing Board.



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Also see BP/AP 3420 titled Equal Employment Opportunity, BP/AP 7210 titled Academic Employees, BP/AP 7230 titled Classified Employees, BP/AP 7240 titled Confidential Employees, BP/AP 7250 titled Educational Administrators, and BP/AP 7260 titled Classified Supervisors and Managers.

References: Education Code Sections 87100 et seq., 87400, and 88003;
WASC/ACCJC Accreditation Standard III.A

Approved: 5/15/12 (*Replaces former Administrative Procedures 7.1.2, 7.2.3.C, and 7.2.2/7.2.4*)