



Full-Time Faculty Hiring Procedures

JOINT AGREEMENT

between

The Monterey Peninsula Community College District

and

The Monterey Peninsula College Academic Senate

Adopted by the

BOARD OF TRUSTEES

on December 14, 2010

The attached document represents the joint agreement reached between the Monterey Peninsula Community College District and the Monterey Peninsula College Academic Senate on full-time faculty hiring procedures. The original joint agreement adopted September 16, 1991 will be replaced by this newly adopted procedure.

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Alfred Hochstaedter

Superintendent/President

Academic Senate President

The proposed revisions to Governing Board Policy, Appendix 5005A (adopted 9/16/1991) reflect the work of the committee which examined this policy in early 2007 through 2010. This committee was comprised of Alfred Hochstaedter, Gary Fuller, Caroline Carney, LaRon Johnson, Leandro Castillo and Kathleen Clark. This proposed policy reflects the current realities in faculty hiring; recommendations from EEOAC dated 11/18/03; the Interim Faculty Hiring Procedures notes as adopted by the Academic Senate on 11/16/2006 (see the Presidents Notes on the 11/16/06 agenda); and updates of job titles and current legal terminology.

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INTRODUCTION

The Monterey Peninsula College hiring procedures are designed to follow the intent of AB1725, ensuring that MPC will select faculty who can teach, who are experts in the subject matter of their discipline, and who will foster community college effectiveness.

Upon approval of a contract faculty position by the superintendent/president and the Governing Board, the faculty hiring process will commence. This procedure applies to the hiring of all full-time faculty, including tenure track and categorically funded positions. Short-term positions, regardless of full-time or part-time status, will follow the procedures for hiring short term faculty positions.

SELECTION COMMITTEE MEMBERSHIP

The selection committee reviews the position announcement, reviews applications, interviews candidates, and recommends top candidates to the superintendent/president. The Division Chair, or designee, serves as the committee chair and recommends full-time faculty members to the Academic Senate for service on the committee, per Academic Senate procedure. Full-time faculty members include temporary full-time, tenure-track, and tenured faculty members. If there is no division chair for the area, then the faculty members within the area will select a committee chair from within their group or area who will assume all committee chair duties including recommending faculty members to the Academic Senate to serve on the committee.

The Academic Senate appoints faculty members to the committee, informed by the recommendation from the committee chair. In an effort to save time, faculty members may be appointed to the committee by the Academic Senate in anticipation of the faculty position being approved by the administration. The committee chair and/or the administrator on the committee shall recommend additional non-faculty committee members, if any, to the superintendent/president. Committee members should be selected for their diverse backgrounds, knowledge of the discipline, expertise in instruction, experience in shared governance processes, judgment in institutional matters, and professional expertise.

The superintendent/president appoints non-faculty members to the committee, and approves the overall composition of all selection committees in terms of appropriate representation. In the case of a dispute over faculty representation, the Academic Senate president shall confer with interested stakeholders and lead the Academic Senate to make the faculty member appointment within a week of the dispute.

The selection committee must be gender and ethnically diverse. While not limited in number or composition, it must include the following:

- The division chair or designee, to serve as committee chair
- At least four full-time faculty members, including the committee chair
- An appropriate administrator or designee, appointed by the superintendent/president
- An EEO representative
 - Appointed by the EEO officer and selected from among the committee members

- It is recommended that the EEO representative be an underrepresented ethnicity or female who has received specialized training under the supervision of the EEO officer
- If none of the committee members are selected by the EEO officer to serve as the EEO representative, the committee chair shall work with the EEO officer to select another faculty member to serve as a committee member and the EEO representative. The new member is appointed to the committee via normal Academic Senate processes.
- A discipline expert that is
 - A faculty member, or
 - An administrator, or
 - An expert recruited by the committee chair from another institution or the field
- It is recommended that at least one committee faculty member be from outside the division

In addition to the required members listed above, the committee may include as voting members:

- Students
- Classified, non-probationary employees
- Management team members (administrators, managers, supervisors or confidential employees)
- Community members, faculty/staff from other colleges or businesses entities who bring expertise or value to the process

PROCESS

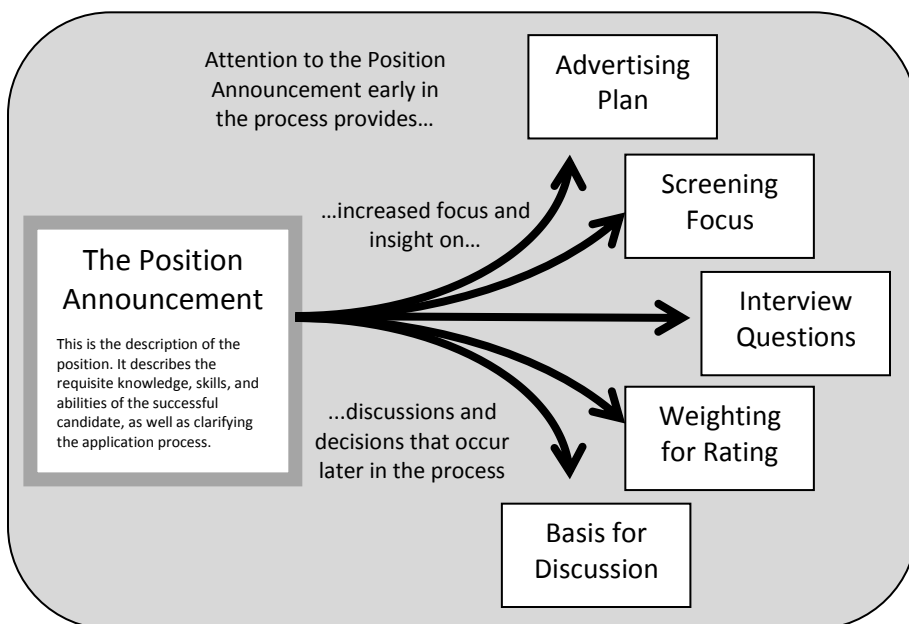
This section explains the steps that constitute the hiring process. The responsibilities of each of the groups and individuals involved in the process are summarized in the glossary included as Appendix A.

Initial Steps

The committee chair is primarily responsible for these steps, with appropriate input from the other committee members, including the EEO Representative, the administrator, and the human resources representative.

1. Arrange for training for the selection committee.
2. Engage in substantive dialog with the entire committee that shall result in a clear articulation of position-related responsibilities and requirements for inclusion in the position announcement. The rationale for perfecting the job announcement early in the process is that these decisions will provide increased focus and insight on discussions and decisions that occur later in the process (see associated image).
3. Certify that the minimum qualifications for the position are the statewide minimum qualifications, including the requirement that the successful candidate demonstrates sensitivity to the diverse academic, socio-economic, cultural, disability and ethnic background of community college students.
4. Establish a timeline for the recruitment and screening process. Applications will be accepted for positions for a minimum of two months to give candidates adequate time to learn of the position and apply.
5. Arrange a committee meeting with the vice president early in the process.

Importance of the Position Announcement



Position Announcement

1. A draft position announcement shall be developed using the established standard language and format for faculty positions as determined by the Academic Senate and administration. The committee chair and the administrator develop an initial draft of the announcement, which shall be reviewed and revised, when appropriate, by the selection committee.
2. The committee shall forward the announcement to the vice president and superintendent/president for approval. If the announcement is not approved, it goes back to the committee with comments regarding deficiencies for further review and revision, and then returned to the vice president and superintendent/president for further consideration.

3. The position announcement shall include:

- The following statement welcoming diverse applicants: “Monterey Peninsula College actively seeks a diverse pool of applicants interested in working in an environment which values flexibility, openness to change, collaboration, respect for others and their points of view, and involvement in College activities, all with the goal of meeting the needs of our diverse student population. The District does not discriminate on the basis of ethnicity, national origin, ancestry, sex, religion, marital status, disability, or sexual orientation in any of its policies, practices, or procedures.”
- Language that accurately describes the position, but does not inappropriately limit the potential pool of qualified individuals.
- Clear directions for the applicant that believes he/she possesses equivalent qualifications, but does not possess the stated minimum qualifications, to complete the required Equivalency Application.
- Clear descriptions of any supplemental application materials desired by the selection committee.
- A clear description of how extraneous application materials will be handled by the committee.

Advertisement

Vacancies will be publicized, as appropriate for the position, in large circulation publications, online job boards and other mass media outlets for maximum exposure to qualified applicants, including those of monitored groups. Title 5 requires posting in the Diversity Registry and minimally statewide. The human resources representative shall present the advertising plan to the committee for review and comment. The Office of Human Resources will produce the position announcement and arrange advertising and announcements using available resources as follows:

- Place advertisements in appropriate local publications.
- Place advertisements in national publications such as the Chronicle of Higher Education
- Send announcements to California Community Colleges, UC and CSU placement offices, advocacy groups representing the interests of monitored groups, and others on the standard email/ mailing list.
- Post advertisements on electronic job boards such as Monterey Peninsula College website, California Community College Registry, other high traffic job boards for higher education or by discipline. Emerging digital resources can be utilized, as deemed appropriate and cost effective.
- Place advertisements or send announcements to places recommended by the discipline experts on the committee.

Committee Training

All committee members are required to attend a training session with the EEO officer or designee in accordance with Title 5. To encourage dialog, all committee members should complete the training together. In the rare case that a committee member cannot participate with his or her committee, he or she could join a different committee to complete the training. The training shall include the following:

- Applicable EEO laws, recent legislation, new case law and other applicable legal advisements.
- Review of faculty hiring procedures
- Signing of Confidentiality Agreement (Appendix B)
- Processes for rating information obtained from application materials and ranking applicants accordingly. An additional example spreadsheet is included in Appendix C. This aspect of the training shall include:
 - Discussion of rater differences, rating errors, and terminology.
 - Definitions of terms. The term “**rate**” means to give a candidate a numerical score or qualitative description based on their application materials. The term “**rank**” means to place the candidates in order based on their ratings.
 - Illustrations, such as the following table, showing how inconsistencies between raters/ratings can affect assessment of candidates. Ratings and rankings are designed to spur dialog. Selection committees shall both rate and rank candidates in order to gain the most insight into the differences between the candidates.

Comparison of rating and ranking candidates										
	Candidate A		Candidate B		Candidate C		Candidate D		Candidate E	
	rating	rank	rating	rank	Rating	rank	rating	rank	rating	rank
Member 1	55	5	59	4	60	3	63	2	71	1
Member 2	57	5	60	4	62	3	70	2	75	1
Member 3	65	5	70	4	73	3	75	2	80	1
Member 4	55	5	66	4	68	3	71	2	76	1
Member 5	100	1	90	2	50	3	10	4	0	5
Summed ratings	332		345		313		289		302	
Order based on ratings	2		1		3		5		4	
Average ratings	66		69		62.6		57.8		60.4	
Order based on ratings	2		1		3		5		4	
Average rankings		1.8		2.4		3		3.6		4.2
Order based on rankings		5		4		3		2		1

This example demonstrates the use of ratings and rankings, and exposes possible pitfalls in exclusively relying on ratings. In this extreme example, five committee members rated each of the five candidates on a scale of 1 to 100 with 100 being the highest, or best, rating. Each committee member then ranked the five candidates from 1 (highest or best) to 5 (lowest of worst) based on their ratings. In this example, Committee Members 1 through 4 all rated the candidates similarly, with Candidate A the lowest and Candidate E the highest. Because they basically agreed on the relative merits of the candidates, the rankings of Committee Members 1 through 4 are all identical. Committee Member 5, however, rated the candidates in the opposite manner, with Candidate A the highest and Candidate E the lowest. When the **ratings** of all committee members are either summed or averaged, the order of the candidates is significantly different, with Candidate D the lowest and Candidate B the highest. In contrast, the order of averaged **rankings** remains identical to that perceived by the majority of committee members. This example shows how one committee member can possibly influence the averaged **ratings** to an extreme extent, but can have much less influence on the **rankings**.

EEO Representative Training

The EEO representative shall receive specialized training under the direction of the EEO officer. Completing this training qualifies faculty members to serve as EEO representatives on selection committees, but does not guarantee selection by a committee chair nor approval by the Academic Senate. The training qualifies a faculty member to serve as an EEO representative for a period of three years. At the end of the three year period, faculty members must be retrained to serve another three years; there is no limit to the number of times a faculty member can undergo EEO Representative training.

Application

Applications include:

- Completed District application form including the applicant's Diversity Statement:
Diversity statement instructions: Discuss how your teaching methods and/or student interactions would meet the needs of diverse academic, socioeconomic, cultural, disability and/or ethnic backgrounds of community college learners. Separate from your cover letter, submit a clear and concise response using no more than one page.
- Detailed resume or Curriculum Vitae
- Cover letter indicating related qualifications, personal and professional qualities, and experience
- One or more letters of recommendation (number of letters to be determined by the committee)¹
- Transcripts from accredited institutions (copies at the time of application are acceptable, but official transcripts are required at the time of salary placement). Foreign transcripts must be evaluated by the American Association of Collegiate Registrars and Admissions Officers (<http://www.aacrao.org/>) and certified through the MPC equivalency process.
- Supplemental application (optional as determined by the committee). Supplemental applications may include a questionnaire, essay question(s), portfolios of work, and/or other inquiries addressing the qualifications of the candidate.
- A completed equivalency application for those applicants who do not meet the minimum qualifications.

Timelines

1. Applications will be accepted for positions for a minimum of two months to give candidates adequate time to learn of the position and apply.
2. The committee may decide to establish a period of time (~2 weeks) after the application deadline to contact candidates to resolve application issues such as, but not limited to, the following:

¹ To avoid the appearance of bias, selection committee members may not write reference letters for applicants for selection committee review. Information about any finalist (positive or negative) that is not garnered through the screening process may be put in writing by a selection committee member and directed to the Superintendent/President for consideration when conducting reference checks.

- Equivalency applications to be submitted for those applicants who mistakenly assume they met the minimum qualifications, but do not.
 - Foreign transcripts to be evaluated by the American Association of Collegiate Registrars and Admissions Officers (<http://www.aacrao.org/>) and certified through the MPC equivalency process.
 - Reference letters to arrive at MPC.
3. Incomplete applications will be handled according to processes established by the committee prior to screening applications. Special attention should be paid to determining how to handle applications that are incomplete relative to equivalency and reference letters. The committee may elect to address problems with incomplete applications as they arrive.
 4. Extraneous application materials that applicants have included will be handled according to processes established by the committee prior to screening applications, assuring that all applications are handled in the same manner.

Minimum Qualifications Review and Equivalency

1. Soon after the application deadline and prior to the application review by the selection committee, the committee chair and the EEO representative (and a committee discipline expert, if the chair and EEO rep do not have discipline expertise) review applications for minimum qualifications, including those that contain an equivalency application. If the applicant does not meet minimum qualifications, the chairperson and the EEO representative must decide upon a course of action prior to any further consideration in the selection process:
 - If the application includes an equivalency application, they decide whether or not to recommend the applicant for equivalency.
 - If the application does not include an equivalency application, they follow the process established by the committee before screening began. This may involve contacting all such applicants that didn't include an equivalency application, or discarding the application, or some other course of action with approval of the EEO officer.
 - If the EEO representative and the chair are in disagreement over the qualifications of a candidate, it shall be reviewed by the entire committee. If the entire selection committee cannot resolve the dispute, they shall request an Academic Senate Subcommittee on Equivalency review. This review shall occur before the screening process begins.
2. After the chair and EEO representative endorse an applicant's equivalency application, the recommendation will be sent to the Academic Senate Subcommittee on Equivalency. The Subcommittee on Equivalency will inform the committee chair of their decision via the Office of Human Resources. If the subcommittee agrees with the recommendation, the candidate will be accepted as meeting the minimum qualifications. If the Subcommittee on Equivalency does not agree that the candidate possesses equivalent qualifications, the applicant will not be considered a qualified applicant.
3. If the committee chair or the EEO representative disagrees with the Academic Senate Subcommittee's denial of equivalency, he/she shall have the right to appeal to the Academic Senate as a whole, which will submit its decision in writing to the superintendent/president.

4. Should the Academic Senate deny equivalency to a prospective candidate, the chair or EEO representative may request a determination by the superintendent/president. The superintendent/president, acting as the agent of the Governing Board, shall either affirm or override the Senate recommendation. In either case, the superintendent/president shall state his/her reasons for the decision in writing to the Academic Senate. In the event that the superintendent/president overrides the Academic Senate's decision on denial of equivalency, the applicant will be advanced as a candidate to the selection committee.
5. Should the applicant be recommended for employment, the superintendent/president shall inform the Board that the Academic Senate's denial of equivalency was overridden. Before the Governing Board takes action on equivalency and recommendation for employment, the Academic Senate shall be given an opportunity in closed session to present its view in writing and orally on equivalency of the candidate's qualifications. In accordance with AB 1725 and MPC Board Policy 2010, the Governing Board is to rely primarily on the advice and judgment of the Academic Senate to assure that each individual employed possesses equivalent qualifications.

Paper Screening

The selection committee shall evaluate applicants based on their application materials in the following manner.

1. Each member of the selection committee rates all of the position-related information that is revealed in the applications of those possessing minimum qualifications or equivalent. To "rate" means to assign a numerical score to each of the criteria decided upon by the committee. Such position-related information may include the following:
 - Education (e.g. degrees)
 - Work Experience. (e.g. teaching, internships, similar occupations)
 - Volunteer experience. (e.g. tutoring)
 - Experience working/associating with diverse groups.
 - Training. (e.g. workshops, conferences, etc.)
2. The criteria to be rated shall be directly related to the position as stated in the position announcement under required and desirable qualifications. The rating scale should clearly specify how the criteria are to be weighted. For example, if teaching experience is rated, the committee might determine that teaching experience deserves more emphasis, or stronger weighting, than non-teaching experience within the discipline. The focus on qualifications shall be on the ability or potential to perform essential duties of the position (teach, counsel, librarian duties, etc.) rather than on the number of years of experience.
3. Each member of the selection committee independently rates each minimally qualified candidate without influence or discussion amongst the other committee members.
4. The committee members' ratings are ranked by an agreed upon date. The term "rank" means to place candidates in the order defined by their ratings. Compiled ratings and rankings are presented to the committee as a spreadsheet, printout, or other efficient means. The human resources representative may act as a resource to help produce this information. Please see Appendix C for an example of a

spreadsheet analysis of committee ratings and rankings. The information contained in the ratings and rankings informs the discussion described in the next step.

5. The selection committee shall meet as a group to share ratings and rankings, discuss candidates' qualifications, and clarify any questions. This discussion shall be strictly on the candidate's qualifications and serves to ensure that no candidate is overlooked by committee members who may have missed important qualifications of a candidate during their individual review. Following the discussion, individual ratings may be revised independently prior to producing the final analysis of the paper screening ratings.
6. A final ranking of candidates is produced from the results of the analysis.
7. The committee will invite the number of candidates that ensures the most qualified group of applicants is interviewed. There is no minimum or maximum number of candidates who must be invited to interviews. Significant rating gaps between candidates in the paper screening process may serve as a natural cut off point. If the ratings are close, the committee shall err on the side of inclusiveness.
8. All materials concerning applicants not selected for interview are then returned to the Office of Human Resources. Committee members shall keep materials pertaining to the interview candidates.
9. Applicants not receiving an interview shall be notified by the Office of Human Resources by written communication within two weeks. Internal applicants shall be contacted by telephone or in person.

Interviews

The applicants selected for interview shall be invited by the human resources representative. Courtesy final interviews may be offered to interviewees traveling long distances at the time the committee interview is scheduled, as determined by the superintendent/president and vice president. In the interest of consistency, all courtesy interviews shall be scheduled to follow selection committee interviews. Applicants will have a minimum of a two week notice prior to the interview. The following guidelines govern the interview procedure:

- The same questions must be asked of each applicant, and each applicant must be rated on the same criteria. Questions along with characteristics of desired answers must be composed by the committee and approved by the Office of Human Resources in advance of their use. Follow up questions that serve to clarify responses or probe further into answers are encouraged.
- The rating scale should clearly specify how the interview questions and teaching demonstration are to be weighted.
- The committee chair shall take a leadership role during the interview process and will be primarily responsible for the climate of respect, pace, and tone of the interviews.
- Each committee member will rate the answers to each question. Comments should also be noted indicating the strength or weakness of the response. The comments shall be consistent with the numerical rating assigned to the answer.

Demonstration

- Teaching positions require a teaching demonstration. Each applicant to be interviewed shall be given directions for this demonstration at the time when he/she is invited to interview. A time parameter shall be established for the demonstrations (10-20 minutes). The directions should specify the topic to be taught, the kinds of student who will be in the class, and the teaching technology available. Members of the committee may act as the students during the demonstration. Students or others may be recruited for these demonstrations, in which case the committee members will act as observers.
- Non-teaching positions require suitable demonstrations or skill exercises such as mock counseling sessions for counselor applicants. The nature of these demonstrations shall be determined by the committee.
- The committee shall rate the demonstration on criteria developed by the committee, which shall include at least the following: knowledge of the subject, skill in presenting information, skill in making the topic interesting, sensitivity to students, and ability to involve students in the learning process.
- Each committee member will assign a numerical rating and record comments about the demonstration in the same manner as the interview questions. Where committee members are not qualified to judge all aspects of the presentation because of the technical nature of the subject, those aspects of the rating may be assigned to the member(s) who is (are) qualified.

Final Ranking

1. In an effort to reach consensus about which candidates to advance as finalists, each committee member shall create an initial ranking of the candidates considering all position-related information available, including the paper screening ratings, the interview, and the demonstration. The following minimum criteria shall be used:
 - Ability to teach, counsel, and/or perform other expected duties.
 - Sensitivity to the diverse academic, socio-economic, cultural, disability and ethnic backgrounds of community college students.
 - Education expected for successful job performance.
 - Knowledge of teaching subject (area) or field (e.g. counseling).
 - The ability to work with and relate to people in a tactful, respectful, and cooperative manner; and the ability to establish rapport with students, faculty and staff.
 - The ability to clearly, concisely and effectively convey information which can be easily understood and acted upon by others.
2. The committee shall then discuss the candidates, permitting committee members to ask questions and raise concerns. Discussion of the candidate's strengths and weaknesses shall include all available information garnered through the screening process and ensure that no candidate is overlooked.
3. After deliberation, the committee shall reach consensus on the final ranking of interviewees. The ranking is confidential, as are all deliberations and decisions made by the committee, and shall not be shared outside of the committee.
4. The committee shall forward at least three finalists to the superintendent/president for final consideration, unranked, via the Office of Human Resources. The committee shall have the option of

submitting a description of the strengths and weaknesses of each finalist to the superintendent/president via the Office of Human Resources. In the extraordinary situation where the difference between the second and third candidates is unusually large, the committee may forward the top two finalists to the superintendent/president along with written justification explaining why the usual minimum of three candidates was not possible. If there are questions about the justification, then the superintendent/president shall have the opportunity to meet with the committee with the intent of resolving any questions or concerns about the forwarding of two rather than three top finalists.

5. All materials concerning applicants not selected as finalists are returned to the Office of Human Resources. Committee members shall keep materials pertaining to those selected as finalists.

Final Interview

1. The finalists forwarded by the selection committee shall be invited for final interviews with the superintendent/president and the vice president, to be arranged by the Office of Human Resources. The superintendent/president and vice president shall develop position-related questions to be asked of each applicant and will use those in rating the applicants. Normally the superintendent/president and the vice president will interview each applicant separately and then meet and confer. However, the superintendent/president may, at his/her discretion, determine the need for performing joint interviews with the vice president. All rating sheets will be filed with the Office of Human Resources.
2. The superintendent/president and vice president will meet with the chair, EEO representative and administrator on the selection committee to discuss the finalists. Other members of the selection committee are invited and encouraged to attend and participate in this meeting. Each member of this meeting, including the superintendent/president and the vice president, will be asked to provide his/her perspective on each candidate's qualifications. The superintendent/president and vice president will select the applicants for reference checking.
3. The superintendent/president and/or the EEO officer has the authority to postpone, cancel, or reopen the search because of irregularities in the selection process, lack of qualified persons in the pool of recommended candidates, or other considerations.

Reference Checks

1. The vice president or designee shall conduct reference checks regarding the top applicant(s); these may include telephone calls and/or on-site visits. These reference checks shall be limited to questions related to position-related criteria.
2. A summary of the responses of the references will be written and attached to the application for review by the superintendent/president.

Finalizing the Selection

1. The superintendent/president shall determine if an employment offer is to be made and chooses the finalist to be offered the position. If the superintendent/president determines that none of the finalists are to be offered the position, the process shall be closed.

2. The vice president or designee will contact the successful candidate to notify him/her that he/she is being recommended for employment to the Governing Board, indicating that details of salary and benefits must be reviewed with the Office of Human Resources and that the offer is contingent upon satisfying a criminal background review (via submitting fingerprints) and Governing Board approval.
3. The Office of Human Resources shall prepare a Governing Board agenda item recommending the hiring of the successful candidate as soon as the applicant accepts the position.
4. The Office of Human Resources will notify each unsuccessful interviewee by telephone.
5. The superintendent/president shall notify the committee chair of the final decision.
6. Committee members return all remaining application materials to the Office of Human Resources.

APPENDIX A: GLOSSARY OF ROLES AND RESPONSIBILITIES

Committee Chair

1. Guide the selection committee through the faculty hiring process according to the guidelines as presented in this document.
2. Facilitate committee discussions.
3. In consultation with the administrator, draft the position announcement; review and possibly revise the announcement with the selection committee, and then forward it to the vice president and superintendent/president for approval.
4. Conduct first screening of applications with the EEO representative for minimum qualifications of applicants and recommend equivalency for those applicants who have applied for it and whose application materials appear to warrant it. Invite other committee members with discipline expertise to assist if needed.
5. Lead committee dialog about handling of incomplete applications, paying special attention to equivalency, reference letters, and the handling of extraneous application materials that were not specifically requested.
6. With the assistance of the human resources representative, coordinate the screening process, schedules, and committee meetings, manage the logistics of the process (rooms, times, dates), and facilitate the development of screening criteria and analysis thereof, interview questions and demonstration topics.
7. Along with the EEO representative and the human resources representative, review all ratings and rankings for any unusual factors.
8. In collaboration with the EEO officer, determine an appropriate course of action when a committee member leaves the committee for any reason.
9. Perform all other committee duties as outlined in the "Selection Committee Members" section below.

Selection Committee Members:

1. Attend selection committee training sessions under the direction of the EEO officer.
2. Work in partnership with the other participants to reinforce the importance of confidentiality, fairness, understanding individual biases, eliminating unlawful bias, equal employment opportunity, respect and sensitivity to all cultures, language groups, both genders, and other candidate demographics throughout the process and at its conclusion.
3. Sign confidentiality agreement for selection committee members and comply with its guidelines.
4. Participate fully in committee duties, including review and approval of the position announcement, establishment of screening criteria and analysis thereof, preparation of interview questions and process.
5. Identify recruitment sources.
6. Decide how to handle incomplete applications.
7. Screen applications and participate in the process to select interviewees.

8. Attend all interviews, rate interviewees according to established criteria, and evaluate and record strengths and weaknesses of all interviewees.
9. Recommend top candidates to the superintendent/president.
10. Act as agents of the district and obey all laws and regulations related to hiring processes.
11. Observe and monitor the interview/selection process for compliance with district hiring procedures and equal opportunity laws to provide a fair and impartial process.
12. Alert the chair, EEO representative, EEO officer and/or the Office of Human Resources of any concerns regarding confidentiality, bias or fairness.

EEO Representative:

1. Undergo specialized EEO training overseen by the EEO officer.
2. Conduct first screening of applications with the committee chair for minimum qualifications of applicants and collaborate on the decision to recommend equivalency, for those applicants who have applied for it and whose application materials appear to warrant it.
3. Along with the committee chair and the human resources representative, review all ratings and rankings for any unusual factors.
4. Observe and monitor the interview/selection process for compliance with district hiring procedures and equal opportunity laws to provide a fair and impartial process.
5. Assist the chair in facilitating the process.
6. Report any irregularities to the EEO officer.
7. Perform all other committee duties as outlined above in the "Selection Committee Members" section.

Equal Employment Opportunity Officer or Designee:

1. Review all documents: position description, position announcement, screening criteria and analysis thereof, questions, reference check questions for position-relatedness.
2. Appoint the EEO representative from among the committee members and oversee EEO representative training (may only be done by the EEO officer, not a designee).
3. Train selection committees in procedures and equal employment opportunity regulations.
4. Monitor for discrimination and adverse impact.
5. Act as resource to committees.
6. Stop or delay the process if irregularities occur (may only be done by the EEO officer, not a designee). The reasons for the stoppage or delay shall be communicated in writing to the committee chair.
7. Direct specialized training for EEO representatives. This training may occur outside of the faculty hiring process to prepare faculty members to serve as EEO representatives.

Administrator:

1. Along with the committee chair, recommend non-faculty committee members to the superintendent/president for service on the selection committee.
2. Along with the committee chair, articulate position-related responsibilities and requirements for the position.

3. Along with the committee chair, develop a draft of the position announcement.

Human Resources Representative:

1. Receive applications and facilitate distribution to committee members.
2. Provide the day to day support for the recruitment process including timeline development, task completion, previous position announcements, advertising campaign, schedule coordination, forwarding documents to the superintendent/president and vice president, and acting as a resource for questions related to policy or procedure.
3. Work in partnership with the selection committee chair to provide a structured orientation and training in district selection procedures, committee confidentiality, and selection techniques.
4. Present the advertising plan to the committee for review and comment.
5. Make available to the selection committee as necessary written resource materials and/or other media on applicable legal information.
6. Assist the chair with analysis of committee members' numerical ratings and presentation of summaries of ratings and rankings to the committee.
7. Along with the chair and the EEO representative, review all ratings and rankings for any unusual factors.
8. Present the advertising plan to the committee for review.
9. Handle all communication with applicants.
10. Handle all documents that need to be kept as a record of the process, as well as those to be forwarded to the vice president or the superintendent/president.
11. Confer with the chair and the Office of Human Resources regarding training and orientation; recruitment resources; skill demonstrations; screening criteria; documentation; timelines; and other matters as appropriate.

Vice President:

1. Meet with the selection committee at the beginning of the process to provide insight into hiring philosophy.
2. Approve position announcement.
3. Conduct final interviews.
4. Designates or conducts reference checks.
5. Engage in dialog with the committee and superintendent/president after final interviews but before a final decision is made.
6. Make offer of employment to selected candidate, pending Board approval.

Superintendent/President

1. Authorize the search process; recommend to Governing Board if required.
2. Approve position announcement.
3. Designate the administrator on the committee.
4. Appoint non-faculty members to the selection committee.

5. Approve the overall representation of the committee, but not specific faculty members.
6. Conduct final interviews.
7. Engage in dialog with the committee and the vice president after final interviews but before a final decision is made.
8. Inform the committee chair of the hiring decision.
9. Recommend the hiring of the top candidate to the Governing Board.
10. Postpone, cancel, or re-open any position, at any time, for any reason such as finances, breach in confidentiality or policy, irregularities in the screening process, serious threats to the integrity of the process, lack of qualified persons in the pool or recommended candidates, or any other reason.

Academic Senate

1. Appoints faculty members to the selection committee
2. Resolve disputes on equivalencies

APPENDIX B: CONFIDENTIALITY AGREEMENT FOR SELECTION COMMITTEE MEMBERS



CONFIDENTIALITY AGREEMENT FOR SELECTION COMMITTEE MEMBERS
CONFIDENTIALITY GUIDELINES

Selection committee deliberations must be kept completely confidential. All applicants are entitled to confidentiality in all communications with the selection committee, whether in person or in writing. Every member of the selection committee must recognize the vital importance of confidentiality to the integrity of the process, and agree to maintain confidentiality during and after the selection process.

Any concerns regarding the qualification of an applicant, adverse information regarding a specific applicant, or violation of confidentiality by a committee member should be addressed immediately and directly to the EEO representative, committee chair or the EEO officer.

Selection committee members agree not to release any confidential information which relates to the selection process, including, but not limited to:

- ◆ Names of persons who have applied for employment with the District;
- ◆ Number of applications received;
- ◆ Application or applicant ratings or status;
- ◆ Any information pertaining to references, results or questions that are asked;
- ◆ Written materials turned in by the applicant;
- ◆ Oral discussions by or about applicants or committee members during or following the interview process.

Any breach of confidentiality may result in the removal of a committee member and abeyance of the selection process. Failure to maintain confidentiality could constitute a violation of federal or state regulations and incur liability on behalf of the District. Any unauthorized disclosure of confidential information by a selection committee member may result in disciplinary action.

I have read and understand the above Confidentiality Agreement and will comply with the guidelines as described above.

Signature

Print Name

Date

Title of Open Position

APPENDIX C: SAMPLE ANALYSIS OF PAPER SCREENING RATINGS

The two tables in this appendix show the utility of using a spreadsheet to summarize and compare a large amount of data. Advance preparation of these spreadsheets can save time by focusing the conversation on the results of the individual ratings and rankings, and thereby expedite the decision-making process about which applicants to invite for interview. These tables allow committee members to quickly view and compare:

1. Each committee member's rating of each applicant
2. Each committee member's average rating for all applicants
3. Each committee member's ranking of applicants

To prepare tables such as these, each committee member's paper screening results must be submitted to the committee chair and/or the human resources representative in advance of the meeting so that enough time is allowed to prepare the tables.

The first table shows the applicants sorted on name, with the top seven ranked applicants for each committee member highlighted in color. The table reveals the diversity of opinion between the committee members on which applicants should be highly ranked. It is quick and easy to see, for example, that all of the committee members ranked Lombard and Talbot in the top seven.

Marsha			Bill			June			Sam			Lea			Hank		
applicant	rank	rating	applicant	rank	rating	applicant	rank	rating	applicant	rank	rating	applicant	rank	rating	applicant	Rank	rating
Bean	14	119	Bean	15	120	Bean	14	120	Bean	13	130	Bean	5	150	Bean	17	115
Bengono	18	100	Bengono	18	100	Bengono	17	110	Bengono	2	150	Bengono	13	125	Bengono	19	113
Bommar	6	127	Bommar	7	100	Bommar	19	100	Bommar	16	120	Bommar	9	131	Bommar	16	117
Brown	19	95	Brown	19	99	Brown	18	106	Brown	12	131	Brown	20	95	Brown	12	120
Carrillo	4	130	Carrillo	4	149	Carrillo	2	147	Carrillo	22	90	Carrillo	4	150	Carrillo	6	135
Ezell-Red	21	93	Ezell-Red	21	89	Ezell-Red	21	99	Ezell-Red	15	128	Ezell-Red	3	155	Ezell-Red	5	139
Harris	15	107	Harris	5	148	Harris	3	146	Harris	3	147	Harris	19	97	Harris	14	119
LeBow	17	105	LeBow	17	105	LeBow	16	119	LeBow	14	129	LeBow	2	155	LeBow	3	148
Lombard	1	139	Lombard	1	156	Lombard	6	136	Lombard	6	142	Lombard	1	160	Lombard	1	157
McNair	16	106	McNair	16	106	McNair	15	120	McNair	19	113	McNair	15	111	McNair	18	114
Messih	8	124	Messih	9	143	Messih	8	134	Messih	4	145	Messih	16	103	Messih	22	111
Rached	10	122	Rached	11	133	Rached	9	130	Rached	11	132	Rached	12	126	Rached	7	130
Ramos	20	94	Ramos	20	96	Ramos	20	100	Ramos	7	140	Ramos	21	95	Ramos	10	125
Rios	2	134	Rios	2	138	Rios	1	155	Rios	8	140	Rios	11	130	Rios	20	112
Solorio	11	121	Solorio	12	130	Solorio	11	129	Solorio	18	113	Solorio	6	146	Solorio	2	155
Solorio	22	90	Solorio	22	88	Solorio	22	98	Solorio	21	100	Solorio	10	131	Solorio	9	127
Standifer	7	126	Standifer	8	145	Standifer	7	136	Standifer	20	110	Standifer	17	100	Standifer	11	120
Talbot	5	129	Talbot	6	139	Talbot	5	140	Talbot	5	145	Talbot	7	140	Talbot	4	145
Togafau	13	120	Togafau	14	125	Togafau	13	123	Togafau	1	157	Togafau	22	90	Togafau	15	119
Turner	3	131	Turner	3	151	Turner	4	140	Turner	10	135	Turner	14	123	Turner	13	119
Wright	9	123	Wright	10	138	Wright	10	130	Wright	9	136	Wright	8	139	Wright	21	112
Yates	12	120	Yates	13	125	Yates	12	124	Yates	17	120	Yates	18	100	Yates	8	129
Av. Rating		116			124			125			130			125			126

This second table shows the results sorted on rank, which can aid the analysis of the order in which the applicants should be ranked by the group. By seeing the variations in rating and ranking provided by this table, for example, individual committee members could more easily focus on *why* they rated certain applicants differently than their peers. Committee member “Sam” for example, might consider why he ranked applicant “Carillo” so low while all other committee members ranked “Carillo” in the top seven. The ensuing dialog might reveal something to “Sam”, enabling the committee to come to consensus on inviting “Carillo” for an interview. Similarly, several of the committee members rated “Ezell-Red” quite low, while other committee members ranked “Ezell-Red” in the top five. The ensuing dialog, aided by all committee members being able to see all of the ratings and rankings, might reveal characteristics of “Ezell-Red” resulting in committee members changing their relative ranking of this applicant. The main point of these tables is to focus and facilitate dialog about the candidates, thus increasing the efficacy of reaching consensus on which candidates to invite for interview.

The average rating of each committee member along the bottom row of the table can show that some committee members consistently rate all applicants higher than other committee members. Tables such as these shall be included in the training of committee members.

Marsha			Bill			June			Sam			Lea			Hank		
applicant	rank	rating	applicant	rank	rating	applicant	rank	rating	applicant	rank	rating	applicant	rank	rating	applicant	rank	rating
Lombard	1	139	Lombard	1	156	Rios	1	155	Togafau	1	157	Lombard	1	160	Lombard	1	157
Rios	2	134	Rios	2	138	Carrillo	2	147	Bengono	2	150	LeBow	2	155	Solorio	2	155
Turner	3	131	Turner	3	151	Harris	3	146	Harris	3	147	Ezell-Red	3	155	LeBow	3	148
Carrillo	4	130	Carrillo	4	149	Turner	4	140	Messih	4	145	Carrillo	4	150	Talbot	4	145
Talbot	5	129	Harris	5	148	Talbot	5	140	Talbot	5	145	Bean	5	150	Ezell-Red	5	139
Bommar	6	127	Talbot	6	139	Lombard	6	136	Lombard	6	142	Solorio	6	146	Carrillo	6	135
Standifer	7	126	Bommar	7	100	Standifer	7	136	Ramos	7	140	Talbot	7	140	Rached	7	130
Messih	8	124	Standifer	8	145	Messih	8	134	Rios	8	140	Wright	8	139	Yates	8	129
Wright	9	123	Messih	9	143	Rached	9	130	Wright	9	136	Bommar	9	131	Solorio	9	127
Rached	10	122	Wright	10	138	Wright	10	130	Turner	10	135	Solorio	10	131	Ramos	10	125
Solorio	11	121	Rached	11	133	Solorio	11	129	Rached	11	132	Rios	11	130	Standifer	11	120
Yates	12	120	Solorio	12	130	Yates	12	124	Brown	12	131	Rached	12	126	Brown	12	120
Togafau	13	120	Yates	13	125	Togafau	13	123	Bean	13	130	Bengono	13	125	Turner	13	119
Bean	14	119	Togafau	14	125	Bean	14	120	LeBow	14	129	Turner	14	123	Harris	14	119
Harris	15	107	Bean	15	120	McNair	15	120	Ezell-Red	15	128	McNair	15	111	Togafau	15	119
McNair	16	106	McNair	16	106	LeBow	16	119	Bommar	16	120	Messih	16	103	Bommar	16	117
LeBow	17	105	LeBow	17	105	Bengono	17	110	Yates	17	120	Standifer	17	100	Bean	17	115
Bengono	18	100	Bengono	18	100	Brown	18	106	Solorio	18	113	Yates	18	100	McNair	18	114
Brown	19	95	Brown	19	99	Bommar	19	100	McNair	19	113	Harris	19	97	Bengono	19	113
Ramos	20	94	Ramos	20	96	Ramos	20	100	Standifer	20	110	Brown	20	95	Rios	20	112
Ezell-Red	21	93	Ezell-Red	21	89	Ezell-Red	21	99	Solorio	21	100	Ramos	21	95	Wright	21	112
Solorio	22	90	Solorio	22	88	Solorio	22	98	Carrillo	22	90	Togafau	22	90	Messih	22	111
Av. Rating		116			124			125			130			125			126