



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
Title	AP 7120-A Recruitment and Hiring: Vice Chancellor(s)
Code	AP 7120-A
Status	Active
Legal	Accreditation Standard III.A California Code of Regulations, Title 5, Section 53000 et seq. California Education Code Section 87100 et seq.
Adopted	January 22, 2013
Last Revised	September 13, 2016
Last Reviewed	September 13, 2016

## SELECTION PROCEDURES FOR VICE CHANCELLOR POSITIONS

The following practices shall be followed for vice chancellor positions. <sup>[1]</sup>

### Notification of Vacancy/Recruitment Strategy

Upon formal notification of a vice chancellor vacancy, the Chancellor will inform the Board of Trustees of the need to secure new District leadership. The Chancellor informs the Director of Employment Services of his/her plans to fill the position. Vacancy notification occurs upon the Chancellor's acceptance of the vice chancellor's resignation, retirement, contract non-renewal, or the receipt of information regarding death or departure for special circumstances. During the two weeks following the formal notification date, the Chancellor reviews the existing job description with the Director of Employment Services and makes any necessary changes. In the event substantial changes need to be made or there is a restructuring of the District administration functions, the new or revised job description must be presented to the Board of Trustees and the Personnel Commission (if applicable) for approval.

In compliance with Title 5, section 53021, when an interim is needed to fill a position, the Chancellor may choose between the regular or an abbreviated version of the selection process, unless not possible or practicable, following consultation with the Vice Chancellor of Human Resources. The process will, at a minimum, include a district-wide internal e-mail announcement, opportunities for individuals to make themselves known, consideration of the individuals who apply, and stakeholder involvement in the selection.

### Committee Composition

Academic and classified appointments to the screening committee are made by the Chancellor or designee from recommendations from the groups/individuals listed below. When subject matter expertise is necessary, additional committee members may be commissioned from outside the District.

VICE CHANCELLOR POSITIONS	
Committee Composition	Recommendations from:
College Management/Supervisors - 6 (2 from each college)	College Presidents

District Administrative Center Representatives - <b>2</b>	Chancellor's Cabinet
Academic Senate Presidents - <b>3</b>	n/a
Classified Representatives - <b>3</b>	Chancellor's Cabinet
External subject matter experts - <b>1 to 3</b>	Chancellor
AFT Representative - <b>1</b>	AFT President
SEIU Representative - <b>1</b>	SEIU Chief Steward
Screening Committee Facilitator (non-voting) ---	Director, Employment Services
<b>Total 17-19</b>	

## Vice Chancellor Positions Screening Committee Guidelines

### A. Committee Appointments

The Director of Employment Services shall review the membership recommendations to ensure the diversity of representation within the Screening Committee and may modify composition as necessary. The Chancellor appoints the chair from among the committee membership, and the chair convenes the committee.

### B. Timelines for Screening/Selection Process

Timelines for the Organizational Meeting (where applicable), Application Screening, Application Tally, Oral Interviews, and Oral Interview Tally will be approved by the Director of Employment Services. Timeline approval may be completed after the committee has set the calendar for the screening process.

### C. Announcement/Advertising

The Director of Employment Services or designee prepares the vacancy announcement including a description of duties and responsibilities, qualifications, and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of well-qualified applicants. The Director of Employment Services or designee is responsible for the recruitment, identification of advertising sources and applicant targets, ad placement, and web posting. If the District selects a recruitment firm to assist with any aspect of the selection process, these responsibilities may be reallocated to the firm.

Vacancy announcements, at a minimum, will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, in the *Chronicle of Higher Education*, the Association of California Community College Administrators (ACCCA), the Registry-California Community College State Chancellor's Office, HigherEdJobs.com, diversity-related websites, and VCCCD.edu.

### D. Organizational Meeting

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each Screening Committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred in the process. In order to ensure consistency during the process, each screening committee member must be available for all committee meetings.

The Screening Committee, under the direction of the chair and the Screening Committee Facilitator, identifies and discusses application screening criteria, creates oral interview questions and criteria, discusses the basis of the questions in relationship to the job announcement, and determines the relative weighting. All criteria and questions must be based upon the requirements listed in the vacancy announcement. The Chancellor may meet with the committee during the organizational meeting to define the competencies of an acceptably qualified candidate.

The committee will decide whether or not to allow video-conferencing as an interview option.

### E. Prescreening

All members of the prescreening committee confer and determine which applicants meet minimum qualifications. The members forward the results of these deliberations to the Screening Committee Facilitator. The Screening Committee Facilitator forwards the information to the Human Resources Department. The Human Resource Department deactivates in the applicant tracking system those who fail to meet minimum qualifications or those who fail to meet requirements.

### F. Screening

The Human Resources Department forwards the applicant tracking system access information for the particular applicant pool to all Screening Committee members. Committee members have an opportunity to review any applicant file which was determined to be unqualified in the prescreening whether based on minimum qualifications or equivalency determination. Each committee member screens the application materials independently and submits his/her results to the chair. Committee members complete the applicant screening forms emphasizing the following:

- Screening evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Screening evaluation forms must document a recommendation for oral interview (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
- Screening Committee members sign and date the screening evaluation forms.

#### **G. Application Tally**

All committee members must participate in the application tally meeting and have completed their screening of applicants. Any absences or exceptions must be approved by the Director of Employment Services.

1. Chair and the Screening Committee Facilitator tally the results.
2. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identity. "Natural breaks" in the tally total should be the determining factor.
3. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates will be considered for interview based on their rank and may be considered only if invitations are refused by the original invited candidates.
4. The Screening Committee Facilitator notifies the Human Resources Department of the candidates who were selected for an interview. The Human Resources Department e-mails the individuals who were not selected for interview.
5. The Screening Committee Facilitator assigns dates and times for oral interviews taking into consideration distance and time of travel of the applicants.

#### **H. Oral Interview**

The Screening Committee Facilitator discusses guidelines pertinent to the interview process, appropriate follow-up questions, guidelines for written comments on oral interview forms, the District's diversity policy, and procedures for discussion following each candidate's interview. The committee reviews each question and discusses, in general, an appropriate answer. At the oral interview, follow-up questions may be asked and should be based on information presented by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response. Follow-up questions may not deviate from the intent of the original questions.

1. At the conclusion of each oral interview, the Screening Committee Facilitator facilitates a discussion process during which the following actions occur:
  - a. Each committee member shares a brief summary of each applicant's strengths and limitations that may include the following:
    - (1) Clarification of technical questions asked during the interview.
    - (2) Favorable and unfavorable impressions concerning the manner in which the candidate responded to questions asked during the interview.
    - (3) Strengths and weaknesses of each candidate, including professional impact.
    - (4) Impressions concerning the manner in which the candidate responded to questions asked during the interview.
  - b. Among those items which are inappropriate for discussion are the following:
    - (1) Advocacy or opposition for a particular candidate based on information obtained outside the interview process.
    - (2) Comments based on rumor or unsubstantiated knowledge of a candidate.

(3) Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics.

c. The Oral Interview Record Form is used for oral interview rating. Ratings must be supported by clearly written comments. Final ratings should be representative of the candidates' performances across all questions.

The committee rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).

### **I. Oral Tally**

1. The Chair and Screening Committee Facilitator tally the oral interview ratings and display the ratings to the entire committee with candidates' names redacted for the purpose of determining the natural break in ratings.
2. After determining the natural break, candidates' names are displayed to the committee to consider scoring discrepancies. The discussion focuses on information provided in the interviews as well as information provided in the candidates' applications. Any committee member may change or remain with his/her original rating after considering the information discussed.
3. The committee as a whole reviews the ratings and determines who is qualified and should be forwarded to the Chancellor for final consideration. The committee as a whole may decide if candidates below the natural break should be forwarded to the Chancellor. The committee determines the number of acceptably qualified candidates to be forwarded to the Chancellor based on the candidates' performances. If no candidates are acceptably qualified or fewer than the Chancellor prefers are forwarded, the Chancellor may meet with the screening committee to discuss the outcome, and the committee as a whole may choose to forward additional acceptably qualified candidates for consideration. The Chancellor has the option of interviewing the candidates and/or reopening the recruitment. For classified positions, the Director of Employment Services will establish an unranked eligibility list to be certified to the Chancellor based on the recommendations of the Screening Committee. All candidates on the unranked eligibility list will be forwarded to the Chancellor for consideration.
4. The chair notifies the individuals who were not forwarded for final consideration.

### **J. Chancellor Interview**

The Chancellor conducts final interviews from an unranked list of candidates recommended by the Screening Committee. The Chancellor may interview without the presence of the Screening Committee Facilitator. The Chancellor may invite District employees and/or external subject matter experts such as K-12 superintendents, college, or university leaders. The Chancellor makes the final decision of whom to select for the Vice Chancellor position. The Chancellor will discuss the recommended selection with the Board of Trustees in closed session, and the Board may meet the candidate in open session before voting to approve the contract.

For both classified and academic positions, the Chancellor has the option of reopening the recruitment if no selection is made.

### **K. Reference Checks and Offer of Employment**

1. The Chancellor or designee conducts reference checks on the identified individual in accordance with the VCCCD reference checking procedure.
2. Upon review of the selected candidate's references and any other pertinent material, the Director of Employment Services notifies the Chancellor that an official employment offer may be made. The Director of Employment Services and the Chancellor discuss the salary offer.
3. The Screening Committee Facilitator completes the Record of Interview form indicating which applicants have not met minimum qualifications, which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidate selected. The Chancellor signs the form and forwards the original form to the Human Resources Department.
4. The Screening Committee Facilitator forwards all screening files, forms, and related notes and records to the Human Resources Department.

See:

[Board Policy 3420 Equal Employment Opportunity](#)  
[Administrative Procedure 3420 Equal Employment Opportunity Plan](#)  
[Board Policy 7100 Commitment to Diversity](#)



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[1] Selection processes for classified management positions will be administered in accordance with the rules and regulations adopted by the Personnel Commission.



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
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Adopted	June 20, 2006
Last Revised	September 13, 2016
Last Reviewed	September 13, 2016

## **SELECTION PROCEDURES FOR COLLEGE PRESIDENTS**

### **Notification of Vacancy/Recruitment Strategy**

Upon formal notification of a presidential vacancy, the Chancellor will inform the Board of Trustees of the need to secure new college leadership. Vacancy notification shall be provided in the form of the Chancellor's acceptance of a presidential resignation, retirement, contract buyout, or the receipt of information regarding death, or departure for special circumstances.

The Chancellor will determine whether he/she wishes to contract for an external recruitment firm, to utilize the District's Human Resources Department (HR), or to utilize a combination of consultant and internal HR support services for the selection of a successor president. Should the Chancellor choose to contract for external search services exclusively, the Vice Chancellor of Human Resources, or his/her designee, shall serve as the Chancellor's liaison to the firm. The Vice Chancellor of Human Resources will ensure commitment to community and college participation in the search, as well as providing equal employment opportunity to qualified candidates.

In compliance with Title 5, section 53021, when an interim is needed to fill a position, the Chancellor may choose between the regular or an abbreviated version of the selection process, unless not possible or practicable, following consultation with the Vice Chancellor of Human Resources. The process will, at a minimum, include a districtwide internal e-mail announcement, opportunities for individuals to make themselves known, consideration of the individuals who apply, and stakeholder involvement in the selection.

### **Committee Composition and Appointments**

Academic, classified, and student appointments are made by the Chancellor from the groups/individuals listed below. The Chancellor shall make appointments to ensure diversity of representation within the selection committee. The Director of Employment Services shall review the membership recommendations to ensure the diversity of representation within the Screening Committee and may modify the composition as necessary. The Chancellor appoints the screening committee chair from among the committee membership and the chair convenes the committee. The screening committee shall consist of the following:

<b>Committee Composition</b>	<b>Number</b>	<b>Selected from Among the Recommendations of the Following:</b>
Faculty (from the college with the vacancy)	2	Academic Senate President
Classified Representatives (from the college with the vacancy)	2	Classified Senate President
Student (from the college with the vacancy; non-voting, advisory only)	1	Associated Student Government President
<b>Additional appointments will be selected from among the recommendations of the following:</b>		
Community Members	1	Chancellor
College Management (from the college with the vacancy)	2	Chancellor
Current Community College President (from one of the other two colleges)	1	Chancellor's Cabinet
District Administrative Center Manager	1	Chancellor's Cabinet
Screening Committee Facilitator (non-voting)	---	Human Resources Department
<b>TOTAL</b>	10	

### **Timelines for Screening/Selection Process**

The Vice Chancellor of Human Resources or designee approves timelines for the organizational meeting, application screening, application tally, oral interviews, and oral interview tally.

Timeline approval may be completed after the committee has set the calendar for the screening process. Any changes in the approved composition and/or timelines must be submitted to the Chancellor for approval.

### **Announcement/Advertising**

The Vice Chancellor of Human Resources or designee prepares the vacancy announcement, including a description of duties and responsibilities, qualifications, and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of qualified applicants. Recruitment, identification of advertising sources and applicant targets, ad placement, and web posting is the responsibility of the Vice Chancellor, Human Resources, or designee. If the Chancellor selects a recruitment firm to assist in any aspect of the recruitment and selection process, these responsibilities may be reallocated to the firm.

At a minimum, vacancy announcements will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, with the *Chronicle of Higher Education*, the Association of California Community College Administrators (ACCCA), the Registry-California Community College State Chancellor's Office, HigherEdJobs.com, diversity-related websites, and VCCCD.edu.

### **Organizational Meeting**

The Vice Chancellor of Human Resources or designee provides the screening committee with confidentiality policies and informs the committee that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure that the candidates' identities are not revealed. Each screening committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred during the process. In order to maintain consistency in the process, each screening committee member must be available for all committee meetings.

The screening committee, under the direction of the chair and the Vice Chancellor of Human Resources or designee, identifies and discusses application screening criteria, creates oral interview questions and criteria, discusses the basis of the questions in relationship to the job announcement, and determines the relative weighting. All criteria and questions are based upon the requirements listed in the vacancy announcement. The Chancellor may meet with the committee during the organizational meeting to define the competencies of an acceptably qualified candidate.

The committee will decide whether or not to allow videoconferencing as an interview option.

### **Prescreening**

The prescreening committee consists of the chair of the screening committee and at least one additional member of the screening committee, as agreed by majority vote of all screening committee members at the organizational meeting.

- A. The prescreening committee confers and determines which applicants meet minimum qualifications.
- B. The prescreening committee forwards the results of these deliberations to the Vice Chancellor of Human Resources or designee.
- C. The Human Resources Department deactivates in the applicant tracking system those who fail to meet minimum qualifications or those who fail to meet requirements.

### **Screening**

The Human Resources Department forwards the guest user ID and the password for the particular vacancy to all screening committee members. Committee members have an opportunity to review any applicant file that was determined to be unqualified in the prescreening whether based on minimum qualifications or equivalency determination. Each committee member screens the application materials independently and submits their results to the chair. Committee members complete the applicant screening forms emphasizing the following:

- Screening evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Screening evaluation forms must document a recommendation for oral interview (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
- Screening Committee members sign and date the screening evaluation forms.

### **Application Tally**

All committee members must participate in the application tally meeting and shall have completed their screening of applicants. Any absences or exceptions must be approved by the Vice Chancellor of Human Resources.

- A. The chair and the Vice Chancellor of Human Resources or designee tally the results.
- B. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identities. "Natural breaks" in the tally total should be the determining factor.
- C. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates are considered for interview based on their ranks and may only be considered if invitations are refused by the original invited candidates.
- D. The Human Resources Department e-mails the individuals who are not selected for interview.
- E. The Vice Chancellor of Human Resources or designee assigns dates and times for oral interviews taking into consideration distance and time of travel for the applicants.

### **Oral Interview**

The Vice Chancellor of Human Resources or designee discusses guidelines pertinent to the interview process, appropriate follow-up questions, guidelines for written comments on oral interview forms, the District's diversity policy, and procedures for discussion following each candidate's interview. The committee reviews each question and discusses, in general, an appropriate answer. At the oral interview, follow-up questions may be asked and should be based on information presented by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response. Follow-up questions may not deviate from the intent of the original questions.

At the conclusion of each oral interview, the Vice Chancellor of Human Resources or designee facilitates the following discussion process:

- A. At the conclusion of each oral interview, each committee member shares a brief summary of each applicant's strengths and limitations.

Generally, the discussion will consist of:

- (1) Clarification of technical questions asked during the interview.
- (2) Favorable and unfavorable impressions concerning the manner in which the candidate responded to questions asked during the interview.
- (3) Strengths and weaknesses of each candidate, including professional impact.
- (4) Impressions concerning the manner in which the candidate responded to questions asked during the interview.

B. Among those items which are inappropriate for discussion are the following:

- (1) Advocacy or opposition for a particular candidate based on information obtained outside the interview process.
- (2) Comments based on rumor or unsubstantiated knowledge of a candidate.
- (3) Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation and physical characteristics.

C. Each committee member individually rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend). The Oral Interview Record Form is used for oral interview rating. Ratings must be supported by clearly written comments. Final ratings should be representative of the candidates' performances across all questions and any demonstrations.

### **Oral Tally**

A. The chair and Vice Chancellor of Human Resources or designee tally the oral interview ratings and display the ratings to the entire committee with the candidates' names redacted for the purpose of determining the natural break in ratings.

B. After determining the natural break, the candidates' names are displayed to the committee to consider scoring discrepancies. The discussion focuses on information provided in the interview as well as information provided in the candidates' applications. Any committee member may change or remain with his/her original rating after considering the information discussed.

C. The committee as a whole reviews the ratings and determines who is qualified and should be forwarded to the Chancellor for final consideration. The committee as a whole may decide if candidates below the natural break should be forwarded to the Chancellor. The committee determines the number of acceptably qualified candidates to be forwarded to the Chancellor based on the candidates' performances. If no candidates are acceptably qualified or fewer than the Chancellor prefers are forwarded, the Chancellor may meet with the screening committee to discuss the outcome, and the committee as a whole may choose to forward additional acceptably qualified candidates for consideration. The Chancellor has the option of interviewing the candidates and/or reopening the recruitment.

D. The chair notifies the individuals who were not forwarded for final consideration.

### **Reference Checks**

The Vice Chancellor of Human Resources or designee conducts reference checks for all candidates forwarded by the screening committee to the Chancellor for consideration. Upon review of the candidates' references and any other pertinent material, the Vice Chancellor of Human Resources or designee notifies the Chancellor of any areas of concern pertaining to the candidates.

### **Chancellor Interview**

The Chancellor conducts final interviews from an unranked list of candidates forwarded by the screening committee. The Chancellor may interview without the presence of the Screening Committee Facilitator. The Chancellor may invite District employees and/or external subject matter experts such as K-12 superintendents, college or university leaders. The Chancellor makes the final decision of whom to select for the College President position. The Chancellor will discuss the recommended selection with the Board of Trustees in closed session, and the Board may meet the candidate in open session before voting to approve the contract. The Chancellor has the option of reopening the recruitment if no selection is made.

### **Offer of Employment/Notifications**

A. The Vice Chancellor of Human Resources or designee and the Chancellor discuss the salary offer.

- B. The Vice Chancellor of Human Resources or designee contacts the successful candidate and makes all necessary contractual arrangements. The Vice Chancellor of Human Resources notifies the Chancellor, within a reasonable period of time, whether the candidate has or has not accepted the contract.
- C. The Vice Chancellor of Human Resources or designee, completes the Record of Interview form indicating which applicants have not met minimum qualifications, which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidate selected. The Chancellor signs the form.
- D. Release of information to VCCCD staff and the press regarding the outcome of the search will be undertaken by the Chancellor's Office in consultation with the candidate.

See:

- [Board Policy 3420 Equal Employment Opportunity](#)  
[Administrative Procedure 3420 Equal Employment Opportunity Plan](#)  
[Board Policy 7100 Commitment to Diversity](#)



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
Title	AP 7120-C Recruitment and Hiring: Academic Managers
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Adopted	April 14, 2009
Last Revised	September 13, 2016
Last Reviewed	September 13, 2016

## **SELECTION PROCEDURES FOR ACADEMIC MANAGERS**

The following practices shall be followed for all academic management positions.

In compliance with Title 5, section 53021, when an interim is needed to fill a position, the President may choose between the regular or an abbreviated version of the selection process, unless not possible or practicable, following consultation with the Vice Chancellor of Human Resources. The process will, at a minimum, include a districtwide internal e-mail announcement, opportunities for individuals to make themselves known, consideration of the individuals who apply, and stakeholder involvement in the selection.

## **NOTIFICATION OF VACANCY/RECRUITMENT STRATEGY**

Upon formal notification of an academic manager vacancy, the hiring manager informs the Director of Employment Services of his/her plans to fill the position. Vacancy notification occurs upon the Chancellor's acceptance of the manager's resignation, retirement, contract non-renewal, or the receipt of information regarding death or departure for special circumstances. During the two weeks following the formal notification date, the responsible manager reviews the existing job description with the Director of Employment Services and makes any necessary changes. In the event substantial changes need to be made or there is a restructuring of the college's functions, the new or revised job description must be presented to Chancellor's Cabinet for approval. Unless substantial changes are made to the job description, the Director of Employment Services begins the recruitment process two weeks following the formal notification date.

### **I. COMMITTEE COMPOSITION**

Academic, classified, and student appointments to the Screening Committee are made by the Chancellor or designee from recommendations from the groups/individuals listed below. The recommended persons forward two (2) names for each seat on the committee to the Director of Employment Services for consideration. When subject matter expertise is necessary, committee members may be commissioned from outside the District.

<b>Committee Composition</b>	<b>Recommendations From:</b>
College Management/Supervisors - <b>5</b> (4 from the college in which vacancy occurs and 1 from one of the other two colleges)	College President(s)
Faculty - <b>3</b> (from the college with the vacancy)	College President (following consultation with the Academic Senate President)
Student (non-voting, advisory only) - <b>1</b>	College President (following consultation with the Associated Student Government)
Classified Employee Representative (from the college with the vacancy) - <b>1</b>	College President (following consultation with the Classified Senate President)
Screening Committee Facilitator (non-voting) ---	Director of Employment Services
<b>Total 10</b>	

## II. MANAGEMENT SCREENING COMMITTEE GUIDELINES

### A. COMMITTEE APPOINTMENTS

The Director of Employment Services shall review the membership recommendations to ensure the diversity of representation within the Screening Committee and may modify composition as necessary. The Director of Employment Services appoints the chair from among the committee membership, and the chair convenes the committee.

### B. TIMELINES FOR SCREENING/SELECTION PROCESS

Timelines for the Organizational Meeting (where applicable), Application Screening, Application Tally, Oral Interviews, and Oral Interview Tally will be approved by the Director of Employment Services. Timeline approval may be completed after the committee has set the calendar for the screening process.

### C. ANNOUNCEMENT/ADVERTISING

The Director of Employment Services or designee prepares the vacancy announcement including a description of duties and responsibilities, qualifications, and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of well-qualified applicants. The Director of Employment Services or designee is responsible for the recruitment, identification of advertising sources and applicant targets, ad placement, and web posting. If the District selects a recruitment firm to assist in any aspect of the selection process, these responsibilities may be reallocated to the firm.

Vacancy announcements, at a minimum, will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, in *The Chronicle of Higher Education*, Association of California Community College Administrators (ACCCA), the Registry-California Community College State Chancellor's Office, HigherEdJobs.com, and VCCCD.edu.

### D. ORGANIZATIONAL MEETING

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each Screening Committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred during the process.

In order to ensure consistency in the process, each Screening Committee member must be available for all committee meetings.

The Screening Committee, under the direction of the chair and the Screening Committee Facilitator, identifies and discusses application screening criteria, creates oral interview questions and criteria, discusses the basis of the questions in relationship to the job announcement, and determines the relative weighting. All criteria and questions must be based upon the requirements listed in the vacancy announcement. The College President may meet with the committee during the organizational meeting to define the competencies of an acceptably qualified candidate.

The committee will decide whether or not to allow videoconferencing as an interview option.

### E. PRESCREENING



All members of the prescreening committee confer and determine which applicants meet minimum qualifications. The members forward the results of these deliberations to the Screening Committee Facilitator. The Screening Committee Facilitator forwards the information to the Human Resources Department. The Human Resource Department deactivates in the applicant tracking system those who fail to meet minimum qualifications or those who fail to meet requirements.

#### F. SCREENING

The Human Resources Department forwards the guest user ID and the password for the particular vacancy to the all Screening Committee members. Committee members have an opportunity to review any applicant file which was determined to be unqualified in the prescreening whether based on minimum qualifications or equivalency determination. Each committee member screens the application materials independently and submits their results to the chair. Committee members complete the applicant screening forms emphasizing the following:

- Screening evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Screening evaluation forms must document a recommendation for oral interview (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
- Screening Committee members sign and date the screening evaluation forms.

#### G. APPLICATION TALLY

All committee members must participate in the application tally meeting and have completed their screening of applicants. Any absences or exceptions must be approved by the Director of Employment Services.

1. Chair and the Screening Committee Facilitator tally the results.
2. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identity. "Natural breaks" in the tally total should be the determining factor.
3. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates will be considered for interview based on their rank and may be considered only if invitations are refused by the original invited candidates.
4. The Screening Committee Facilitator notifies the Human Resources Department of the candidates who were selected for an interview. The Human Resources Department e-mails the individuals who were not selected for interview.
5. The Screening Committee Facilitator assigns dates and times for oral interviews taking into consideration distance and time of travel of the applicants.

#### H. ORAL INTERVIEW

The Screening Committee Facilitator discusses guidelines pertinent to the interview process, appropriate follow up questions, guidelines for written comments on oral interview forms, District's diversity policy, and procedures for discussion following each candidate's interview. The committee reviews each question and discusses, in general, an appropriate answer. At the oral interview, follow-up questions may be asked and should be based on information presented by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response. Follow-up questions may not deviate from the intent of the original questions.

1. At the conclusion of each oral interview, the Screening Committee Facilitator facilitates a discussion process that will generally consist of the following:
  - a. Each committee member shares a brief summary of each applicant's strengths and limitations that may include the following:
    - (1) Clarification of technical questions asked during the interview.
    - (2) Favorable and unfavorable impressions concerning the manner in which the candidate responded to questions asked during the interview.
    - (3) Strengths and weaknesses of each candidate, including professional impact.
    - (4) Impressions concerning the manner in which the candidate responded to questions asked during the interview.

b. Among those items which are inappropriate for discussion are the following:

- (1) Advocacy or opposition for a particular candidate based on information obtained outside the interview process.
- (2) Comments based on rumor or unsubstantiated knowledge of a candidate.
- (3) Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics.

2. The Oral Interview Record Form is used for oral interview rating. Ratings must be supported by clearly written comments. Final ratings should be representative of the candidates' performance across all questions.

3. The committee rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).

#### I. ORAL TALLY

1. The Chair and Screening Committee Facilitator tally the oral interview ratings and display the ratings to the entire committee with candidates' names redacted for the purpose of determining the natural break in ratings.

2. After determining the natural break, candidates' names are displayed to the committee to consider scoring discrepancies. The discussion focuses on the information provided in the interview as well as information provided in the candidates' applications. Any committee member may change or remain with his/her original rating after considering the information discussed.

3. The committee as a whole reviews the ratings and determines who is qualified and should be forwarded to the President for final consideration. The committee as a whole may decide if candidates below the natural break should be forwarded to the College President. The committee determines the number of acceptably qualified candidates to be forwarded to the College President based on the candidates' performances. If no candidates are acceptably qualified or fewer than the College President prefers are forwarded, the College President may meet with the screening committee to discuss the outcome, and the committee as a whole may choose to forward additional acceptably qualified candidates for consideration. The College President has the option of interviewing the candidates and/or reopening the recruitment.

4. The chair notifies the candidates who are not being forwarded for final consideration.

#### J. PRESIDENT'S INTERVIEW

The College President conducts final interviews from an unranked list of candidates forwarded from the committee. The College President may interview without the presence of the Screening Committee Facilitator.

#### K. REFERENCE CHECKS AND OFFER OF EMPLOYMENT

1. The College President directs the responsible manager (first-line supervisor) to conduct reference checks on the identified individuals in accordance with the VCCCD reference checking procedure.

2. The responsible manager forwards the references for the selected candidate to the Director of Employment Services for review.

3. Upon review of the selected candidate's references and any other pertinent material, the Director of Employment Services notifies the hiring manager that an official employment offer may be made. The Director of Employment Services and the hiring manager discuss the salary offer.

4. The Screening Committee Facilitator completes the Record of Interview form indicating which applicants have not met minimum qualifications, which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidate selected. The College President signs the form and forwards the original form to the Human Resources Department.

5. The Screening Committee Facilitator forwards all screening files, forms, and related notes and records to the Human Resources Department.

See:

[Board Policy 3420 Equal Employment Opportunity](#)  
[Administrative Procedure 3420 Equal Employment Opportunity Plan](#)

[Board Policy 7100 Commitment to Diversity](#)



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
Title	AP 7120-D Recruitment and Hiring: Full-Time Faculty
Code	AP 7120-D
Status	Active
Legal	Accreditation Standard III.A California Code of Regulations, Title 5, Section 53000 et seq. California Education Code Section 87100 et seq.
Adopted	July 14, 2009
Last Revised	September 13, 2016
Last Reviewed	September 13, 2016

## **SELECTION PROCEDURES FOR FULL-TIME FACULTY**

### **A. NOTIFICATION OF VACANCY/POSTING NOTICES**

Upon receipt of formal notification of a vacancy, the Human Resources Department reviews the recommended position template to ensure accuracy of minimum qualifications, appropriateness of supplemental questions, if any, and content/procedural accuracy.

In accordance with the AFT/VCCCD collective bargaining agreement, the Human Resources Department sends out a transfer notice to all full-time faculty members a minimum of three days prior to opening the recruitment to the public. The Human Resources Department submits to the President a list of all full-time faculty members requesting transfer.

The President gives consideration to all transfer candidates and confers with the division dean. The President informs the Human Resources Department as to whether any transfer candidates were selected. The President also informs those who were not selected that a selection was made or of the opportunity to apply and be considered by means of the open recruitment process.

In the event a transfer candidate is not selected, the Human Resources Department determines the announcement closing date in consultation with the college.

The Human Resources Department sends the following:

- Vacancy announcement to all part-time faculty.
- Vacancy announcement to mailing lists, CCC registry, publications, newspapers, online websites, list serves, etc.
- Screening committee calendar and composition forms to College President, Executive Vice President, and Dean.

### **B. ANNOUNCEMENT/ADVERTISING**

Following input of the department and/or division faculty representatives, the Director of Employment Services or designee prepares the vacancy announcement, which includes a description of duties and responsibilities, qualifications,

and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of well-qualified applicants. Recruitment, identification of advertising sources and applicant targets, ad placement, and web posting is the responsibility of the Director of Employment Services or designee. If the District selects a recruitment firm to assist in any aspects of the selection process, these responsibilities may be reallocated to the firm.

Vacancy announcements, at a minimum, will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, in the Registry-California Community College State Chancellor's Office, diversity-related websites, HigherEdJobs.com, edjoin.org and VCCCD.edu.

**C. COMMITTEE COMPOSITION AND APPOINTMENTS**

The College President or designee, in consultation with the dean and/or department chair or coordinator, is responsible for recommending appointments to the screening committee. The College President consults with the Academic Senate President and the Screening Committee Facilitator regarding the recommended committee composition prior to forwarding the recommendation to the Director of Employment Services for approval. The Director of Employment Services shall review the committee composition to ensure diverse representation within the committee and adherence to District policies and agreements where applicable and may modify composition as necessary.

Colleges are encouraged to use academic employees within the discipline from other colleges within VCCCD to maintain discipline expertise, diversity, and to provide a district-wide perspective. A committee typically consists of seven members, and should not have less than five or more than nine members under normal circumstances. The Director of Employment Services may authorize part-time faculty and other individuals to serve on screening committees on an exception basis. The following guidelines should be followed when composing a committee.\*

Committee Composition	Number
Faculty from the Division	
Of the 3-5 faculty members on the committee:	
A minimum of 2 faculty members must be from the discipline, when possible;	3 to 5
A minimum of 1 faculty member must be from another discipline.	
Academic Administrator	1
Additional member(s)	1 or more
Screening Committee Facilitator (non-voting)	---

\* Exceptions to this composition may be authorized by the Director of Employment Services.

- The composition of the committee should reflect diversity in, but not be limited to, the areas of gender, age, ethnicity, and culture of the community.
- Although not required, classified staff, members from other colleges, and community members may be selected to serve on committees.
- The academic administrator will serve as the chair of the committee until a co-chair is elected.
- The co-chairperson is to be elected by the committee at the first meeting and is expected to perform all co-chair duties.
- The College President identifies a Screening Committee Facilitator to serve on the committee from an HR-approved list of trained Screening Committee Facilitators.
- In order to ensure consistency in the process, each screening committee member must be available for the application screening and all committee meetings.

**D. ORGANIZATIONAL MEETING**

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each Screening Committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred during the process. In order to ensure consistency during the process, each screening committee member must be available for all committee meetings.

The Human Resources Department e-mails the necessary committee forms to the Screening Committee Facilitator. The Screening Committee Facilitator is responsible for copying all forms needed for the committee's use.

The committee will decide whether or not to allow videoconferencing as an interview option.

The academic administrator calls the organizational meeting at which time the committee will accomplish the following:

- The committee selects a faculty member to co-chair the committee with the academic administrator.
- The Screening Committee Facilitator discusses hiring procedures, timelines, forms, the confidentiality agreement, and diversity sensitivity issues. The Facilitator provides the committee with confidentiality policies and notifies the committee that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each member reads and signs a confidentiality statement.
- The committee establishes dates, times, and locations for the prescreening, application screening, application tally, oral interviews, oral interview tally, and final interviews with the College President.
- The committee creates and discusses application screening criteria based upon the requirements listed in the job announcement; creates oral interview questions, teaching demonstration exercises, and criteria to aid in the preparation of the Oral Interview Form; discusses the bases of questions in relation to the job announcement; determines the format of the interview process; and discusses final weighting of assessment items for the Oral Interview Record Form.
- The committee establishes the pre-screening committee composition consisting of one co-chair, two faculty members in the discipline (one of whom may be the co-chair), and the Screening Committee Facilitator.
- After the organizational meeting, the Screening Committee Facilitator sends to the Director of Employment Services the screening criteria, oral interview questions, and the names of those serving on the pre-screening committee.

#### **E. PRIOR TO CLOSE OF APPLICATION FILING**

The Human Resources Department schedules a districtwide equivalency committee to be convened as soon as possible following the close of the application period.

A few days prior to the close of application filing (close of recruitment period), the Screening Committee Facilitator inquires of the Human Resources Department as to the number of complete application records and advises the committee accordingly.

#### **F. AFTER CLOSE OF APPLICATION FILING**

##### **1. Equivalency Review**

Equivalency review will be conducted in accordance with Administrative Procedure 7211.

Following the close of application filing, the Human Resources Department forwards the requests for equivalency to the appropriate districtwide equivalency committee for review. The districtwide equivalency committee meets within five working days following the closing date and reviews the requests for equivalency. The Human Resources Department will not forward files for applicants who did not request an equivalency or for applicants who request in their application that an equivalency be considered, but fail to attach the Supplemental Questionnaire for Equivalency.

The districtwide equivalency committee reviews the requests for equivalency and submits its recommendations to the Human Resources Department. The Human Resources Department deactivates the applications in the applicant tracking system (ATS) for those not recommended for equivalency unless such applicants are found to meet minimum qualifications as described in section F.3. below.

At the discretion of the hiring committee, the districtwide equivalency process may run concurrent with the prescreening and applicant screening processes discussed below.

Equivalency requests for disciplines that exist at only one college will be reviewed through a local process at the college.

##### **2. Release of Candidate Information**

Following the review of the requests for equivalency, the Human Resources Department e-mails the list of VCCCD part-time applicants and applicant gender/ethnicity information to the Screening Committee Facilitator. The Human Resources Department also forwards the ATS access information for the particular applicant pool to all committee members.

### 3. Prescreening

All members of the prescreening committee confer and determine which applicants meet minimum qualifications or should be forwarded for further consideration based on anticipated completion of a qualifying degree. Applicants anticipating completion of a qualifying degree must indicate in their application materials that they will have a qualifying degree before the start date of employment. The Human Resources Department will confirm that the required degree has been conferred prior to beginning employment.

The prescreening committee members review all applicants, including those who request equivalency. The prescreening committee documents those applicants who do not meet and those who are not anticipated to meet minimum qualifications. The committee also documents the applicants who submitted incomplete applications.

The prescreening committee forwards the results to the Screening Committee Facilitator. The Screening Committee Facilitator reviews the results to ensure agreement among the committee members and forwards the information to the Human Resources Department. The Human Resources Department disqualifies applicants who fail to meet minimum qualifications with the exception of those who requested equivalency and have yet to be reviewed by the equivalency committee. The Human Resources Department also disqualifies the applicants who submitted an incomplete application.

### 4. Application Screening

Upon completion of the prescreening process, the Human Resources Department forwards the ATS access information to all screening committee members. Committee members may review any applicant in the ATS that was determined to be unqualified during the prescreening based on minimum qualifications.

Committee members evaluate all applicants who meet minimum qualifications or have requested equivalency. The committee members complete the Academic Application Screening Evaluation forms while ensuring the following:

- Academic Application Screening Evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Academic Application Screening Evaluation forms must document a recommendation for oral interview (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
- Screening Committee members must sign and date the Academic Application Screening Evaluation forms.
- Each committee member screens the application materials independently and submits their results to the Screening Committee Facilitator.

## **G. APPLICATION SCREENING TALLY MEETING**

If the districtwide equivalency committee has not reviewed the requests for equivalency at the time the application screening tally process is initiated, the hiring committee has the option of moving forward without giving further consideration to those who requested equivalency.

All committee members must participate in the application screening tally meeting and must have completed their screening of the applicants. Any absences or exceptions must be approved by the Screening Committee Facilitator. The following shall occur during the application screening tally meeting:

1. The co-chairs and the Screening Committee Facilitator tally the application screening results.
2. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the candidates' identities. "Natural breaks" in the tally total should be the determining factor when possible. Per the Agreement between the District and the AFT, Section 5.4(c)(6), a minimum of 25 percent (or fewer than 3) of non-contract faculty members who apply for a contract position in the District and who meet the minimum qualifications for that position as specified in the job announcement and determined by the screening committee shall be interviewed by the committee.
3. The committee determines if additional candidates are to be interviewed in the event interview invitations are declined by the selected candidates. Additional candidates will be considered for interview based on their rank and

may only be considered if invitations are declined by the initial invited candidates.

4. The Screening Committee Facilitator notifies the Human Resources Department of the candidates who were selected for an interview. The Human Resources Department e-mails the individuals who were not selected for interview.
5. The Screening Committee Facilitator assigns dates and times for oral interviews taking into consideration distance and time of travel of the applicants.
6. The academic administrator serving as a chair or the administrator's designee sends out invitations to the candidates. Any changes that must be made to the interview schedule in order to accommodate candidates' availability must be approved by the Screening Committee Facilitator.

## H. ORAL INTERVIEW

### Oral Interview Briefing (thirty minutes before first interview)

The Screening Committee Facilitator discusses the District's Equal Employment Opportunity policy and various guidelines pertinent to the interview process including those related to asking follow-up questions, providing written comments on oral interview forms, and discussing candidates' performances.

The committee reviews each question and discusses, in general, an appropriate answer. Follow-up questions may be asked to elicit additional information with regard to responses provided by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response.

### Oral Interview

At the beginning of the interview, the Screening Committee Facilitator welcomes and introduces the candidate, introduces each committee member, and advises the candidate about the process of the interview. This introduction includes the approximate length of the interview, number of questions, roles of the committee members and the fact that the committee will be taking notes, length of the teaching demonstration, and the support role of the Screening Committee Facilitator.

At the close of each interview, the Screening Committee Facilitator thanks the candidate and advises them of the next step in the process.

The Screening Committee Facilitator ensures that all interviews are conducted within the allotted time.

### Oral Interview Discussion and Rating

At the conclusion of each oral interview, the Screening Committee Facilitator facilitates the following discussion process:

1. At the conclusion of each oral interview, each committee member will share a brief summary of each applicant's strengths and limitations. Generally, the discussion will consist of: a) clarification of technical questions asked during the interview; b) the manner in which the candidate responded to questions asked during the interview; c) strengths and weaknesses of each candidate, including professional impact.
2. Among those items that are inappropriate for discussion are the following: a) advocacy or opposition for a particular candidate based on information obtained outside the interview process; b) comments based on rumor or unsubstantiated knowledge of a candidate; c) any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics.
3. The Oral Interview Record Form shall be used for rating candidates during the initial interview. Each committee member rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
4. All ratings must be supported by clearly written comments. Overall ratings should be representative of the candidates' performances across all questions and the teaching demonstration.

### Oral Interview Tally

1. The co-chairs and Screening Committee Facilitator tally the oral interview ratings and display the ratings to the entire committee with candidates' names redacted for the purpose of determining the natural break in ratings.

After determining the natural break, the candidates' names are displayed to the committee for the purpose of determining who should be forwarded to the College President for final interview; determination shall be based on the candidates' scores rather than the candidates' identities and in consideration of the President's preference. The committee reviews the ratings to consider discrepancies. The discussion shall only focus on information provided



in the interview as well as information provided in the candidates' applications. Any committee member may change or keep his/her original rating after considering the information discussed. The committee as a whole may decide if candidates below the natural break should be forwarded to the College President.

If no candidates are acceptably qualified or fewer than the College President prefers are forwarded, the College President may meet with the screening committee to discuss the outcome, and the committee as a whole may choose to forward additional acceptably qualified candidates for consideration. The College President has the option of interviewing the candidates and/or reopening the recruitment.

2. The co-chairs notify the individuals who were not selected for a final interview.

#### **I. PRESIDENT'S INTERVIEW**

The College President determines who is present in the final interview. The Screening Committee Facilitator may be present at the final interview at the President's discretion.

#### **J. RECORD OF INTERVIEW AND CANDIDATE SELECTION PROCESS, REFERENCE CHECKS AND OFFER OF EMPLOYMENT**

1. The President directs the responsible academic administrator (first-line supervisor) to conduct reference checks on the identified individuals in accordance with the VCCCD reference checking procedure.
2. The academic administrator conducts reference checks for the selected candidate(s) and sends them to the President and Director of Employment Services for review.
3. Upon review of the selected candidate's references and any other pertinent material, the Director of Employment Services or designee notifies the President, Vice President, and Dean, that an official employment offer may be extended.
4. The College President authorizes the academic administrator to extend an offer of employment.
5. The Screening Committee Facilitator completes the Record of Interview and Candidate Selection Process form indicating which applicants did not meet minimum qualifications, which applicants were not invited to and which applicants attended initial and final oral interviews, and the candidate(s) selected. The College President signs the form and forwards the original form to the Human Resources Department.
6. The Screening Committee Facilitator forwards all screening files, forms, and related notes and records to the Human Resources Department.

See:

[Board Policy 3420 Equal Employment Opportunity](#)  
[Administrative Procedure 3420 Equal Employment Opportunity Plan](#)  
[Board Policy 7100 Commitment to Diversity](#)



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
Title	AP 7120-E RECRUITMENT AND HIRING: PART-TIME FACULTY
Code	AP 7120-E
Status	Active
Legal	Accreditation Standard III.A California Code of Regulations, Title 5, Section 53000 et seq. California Education Code Section 87100 et seq. California Education Code Section 87400
Adopted	June 16, 2010
Last Revised	September 11, 2018
Last Reviewed	September 11, 2018

## **SELECTION PROCEDURES FOR PART-TIME FACULTY**

### **A. NOTIFICATION OF VACANCY/TRANSFER OR MULTI-COLLEGE ASSIGNMENT REQUEST/POSTING NOTICES**

Upon receipt of formal notification of a current or anticipated vacancy, the following shall occur:

1. At the request of the dean, Human Resources (HR) may send out an announcement informing current faculty of the opportunity for an assignment at another college. The announcement shall include specific assignment information when possible. Faculty members shall be provided with three business days to respond if interested in the assignment. The dean, in consultation with the department chair or chair's designee, shall consider all eligible faculty members who indicate interest in the assignment. The dean will inform HR as to whether any requests were accepted and notify those who were not selected.

*The transfer/multi-college assignment request option may be waived at the discretion of the dean. Faculty members approved for transfer or multi-college assignment do not need to go through a subsequent selection process to be eligible for future assignments in the discipline at the college.*

2. In the event a transfer/multi-college assignment request is not accepted or should the dean waive the option to solicit such requests:
  - a. HR will determine the announcement
  - b. HR sends the hiring committee forms to the dean; and
  - c. HR coordinates a Districtwide Equivalency Committee meeting.

### **B. ANNOUNCEMENT/ADVERTISING**

Ongoing recruitment pools are advertised and maintained for disciplines with frequent hiring activity. When an existing applicant pool does not exist, HR prepares a vacancy announcement that includes a description of duties and responsibilities, qualifications, and application procedures. For positions in disciplines that are not advertised on an ongoing basis, the closing date for the announcement will ensure sufficient time to recruit a diverse pool of well-qualified applicants. Recruitment, identification of advertising sources and applicant targets, ad placement, and web posting is the responsibility of the Director of Employment Services or designee.

Vacancy announcements will be placed in appropriate print and online periodicals and databases, in consultation with the department and/or division representatives, as well as the California Community College Registry, diversity-related websites, HigherEdJobs.com, EdJoin.org, and VCCCD.edu.

### C. COMMITTEE COMPOSITION AND APPOINTMENTS

The academic administrator responsible for supervising the position(s) and serving as the administrative co-chair of the screening committee, in consultation with the department chair or coordinator, is responsible for making appointments to the screening committee in a manner that provides diversity when possible. Colleges may use academic employees within the discipline from other colleges within VCCCD to maintain discipline expertise, diversity, and to provide a districtwide perspective. The following guidelines should be followed when composing a committee:

COMMITTEE COMPOSITION	NUMBER
Academic administrator	1
Department chair/coordinator or designee	1
Academic faculty from the discipline (may include department chair/coordinator)	2 minimum

- The screening committee shall consist of a minimum of three members. At least two members of the committee must be faculty within the discipline. When faculty members within the discipline are not available, faculty members from a related discipline may be substituted for the faculty in the discipline. A related discipline is one that is listed as a qualifying degree in the *Minimum Qualifications for Faculty and Administrators in California Community Colleges* for that discipline. If a related discipline is not listed, exceptions to this composition may be authorized by the Director of Employment Services.
- The composition of the committee should reflect diversity in, but not be limited to, the areas of gender, age, ethnicity, and culture of the community.
- Although not required, members from other colleges and community members may be selected to serve on committees.
- The academic administrator and the department chair/coordinator or designee will serve as the co-chairs of the screening committee.
- In order to ensure consistency in the process, each screening committee member should be available for all committee meetings and must be present for all applicant interviews.

### D. ORGANIZATIONAL MEETING

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each Screening Committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred during the process. In order to ensure consistency in the process, each Screening Committee member must be available for all committee meetings. The committee will decide whether or not to allow video conferencing as an interview option.

The administrative co-chair downloads from HR Tools all materials to be used during the screening process.

The co-chairs coordinate with the screening committee to accomplish the following:

- The co-chairs discuss hiring procedures, timelines, forms, the confidentiality agreement, diversity sensitivity, and Equal Employment Opportunity principles. The administrative chair is responsible for ensuring adherence to the principles of Equal Employment Opportunity throughout the entire process. This includes reviewing the applicant pool at each stage of the process to determine if there is adverse impact.
- The screening committee is provided with confidentiality policies and notified that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each member reads and signs a confidentiality agreement.
- The screening committee establishes dates, times, and locations for the prescreening, application screening, application tally, oral interviews, and the oral interview tally.
- The screening committee creates and discusses application screening criteria based upon the job announcement, creates oral interview questions based on requirements listed in the job announcement and discussing scoring criteria to aid in preparation of the Academic Oral Interview Record form, determines the format of the interview

procedure, finalizes any details pertaining to the teaching/skills demonstration for the oral interview, and discusses the final weighting for the questions listed on the Academic Oral Interview Record form. All criteria and questions must be based upon the requirements listed in the vacancy announcement.

- Following the creation of the application screening criteria and oral interview questions, the co-chairs develop the Academic Application Screening Evaluation form, the Academic Oral Interview Record form, and the Academic Application Screening Tally and Academic Oral Interview Tally sheets using the templates available on HR Tools.
- The screening committee establishes a prescreening committee consisting of at least one co-chair and one faculty member in the discipline.

#### **E. AFTER CLOSE OF FILING (THE HUMAN RESOURCES DEPARTMENT NO LONGER ACCEPTS APPLICATIONS)**

The following shall occur once the filing period has closed:

##### **1. Release of Candidate Information and Districtwide Equivalency Review**

The Human Resources Department changes the applicants' status in the online application system and provides access to the applicant tracking system to the co-chairs for the purpose of accessing candidates' information. The Human Resources Department also notifies the co-chairs of the status of the equivalency process. Equivalency review will be conducted in accordance with Administrative Procedure 7211.

The Human Resources Department provides the districtwide equivalency committee with the necessary information to access the candidates' applications in the online application database no later than two working days following the closing date of the application filing period. The districtwide equivalency committee reviews requests for equivalency for those candidates who submit the required application materials and provides recommendations to the Human Resources Department. The Human Resources Department deactivates the applicants in the applicant tracking system (ATS) for those not recommended for equivalency unless the applicants are found to meet minimum qualifications as described in Section 2 (Prescreening) below.

Equivalency requests for disciplines that exist at only one college will be reviewed by local process at the college.

At the discretion of the hiring committee, the districtwide equivalency process may run concurrent with the prescreening and application screening processes discussed below.

##### **2. Prescreening (review of minimum qualifications)**

Both the prescreening and applicant screening processes (Section E.2) can be conducted concurrently if the composition of the committee is the same for both processes.

At the discretion of the administrative chair, the composition of the prescreening subcommittee shall consist of one of the following:

- a. all members of the screening committee,
- b. the department chair and the dean, or
- c. the department chair and the other faculty member in the discipline.

The members of the prescreening committee confer and determine which applicants meet minimum qualifications or should be forwarded for further consideration based on anticipated completion of a qualifying degree. Applicants anticipating completion of a qualifying degree must indicate in their application materials that they will have a qualifying degree before the start date of employment or they will be rejected. The Human Resources Department will confirm that the required degree has been conferred prior to beginning employment.

The prescreening committee members review all applicants, including those who request equivalency. The prescreening committee documents those applicants who do not meet and those who are not anticipated to meet minimum qualifications. The committee also documents the applicants who submitted incomplete applications.

The prescreening results are forwarded to the Human Resources Department at the conclusion of the prescreening process. The Human Resources Department deactivates those who fail to meet minimum qualifications with the exception of those who requested equivalency and have yet to be reviewed by the equivalency committee. The Human Resources Department also disqualifies the applicants who submitted an incomplete application.

Committee members may review any applicant in the online application system who was determined to be unqualified during the prescreening based on minimum qualifications.

### 3. Application Screening

At the discretion of the administrative chair, the composition of the application screening subcommittee shall consist of one of the following:

- a. all members of the screening committee,
- b. the department chair and the dean, or
- c. the department chair and the other faculty member in the discipline.

Committee members evaluate all applicants who meet minimum qualifications or have requested equivalency. The committee members complete the Academic Application Screening Evaluation forms while ensuring the following:

- Academic Application Screening Evaluations must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Academic Application Screening Evaluations must document a recommendation for oral interview (5 – Highly Recommend, 4 – Recommend, 1 – Do Not Recommend).
- Application screening subcommittee members sign and date the Academic Application Screening Evaluations.
- Application screening subcommittee members screen the application materials independently and submit their results to the co-chairs.

### F. APPLICATION SCREENING TALLY MEETING

If the districtwide equivalency committee has not reviewed the requests for equivalency at the time the application screening tally process is initiated, the hiring committee has the option of moving forward without giving further consideration to those who requested equivalency.

All committee members who participated in the application screening shall be present at the application screening tally meeting and shall have completed their screening of the applicants. Applicants who were not evaluated under the process outlined in Section E above shall not remain under consideration or be added back to the pool once the Application Screening Tally process has been initiated.

The following shall occur during the application screening tally meeting:

1. A co-chair tallies the application screening results.
2. The application screening subcommittee as a whole determines which applicants will be invited for interviews. The determination is based on the scores and not the individual's identity. "Natural breaks" in the score distribution should be a determining factor.
3. The subcommittee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates will be considered for interview based on their ranks and may be considered only if invitations are refused by the original invited candidates.
4. A co-chair assigns dates and times for oral interviews, taking into consideration distance and time of travel of the applicants. The department chair or the dean's administrative assistant sends out invitations to the candidates.

### G. ORAL INTERVIEW

At the discretion of the administrative chair, the composition of the interview subcommittee shall consist of one of the following:

- a. All members of the screening committee,
- b. The dean and faculty member with expertise in the discipline, or
- c. An alternate academic manager (Dean or Assistant Dean) and faculty member with expertise in the discipline. A Dean alternate should only be used when it is not possible for the Dean to participate.

The oral interview process shall consist of the following:

1. Oral Interview Briefing (30 minutes before the first interview)

A co-chair discusses the guidelines pertinent to the interview process, including appropriate follow-up questions, guidelines for written comments on the Academic Oral Interview Records, the District's diversity policy, and procedures for discussion following each candidate's interview. The interview subcommittee reviews each question and discusses, in general, an appropriate answer.

## 2. Oral Interview

At the beginning of the interview, a co-chair welcomes and introduces the candidate, introduces each committee member, and advises the candidate about the process of the interview. The introduction includes the approximate length of the interview, number of questions, roles of the committee members and the fact that the committee will be taking notes, and length of the teaching demonstration.

At the oral interview, follow-up questions may be asked for the purpose of seeking clarification and expansion of an applicant's response. Follow-up questions may not deviate from the original questions.

At the close of each interview, a co-chair thanks the candidate and advises him/her of the next step in the process.

A co-chair ensures all interviews are conducted within the allotted amount of time.

## 3. Oral Interview Discussion and Rating

At the conclusion of each oral interview, a co-chair facilitates a discussion of the candidate. Each committee member shall share a brief summary of each applicant's strengths and limitations. Generally, the discussion will consist of:

- Clarification of technical questions asked during the interview.
- The manner in which the candidate responded to questions asked during the interview.
- Strengths and weaknesses of each candidate, including professional impact.

Among those items which are inappropriate for discussion are the following:

- Advocacy or opposition for a particular candidate based on information obtained outside the interview process.
- Comments based on rumor or unsubstantiated knowledge of a candidate.
- Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics.

The Oral Interview Record Form is used for rating candidates during the initial interview. Each committee member rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).

All ratings must be supported by clearly written comments. Overall ratings should be representative of the candidates' performance across all questions and the teaching demonstration.

## 4. Oral Interview Tally

A co-chair tallies the oral interview ratings and displays the ratings to the entire committee with the names of the candidates redacted for the purpose of reviewing the distribution of scores and determining the natural break in ratings.

After determining the natural break, the names of the candidates are displayed to the committee for the purpose of determining which candidates have sufficiently demonstrated they are qualified to perform the duties of an adjunct (part-time) faculty member. The committee reviews the ratings to consider discrepancies. The discussion shall focus on information provided in the interviews as well as information provided in the candidates' applications. Any committee member may change or keep their original rating after considering the information discussed. Extreme scoring disparities should be discussed at this time. Scores may only be changed in consideration of information provided by the applicant that was not previously considered by the raters.

## H. RECORD OF INTERVIEW AND CANDIDATE SELECTION PROCESS

1. The co-chairs complete the Record of Interview and Candidate Selection Process form indicating which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidates eligible for hire.
2. Candidates recommended for hire are eligible for employment for up to four semesters from the original semester of consideration provided a more recent selection process was not initiated. For example, a candidate interviewed

for a fall 2014 vacancy is eligible for "future hire" through fall 2016.

3. The co-chairs forward all screening files, forms, and related notes and records to the Human Resources Department.
4. The co-chairs notify all candidates who were invited to the oral interview of their status.

#### **I. CANDIDATE SELECTION AND OFFER OF EMPLOYMENT**

1. Upon approval by the college president, the academic administrator forwards the signed Part-Time Faculty Hiring Authorization(s) to the Human Resources Department.
2. Upon review of all materials, the Director of Employment Services notifies the academic administrator that he or she is authorized to extend an offer of employment.
3. The academic administrator extends the offer of employment and upon acceptance of the offer, notifies the Human Resources Department of the acceptance and the anticipated start date.
4. When appropriate, the Human Resources Department schedules a new employee orientation.

#### **J. ALTERNATIVE HIRING PROCESSES FOR EXIGENT CIRCUMSTANCES**

In the event there is a need to expeditiously hire an instructor due to unforeseen circumstances and provided there are fewer than 15 working days before the instructor shall begin working, the Director of Employment Services may authorize a waiver to the hiring procedure as described above and allow the committee to exercise one of the following options:

- A. The committee gives selective consideration to current District faculty hired in the discipline at the other colleges without giving consideration to other applicants.
- B. In the event a pool exists for the discipline, the committee considers the applicants in the order of the date a completed application was submitted until a suitable applicant is found. The committee accomplishes this through one of the following processes:
  1. The committee identifies preferred qualifications and reviews applicants in the order in which they applied until a suitable number of applicants who meet the minimum and preferred qualifications have been identified. The committee interviews the selected applicants and, if the committee does not recommend anyone for hire, the committee invites the next group of applicants who meet the preferred qualifications to an interview. The committee determines how many applicants to invite at a time. The committee documents the preferred qualifications by which the applicants were screened and who was invited to an interview.
  2. The committee interviews the applicants who meet minimum qualifications in the order they applied without consideration of preferred qualifications until a suitable applicant is selected for hire.
  3. The committee develops screening criteria, screens the applications, and interviews the most qualified applicants in the order they applied.

The Director of Employment Services may approve modifications to the above processes on a case-by-case basis.

#### **K. EMERGENCY HIRES**

The following strategies may be utilized within five working days of classes starting:

- A. Give selective consideration to faculty in the discipline currently working at other California community colleges or colleges/universities. The applicant must complete an application in the online applicant tracking system and submit transcripts or a letter from the registrar's office indicating they meet minimum qualifications. Human Resources will provide the employee with an orientation within three days of hire.
- B. Give selective consideration to previous qualified VCCCD adjunct faculty in the discipline who came off of the longevity list due to eight semesters of inactivity and were in good standing with the District. Human Resources will provide the employee with an orientation within three days of hire.

Faculty hired under these conditions will be required to participate in a regular selection process and be deemed qualified by the hiring committee in order to receive consideration for future assignments in the discipline following the semester of emergency employment.

See:

[Board Policy 3420 Equal Employment Opportunity](#)  
[Administrative Procedure 3420 Equal Employment Opportunity Plan](#)

[Board Policy 7100 Commitment to Diversity](#)





Book	VCCCD Board Policy Manual
Section	Chapter 7 Human Resources
Title	BP 7120 RECRUITMENT AND HIRING
Code	BP 7120
Status	Active
Legal	ACCJC Accreditation Standard III.1.A California Code of Regulations, Title 5, Section 51023.5 California Code of Regulations, Title 5, Section 53000, et. seq. California Education Code Section 70901.2 California Education Code Section 70902, Subdivisions (b)(7) and (d) California Education Code Section 87100 et. seq.
Adopted	May 17, 2007
Last Revised	September 13, 2016
Last Reviewed	September 11, 2018

The Chancellor shall establish procedures for the recruitment and selection of employees including, but not limited to:

- The criteria and procedures for the recruitment and selection of management employees including college presidents;
- The criteria and procedures for selection and hiring of academic employees in accordance with established and implemented board policies and procedures regarding the Academic Senate's role in local decision-making. Academic employees shall possess the minimum qualifications prescribed for their positions by the Board of Governors or the equivalent in accordance with established procedures;
- The criteria and procedures for hiring classified employees shall be established by the Personnel Commission; and
- The criteria and procedures for hiring all employees shall comply with all applicable laws and regulations, including all Presidential Executive Orders and all Federal regulations regarding the employment of all personnel with diverse backgrounds and ethnicities.
- In compliance with Title 5, section 53021, when an interim is needed to fill a position, the Chancellor may choose between the regular or an abbreviated version of the selection process, unless not possible or practicable, following consultation with the Vice Chancellor of Human Resources.

See:

[Board Policy 2431 CEO Selection](#)

[Administrative Procedure 2431 Recruitment and Hiring: Chancellor](#)

[Board Policy 7100 Commitment to Diversity](#)

[Administrative Procedure 7120-A Recruitment and Hiring: Vice Chancellor\(s\)](#)

[Administrative Procedure 7120-B Recruitment And Hiring: College President](#)

[Administrative Procedure 7120-C Recruitment And Hiring: Academic Managers](#)

[Administrative Procedure 7120-D Recruitment And Hiring: Full-Time Faculty](#)

[Administrative Procedure 7120-E Recruitment And Hiring: Part-Time Faculty](#)

