

Adopted
September 29, 2016

AP 7120 RECRUITMENT AND HIRING



SAN JOSE/EVERGREEN COMMUNITY COLLEGE DISTRICT

HIRING PROCEDURES

San Jose/Evergreen Community College District AP 7120 Recruitment & Selection

Classified Staff
Confidentials
Supervisors
Faculty (Tenure-Track, and Temporary)
Administrators (Regular)

Office of Human Resources
40 S. Market Street,
2nd Floor San Jose, CA
95113-2367

E-mail: HREmploymentservices@sjeccd.edu

Additional copies of these procedures may be obtained from www.sjeccd.edu
or <https://jobs.sjeccd.edu> or by contacting the Office of Human
Resources.

Hiring Procedures

TABLE OF CONTENTS

Section	Page Number
I. Introduction	2
A. Philosophy	2
B. General Principles	2
II. Identification of Vacant Positions	3
III. Development of the Job Announcement	3
A. Elements of the Job Announcement	3
IV. Recruitment	4
V. Application Process	4
A. District Application Form	4
B. Transcripts	5
C. Open Until Filled	5
VI. Close of Recruitment Process	5
A. Application and Minimum Qualification Review	5
B. Equivalency Determination	5
VII. The Screening Committee	6
A. Establishing the Screening Committee	6
B. Role of the Screening Committee	7
VIII. 2 nd Interview Process	9
IX. Submission to Human Resources and the Board of Trustees	11

I. INTRODUCTION

A. Philosophy

It is the philosophy of the San Jose/Evergreen Community College District that hiring procedures and guidelines be established which provide for the hiring of highly qualified people who are knowledgeable and skilled in their professional areas, in managing and directing administrative functions or academic programs, and who can successfully serve our students.

To that end, it is our philosophy that San Jose Evergreen Community College District follows an effective hiring process that ensures equal opportunity in employment.

Together it is a collective responsibility to ensure that equal employment opportunity procedures are central to all recruitment and hiring processes. Our entire District community shares the commitment and it is demonstrated by the participation of the Governing Board, District administration, faculty, staff, students and community members who commit time, energy and conviction to the search and selection of those who best meet the needs of our diverse student population, our community and our institution.

B. General Principles

The following principles shall guide all activities related to the screening and hiring of new employees:

1. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect, knowledge, and sensitivity that will enable them to effectively work in a multi-cultural, multi-lingual educational environment. The Board of Trustees, managers, faculty, and classified staff share the responsibility for assuring equal opportunity practices throughout the screening and selection process.
2. Hiring decisions shall comply with Federal and State laws, State administrative regulations, and the District commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
3. Between the announcement of a vacant position and the hiring of the candidate, there is sufficient time to allow for a thorough, complete and thoughtful search.
4. All participants in the screening process receive the District's Title 5 compliant screening/selection committee training.
5. Screening committee membership shall be diverse, in order to broaden perspectives and to better represent the District commitment to equal opportunity.
6. After hiring decisions are made the decision will be communicated to the screening committee by the hiring manager (or designee).
7. The screening committees and hiring administrators shall maintain confidentiality throughout, and following completion of, the screening and hiring process.

II. IDENTIFICATION OF VACANT POSITIONS

Once a position has been identified, the Hiring Manager will initiate the Personnel Action Form (PAF) and circulate it for appropriate signatures. Once all relevant signatures are obtained, the PAF is sent to Employment Services to start recruitment.

III. DEVELOPMENT OF THE JOB ANNOUNCEMENT

To ensure equal employment opportunity and the integrity of the screening and hiring process, the job announcements will be developed through the participation of the appropriate personnel.

Employment Services will review the job announcement to assure overall compliance with legal standards and Board approved language, and will then prepare a final job announcement. The final document will be forwarded to the hiring administrator for a final review, and any substantive changes will be noted. The hiring administrator will notify Employment Services of its agreement with the final job announcement and the document will be prepared for publication.

Employment Services will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities and screening/selection process, criteria, forms and documentation comply with applicable current laws and regulations, as well as District policies and procedures.

A. Elements of the Job Announcement

The job announcement shall include the following information:

- a. Minimum qualifications.
- b. Essential duties and responsibilities.
- c. Knowledge, skills and abilities.
- d. Desired qualifications.

- e. Standard (template) job announcement text that includes:
1. The Position (job title, department, location)
 2. Salary (special funding information)
 3. Assignment (time base, desired starting date)
 4. Legally-Mandated Statement (within the MQ section) if applicable
 5. Address Inquires and Applications Submission Section (closing date)
-
6. The Application Process (list of required application materials, which shall include the official district application form, cover letter, resume, transcripts-unofficial copies at the time of submission only, completed Equal Opportunity Employment Questionnaire-optional)
 7. Summary of Benefits
 8. Salary Placement Information
 9. District Statement of Commitment to Equal Employment Opportunity
 10. Bargaining Unit, when applicable.

IV. RECRUITMENT

Positions will be advertised as listed:

- Classified positions for a minimum of 14 days
- Management, Supervisor & Confidential positions for a minimum period of 21 days
- Academic positions for a minimum of 21 days

All job announcements shall indicate a “First Review Date” and then will be moved to an “Open Until Filled” status. This posting language will allow committees to review applications while recruitment may continue.

Employment Services will generally recruit based on a Standard Recruitment Plan which provides for:

- a. The posting of the job announcement on the District’s web site and District email to all employees within the District and if applicable, on the California Community Colleges Job Registry; and posted in appropriate on-line or print media that ensure diversity is a priority, as well as target professional experts sources to support a rigorous recruitment effort.

b. Requests for expanded job announcement distribution through professional organizations, targeting mailing lists, or listing provided by the department/division.

c. Requests for additional advertising resources for specific outreach in a professional area and to ensure that all persons are provided the opportunity to seek employment with the district.

The ultimate goal is to develop a comprehensive recruitment plan which will ensure a diverse pool of well-qualified applicants.

V. APPLICATION PROCESS

A. District Application Form

All applicants, internal or external, must submit the current District Application Form as prescribed by Employment Services, to be considered for an opening.

B. Transcripts

One unofficial copy of transcripts must be submitted with the District application form and resume, showing minimum qualifications are met (for educational administrator positions, it must be in accordance with the publication titled "*Minimum Qualifications for Faculty and Administrators for the California Community Colleges*"). Transcripts may also be used by the screening committee for the purpose of determining whether a candidate meets the District minimum educational requirements that are beyond the State requirements (in the case of educational administrator positions). All applicants-internal and external are required to comply with the transcript requirement.

C. Open Until Filled

The First Review Date is considered the Closing Date for the committee's review of completed applications.

Employment Services will continue to accept applications which will be reviewed ~~only~~ under the following circumstances:

- If an insufficient number of applications are received by Employment Services.

- At the discretion of the screening committee, if the screening committee determines that additional applicants are necessary to continue with the selection process, Employment Services will be notified. Employment Services will forward all completed applications received since the First Review Date.

Re-opened searches are those that have proceeded to the point of screening committee deliberations. Under unusual circumstances, the decision to re-open a search signifies that the committee found no one in the applicant pool meeting established screening criteria for an interview, or meeting established criteria for recommendation for final interview.

VI. CLOSE OF THE RECRUITMENT PROCESS

A. Application and Minimum Qualification Review

At the close of the recruitment process, Employment Services will review for completed application and minimum qualifications of the application packets received. Employment Services reviews for minimum qualifications before submitting the applications to the screening committee. A notice will be issued to those applicants with incomplete packets. The remaining application packets will be prepared and released to the hiring administrator. If the screening committee is uncertain about the minimum qualifications of an applicant, the subject matter expert(s) on the committee shall make the determination.

B. Equivalency Determination

If an applicant requests equivalency, the hiring administrator is notified to contact the appropriate faculty members and consult with the Academic Senate. The faculty trained in determining equivalency will review the equivalency requests and make a determination. Discipline expertise is preferred.

VII. THE SCREENING COMMITTEE

ESTABLISHING THE SCREENING COMMITTEE

The hiring administrator/supervisor is responsible for the following;

1. Working with Employment Services to open a position
2. Establishing of the screening committee
3. Participating in first and second level interviews

The process for establishing screening committees is designed to be consistent with our commitment to shared governance and diversity. The search committee includes a diverse membership which will bring a variety of perspectives to the assessment of applicants' qualifications.

I. Process

1. Establish an open position.
2. Employment Services will email a notification to hiring administrator when a position has been established and will send a draft posting, a list of the constituency contacts, information for forming a screening committee and the screening committee form. The hiring administrator emails a request for committee appointments to the applicable representatives from the following constituency groups:

- Classified CSEA for applicable sites/campus
- Academic Senate for applicable campus
- Student Association for applicable campus
- Management/Supervisory/Confidentials
- AFT 6157 (only for Chancellor, Vice Chancellor and College President positions – has one of the current designated faculty representatives)

Community member if applicable. Community member appointments may be recruited by the hiring administrator or appointed by the president or chancellor if appropriate.

3. Constituency groups will make appointments according to the guidelines provided in the table below regarding the number of appointments. The guidelines are goals to strive for as well as maximum allowed representation. Constituencies should also keep in mind the requirement of BP 7100 Commitment to Diversity.

Position	Faculty	CSEA	MSC	Students	Hiring Administrator* (Designee)	AFT
Educational Administrator	3	1	2	1	1	
Classified Administrator	1	2	2	1	1	
Faculty	3	1	1	1	1	
Supervisor	1	2	2	1	1	
Classified	1	3	2	1	1	
Confidential	1	1	1	1	1	
Vice Chancellor	2	2	2	2	1	1
President	Composition set by the Chancellor					1
Chancellor	Composition set by the Board of Trustees					1

*If the hiring manager is the chancellor or president, a designee may be identified. Presidents and vice chancellors shall participate in screening committees when appropriate

2. Constituency groups will email their appointments to both Employment Services and the hiring administrator.

3. Employment Services will review the appointments to ensure compliance with our shared governance and diversity.

4. If the appointments are approved, the screening committee can proceed.

5. If the appointments are not approved, Employment Services can request that the hiring administrator seek more diverse appointments from constituencies.

6. Appointments made by constituency groups are not final until Employment Services has approved the entire Screening Committee.

Screening Committee Member Training

All members of the Screening Committee must complete the District's Screening Committee Training before serving on the Committee. The training shall be valid for a period of 2 years.

ROLE OF THE SCREENING COMMITTEE

The Screening Committee should (1) calendar steps in the process (including the screening application period, meeting to discuss the selection of candidates for first level

interview, date to notify the candidates, and the interview schedule); (2) develop the screening criteria; (3) prepare the rating sheet; (4) develop job-related interview questions, and review and revise reference check questions; and (5) develop additional assessment techniques (including demonstrations).

Screening Committee Steps

(The steps are listed in sequential order, and are required.)

1. First meeting
 - a. Overview of the process.
 - b. Sign “Confidentiality and Conflict of Interest Statement”
 - c. Elect a Chair (see page 8 for responsibilities) and a Recorder (see page 9 for responsibilities)
 - d. Schedule/Finalize subsequent Committee meetings (E.g., Application screening meeting, interviews, deliberation meeting) –and coordinate schedules. Keep Employment Services informed of the final meeting schedules / timelines.
 - e. Draft paper screening criteria, interview, and reference check questions.

2. Following first meeting
 - a. Email draft paper screening criteria, interview and reference check questions to Employment Services for review.
 - b. Incorporate any changes/recommendations as appropriate into final criteria/questions.
 - c. Inform Employment Services in advance when application screening will be conducted so that they can prepare and release the applications in a timely manner.
 - d. Make copies of paper screening forms for each committee member.
 - e. Recorder should provide summary notes from the first meeting to the chair for the master file – including attendance.

3. Second meeting
 - a. Conduct application screening. Failure to screen all of the applications forwarded to the committee will be cause for dismissal of the member from the committee. The committee may extend the time lines for reviewing the applications, if necessary.
 - b. Consider each applicant and determine a list of candidates to interview.
 - c. Complete the “Applicant Summary/Interview Form” documenting why the applicants were or were not selected for interview.
 - d. Establish a schedule for interviews.

- e. Identify individual(s) who will contact all of the candidates to schedule interviews.
4. Following second meeting
 - a. Email list of candidates to interview to Employment Services.
 - b. Schedule interviews.
 - c. Notify all of the committee members of the interview schedule.
 - d. Make copies of interview questions for each committee member.
 - e. Recorder should provide summary notes from last meeting to the Chair for the master file – including attendance.
5. Conduct Interviews and Reference Checks
 - a. Do not discuss candidates until after all committee members have completed their individual documentation of candidate responses including the rating of responses and total score for each candidate. Scores should be indicated for all questions except those specifically set aside to be un-rated.
 - b. The same set of pre-determined interview questions (and skills/teaching demonstrations) shall be used to screen each candidate. The Committee may ask appropriate follow-up questions to clarify a candidate's response to a question.
 - c. All interviews should be conducted in-person. However, if a candidate requests an alternative interview format, and is located at least 300 miles from the interview location, the screening committee may consider the request. All costs to the candidates related to the interviews are the sole responsibility of the candidates. Final/second level interviews must be conducted in person. President/Chancellor may under extenuating circumstances permit an alternate interview format.
 - d. The finalists should be those who have clearly demonstrated knowledge, skills, and abilities that best meet the needs of the position and the college or the district.
6. Following the last interview (Immediately, or a different scheduled day/time)
 - a. There is no required minimum number of applicants to be forwarded as finalists.
 - b. Review each candidate and determine the finalists. The committee will then send a list of the ranked finalists to the hiring administrator.
 - c. Complete the "Applicant Summary/Finalist Form."
 - d. The Chairperson should complete the "Strengths and Weaknesses Form" for Finalists representing the committee's analysis.
 - e. Reference checks will be conducted by one members of the screening committee.

f. Conduct reference checks on each of the finalists. Make every attempt to reach two or more professional references including one supervisor. If unable to reach one or more of the references, request additional names from the applicant. If still unable to complete at least two, contact Employment Services. Reference checks may be done through phone, email or other electronic communication.

7. Screening Committee Final Meeting*

- a. Report back to the Committee on the results of the reference checks.
- b. Determine if any finalists should be eliminated or re-ranked based on reference checks.
- c. Compile all applicant materials and all documentation to provide to the hiring administrator.
- d. Submit the names of the finalists to Employment Services.

* The committee may fully delegate these items to the hiring administrator and the other committee member who conducted the reference checks or conditionally delegate these items contingent upon there being nothing of concern in the reference checks. If the delegation is conditional, the committee must reconvene to discuss anything of concern in the reference checks.

VIII. 2ND INTERVIEW PROCESS

1. The hiring administrator or designee will schedule the second interviews where members of the screening committee may be invited to participate. The hiring administrator may include others as deemed necessary. All new participants shall sign a Conflict of Interest form.

For Faculty & Management Positions

The hiring administrator or designee will schedule the second interviews which shall include the president, vice president, hiring manager, screening committee chair or committee member designee, and academic senate president or designee. The president may include others as deemed necessary. All new participants shall sign a Conflict of Interest form.

After the conclusion of all interviews, a final candidate will be identified. Any candidate forwarded may be selected as a finalist.

At least one additional reference check is to be done by president or designee. Additional reference checks may be needed, the chancellor, president or hiring administrator shall make the determination.

If the hiring administrator, President or Chancellor does not make a final selection from the recommended candidates, the hiring administrator may consult with the screening committee to determine next steps. A decision will be made either to place the position on hold or reopen the position to continue to recruit additional applicants.

2. The hire of the candidate is not final until action is taken by the Board of Trustees at a regularly scheduled Board Meeting. The Chancellor may authorize the hire and the employment is ratified by the Board of Trustees. The Office of Human Resources will prepare the recommendation for the Board Agenda. Once approved, the Office of Human Resources will contact the selected individual in a timely fashion regarding employment information, required verifications, contracts, fringe benefits and other employee services.
3. Roles/Responsibilities of Chairperson:
Schedule meetings and keep the hiring process moving.
 - a. Ensure that hiring procedures are followed.
 - b. Upon completion of the committee responsibilities, compile all applicant materials and documentation, and submit to the hiring administrator.

Paperwork includes:

All application materials.

1. Additional Screening Committee records: Paper screen forms, interview response forms, interview exercise results if applicable, meeting minutes.
2. Applicant Summary Interview form
3. Strengths and Weaknesses form documentation of Finalists.
4. Completed reference check forms of Finalists.
5. Submit to Employment Services the names of those candidates selected for interview.
6. Submit to Employment Services the names of the Finalists.

If there are any questions or concerns, contact Employment Services.

4. Responsibilities of the Recorder:
 - a. Record the attendance of all committee members in writing.
 - b. Take summary notes of minutes of committee meetings.
 - c. Support the Chairperson in documenting and finalizing committee questions (paper screening criteria, interview and reference questions).
5. Responsibilities of Committee Members:
 - a. Exclude Prior Knowledge: Anything that you, as a committee member, know about any of the candidates, positive or negative, may not be shared with the committee. If you are related to an applicant, in any

way, you must remove yourself from the committee. You may only consider information that comes to the committee through the formal hiring process: application materials, interviews, interview exercises and demonstrations, and references.

- b. Consider Hourly/Temp. Employees like any other applicant.
- c. Maintain/Honor Confidentiality: The term confidentiality applies in its strictest meaning to all the related processes of the Screening Committee.
- d. Observe Attendance Requirements: Screening Committee members must attend in person all Screening Committee meetings. An exception can be made for missing the first meeting only. A member who misses the first meeting must accept the continuing work of the committee.
- e. Conflict of Interest: A committee member or a hiring administrator should be disqualified or remove themselves from serving on the committee and/or making screening or hiring recommendations/decisions. Disqualification shall occur if there is a conflict of interest such as, but not limited to, relationship by blood or marriage, or a personal or financial relationship or bias regarding an applicant/candidate.

6. Role of Employment Services:

Employment Services is responsible for:

- a. Providing support and general oversight of all aspects of the recruitment and hiring process.
- b. Responding to concerns expressed by applicants, screening committee members or other individuals involved in the hiring process.
- c. Matching the requirements of a position vacancy with state requirements, if any, to be included in the job posting.
- d. Advertising and recruiting.
- e. Screening initially for minimum qualifications.
- f. Working with Deans/Hiring Administrators regarding academic applications that require Equivalency determination.
- g. Reviewing screening committee rosters.
- h. Reviewing screening committee application screening criteria, interview and reference check questions.
- i. Receiving the list of candidates selected to interview and list of finalists.
- j. Forwarding additional applications, as requested by the committee when appropriate.
- k. Reviewing all committee materials upon return, with PAF Request for Election of the finalist, to ensure appropriate procedures were followed.

IX. SUBMISSION TO HUMAN RESOURCES AND THE BOARD OF TRUSTEES

Following the selection of the final candidate, the hiring administrator shall submit formal notification of the selection to Employment Services. The Hiring Administrator communicates to the selected candidate that Human Resources will contact them within 5 working days with a conditional offer of employment, pending board approval.