

## **CITRUS COMMUNITY COLLEGE DISTRICT HUMAN RESOURCES**

### **AP 7201 Recruitment and Selection: Full-Time Faculty**

References: Education Code Sections 87100 et seq., 87400, 87408-87408.6, 88003, and 88021; Title 5 Code Sections 53021-53024; ACCJC Accreditation Standard III.A

These recruitment and selection procedures have been developed to include the thoughtful participation of faculty and management. The procedures cover the recruitment and selection process from the point of identifying the faculty positions to be filled, to the presentation of candidates to the Superintendent/President for recommendation to the Board of Trustees.

#### **1. Identifying Full-Time Faculty Positions**

The Faculty Needs Identification Committee (FNIC) shall be composed of the Vice President of Academic Affairs, the Vice President of Student Services, one instructional administrator, and three faculty members. The three faculty members are appointed by the Academic Senate President with approval of the Academic Senate Council. It is the intent that both vocational and academic areas be represented by faculty.

By early October, FNIC shall meet and establish a list of criteria that will be used to determine the order of faculty positions on the Faculty Hiring Priority List. Examples of such possible criteria are retirement and resignations, non-availability of part-time instructors in a subject area, no full-time instructors in a subject area, a low full-time/part-time ratio in a subject area, matriculation needs, response to legislation, and response to community needs.

By mid-October, the Vice President of Academic Affairs and the Vice President of Student Services shall send a notice to each Dean and each Department Chair (or head of department), if applicable, that lists the criteria and asks that each department's request for staffing for the following year be submitted by early November. A copy of the notice shall be provided to the Academic Senate President and the members of FNIC.

In the development of a department's request for staffing, the Dean of the department shall hold a department meeting with the department faculty for the purpose of ensuring that the faculty have input into the staffing request.

FNIC shall meet soon after the requests are received and, after reviewing all requests for staffing, establish the final list of criteria that will be used to determine

the order of faculty positions on the Faculty Hiring Priority List. These criteria may change from year-to-year. Once the criteria are set for the hiring priority list, they remain set for the hiring cycle.

Based on the final list of criteria, FNIC shall consider all requests for staffing and then establish the Faculty Hiring Priority List.

The order of faculty positions on the previous year's Faculty Hiring Priority List shall not be a consideration during this process. By the end of November, the Faculty Hiring Priority List should be completed. The committee will forward the completed list to the Superintendent/President for his/her review and input.

By the first Board meeting in December, the Board of Trustees should decide the number of faculty positions to be filled. The specific positions to be filled will be based on the Faculty Hiring Priority List (in ranked order) as established by FNIC. Once the Board of Trustees determines the number of new positions for hiring, the Faculty Hiring Priority List will recommend what positions will be opened, starting at the top of the list and counting down. Once this decision has been made, copies of the Faculty Hiring Priority List and the final list of criteria shall be distributed to all heads of departments, the appropriate administrators (including the Director of Human Resources), and the Academic Senate President.

In the event of retirements, resignations, or reassignments that occur after the Faculty Hiring Priority List has been established, FNIC will reconvene. FNIC will provide an opportunity for the department having the retirement, resignation or reassignment to submit information supporting a request for hiring a faculty member from the effected department. The committee will then decide whether or not to place that faculty position on the Faculty Hiring Priority List for that year. If it is decided to place the position on the priority list, the faculty position will be inserted where it is deemed appropriate, based on the previously established criteria. The revised Faculty Hiring Priority List will be submitted to the Board of Trustees on the agenda for consideration. If the Board approves filling an additional position(s), copies of the revised priority list will be sent to all department heads, the appropriate administrators, the Academic Senate President and the members of FNIC. FNIC would then recommend to the Board of Trustees that the next position on the Faculty Hiring Priority List be filled.

Several part-time instructors or a one-semester temporary full-time instructor, with approval of the Superintendent/President, may need to be hired when special circumstances prevent recruitment and selection of a full-time faculty member for a position identified by the above process. Examples where this may occur include retirements, resignations, or reassignments that are announced late in the academic year or positions where the applicant pool is insufficient and there is not enough time to re-advertise the position.

## 2. Job Posting and Recruitment

For all positions open for recruitment, the Director of Human Resources, the appropriate Vice President, and the appropriate Dean, after receiving faculty input from the appropriate department, shall mutually develop a clear and complete job posting and provide recommendations as to appropriate places to advertise for the recruitment.

The recruitment process, including all advertisement, shall be done in accordance with Administrative Procedure 7100 - Equal Employment Opportunity.

All application packets shall be received through the Applicant Tracking System.

The closing date on the job posting should generally be at least six to eight weeks from the date that advertising will begin in order to allow ample time for recruitment and applicant response, but should still allow the recruitment and selection process to be completed during the academic year. In special circumstances, it may be necessary to advertise the position for less than six to eight weeks, with the approval of the appropriate Vice President, and the Director of Human Resources.

The Director of Human Resources, or designee, shall review all application packets, and shall screen out of the applicant pool those application packets that are incomplete or where the applicant does not meet established minimum qualifications.

Members of the District's Human Resources Advisory/Staff Diversity Committee may consult with the Director of Human Resources and make recommendations regarding the job posting and recruitment for faculty positions. This committee will serve as the avenue through which any faculty member may channel suggestions or concerns regarding the recruiting process and job postings (appearance, college information, readability, standardization of application requirements, etc.).

## 3. The Selection Committee

The recruitment and selection process shall focus on ensuring that Citrus College selects instructors who can teach and who are experts in the subject matter of their curriculum; and counselors, librarians, and other instructional and student services faculty who can foster community college effectiveness and who are experts in the subject matter of their specialty. Accordingly, persons involved with the screening or interviewing of job applicants shall be selected based on these goals. Additionally, all selection committees shall include members of underrepresented groups whenever possible.

The Selection Committee shall be composed of three faculty members (tenured, whenever possible), two administrators and an Equal Employment Opportunity Representative (non-voting). An Equal Employment Opportunity Representative will

be a faculty member, whenever possible. The three faculty members shall be selected (by ballot) by the department where the position exists.

The department may decide to select faculty members from other departments. This practice is especially encouraged if it will allow for the inclusion of one panel member from an underrepresented group. Selecting faculty members from other departments is also encouraged when the primary responsibility of the new faculty member (such as librarian or college nurse) will not be direct instruction or counseling. In the event the department does not have a sufficient number of faculty with expertise in the discipline, a faculty member from another college may be invited to join the selection committee, as determined by the department. The Selection Committee members will decide whether the visiting faculty member will be a voting or non-voting member.

A faculty member may be appointed by the department and an appropriate administrator may be appointed by the Vice President as alternates in the interview process.

Members of the Selection Committee shall have appropriate training in diversity sensitivity. Before the recruitment and selection process may proceed to the screening level, the Diversity Officer must confirm that all members of the Selection Committee have received this training. The members of the Selection Committee shall include a diverse membership when possible, and no one who has provided an applicant with a written letter of recommendation shall be permitted to serve on the Selection Committee.

The selection process shall comply with Administrative Procedure 7100 - Equal Employment Opportunity.

#### A. Applicant Screening

The Human Resources Office shall arrange the date and time for the Selection Committee to begin the applicant screening process. The screening should occur as soon as possible after the closing date (or first consideration date) of the position and will only include completed application packets as determined by the Director of Human Resources.

Before the members of the Selection Committee begin to screen applicants, the members of the Selection Committee, meeting as a whole, shall:

- discuss and sign statements of confidentiality;
- discuss duties of a chair, then select a chair;
- discuss the recruitment and selection procedures of the District, including the role of the Equal Employment Opportunity Representative;
- receive instructions regarding the equivalency process; and,

- develop criteria, based on the job posting, to be used for screening, applications.

Once these preliminary procedures have been completed, the Selection Committee will review all applications, and select those applicants for an interview who best meet the qualifications listed on the job posting as determined by the panel's screening criteria.

The panel shall agree on the number of affirmative votes needed to retain an applicant for further consideration. In no instance will a candidate be advanced to the next level without the endorsement of the majority of the panel.

Before the Selection Committee adjourns, the following items must also be completed:

- develop questions to be asked during the interview and decide if any questions will be shared with the applicant prior to the interview;
- decide on the details of any other interview requirements, such as a teaching demonstration and its topic(s) (to be shared with candidates prior to the interview), a writing sample; and/or
- other skills demonstration(s) related to the subject area.

#### B. Equivalency

Any applicant selected for interview that does not meet the stated minimum qualifications, but is claiming equivalency, shall have his/her application packet referred to an appropriate equivalency panel for approval before the candidate is invited to an interview. Denial of equivalency disqualifies that candidate from the interview process.

#### C. Interviews

After the screening, the Selection Committee shall conduct interviews of the candidates selected. Each candidate shall be apprised in advance if any performance requirements are to be part of the interviewing process. At the option of the Selection Committee, each candidate may be given a list of all or some of the interview questions (questions to be returned to the panel) prior to meeting with the Selection Committee. During the interviews, all candidates shall be asked the same job-related questions by the Selection Committee. Individual Selection Committee members must be present for each interview and demonstration in order to participate in the evaluation of the candidates. Absences shall disqualify the Selection Committee member from continued participation. The Selection Committee members will decide how long to wait for a member who is late. Alternates not needed will be excused prior to the evaluation discussion of the candidates. Alternates will be reminded of their obligation of confidentiality.

At the conclusion of all interviews, a brief discussion and a poll will determine which candidates will remain under consideration. The Equal Employment Opportunity Representative will give each Selection Committee member a list of the candidates.

Candidates receiving at least one affirmative vote will remain under consideration. Candidates receiving all negative votes will no longer be considered. If the percentage of underrepresented candidates remaining in the pool has been adversely impacted, the Equal Employment Opportunity Representative in consultation with the Director of Human Resources may request that the Selection Committee reconsider its evaluation criteria.

When all Selection Committee members have had an opportunity to express their thoughts regarding the strengths and weaknesses of each remaining candidate, a second poll will be taken on the remaining candidates.

The Equal Employment Opportunity Representative will inform the Selection Committee members which of the candidates received four or more affirmative responses. Should more than three candidates receive at least four affirmative votes (or a majority with a Selection Committee of fewer than five), this group of candidates will continue to be considered. If less than three of the candidates interviewed receive the required four affirmative votes, the Selection Committee may request the Director of Human Resources, or designated representative, and the Equal Employment Opportunity Representative to recommend to the Superintendent/President to accept fewer than three finalists. Otherwise, the process will be abandoned and the position re-advertised.

A discussion will be held in an attempt to reach consensus in designating three finalists to be sent to the Superintendent/President for a final interview. If three finalists do not emerge from the discussion, the Selection Committee members will cast a Borda vote (three points will be given for each Selection Committee member's first choice, two points for each member's second choice, and one point for each member's third choice) on all active candidates. Each Selection Committee member will vote for up to three candidates. The Equal Employment Opportunity Representative will tally the results of the Borda vote and inform the Selection Committee of the candidates with the highest number of votes. At no time will the Equal Employment Opportunity Representative indicate to the Selection Committee a ranking of the candidates. Only the finalists' names in alphabetical order will be revealed.

The names of the finalists will be forwarded unranked to the Superintendent/President and final interviews will be arranged. Along with the finalists' names, each Selection Committee member shall submit to the Director of Human Resources through the Equal Employment Opportunity Representative his/her evaluation of the strengths and weaknesses of each of the finalists to be forwarded to the Superintendent/President. These evaluations will be written

before the Selection Committee adjourns. The Equal Employment Opportunity Representative should advise Selection Committee members that the strengths and weaknesses forms should reflect only strengths and weaknesses, and be based solely on job-related criteria. The Equal Employment Opportunity Representative will consult with the Diversity Officer to review the strengths and weaknesses to see that they comply with equal opportunity employment guidelines prior to their submission to the Superintendent/President.

#### 4. Final Selection

The final interviews shall be conducted by the Superintendent/President in the presence of the Chairperson of the Selection Committee, the appropriate Vice President or designee (provided the Vice President or designee served on the selection committee) and the Equal Employment Opportunity Representative. These final interviews shall be held as soon as possible after the conclusion of the initial interviews.

The Superintendent/President may request reference/background checks on one or more of the finalists before making a final selection. All reference/background checks will be conducted by the Director of Human Resources, or designee, and the information shared only with the Superintendent/President. Reference/background checks should solicit only job-related information, which may include academic background, professional experience, and personal qualities relative to performance in the faculty position.

If none of the finalists is acceptable to the Superintendent/President for reasons that are shared with the Selection Committee, additional finalists may be requested. The Selection Committee will be reconvened to decide which, if any, additional candidates will be forwarded to the Superintendent/President. If none of the candidates is found to be acceptable by the Superintendent/President, and the Selection Committee declines to send any additional candidate(s), the process will be abandoned and the position re-advertised.

#### 5. Confidentiality and Integrity of the Recruitment and Selection Procedure

All persons involved in the recruitment and selection process, from the point of receipt of applications through Board approval of the recommended candidate, will be charged with the responsibility of maintaining the highest level of professional ethics and confidentiality.

Prior to screening, the following statement of confidentiality will be signed by those participating in the recruitment and selection process:

*My signature not only serves to indicate the author of the above notes, but also indicates my agreement to keep confidential all information I have read or heard regarding all of the candidates for this position including information*

*on the application, the candidate's answers to the interview questions, and any and all verbal information during the evaluation discussion of the candidates, including the results of the voting process. I understand that a breach of this confidentiality will result in a letter of reprimand, which will be placed in my personnel file and I will have no future participation in the recruitment and selection process, at the discretion of the Diversity Officer.*

In addition, the Equal Employment Opportunity Representative, at the conclusion of the final interviews, will remind the Superintendent/President of the importance of confidentiality.

Written allegations stating violations of these procedures shall be investigated by the Diversity Officer and the Director of Human Resources. Allegations without proven merit shall be dismissed with written notice provided to the members of the Selection Committee. Allegations with proven merit shall be considered cause for abandonment of the process, at the determination of the Diversity Officer and the Director of Human Resources.

General concerns and questions from members of the Selection Committee should be discussed with the Director of Human Resources and/or the Manager of Human Resources/Staff Diversity.

## 6. Evaluation of Hiring Procedure

All stages of the hiring procedure which might adversely impact applicants from underrepresented groups shall be reviewed by the Diversity Officer. The Diversity Officer shall confirm that equal opportunity employment procedures were followed. If the Diversity Officer finds a violation at any stage of the process, sufficient enough to create an adverse impact, it is his/her responsibility to stop the process and suggest solutions which might correct the violation. If the violation cannot be corrected, the Diversity Officer can cause the process to be abandoned and the position to be re-advertised.

This hiring procedure is subject to review and revision at the request of the Human Resources Advisory Committee (a subcommittee of the Steering Committee).

Board Approved	02/07/12
Desk Review	08/26/13
Desk Review	03/15/17