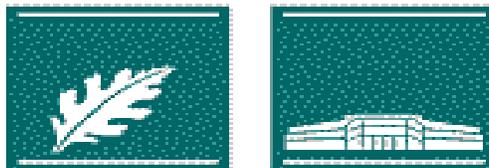


***West Valley-Mission Community College
District***

Faculty Recruitment and Selection Procedures



**Prepared by the Human Resources
Department in Collaboration with the Mission
and West Valley Academic Senates
January 2006**

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Introduction

Thank you for your interest and willingness to participate in the recruitment and selection process. Those persons involved in the selection of new faculty members are agents of the Board of Trustees empowered to help select the best candidates for our faculty positions. Because you are an agent of the Board, you will be held accountable for every aspect of the process. Your participation is an investment of your time, knowledge and skills. You have the professional responsibility to follow all policies and procedures. For your information, you are subject to being personally named in any litigation as a result of your and / or the committee's involvement in the recruitment and selection process. Therefore, it is for this reason, procedures have been established to guard against any litigation as long as they are faithfully followed.

STEP 1 – Recruitment Approval

1. Contact the Administrative Specialist for Personnel at the college or the Human Resources Specialist – Recruitment (HR Specialist) for the appropriate documents to be completed and returned. **(Appendix A)**
2. Return forms to the Administrative Specialist who will process at the college level and forward to Human Resources to obtain approval through the Executive Management Team (EMT).

STEP 2 – Establish Committee, Designate Committee Chair, and Responsibilities of Committee and Committee Chair

A. Establish Committee

1. The committee shall be initiated by the division chair, department chair, or administrator in consultation with department members.
2. The committee members are selected by the department chair in consultation with the Division Chair and with the approval of the majority of full-time faculty members in the department.
3. There shall be a minimum of five committee members with full-time tenured or non-tenured faculty in the majority. Associate faculty committees shall have no less than three members.
4. The committee shall include subject matter faculty to ensure subject competence. Non-subject matter faculty, administrators, students and classified employees may serve on the committee. The committee may also include professionals or others outside of the District who can contribute expertise to the selection process subject to approval of the Academic Senate.
5. The committee is strongly encouraged to include students in the process. The role and depth of student involvement will be defined by the committee at the beginning of the process.
6. The committee will reflect diversity and inclusiveness which includes, but is not limited to, such qualities as gender, race / ethnicity, age, disability, sexual orientation, and perspective.
7. It is expected that committee members will participate in the recruitment and selection process from the beginning to the end. However, in some cases this is not possible. In order to ensure fairness to the applicants, a committee member's ratings / scores can only be counted if he / she completes an entire paper screening or interview process. This means that if a committee member screens or interviews only a portion of the applicants, none of their ratings / scores can be counted. Another example is when a committee member has a conflict with one of the candidates on the day of the interview and says I can't participate in this interview but I will evaluate the other candidates. The committee member must excuse him/herself from the entire interview process.

8. Committee members may be substituted during the process as long as it is acceptable to the committee and diversity and inclusiveness are maintained as noted above. If the composition of the committee is changed (resignations, etc.), the committee must be recertified by the Academic Senate, appropriate Vice President, and the Human Resources Department.
9. The committee must be approved by the Academic Senate.

B. Selection of Committee Chair

The committee chair will be a faculty member selected by the committee members at the first committee meeting.

C. Submission of Committee Form

When the committee has been established, complete the Committee Members form (**Appendix B**) with Academic Senate and appropriate Vice President approvals prior to submission to Human Resources.

D. Committee Member Responsibilities:

1. Demonstrate objectivity, fairness, and equality of treatment of all applicants
2. Commitment to the process
3. Maintain the integrity of the process
4. Strict confidentiality of the process which means no discussion outside of the committee to include, but is not limited to, releasing the names of applicants, numbers of applicants and finalists, where the applicants work, their degrees, etc. There will be no side discussions of applicants and their qualifications outside of the full committee's participation. What occurs in the selection process stays within the committee before, during and after the selection has been made. The exception to this regulation is when a committee member or step in the process is not being followed appropriately or the process has been compromised. If this is the case, contact the Human Resources Department immediately for guidance
5. All committee members will work collaboratively to form the job announcement, to write supplemental questions, and to decide how the candidates shall be evaluated
6. Determine the desired qualifications for the position that will ensure the candidate's successfulness
7. Submit names of professional organizations, web sites, publications and journals specific to the position for advertising purposes; if providing a mailing list, submit on mailing labels
8. Develop the supplemental questions to be used in the paper screening process, developing the paper screening form, developing the interview questions, and developing the rating mechanism ensuring that all of the above are job-related specifically to the position and are so noted in the job announcement
9. Use the established forms for paper screening and interviewing; maintaining your notes on the established forms; if additional sheets are used to record notes, they are to be attached to the actual forms.
10. Participate in both the paper screening and interviewing of the candidates.
11. Sign all rating forms and totaling scores to ensure accuracy
12. No copying or removing of applicant's application documents, paper screening and interview forms for personal or other use
13. Report procedural errors to the committee chair
14. Submit all documents used in the selection process to the committee chair
15. Make no contacts with applicants unless authorized by the committee chair and approved by Human Resources

E. Committee Chair Responsibilities:

1. Provide active leadership in the steps of the selection process (paper screening, interviews and reference checking)
2. Keep all recruitment and selection documents in a secure location during paper screening and between interviews
3. Organize and manage committee's operation
4. Ensure the steps of the process are followed
5. Notify the Human Resources Department of procedural errors to request guidance and direction
6. Submit of all documents used in the selection process to Human Resources
7. Coordinate interviews to include dates, times and location
8. Work closely with the college Administrative Specialist for Personnel and the Human Resources Specialist – Recruitment

STEP 3 – Preparation of Job Announcement

Administrative Specialist:

1. The college Administrative Specialist for Personnel will send a job announcement template and job description to the committee chair. If available, the previous job announcement will also be provided.
2. The college Administrative Specialist for Personnel will also provide each committee member with a copy of these procedures.

Committee: All hiring committee members will work collaboratively to:

1. Develop the job assignment (subjects to be taught or specific assignment, etc.)
2. Review the minimum qualifications to ensure accuracy with the established Statewide and District Minimum Qualifications List; the minimum qualifications cannot be changed at this stage of the process.
3. Identify any desirable qualifications. Although you may develop desirable qualifications, you are cautioned because these are generally used to exclude applicants from consideration. The State Chancellor's Office and Title 5 encourages community colleges to advertise positions based on minimum qualifications to become more inclusive rather than exclusive. If desirable qualifications are included in the job announcement, the Human Resources Department is required to develop historical data on the impact of the desirable qualifications in the initial recruitment, the minimum qualifications, the paper screening, the interview, finalists and selection pools. If the desirable qualifications are determined to have an adverse impact on under-represented groups, the use of desirable qualifications will be discontinued as directed by the Associate Vice Chancellor of Human Resources.
4. Development of supplemental questions is not required but may be included as a required document in the application process. The supplemental questions must be related to the paper screening criteria which are defined in Step 5. It will be helpful to develop the paper screening criteria (see step 5) before you develop the supplemental questions. Review the job description to ensure you are addressing the appropriate areas relative to the position.
5. The job description (Board and ACE approved) will be included in the job announcement; you may make minor changes to the description as a result of changes in job titles mentioned within the description, etc. If in doubt, contact your Vice President.
6. You may not change other elements of the job announcement, such as salary and benefits, and selection process. However, you may make suggestions to Human Resources to improve the information provided to the public.

7. Return your draft to the college Administrative Specialist for Personnel who will forward to Human Resources.

STEP 4 – Recruitment Advertising

Upon submission of the job announcement and supplemental questions, the Human Resources Department will develop a Recruitment Advertising Plan (**Appendix C**) for the position based on recommended publications and journals from the committee and others determined by the Human Resources Department. Faculty jobs are advertised in the California Community Colleges Registry, Chronicle of Higher Education, Higheredjobs.com, various ethnic publications and web sites. We will advertise in publications specific to the assignment as requested. Sometimes jobs receive additional public exposure when new advertisements are placed in publications as they are again included in the latest advertisement.

Please note that some publications may require a month or more notice or they only publish every other month so we will not, in some cases, be able to meet the deadlines.

Publications usually appear once. Depending on the cost, Human Resources may pay for more than one advertisement. Additional publication dates can be included providing the expense is borne by the college and / or division / department.

The Human Resources Department is tracking the information provided by applicants on where they heard about the position. This information will be used in the future to determine the success rates of the best publications to reach different job categories.

If you are expecting to attend conferences or workshops and you would like application materials to take with you, contact the Human Resources Specialist for Recruitment. Please give the staff a reasonable period of time for preparation.

Committees may not prepare their own job announcements or advertise for positions.

STEP 5 – Developing Paper Screening Criteria and Rating Form (See Appendix D)

The purpose of the paper screening form is to assess the knowledge, skills and abilities of the applicants to determine those who best meet the job-related criteria and desirable qualifications, if any, included in the job announcement to warrant a personal interview with the committee. To accomplish this, the committee must develop paper screening criteria and a paper screening form to include a rating mechanism. The paper screening criteria must be based on information you can obtain from the application materials. **Appendix D** is an example of paper screening criteria that you may use or modify to meet the needs of the committee.

For your information, the Statewide Academic Senate recommends that all faculty be assessed on the following: subject matter knowledge and competency, teaching and communication skills, commitment to professional growth and service, and potential for overall college effectiveness. The above should be considered when developing your supplemental questions. Title 5 also requires that each applicant demonstrate their sensitivity and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the District's students. The new Academic Employment Application includes a section on the front page to address sensitivity to diversity as noted above.

A. Developing Paper Screening Criteria

To ensure that all committee members understand how and what to evaluate and to ensure consistency among the committee in the paper screening process, you are encouraged to establish standard paper screening criteria pertinent to the position. If you asked the candidates to complete supplemental questions, these must also be included in the paper screening document. The following are examples that can be modified to meet other non-teaching faculty assignments:

1. Preparation to teach pre-associate degree through transfer level courses (as demonstrated in breadth / depth in coursework, research, other skills or job-related experiences)
2. Exposure to teaching techniques (as demonstrated in educational courses, experience, workshops, internships, tutoring or other preparation)
3. Written communication skills (as demonstrated in presentation of application materials)
4. Knowledge of multiple teaching methods (as demonstrated by exposure to teaching techniques through educational courses, experience, workshops, or other preparation)
5. Sensitivity to diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students (as demonstrated in application explanation and other documents)
6. Participation in co-curricular / professional growth activities to enhance the classroom learning experience (as demonstrated in student activities, professional groups, extra-curricular activities, travel, professional organizations or published works)
7. Involvement in other activities to promote, encourage and deliver instruction using methodologies in addition to lecture such as online education (as demonstrated in application materials)

You may not evaluate the candidates on where they obtained their education, on the number of degrees they possess, and how many years of experience they possess as none of these are proven examples of competency. Any strength(s) of the candidates to measure desirable qualifications can be addressed in the above paper screening criteria.

Once you have determined the paper screening criteria, develop the rating mechanism to be used, such as a scale from 0 to 5 with 5 being the highest possible score or 0 to 10 with 10 being the highest. You may also want to give weight to one or more paper screening criteria. For example, you may want to have more emphasis on “prepare to teach pre-associate degree through transfer level courses” than “written communication skills.” Therefore, the weighting might be 0-5 x 2. Keep in mind that all of the paper screening criteria are important when selecting a faculty member who will be successful, including the sensitivity criteria. After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome.

Submit documents to the college Administrative Specialist for Personnel who will review and forward to the Human Resources Department.

B. Final Approval

The Associate Vice Chancellor of Human Resources or designee will have final approval of the paper screening document. The Associate Vice Chancellor of Human Resources may modify or delete selection criteria that may be perceived as bias. For example, if the criterion is “possesses community college experience,” this will be deleted. No analysis has been completed to determine that prior community college experience is a predictor of an excellent teacher. Nor has it been determined that the criteria does not have an adverse impact on the under represented, women, and the disabled. The Associate Vice Chancellor of Human Resources may also recommend additional questions to ensure a comprehensive interview is conducted.

The committee may not revise the paper screening form after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

STEP 6 – Interview Preparation, Developing the Interview Criteria , Interview Questions, Teaching Demonstration, and Rating Mechanism

A. Interview Preparation

There are several business items the committee must decide upon prior to the actual interviews which may have an impact on developing the interview criteria and deciding on the teaching demonstration.

1. Tardiness of candidates: The committee must decide if they are going to accept the late candidate for an interview at the time they arrive or later in the day, another day or not at all. The committee is encouraged to ask for a reason for the tardiness because it may be legitimate reason such as a freeway traffic accident. You are encouraged to accommodate the candidates with legitimate reasons because you are limiting your qualified pool. Be consistent in the treatment of all candidates.
2. Determining the teaching demonstration: Give considerable thought to include the topic, the location of the interviews to ensure there is adequate space to give the teaching demonstration, chalk board, PowerPoint available equipment, overhead projector, etc.
3. First and finalists interviews: Plan tentative dates with all committee members present to ensure a timely process. Allow time for the review process by the Vice President and Human Resources to occur plus ten days notification to the candidates to make arrangements to participate in the interviews. Be flexible as we want to hire the best candidate for the position. You may lose an excellent candidate because you are trying to make an internal deadline.

B. Developing Interview Criteria and Interview Questions

Based on the same criteria as noted above under paper screening, the committee should develop specific interview criteria and the questions to assess the candidate's ability to meet the criteria. The interview criteria are the bold statements that indicate the committee's focus is to select the best qualified candidate for the job. The interview criteria must be comprehensive and cover all characteristics and knowledge that we expect a faculty member to possess. The following are criteria suggestions that may be modified to fit the specific faculty position. (See **Appendix D-1** for an example of interview criteria and questions.)

1. Knowledge and background preparation to teach the subject matter
2. Knowledge of multiple teaching methods to include critical teaching skills
3. Problem-solving skills in a teaching / learning environment
4. Commitment to a positive learning environment and an enthusiastic belief and attitude towards the encouragement of learning
5. Sensitivity to diversity (academic, cultural, ethnic, socioeconomic and the disabled) *
6. Willingness to take initiative in co-curricular activities, special events, shared governance, and participation in department / division activities
7. Interpersonal skills and mutual respect to be effective with students and staff
8. Verbal communication skills
9. Written communication skills may be included if you are requesting a written exercise

Once the interview criteria are developed, the committee develops the interview questions (one or more) for each of the interview criterion to assess each candidate's knowledge, skills, and abilities. This is very important because this keeps the committee members focused on the reason for the

question so they do not evaluate, for example, problem-solving skills when the question focuses on knowledge of multiple teaching methods. The committee members should discuss the appropriate answers to the questions to ensure everyone is focused on the expected responses.

* The Human Resources Department has developed some interview questions to assist the committee in assessing the interview criterion. Title 5 requires that meaningful consideration be given to which applicants fully demonstrate their sensitivity and understanding. Merely having experience working with diversity does not demonstrate their specific sensitivity and understanding.

C. Developing Follow-up Questions

Sometimes in interviews individual committee members have a desire to want to ask questions of individuals to obtain additional information that are not in the pre-approved interview questions. Although it is not illegal to do so, you are cautioned in this loose practice as it could be perceived by other committee members that you are trying to embarrass or promote one candidate over another candidate by obtaining additional information. Therefore, you are encouraged to develop follow-up questions in advance and include them in the interview questions. For example, you may ask the question, "Describe the teaching methods you will use in the classroom to ensure that all academic levels are being served effectively." If you want more information regarding their response, you may want to include additional follow-up questions, such as: Why did you select these specific teaching methods? How do you assure that student outcomes to these teaching methods are successful? Have you tried other teaching methods? If they say yes, ask them, why aren't you using them now? If they answer that they were ineffective, ask them, what did you learn from this experience? If they answer no, ask them, why aren't you trying new methods?

Developing follow-up questions requires the committee to answer the questions themselves to ensure the question is effective and the answer is what you are looking for in a response.

D. Developing the Teaching / Counseling / Librarian Demonstration and Evaluation Criteria

After the interview criteria and interview questions are developed, the committee's next step is to determine the teaching / counseling / librarian or other faculty assignment demonstration to be assessed in the interview. You are encouraged to require a minimum of a ten-minute topic that will represent what the faculty member will be expected to do to demonstrate their depth and understanding of the subject matter and teaching methods. The goal is to provide you with enough information to assess the following suggested evaluation criteria:

- Candidate followed directions in preparing for demonstration
- Content and knowledge pertinent to the position
- Effective student / faculty interaction
- Presentation enthusiastic and interesting
- Candidate was well prepared
- Handouts were appropriate to the presentation

E. Developing the Rating Mechanism

Now that you have the interview criteria, interview questions, teaching demonstration and evaluation criteria completed, the next and final step is to determine the rating mechanism, such as a scale from 0 to 5 with 5 being the highest possible score or 0-10 with 10 being the highest. You may also want to give weight to one or more interview criteria. For example, you may want to have more emphasis on "knowledge of multiple teaching methods to include critical teaching skills" instead of "willingness to

take initiative in co-curricular activities...” Keep in mind that all of the above are equally important when selecting a faculty member who will be successful, including the sensitivity criteria. After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome. Caution: Sometimes weighting may result in the teaching demonstration having more emphasis than the oral interview. In the case of physical education positions with two demonstrations, one teaching and one coaching, it is easy to inadvertently place more weight on the demonstrations than the oral interview.

F. Submission of Documents

Submit a typed or emailed document to include the interview criteria, the specific questions to address the criteria, teaching demonstration evaluation and criteria, and rating mechanism to the college Administrative Specialist for Personnel who will forward the information to Human Resources.

The form must include a place for the candidate’s name, plenty of room to take interview notes, a line for each question score, the total score, a place for the rater’s signature, and date. The following is an example:

Criteria: Knowledge and background preparation to teach the subject matter	Rate 0-5
Sample Questions:	
1. Please describe how your background and experience has prepared you to teach _____.	_____
2. What have you done recently to keep current in your field?	Rate 0-5 _____

The last question of the interview should include the opportunity for the candidate to ask questions about the position. This question is unrated. They may ask when a selection is to be made, etc. Do not give specific dates. If a tentative date has been determined, you may provide the date so they can be prepared. Tell them that if they are selected for a second interview, they will be notified verbally. Candidates not selected for a second interview will be notified in writing by Human Resources.

The committee may not revise the interview criteria, interview questions, etc. after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

The applications will be released to the interview committee upon submission and approval of the paper screening and interview forms to the Human Resources Department.

STEP 7 – Human Resources Review of Initial Applicant Pool and Minimum Qualifications

When the recruitment has closed, Human Resources will analyze the initial pool of applicants to determine if the applicant pool meets the expected representation as required by Title 5. The recruitment for the position may be extended for further outreach. If this does not occur, the applicant pool meets or exceeds the expected representation and the selection process may move forward. The

recruitment may also be extended due to an inadequate number of applicants based on employment trends for the discipline. The Human Resources Department will also analyze the recruitment plan.

If the initial pool meets the expected representation, the Human Resources Department will screen the applications using the WVMCCD Application Pre-screening Form (**Appendix E**) for minimum qualifications and identify those who do not meet the minimum but may meet equivalency. Screen the equivalency applicants in the same manner as those meeting the minimum qualifications. If the equivalent candidate is selected for an interview, the documents will be reviewed by the Equivalency Committee prior to interviews. Human Resources will release all applications meeting the minimum qualifications and those who may meet equivalency. It is the committee's responsibility to paper screen all applications provided for screening. Every committee member must complete a paper screening form for each application.

The Human Resources Department will develop an Applicant Flow Chart (**Appendix F**) for each recruitment to record a history of the applicants during every phase of the selection process.

Late and / or incomplete applications will not be forwarded to the committee. Upon request, the committee may review them, but the committee may not screen the applications or contact the candidates for any reason.

STEP 8 – Committee Paper Screening

A. Paper Screening Information

The committee may not revise the paper screening form after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

Each committee member will paper screen each applicant. It is not the committee's responsibility to re-determine if an applicant meets minimum or equivalent qualifications. There are exceptions to this rule and they are:

- The committee member becomes ill and cannot participate in order to meet the selection timeline of the committee.
- One of the committee members is a student or someone outside the District and cannot meet the selection timeline of the committee.

The committee must agree to the exceptions. Any exceptions must be noted when submitting the paper screening paperwork.

If the applicant pool is small, the committee may agree to bypass the paper screening process and interview all applicants. If this is the case, the committee chair should send an email to the Administrative Specialist for Personnel. However, the committee members should attempt to review each application prior to the interview day.

B. Conflict of Interest

If during the paper screening process a committee member has a conflict of interest with one of the applicants, the committee member must excuse him / herself from the committee at this time. The committee member may no longer participate in the selection process. It is not acceptable for the committee member to paper screen all other applicants and excuse him / herself from paper screening

the one applicant for which the committee member has a conflict. If this occurs, the paper screening process has been compromised. The committee member may be replaced.

A conflict is when the committee member recognizes by verbal notification or in the paper screening process that an applicant is a family member or close friend that compromises the committee member in making an unbiased decision in the selection process. A conflict is also when you know a lot of negative information about an applicant that impairs your objectivity to assess the applicant fairly. The committee member must notify the committee chair immediately.

The committee must meet to discuss the conflicts (not the specifics, such as: the negative information to further compromise the applicant by the other committee members) and make a decision to replace or not replace the committee member. The decision must be unanimous. If the committee decides to keep the committee member and the conflict is because the applicant is a family member or close friend, a written notification must be sent to Human Resources to document to the file.

Note: It is inappropriate to be sharing any information (negative or positive) you may know or think you know about a candidate. Use the reference check process to validate the character and work ethic of the candidates.

C. Paper Screening Method

The method of using total points as we have used in the past has many problems and may no longer be used. The following are examples of problems with the total point method:

- The method provides the opportunity for committee member bias to occur; for example, if two committee members want a particular candidate they will rate high to improve the applicant's chances of being interviewed.
- This method also can work in reverse. If committee members are not interested in a particular candidate, they will give the person a low score. This particular method is more difficult to defend in litigation because of potential bias.

Individual Committee Member Ranking:

Each committee member adds up the score of each applicant and then ranks each applicant, for example 0 to 10 if there are ten applicants. There can be no ties in the process. The simplest way to resolve the ties is to reassess applicant scores.

If you feel you cannot avoid ties, the following method must be used. If there are 10 applicants and a committee member has a tie score for #1, the committee member may break the tie by re-evaluating the score or breaking the tie numerically. Since there are two top candidates with the same score, in reality they occupy positions #1 and #2; therefore each receive a ranking of 1.5 and 1.5 (position 1 plus position 2 = 3 divided by 2 people who have a tie vote = 1.5 each). The next applicant would receive a 3 because the 1st and 2nd slots are already taken. This same process can be used if there were three (or more) people. For example, three people have a top tie score, their rankings by the committee member using the same formula would be 2 ($\#1 + \#2 + \#3 = 6$ divided by 3 applicants = 2). The next top rated candidate would receive a ranking of #4 because the 1st, 2nd, and 3rd slots are already taken.

The committee must complete the Individual Committee Member Ranking Form (**Appendix G**) and attach all interview forms and submit to the Committee Chair.

Committee Composite Ranking:

After the individual scores are completed by each committee member, the committee chair completes the Committee Composite Ranking form (**Appendix H and H-1**) based on each committee members rankings. The applicant with the lowest score is the top candidate by the committee. This process may eliminate the differences between committee member's individual rating methods, may provide a clearer picture of the applicants to be selected for an interview, may avoid rater bias, and is potentially more defensible if the District is challenged.

D. Paper Screening Deliberation Process

The committee chair will share the results of the composite committee rankings with the committee. The committee members will discuss the applicants as related to the pre-approved paper screening form.

The deliberation process has the potential to include other inappropriate discussions that are taken into consideration in the decision making process. The following are examples of inappropriate matters to avoid:

Avoid discussions concerning:

- Additional paper screening criteria not included in the pre-approved form
- Discussions of race, gender, sexual orientation, and disability
- Personal bias
- Information you have heard or know about an applicant
- An applicant's responses to the general questions on the application form

Be responsible and if you have any doubt about a topic of discussion, do not discuss it.

During the deliberation process the committee members must decide based on the composite scores of the applicants, how many will be invited to an interview. The composite scores will give a clear picture of how many to invite. Instead of limiting your invitees, you should be more inclusive for the following reasons:

- You are screening based on the presentation of their materials; this is not a true reflection of the applicant's knowledge, skills and abilities.
- You are not sure if the applicant completed the application documents; there are agencies offering this service for a fee.
- You are screening based on how much education and experience they have and more does not necessarily mean better.
- You will likely lose candidates when you schedule the interviews and after you have scheduled the interviews.
- If you want to find the best qualified person, take the time and be more inclusive and interview as many applicants as possible.
- Being more inclusive is evidence that the committee is making a good faith effort to be more inclusive in response to the District's equal opportunity employment commitment and to meet Title 5 requirements.

The deliberation process will be scrutinized by the appropriate Vice President and the Associate Vice Chancellor of Human Resources to ensure the process is conducted in an inappropriate manner. For example, if the committee paper screens 30 applicants and only offers 5 interviews, this is suspect. This has the perception that there may be a hidden agenda, which must be investigated. In reality, if 30

people meet the minimum qualifications, the committee should be inviting more than 5 candidates. Furthermore, inviting only 5 may result in fewer actually accepting your invitation limiting your candidate pool.

The Vice President or the Associate Vice Chancellor of Human Resources may require that the committee interview more than five candidates in an effort to ensure equal opportunity employment and to ensure the committee is making a concerted effort to employ the best qualified person. Furthermore, if the process is compromised in any way, the Associate Vice Chancellor of Human Resources has the authority of the Chancellor to stop the process at any time.

Any decision by the Vice President and the Associate Vice Chancellor of Human Resources is not intended to negate the hard work of the committee, but it is the responsibility of everyone to ensure our selection processes support equal opportunity employment and fairness to all applicants. It is everyone's objective to employ the best qualified person for the position.

After the deliberation process is finalized and the Vice President has approved the recommendations of the committee, the committee chair shall submit all applications, committee member screening forms, and the Paper Screening Results form to the college Administrative Specialist for Personnel who will forward the documents to Human Resources.

Important Note: The committee members may not duplicate the paper screening forms of any applicants. These documents are confidential District Office records, not committee member records or college records.

STEP 9 – Equivalency

The Human Resources Department will review all documentation provided by the committee chair and certify that the paper screening process is accepted or not. If Human Resources has any questions or concerns, the committee chair will be contacted.

If there are any candidates selected to be interviewed who require an equivalency review, the interview process will be delayed until the Equivalency Committee reviews the equivalency requests. The committee is flexible and expects to meet on a regular basis during recruitment periods to avoid delays.

After the equivalency process is completed, those candidates meeting equivalency and all other candidates meeting the minimum qualifications recommended by the committee will be eligible for an interview.

The Human Resources Department will complete any documentation necessary and notify the committee chair that the interviews may be conducted.

STEP 10 – Scheduling Interviews

It is the responsibility of the committee chair to:

- coordinate the dates, times and location of the interviews in consultation with the committee. Out-of-state candidates must be given a **ten-day notice** to make transportation arrangements to participate in the interview. So plan ahead and be as accommodating as possible. Candidates invited to the first interview are responsible for their expenses;

- arrange for contacting the candidates; mail a confirmation to the candidates of the interview date, time, location and the specific teaching demonstration, a map and a parking permit; attach a copy of the confirmation to the candidate's application (**See Appendix I**);
- include any information pertinent to the teaching demonstration that the candidates may request, such as equipment needed for teaching demonstration;
- prepare a clean copy of the interview questions that do not show selection criteria and rating mechanism for the candidates to review on the day of the interviews;
- review the Human Resources pre-screening form attached to the application to see if the candidate is required to bring additional documentation to the interview. If so, remind them at the time of interview notification and in the confirmation letter;
- arrange for a contact person to have the candidates report to;
- assure the contact person is knowledgeable of his/her responsibilities; and
- assure the process is followed consistently for all candidates.

Committee members should assist the committee chair whenever possible.

Important Note: There will no longer be courtesy interviews to out-of-state candidates to avoid returning for a second interview.

STEP 11 – Interview Day

The hiring process involves the evaluation of people for a position. It is at the same time the candidates are evaluating whether they want to work at the West Valley-Mission Community College District.

Your goal is to present yourself in such a way that all candidates exposed to the process go away feeling that West Valley-Mission Community College District is the only institution with which they want to work. This principle, of course, applies to every stage of the hiring procedures, but nowhere is it more relevant than in the interview process, when the candidates and the committee, representing the institution, come face-to-face.

The committee should strive to make the interview process humane and to create a relaxed atmosphere conducive to the candidate's doing his or her best.

A. Welcome and Information

When the candidate reports to the contact person, they are to be given 5 to 10 minutes to preview the interview questions which must not include the selection criteria or rating mechanism. Whatever the time limit the committee determines, it must be consistently applied to every candidate. If the candidate makes notes and brings them into the interview from this brief review, don't be alarmed. The person is probably jotting notes to remember during the interview. What is not acceptable is for the candidate to bring a brief case of documentation to review after every question is asked. If this occurs, the committee chair should be kind and tell the candidate that the committee prefers responses to the questions directly from the candidate without reference to other documents. This should resolve the problem and not impede the process.

Important Note: Sometimes candidates bring letters of reference, student evaluations of their teaching ability or other documentation to leave with the committee at the time of the interview. The committee chair is to thank the candidate for providing the information. This information is not to be reviewed by the committee members, nor can any of the information be taken into

consideration as part of the evaluation of the candidate. The committee chair is to keep this information in their possession to be returned to Human Resources with a note of explanation.

B. Committee Interview

All candidates are on a level-playing field, meaning no consideration is given in the interview process for the paper screening process. In other words, you cannot give candidates points on their application presentation and content.

1. Preliminary:

- The committee should have a copy of the job announcement and a copy of the interview questions for the candidate to refer to, if necessary.
- Welcome the candidate and thank him / her for their interest in employment in the District. The committee should introduce themselves. It is also helpful if there are name plates for each committee member.
- Explain the interview process: Such as how the questions will be asked, indicate the committee will be taking notes and may not have direct eye contact but to feel assured the committee is listening carefully to everything they are saying.
- Tell them they may refer to the interview questions at any time during the interview.
- Tell them they will have an opportunity at the end of the interview to ask questions.
- Refer to the actual Human Resources pre-screening form attached to the front of the application to see if HR included any directions for the committee chair such as obtaining a signature on the application or requiring additional documentation to be submitted at the time of the interview. If this is appropriate, please follow-up.

2. Interviews:

Note: Candidates may have jotted down a couple of notes when previewing the interview questions. Do not be alarmed as this is acceptable. However, please retrieve these notes before they leave the interview. This excludes any handouts provided for the teaching demonstration, which may include lesson plans, etc.

Now that the preliminary procedures are completed, the committee may conduct the interviews assuring every applicant is asked the same questions.

If interviews are conducted on more than one day, the committee chair is responsible for retrieving the interview screening forms from the committee members and keeping them in a secure location until the interviews resume.

After each interview, the committee is encouraged not to discuss the candidates. This dialogue can be perceived as a mechanism to insert individual biases about candidates into the process. Each committee member has the responsibility to evaluate each candidate from his / her own perspective and not to be influenced by others. Everyone will have an opportunity to discuss the candidates during the deliberation process.

Every committee member must complete an interview form for each candidate. You are encouraged to keep job-related notes on the candidate's responses. If you do not keep notes on the interview form and you use other paper, the document must be attached to the interview form and submitted to the committee chair at the appropriate time. In the event of any challenge to the committee's process, the committee member may have to provide specific points as to why he / she gave one candidate a 5

rating and another candidate a 2 rating. After a long period of time, it is unlikely that you will remember every detail and the committee's process could be suspect.

At the close of the interviews, give the candidates an opportunity to ask questions. Before they leave, provide them with a copy of the Academic Salary Guidelines (**Appendix J**) and Benefit Information (**Appendix J-1**). Let them know that second level (finalist) interviews are customary. We also suggest you provide them with a copy of the salary schedule which is available on PARIS. **Note: Second level interviews are not required for associate faculty positions.**

If a candidate wants to give you documentation during or after the interview with the exception of lesson plans for the teaching demonstration that was not requested by the committee in advance to all candidates, you can respond in one of two ways: Accept the information and say thank you or tell the candidate in fairness to all candidates, we cannot accept the documents. If you accept the information, the committee chair is to keep the information in his/her possession which is not to be shared with committee members or used in the deliberation process.

Teaching demonstration: You may accept documents given to you that are specifically related to the teaching demonstration such as a lesson plan. This does not include former student evaluations or the candidate's personal philosophy of education.

Important Note:

- **The committee members may not duplicate the interview forms or any attached documentation for their records. These documents are confidential District records.**
- **Video teleconferencing interviews are not available.**

3. Deliberations:

The committee may follow the same process outlined in Step 8, which includes the completion of individual committee member ranking forms (Appendix G) and the committee chair completing the committee composite ranking form (Appendix H & H-1).

The committee may choose an alternative method in a joint meeting as follows:

- Each committee member shall identify their top five candidates in ranked order. There can be no ties.
- The committee chair shall complete the Deliberation of Finalists – Committee Composite Rating form (**Appendix K**). You may also use the Committee Composite Ranking Form (Appendix H) instead of the Deliberation of Finalists (Appendix K) to list your top five candidates.
- After the top five candidates of all committee members have been included on the form, a counting is conducted of how many votes each candidate received.
- The committee must decide based on the votes each candidate received how many candidates are finalists of the committee.

Whatever process the committee uses, the candidates must be discussed. The strengths and weaknesses (**Appendix N-1**) of the finalists must be developed. In addition, you must develop a brief rationale for each finalist to be included in the Recommendation of Employment form (**Appendix N**).

The deliberation process is very important. You will be selecting finalists who meet all of the interview criteria. The dialogue must be job-related and there must be no discussion about race, gender, cultures, and / or disabilities of the candidates. The goal is to hire the best qualified person that meets all of the pre-determined interview criteria to include sensitivity to the diversity of our students. If he /

she has strong knowledge in the subject matter but could not give specific examples of multiple teaching methods and demonstrate problem-solving skills, then this is not the person we should select.

You may not consider the responses to the general questions located in the application during the deliberation process. If necessary, these responses will be resolved in either the reference check process or the final review by Human Resources.

4. Finalists:

If possible, the recommended candidates (contract / tenured track faculty positions) for the second interview should have consensus of the committee. However, consensus may not be achieved. If this is the case, a majority of the committee may forward recommended candidates. A committee member is not required to change their points of a candidate to reflect the decision of the committee.

Caution: The recommended candidates should mirror the ranking of the candidates as a result of the interview. If this does not occur, there is a cause for concern and the process may appear suspect. If there is conflict between the committee members, contact your Vice President.

STEP 12 – Reference Checking Process (Appendix L)

The purpose of reference checking is to confirm the information obtained in the interview, to confirm information submitted on the employment application, and to ensure the selected person is the right person for the job. The reference check process should be taken seriously and completed as thoroughly as possible in the event the District and the committee members are subjected to accusations of negligent hiring.

A. Reference Check Component

There are two components to the reference checking process: one is completed by the committee and the other is completed by Human Resources. The committee assesses the candidate's knowledge, skills and abilities and Human Resources evaluates legal implications of the "general questions" section of the employment application. The committee **shall not** in the paper screening, interview or reference checking processes disqualify or evaluate a candidate based on responses to these questions. Sometimes the candidate makes mistakes in their answers or the legal implications have no negative impact on employment. If there is a cause for concern after Human Resources completes its responsibility in legal compliance, the college President or Vice President will be contacted.

B. Reference Checking Period

The goal is to assess the candidate's work history and work ethic during the last five years. If they haven't worked during this period, find out what the candidate has done during the last five years if not indicated on the application. You may have to go beyond the last five years to obtain three references.

C. Responsibility of Making References

Reference checking may be completed by the committee chair or several committee members. This is the committee's decision. However, there are basic rules to follow:

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1. All questions must be asked of each reference for each finalist; do not skip over questions, ask them all. Do not add your own questions.
2. If several people are involved in the process, one person must call all references for one finalist. Do not split up reference checks for each candidate as at least one committee member must see all references for the finalist.
3. Three references are required from current and former supervisors.
4. If you are unable to reach a reference after trying several times, complete the reference checking form and make a notation.
5. If you contact a reference and they refuse to give you one, complete the reference checking form and make a notation. Try to explore why; this may be a red flag.
6. Include all comments, both positive and negative; we must obtain a balanced reference.
7. If you have a negative reference, you may want to conduct more than three references to assure a thorough reference.
8. Submit all completed successful and unsuccessful reference checking forms.

D. Reference Checking Steps

1. Review the Reference Release section located on the last page of the employment application (**Appendix M**) and follow the directions of the finalist. The finalist has either provided a release to contact all and current supervisors or to notify them first before contacting references. If the finalist has selected the latter, notify the finalist and indicate that you are in the next phase of the selection process and you are going to begin calling references.
2. If the finalist adds a notation to this section that says not to call his / her current supervisor, you may honor their request at this time. However, you need to inform the finalist that if he / she is the finalist candidate after the second interviews, that the current supervisor must be contacted to complete the reference checking process. This step will be completed by the President.
3. Call three supervisory references located in the "Experience" section of the employment application. In some cases, the finalist has not worked at three different organizations. For example, you may have to contact former master teachers where they interned or worked part-time in college, or contact a person where they volunteered, etc. You may have to become creative in obtaining your references.
4. If the finalist does not provide names and phone numbers of supervisors, contact the finalist to let them know you are completing the next phase of the selection process and you are going to call references and you need to obtain names, titles and phone numbers of current and former supervisors.
5. Character references cannot replace supervisor references when there are current and former supervisors listed in the "Experience" section.
6. In some situations, the supervisor is deceased, no longer working at the business, or the business is defunct. In these cases, you may have to speak to another colleague or another supervisor who knows of the finalist and their work ethic.
7. It is acceptable to obtain references via email and FAX. If one of these options is selected, send them a copy of the reference check form because we want them to answer the same questions as any other reference. For example, it is not acceptable to simply email a statement concerning the finalist.

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8. Document employment history, obtain the name, job title, and name of the organization of the reference you are seeking. Compare this information to the work history provided in the employment application. Is it the same? Clarify, if necessary.
9. Do not expect to complete the reference checking in one day; it may take several days to complete a thorough reference check for a finalist.
10. If you are having difficulty in obtaining a thorough reference check or you have questions or concerns, please contact Human Resources for assistance.

Note: An incomplete reference check process will result in the returning of documents for completion at the time of the job offer.

STEP 13 – Recommendation Of Employment (Appendix N)

After the references are completed, you must complete the Recommendation of Employment form (**Appendix N**). The purpose of the Recommendation of Employment form is to document who was interviewed, the names of the committee members, the recommended finalists, the selected candidate, and the job offer. All candidates selected for a finalist interview sends a message to the President that any of the candidates are highly qualified and would contribute to the overall effectiveness of the college and the District.

Steps to follow to complete the Recommendation of Employment process:

Step 1:

- Identify the candidates who were interviewed (those that made their appointments). You may submit a copy of the interview schedule providing you document the no shows.
- Confirm the names of the committee members who participated in all of the interviews.
- Identify two to three finalists.
- Complete the justification for recommendation section for each candidate.
- Attach all applications, interview rating forms and notes, teaching demonstration documents and any other documents used in the interview process.
- Submit all of the above in a **separate envelope** to the Administrative Specialist for Personnel.

Step 2:

- Complete a statement on the strengths and weaknesses of the finalists.
- Completion of the reference checking forms.
- Submit all of the above in a **separate envelope** to the Administrative Specialist for Personnel.

The Administrative Specialist for Personnel will forward the envelopes to Human Resources.

The Human Resources Department shall review all selection documentation and certify the process, remove all documentation unrelated to the finalists, and forward both envelopes to the President.

The Human Resources Department will send letters to the non-selected applicants from the first interview.

STEP 14 – Finalist Interviews (Second Level) for Regular Faculty (excludes associate faculty)

Note: Finalist interviews may take place after some of the references are completed and others in progress. However, no job offer will be made until a thorough reference check process is submitted acceptable to Human Resources for the selected candidate.

The finalists interviews are conducted by the President or designee's selection committee for all full-time contract faculty positions.

The faculty committee chair or designee shall sit on the finalists interviews and participate with the President to recommend a candidate.

The President is responsible for identifying the selection criteria, the interview questions, and the rating form for the finalists interviews. The President should obtain approval of the documents to be used in the finalists interviews from the Human Resources Department.

The President should review the questions of the first committee interviews to develop the selection criteria, interview questions and rating mechanism. The President is responsible for developing broad based questions that include the needs of students, the college, and the District.

The President's Office is responsible for making all arrangements for scheduling the finalists interviews. The finalists may not preview the interview questions.

The finalists interview committee shall review the contents of Step 1 envelope as indicated in Step 13 prior to the interviews. The Step 2 envelope may not be opened until the deliberation process.

After the interviews, the committee shall deliberate on the finalists. At this point, the finalists committee shall review the contents of the Step 2 envelope.

If the selection committee and the President cannot reach an agreement as to the candidate, the President shall put his / her objection in writing to the selection committee and the Academic Senate President, and the position shall be reopened. The response shall be general in nature as not to place the District in jeopardy of litigation. The response should not refer to a particular candidate or the lack of his / her skills.

When there is agreement between the President and the selection committee, the President shall submit all selection documents to the Human Resources Department. These documents include the name of the recommended finalist on the Recommendation of Employment form and a written justification for the selection. Submit to the Administrative Specialist for Personnel who will forward to the Human Resources Department.

Finalists traveling more than 400 miles will receive reimbursement for an economy air flight, one night's lodging (maximum of \$100), and one day's car rental (maximum of \$75). The President shall inform the finalists of the reimbursement information and provide them with a reimbursement form (**Appendix O**) at the time of the interview. To be reimbursed, the finalists must submit the form and the original receipts directly to the Human Resources Department, Francine Caracciolo, Executive Coordinator, for processing. Restricted staff diversity funds are used for this purpose.

Congratulations! Your commitment to the process is appreciated!

STEP 15 – Job Offer

Only the staff in the Human Resources Department may make a job offer. Prior to making a job offer the Human Resources Department will perform the following steps:

- Review the names of the committee members and confirm submission of interview rating forms for the first and finalists interviews. Assure there are rating forms for all committee members, rating forms are totaled and forms are signed.
- Review reference check process to ensure an adequate reference checking process has been conducted. Review responses to questions and assess responses. May follow-up with recommending parties to assure the references were reviewed and the responses have been evaluated.
- Reaffirm the candidate meets the minimum qualifications and / or equivalent qualifications. Ensure equivalency documentation has been completed appropriately. If candidate was recommended based on a California Community College Credential, the credential will be reviewed to determine if it is valid and in the appropriate discipline.
- Reaffirm required college degrees are from accredited institutions.
- Review employment application to ensure candidate has signed the application.
- Review “general questions” section and follow-up, if necessary. May need to contact candidate regarding their responses. If there is a problem that would impact the selection, the Associate Vice Chancellor of Human Resources will contact the college President.

The Human Resources Department will make the job offer contingent upon Governing Board approval and determine if any ADA accommodation is required. If the finalist accepts, Human Resources will contact the Administrative Specialist for Personnel who will notify the President and the committee chair. The Human Resources Department will contact the other finalists by phone to inform them a selection has been made. Human Resources will also send a follow-up letter to confirm the selection.

Note: Documentation may be returned to the committee chair for completion before a job offer is made.

Step 16 – APPOINTMENT

The Human Resources Department will prepare the Governing Board agenda item and notify the finalist of the contingent offer. After Governing Board approval, Human Resources will notify the employee by letter to confirm the appointment.

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Questions from candidates:

Refer all calls to Human Resources. Do not discuss a candidate’s interview with anyone, not even the candidate.