



Book	Administrative Procedures
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Title	District Hiring Procedures
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### **A. ADMINISTRATIVE HIRING**

The Foothill-De Anza Community College District seeks a qualified, diverse administration, faculty and staff dedicated to student success. The District is committed to an open and inclusive hiring process that supports the goals of diversity and equal opportunity providing equal consideration and opportunities for all qualified candidates. The goal of every hiring process is to select the qualified candidate who best meets the needs of our students.

The faculty, staff and administration recognize the importance of an effective hiring process that reflects mutual professional responsibility and interest in achieving the common goal of hiring outstanding administrators who will enhance the learning experience for all students and fulfill the mission and goals of the College and the District.

Hiring faculty, classified staff and administrators is accomplished through search and selection committees which produce a recommendation from the President or other appropriate administrator to the Chancellor to recommend to the Board for employment.

#### **Hiring Qualifications**

The Foothill-De Anza Community College District has established the following hiring criteria for all administrative positions:

1. Demonstrated sensitivity to, understanding of and respect for the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation and ethnic backgrounds of community college students.
2. Minimum qualifications in accordance with Education Code Section 87356 for Educational Administrators. All minimum and preferred qualifications are reviewed by the Vice Chancellor of Human Resources and Equal Opportunity or designee for job relatedness and potential adverse impact on the applicant pool.
3. Commitment to participation in the shared governance of the College and the District.

#### ***Procedures***

## **Establishing the Position**

1. Administrator positions are identified by a process established by each College and Central Services.
2. Administrator positions are appropriately evaluated by the Administrative Classification Committee prior to being announced.
3. Receipt of the Staffing Requisition by Employment Services signals approval to begin the search process.

## **Position Announcement**

1. The position announcement is developed through a collaborative process involving the appropriate administrators, the diversity officer and/or an Equal Opportunity Representative, and Employment Services.

2. The position announcement must include the following:

A description of the position duties and responsibilities.

Minimum Qualifications

- a. A statement in accordance with Education Code Section 87360 that requires that all applicants be sensitive to, understanding of and have respect for the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation and ethnic backgrounds of community college students. The announcement should include a requirement that all applicants explain or submit written materials that provide evidence of such understanding and commitment to diversity;
- b. Educational requirements as determined by the appropriate administrator in accordance with Education Code Section 87356. Additional desirable qualifications that are job related and support the responsibilities of the position may be included; and
- c. Provision for presentation of qualifications that are equivalent to the minimum qualifications.

Legal qualifiers, established by Human Resources to comply with federal, state, and District regulations.

3. The position announcement may also include preferred qualifications that reflect education, experience, and expertise that would enhance an applicant's ability to meet the unique requirements and responsibilities of the position and the needs of a diverse student population. Preferred qualifications must be reviewed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee to insure that they will not adversely affect the applicant pool.
4. The position announcement must be approved by the appropriate administrator (Division Dean, Vice President or President, Vice Chancellor or Chancellor), and the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

## ***Search Committee***

### **Membership**

Search Committees for administrative positions will be established and convened by the appropriate College or District administrator or his/her designee. Administrative positions that have broad impact on faculty, the instructional program and student learning shall have appropriate representation of the faculty (which may include full-time, part-time, tenured, or

probationary faculty) most likely to be affected by the administrator. Classified staff, administrators and students, when appropriate, shall also serve on the Committee.

The administrator shall forward a list of faculty designated to serve on the Search Committee to the Academic Senate. All faculty appointments to Search Committees must be confirmed by the Academic Senate. The administrator shall also notify the Classified Senates of classified staff serving on administrative search committees.

An Equal Opportunity Representative from outside of the department/program shall be appointed to the Committee by the College diversity office (the Diversity Coordinator at De Anza College, the Dean of Faculty and Staff at Foothill College, and the Vice Chancellor of Human Resources and Equal Opportunity in the District Office). If the College diversity office is unable to assign a Representative, one may be appointed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

Every effort must be made to incorporate broad representation on every Search Committee to bring a variety of perspectives to the assessment of applicant qualifications. The administrator shall consider such broad representation when seeking appointments to search committees.

The membership of the Search Committee is submitted to the college diversity office by the appropriate administrator. When broad representation is not reflected in the Search Committee membership, the administrator shall meet with the diversity coordinator who will assist in the identification and recruitment of employees who clearly embrace the concepts of diversity and equal opportunity to serve on the Committee. If additional faculty members are identified through this process they must be confirmed by the Academic Senate.

The supervising administrator normally serves as chair of the committee.

The Search Committee should normally have no more than seven (7) members.

### **Training**

All faculty, staff and administrators involved in hiring administrators must receive training on equal opportunity, diversity and the employment process for each Search Committee on which they serve. Such training will be provided by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee at the first meeting of the Committee. It is the responsibility of the Chair to insure that each Committee member receives the required training.

- Review of District Diversity Vision Statement
- Discussion of District commitment to equal opportunity, diversity and student success
- The search and selection process
- Role of the Search Committee
- Role of the Selection Committee
- Development of screening criteria
- Writing effective interview questions
- Cultural diversity in the interview process
- Role of the Equal Opportunity Representative
- Reference checking
- Confidentiality

### **Responsibilities**

The Search Committee has the following responsibilities:

1. Review the position announcement and identify recruiting sources.
2. Identify selection criteria based on the minimum and preferred qualifications of the position in light of the expected duties and responsibilities of the position. Selection criteria will include an evaluation of the extent to which applicants demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation and ethnic backgrounds of community college students.
3. Develop job related interview questions designed to distinguish candidates who will best meet the needs of diverse students, the department/division, the College and the District.
4. Determine whether to require candidates to make a presentation to the Committee in addition to responding to interview questions. When appropriate, the presentation should require the candidate to incorporate his/her ability to serve a diverse student population.
5. Screen all applications to select candidates for interview.
6. Establish an interview schedule that accommodates all committee members' schedules including the Equal Opportunity Representative.
7. Interview all selected candidates using pre-approved questions. Follow-up questions may be used if they are based directly on a candidate's response to a question, if they do not seek information outside of the scope of the established hiring criteria, if they are not in violation of equal employment guidelines, and if they do not unnecessarily prolong the interview.
8. Document/record assessment of candidates in the interview process.
9. When requested, conduct reference checks on candidates selected as finalists.
  - a. Identify members of the committee to conduct the reference calls;
  - b. Formulate questions to ask references;
  - c. Identify references to be called to eliminate duplicate calls; and
  - d. Determine how information is to be shared with full Search Committee and forwarded to Selection Committee.
10. Recommend the finalists (more than one) for consideration by the President. Any exception to this recommendation process must be approved by the President. For administrative positions in Central Services the finalists are forwarded to the Chancellor or Vice Chancellor. For Central Services or "District" positions substitute the titles of Chancellor or Vice Chancellor for "President" throughout this document. All recommended finalists must be acceptable to the Search Committee since only a candidate recommended by the Search Committee will be hired. An unranked list of final candidates is forwarded to the President.
11. Each member of the Search Committee is responsible for maintaining the confidentiality of the interviews as well as evaluative comments made during the selection process. Such information may be shared only with members of the Search Committee and the administrators involved. Confidentiality must be maintained permanently. Each member of the committee will receive and agree to abide by a statement of guiding principles as noted in Appendix A.

### ***Selection Committee***

## **Membership**

The Selection Committee is established and convened by the President (Vice Chancellor or Chancellor for Central Services positions) and includes the appropriate administrator, the Search Committee chair, the Equal Opportunity Representative from the Search committee and at least one member from the Search Committee. This committee should be balanced in its diversity and will be chaired by the President. The Selection Committee shall generally have no more than seven (7) members.

## **Role**

The Selection Committee evaluates and validates the candidate's strengths in meeting the needs of a diverse student population and the needs of the division, department/program and the College.

## **Responsibilities**

The Selection Committee has the following responsibilities:

1. Review interview questions developed by the President to be used in the Selection Committee interview process.
2. Participate at the President's direction in the finalists' interviews to evaluate and validate the academic and professional qualifications of each candidate and his/her strengths in meeting the diverse needs of students in the division/program.
3. Evaluate the finalists in an open and collaborative discussion. Before a final decision is reached, the Equal Opportunity representative will review the process to determine that all candidates were treated fairly and equally and that the process yielded candidates able to meet the needs of a diverse student population.
4. Advise the President after completion of the interviews. If there is not consensus, the President may decide, in consultation with the Selection Committee, to interview the finalists a second time; review the interview pool in consultation with the Search Committee for additional candidates; reopen the search; or select one of the finalists.
5. Each member of the Selection Committee is responsible for maintaining the confidentiality of the interviews as well as evaluative comments made during the selection process. Such information may be shared only with members of the Selection Committee and the administrators involved. Confidentiality must be maintained permanently. Each member will receive and agree to abide by a statement of guiding principles as noted in Appendix A.

## ***Process***

### **Recruitment and Advertising**

Administrative positions are advertised for a minimum of eight weeks. In unusual or extenuating circumstances, the time frame may be reduced to not less than six weeks with the approval of the President or Chancellor and the Vice Chancellor of Human Resources and Equal Opportunity.

Position announcements are mailed to colleges, universities and organizations committed to providing equal employment opportunities to a wide range of applicants. In addition positions are advertised locally and in professional journals and related publications, in *The Chronicle of Higher Education* and on the Internet as recommended by the Search Committee and the President.

Faculty, administrators and classified staff are expected to contact appropriate organizations to assist in identifying qualified candidates and to disseminate information regarding the position.

## **Applications**

Employment Services accepts applications and supplemental materials until 4:30 PM on the closing date.

Employment Services will review the composition of the applicant pool to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures. If necessary, the application closing date shall be extended and additional recruitment shall be conducted. (A “monitored group” means those groups identified by state and federal regulations for which monitoring and reporting are required.) After the pool is approved, Employment Services shall forward all complete applications to the Search Committee for screening.

## **Screening**

Screening criteria and interview questions must be completed and approved by the Equal Opportunity Representative before the Search Committee can access the applications. Screening criteria must be job related and are developed from the position description and the qualifications and requirements listed in the position announcement. Screening criteria help members to review each application objectively. The screening criteria must be listed on an appropriate screening form that must be used by each member of the Committee. Each committee member must participate in the screening process.

The Committee selects applicants to interview who will best meet the needs of the students, the division, the College and/or the District. Committees will consider the other special needs of the division/department/program and the student population to be served in the selection of candidates.

The Equal Opportunity Representative reviews the pool selected for interview with the college diversity office to insure that no screening or selection criteria has adversely affected any monitored group. The Equal Opportunity Representative and the College diversity coordinator may recommend that the search be suspended until steps are taken to remedy any adverse impact. Additional steps may include a discussion with the Vice Chancellor of Human Resources and Equal Opportunity (or designee) regarding the overall composition of the applicant pool and the screening criteria or procedures that have produced an adverse impact. The Committee may decide to interview additional candidates or recommend that further recruitment be initiated before proceeding.

## **Interviews**

Interviews are scheduled by the Chair of the Search Committee. Each candidate must be provided the same interview information and offered a choice of interview times whenever possible.

All members of the Search Committee must be present for all interviews. If a member misses an interview, that committee member is removed from the Search Committee.

Each member of the Committee documents the interview in a format agreed upon by the Committee.

After interviews are completed members of the Search Committee discuss and evaluate the qualifications of the candidates including how candidates will meet the needs of a diverse student population.

If the Search Committee is not satisfied with the interviewed candidates, the Committee may:

- review the applicant pool to ensure that qualified applicants have not been overlooked;

- if applicable, request to have any additional complete applications that have been submitted since the first review date forwarded for screening;

request that Employment Services contact applicants with incomplete applications to request the missing application materials; or

extend or re-open the search.

The Search Committee identifies two or more candidates to meet with the Selection Committee for further assessment.

The Equal Opportunity Representative reviews the finalist pool to determine whether any selection criteria or procedures used in the interview phase has had an adverse impact on any monitored group. If the Equal Opportunity Representative believes that adverse impact exists, he/she shall consult with the Committee Chair, the diversity coordinator and the Vice Chancellor of Human Resources and Equal Opportunity (or designee) to determine whether additional steps should be taken to ensure equal employment opportunity.

An unranked list of finalists is forwarded to the President who convenes the Selection Committee. As noted above any exceptions to this process must be approved by the President and/or Chancellor or designees. The Search Committee Chair returns all the screening and interview forms and all other non-finalists application materials to Employment Services.

All members of the Selection Committee must be present for all interviews and subsequent discussions. If a member misses an interview he/she is removed from the Committee.

### **Reference Checking**

Reference checks must be completed in accordance with the policies and principles of equal opportunity and affirmative action. Reference information must be held in strict confidence within the committee.

### **Final Selection**

The President (Vice Chancellor or Chancellor) will make the final decision on the candidates and forward the selected candidate to the Chancellor for recommendation to the Board.

The President or designee may extend a tentative offer of employment to the selected candidate pending approval by the Board of Trustees. Any offer prior to Board approval must be clearly stated as a tentative offer contingent on Board approval.

APPENDIX A  
ADMINISTRATIVE STAFF  
Employment Policy and Hiring Procedures  
Guiding Principles  
Search And Selection Committee Members

Each committee member agrees to act in the best interest of the College and the District in selecting a candidate who best meets the needs of the diverse students we serve.

Each committee member understands that search and selection is a confidential process subject to laws and regulations on privacy and access (Title 5, California Code of Regulations, Section 53023(a); California Government Code, Section 6254).

Specifically, each member agrees not to discuss or in any way release information to any non-authorized person regarding:

1. Written materials turned in by the applicant or evaluations made by the committee members about applicants;

2. Oral discussions by or about applicants or committee members during or following the interview process, and
3. Any other information that relates to the search and selection process including the names of applicants.

Each committee member agrees if approached by any non–authorized person to discuss any of the above, the member is to refer the individual to Human Resources.

Each committee member understands that failure to maintain confidentiality will not only jeopardize the search and selection process but could result in violation of Federal or State regulations and incur liability on behalf of the district. It is also understood that even the perception that confidentiality has been breached may jeopardize the hiring process. Therefore, each committee member agrees to call to the attention of the Vice Chancellor of Human Resources and Equal Opportunity any action which might be interpreted as a breach of confidentiality.

Each committee member agrees to comply with Equal Opportunity policies and procedures assuring compliance with the hiring process as outlined in the District’s hiring policy and procedures.

Each committee member agrees to operate in an objective and unbiased manner throughout the process and understands that any compromise in objectivity or demonstration of unlawful bias may threaten the process.

Each committee member understands that the process may be stopped at any time based on perceived discrimination against one or more candidates, or if deviation from District procedures has occurred.

## **B. CLASSIFIED HIRING**

The Foothill-De Anza Community College District seeks a qualified, diverse administration, faculty and staff dedicated to student success. The District is committed to an open and inclusive hiring process that supports the goals of equal opportunity and diversity providing equal consideration and opportunities for all qualified candidates. The goal of every hiring process is to select the qualified candidate who best meets the needs of our students.

The faculty, staff and administration recognize the importance of an effective hiring process that reflects mutual professional responsibility and interest in achieving the common goal of hiring outstanding classified staff who will enhance the learning experience for all students and fulfill the mission and goals of the College and the District.

Hiring faculty, classified staff and administrators is accomplished through search and selection committees which produce a recommendation of a final candidate from the President or other appropriate administrator to the Chancellor to recommend to the Board for employment.

### **Hiring Qualifications**

The Foothill–De Anza Community College District has established the following hiring qualifications for all classified<sup>1</sup> staff positions:

1. Demonstrated sensitivity to, understanding of and respect for the diverse academic, socioeconomic, cultural, religious, sexual orientation, disability and ethnic backgrounds of community college students.
2. Education and experience as well as skills, knowledge and abilities as identified in the approved Classification Description for the position.

<sup>1</sup>A classified position is defined in accordance with Education Code Section 88003

## ***Procedures***

The goal of every hiring process is to select the qualified candidate who best meets the needs of our diverse student population.

### **Establishing the Position**

1. Classified staff positions are identified by a process established by each College and Central Services.
2. Receipt of the Staffing Requisition by Employment Services signals approval to begin the search process.

### **Position Announcement**

1. The position announcement is developed by the appropriate administrators in consultation with the Classification Specialist and Employment Services.

The Position Announcement describes the specific position and outlines requirements of skill, knowledge, and ability unique to the position.

Administrators who seek to change minimum education and experience requirements must consult the Classification Specialist to determine if such changes impact the level of classification.

2. The position announcement must include the following:

A description of the position duties and responsibilities.

#### Minimum Qualifications

- a. A statement in accordance with Education Code Section 87360 that requires that all applicants be sensitive to, understanding of and have respect for the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation and ethnic backgrounds of community college students. The announcement should include a requirement that all applicants explain or submit written materials that provide evidence of such understanding and commitment to diversity;
  - b. Educational and experience requirements as determined by the classification. Additional desirable qualifications that are job related and support the responsibilities of the position should be included.
  - c. Legal qualifiers, established by Human Resources to comply with federal, state, and District regulations.
3. The position announcement may also include preferred qualifications that reflect education, experience, and expertise that would enhance an applicant's ability to meet the unique requirements and responsibilities of the position and the needs of a diverse student population. Preferred qualifications must be reviewed by the the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee to insure that they will not adversely affect the applicant pool.

## ***Search Committee***

### **Membership**

Search Committees for classified positions will be established and convened by the appropriate College or District

administrator or his/her designee. Classified staff, faculty, administrators and students, when appropriate, may serve on the Committee. The Committee must have at least three members: the chair, a representative from the bargaining unit in which the position resides (SEIU, CSEA or Teamsters) and an Equal Opportunity Representative. The Committee should also include representation from those employees or employee groups who are served by or otherwise interact with the position which may include another employee from the same classification.

The supervising administrator normally serves as chair of the committee.

An Equal Opportunity Representative from outside of the department/program shall be appointed to the Committee by the College diversity office (the Diversity Coordinator at De Anza College, the Dean of Faculty and Staff at Foothill College, and the Vice Chancellor of Human Resources and Equal Opportunity in the District Office). If the College diversity office is unable to assign a Representative, one may be appointed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

For SEIU and Teamster positions, a representative from the bargaining unit who is not an employee in the same department/program will be appointed by an officer of the union. Unless otherwise directed, the Committee Chair contacts the Chief Steward at De Anza, Foothill, or Central Services to appoint a representative from that location (if unavailable, contact the Chapter Chair).

For CSEA positions, the Committee chair contacts the President of the union.

The same employee may not serve dual roles on the committee as bargaining unit representative and Equal Opportunity representative.

If faculty are asked to serve, the administrator shall forward a list of faculty designated to serve on the Search Committee to the Academic Senate. All faculty appointments to Search Committees must be confirmed by the Academic Senate.

Every effort must be made to incorporate broad representation on every Search Committee to bring a variety of perspectives to the assessment of applicant qualifications.

The Search Committee should normally have no more than seven (7) members for SEIU positions or four (4) members for CSEA positions.

### **Training**

All faculty, staff and administrators involved in hiring classified staff must receive training on diversity and the employment process for each Committee on which they serve. Such training will be provided by Human Resources personnel at the first meeting of the Committee. It is the responsibility of the Chair to insure that each Committee member receives the required training.

- Review of District Diversity Vision Statement
- Discussion of District commitment to equal opportunity, diversity and student success
- The search and selection process
- Role of the Search Committee
- Role of the Selection Committee
- Development of screening criteria
- Writing effective interview questions
- Cultural diversity in the interview process
- Role of the Equal Opportunity Representative

- Reference checking

## **Responsibilities**

The Search Committee has the following responsibilities:

1. Review the position announcement.
2. Identify screening criteria based on the minimum and preferred qualifications of the position in light of the expected duties and responsibilities of the position. Screening criteria will include an evaluation of the extent to which applicants demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation and ethnic backgrounds of community college students.
3. Develop job related interview questions designed to distinguish candidates who will best meet the needs of the students, the department/division, the College and the District.
4. Determine whether to require candidates to perform a skills test or make a presentation in addition to responding to interview questions. When appropriate such demonstrations should reflect the candidate's ability to work effectively in a diverse community college environment.
5. Screen all applications to select candidates for interview. Permanent employees of the District who meet minimum qualifications shall be granted an interview by the Search Committee. The Union representative on the committee shall monitor the inclusion of internal candidates who meet the minimum qualifications.
6. Establish an interview schedule that accommodates all committee members' schedules including the Equal Opportunity Representative.
7. Interview all selected candidates using only the questions previously agreed upon by the committee members. Follow-up questions may be used if they are based directly on a candidate's response to a question, if they do not seek information outside of the scope of the established hiring criteria, if they are not in violation of equal opportunity guidelines, and if they do not unnecessarily prolong the interview.
8. Recommend a candidate for selection to the appropriate administrator.
9. Maintain confidentiality of the interviews as well as evaluative comments made during the selection process. Such information may be shared only with members of the Search Committee and the administrators involved. Confidentiality must be maintained permanently. Each member of the committee will receive and agree to abide by the statement of guiding principles as noted in Appendix B.

## **Reference Checks**

Reference checks are made by the appropriate administrator upon the recommendation of the selected candidate by the Committee.

## **Selection**

If not serving as Chair, the appropriate administrator shall meet with the Search Committee to review the Committee's recommendation. The administrator may act upon the Committee's recommendation and to select a candidate. In the unusual event that the administrator disagrees or requires additional information, the administrator may choose to invite some candidates to a second interview. Second interview procedures are contained in Appendix A.

## ***Process***

### **Recruitment and Advertising**

Classified staff positions are advertised for a minimum of three (3) weeks.

Notification of position openings is mailed to colleges, universities and organizations committed to providing equal employment opportunities to a wide range of applicants. In addition positions are advertised locally and in professional journals and related publications when appropriate, and on the Internet as recommended by the administrator.

### **Applications**

Employment Services accepts applications and supplemental materials until 4:30 PM on the closing date.

Employment Services will review the composition of the applicant pool to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures. If necessary, the application closing date shall be extended and additional recruitment shall be conducted. (A “monitored group” means those groups identified by state and federal regulations for which monitoring and reporting are required.) After the pool is approved, all complete applications will be forwarded to the Search Committee for screening.

### **Screening**

Screening criteria and interview questions must be completed and approved by the Equal Opportunity Representative before the Search Committee can access the applications. Screening criteria must be job related and are developed from the position description and the qualifications and requirements listed in the position announcement. Screening criteria help members to review each application objectively. The screening criteria must be listed on an appropriate screening form that must be used by each member of the Committee. Each committee member must participate in the screening process.

The Committee selects applicants to interview who will best meet the needs of the students, the division and the College. Committees will consider the special needs of the division/department/program and the student population to be served in the selection of candidates. Permanent employees of the District who meet minimum qualifications shall be granted an interview by the Search Committee.

The Equal Opportunity Representative reviews the pool selected for interview to ensure that no screening or selection criteria has adversely affected any monitored group. The Equal Opportunity Representative may recommend that additional candidates be interviewed or that further recruitment be initiated before proceeding.

### **Interviews**

Interviews are scheduled by the Chair of the Search Committee. Each candidate must be provided the same interview information and offered a choice of interview times whenever possible.

All members of the Search Committee must be present for all interviews. If a member misses an interview, that committee member is removed from the Search Committee. If the Committee member is to be replaced with a faculty employee, the appointment must be confirmed by the Academic Senate.

Each member of the Committee documents the interview evaluation in a format agreed upon by the Committee.

After interviews are completed members of the Search Committee discuss and evaluate the qualifications of the candidates

including how candidates will meet the needs of a diverse student population.

If the Search Committee is not satisfied with the interviewed candidates the Committee may:

review the applicant pool to ensure that qualified applicants have not been overlooked;

if applicable, request to have any additional complete applications that have been submitted since the first review date forwarded for screening;

request that Employment Services contact applicants with incomplete applications to request the missing application materials; or

extend or re-open the search.

The Search Committee recommends a selected candidate(s) to the hiring administrator.

The Equal Opportunity Representative reviews the selected candidate(s) to determine whether any selection criteria or procedures used in the interview phase has had an adverse impact on any monitored group. If the Equal Opportunity Representative believes that adverse impact exists, he/she shall consult with the committee Chair, the diversity coordinator and the Vice Chancellor of Human Resources and Equal Opportunity (or designee) to determine whether additional steps should be taken to ensure equal employment opportunity.

The Search Committee Chair returns all the screening and interview forms and all other non-finalist application materials to Employment Services.

### **Reference Checking**

Reference checks must be completed in accordance with the policies and principles of equal opportunity. Reference information must be held in strict confidence within the committee.

### **Final Selection**

The appropriate administrator will make the final decision on the candidates and notify Human Resources to forward the selection to the Board of Trustees for approval.

The administrator may extend an offer of employment to the selected candidate pending approval by the Board of Trustees. When candidates begin employment prior to Board approval they must be clearly informed that continued employment is contingent on Board approval.

## APPENDIX A CLASSIFIED STAFF

### Employment Policy And Hiring Procedures Second Interviews

If second interviews are conducted, the Equal Opportunity Representative and the bargaining unit representative must be present. Other members of the search committee may also attend if invited by the administrator.

### **Second Interview Process**

1. The administrator will develop a series of questions for the interview which will be reviewed by the Equal Opportunity Representative and the bargaining unit representative.

2. Second interview committee members will participate at the administrators direction in the finalists' interviews to evaluate and validate qualifications of each candidate and his/her strengths in meeting the challenges of the position and the needs of a diverse student population.
3. Candidates will be evaluated in an open and collaborative discussion. Before a final decision is reached, the Equal Employment Representative will review the process to verify that the principles of equal employment opportunity were honored throughout the process.

If the administrator and the committee members do not reach consensus, the administrator may:

1. request that the Committee members review the applicant and interview pool for additional candidates; or
2. reopen the search; or
3. select one of the finalists.

APPENDIX B  
CLASSIFIED STAFF  
Employment Policy And Hiring Procedures  
Guiding Principles  
Search And Selection Committee Members

Each committee member agrees to act in the best interest of the College and the District in selecting a candidate who best meets the needs of the diverse students we serve.

Each committee member understands that search and selection is a confidential process subject to laws and regulations on privacy and access (Title 5, California Code of Regulations, Section 53023(a); California Government Code, Section 6254).

Specifically, each member agrees not to discuss or in any way release information to any non–authorized person regarding:

1. Written materials turned in by the applicant or evaluations made by the committee members about applicants;
2. Oral discussions by or about applicants or committee members during or following the interview process, and;
3. Any other information that relates to the search and selection process including the names of applicants.

Each committee member agrees if approached by any non–authorized person to discuss any of the above, the member is to refer the individual to Human Resources.

Each committee member understands that failure to maintain confidentiality will not only jeopardize the search and selection process but could result in violation of Federal or State regulations and incur liability on behalf of the District. It is also understood that even the perception that confidentiality has been breached may jeopardize the hiring process. Therefore, each committee member agrees to call to the attention of the Vice Chancellor of Human Resources and Equal Opportunity, any action which might be interpreted as a breach of confidentiality.

Each committee member agrees to comply with Equal Opportunity policies and procedures assuring compliance with the hiring process as outlined in the District's hiring policy and procedures.

Each committee member agrees to operate in an objective and unbiased manner throughout the process and understands that any compromise in objectivity or demonstration of unlawful bias may threaten the process.

Each committee member understands that the process may be stopped at any time based on perceived discrimination against

one or more candidates, or if deviation from District procedures has occurred.

### **C. FACULTY HIRING**

The Foothill–De Anza Community College District seeks qualified, diverse faculty and staff dedicated to student success. The District is committed to an open and inclusive hiring process that supports the goals of diversity and equal opportunity providing equal consideration and opportunities for all qualified candidates.

The faculty, staff and administration recognize the importance of an effective hiring process that reflects mutual professional responsibility and interest in achieving the common goal of hiring outstanding faculty who best meet the needs of students.

Hiring faculty, classified staff and administrators is accomplished through search and selection committees which produce a recommendation from the President or appropriate administrator to forward a final candidate to the Chancellor to recommend to the Board for employment.

#### **Faculty Hiring Qualifications**

The Foothill–De Anza Community College District has established the following minimum hiring qualifications for all faculty positions:

1. Demonstrated sensitivity to, understanding of and respect for the diverse academic, socioeconomic, cultural, religious, sexual orientation, disability and ethnic backgrounds of community college students.
2. Minimum qualifications or the equivalent as established by the Statewide Academic Senate and adopted by the Board of Governors of the California Community Colleges which are used by department/program faculty to establish the minimum qualifications for each faculty position. Qualifications beyond minimum qualifications are reviewed by the Vice Chancellor of Human Resources and Equal Opportunity or designee for job relatedness and potential adverse impact on the applicant pool.
3. Commitment to participation in department/program activities and the shared governance of the College.

#### ***Procedures***

The goal of every hiring process is to select the qualified candidate who best meets the needs of our diverse student population.

#### **Establishing the Position**

1. Faculty positions are identified by a process established by each College.
2. Receipt of the Staffing Requisition by Employment Services signals approval to begin the search process.

#### **Position Announcement**

1. The position announcement is developed through a collaborative process involving the department/program faculty, the college diversity officer (the Diversity Coordinator at De Anza College or the Dean of Faculty and Staff at Foothill College) and/or an Equal Opportunity Representative, the appropriate administrators and Employment Services.
2. The position announcement must include the following:

- A description of the position duties and responsibilities.
- Minimum Qualifications:
  - a. A statement in accordance with Education Code Section 87360 that requires that all applicants be sensitive to, understanding of and have respect for the diverse academic, socioeconomic, religious, cultural, disability, sexual orientation and ethnic backgrounds of community college students. Departments/programs are encouraged to require applicants to explain or submit written materials that provide evidence of such understanding and commitment to diversity;
  - b. Educational requirements as determined by the department/program in accordance with Education Code Section 87356. Additional desirable qualifications that are job related and support the responsibilities of the position may be included. Such qualifications will be monitored by the Vice Chancellor of Human Resources and Equal Opportunity for adverse impact;
  - c. Provision for presentation of qualifications that are equivalent to the minimum qualifications;
  - d. Legal qualifiers, established by Human Resources to comply with federal, state, and District regulations.
- 3. The position announcement may also include preferred qualifications that reflect education, experience, and expertise that would enhance an applicant's ability to meet the unique requirements and responsibilities of the position and the needs of a diverse student population. Preferred qualifications must be reviewed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee to insure that they will not adversely affect the applicant pool.
- 4. The position announcement must be approved by 1) the Division Dean or appropriate administrator, 2) the appropriate Vice President, 3) the college diversity officer, and 4) the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

### ***Search Committee***

#### **Membership**

The Committee shall be established by the department/program faculty in consultation with the Dean. Search Committees will normally include a majority of Foothill–De Anza tenured faculty who are experts in the discipline or a related discipline. When clear and compelling academic and/or professional circumstances warrant, other faculty including contract and part-time faculty may be included on the Search Committee after consultation between the President of the Academic Senate and the college President. Special circumstances may include but are not limited to the addition of discipline expertise and enhancing the diversity of the committee. The Search Committee may also include other members from outside the department/program as deemed appropriate by the Committee. The Division Dean shall forward a list of faculty designated to serve on the Search Committee to the Academic Senate. All faculty appointments to Search Committees must be confirmed by the Academic Senate.

An Equal Opportunity Representative from outside of the department/program shall be appointed to the Committee by the College diversity office. If the College diversity office is unable to assign a Representative, one may be appointed by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee.

Every effort must be made to incorporate broad representation on every Search Committee to bring a variety of perspectives to the assessment of applicant qualifications. The Academic Senates shall consider diversity, equity, and discipline/program recommendations when confirming faculty appointments to search committees.

The membership of the Search Committee is also submitted to the college diversity office by the Division Dean. In the event that diversity is not reflected in the Search Committee, the Committee chair and the President of the Academic Senate (or their designees) shall meet with the diversity coordinator who will assist in the identification and recruitment of faculty who may or may not be members of an underrepresented group but who clearly embrace the concepts of diversity and equal opportunity to serve on the Committee. Additional faculty members identified through this process must be confirmed by the Academic Senate.

The Division Dean normally serves as chair of the committee.

The Search Committee should normally have no more than seven (7) members.

### **Training**

All faculty, staff and administrators involved in faculty hiring must receive training on equal opportunity, diversity and the employment process for each Search Committee on which they serve. Such training will be provided by the Vice Chancellor of Human Resources and Equal Opportunity or his/her designee at the first meeting of the Committee. It is the responsibility of the Chair to insure that each Committee member receives the required training:

- Review of District Diversity Vision Statement
- Discussion of District commitment to equal opportunity, diversity and student success
- The search and selection process
- Role of the Search Committee
- Role of the Selection Committee
- Development of screening criteria
- Writing effective interview questions
- Cultural diversity in the interview process
- Role of the Equal Opportunity Representative
- Reference checking
- Confidentiality

### **Responsibilities**

The Search Committee has the following responsibilities:

1. Review the position announcement and identify recruiting sources.
2. Identify selection criteria based on the minimum and preferred qualifications of the position in light of the expected duties and responsibilities of the position. Selection criteria will include an evaluation of the extent to which applicants demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability and ethnic backgrounds of community college students.
3. Develop job related interview questions designed to distinguish candidates who will best meet the needs of the students, the department/division and the College.
4. Determine the subject matter and format of the demonstration of teaching, counseling, or librarianship skills required of all faculty candidates. The demonstration should reflect the candidate's ability to meet the needs of a diverse student population.
5. Screen all complete applications to select candidates for interview.

6. Establish an interview schedule that accommodates all committee members' schedules including the Equal Employment Representative.
7. Interview all selected candidates using pre-approved questions. Follow-up questions may be used if they are based directly on a candidate's response to a question, if they do not seek information outside of the scope of the established hiring criteria, if they are not in violation of equal opportunity guidelines, and if they do not unnecessarily prolong the interview.
8. Document assessment of candidates' performance in the interview.
9. Conduct reference checks on candidates selected as finalists.
  - a. Identify members of the committee to conduct the reference calls
  - b. Formulate questions to ask references
  - c. Identify references to be called to eliminate duplicate calls
  - d. Determine how information is to be shared with full Search Committee and forwarded to Selection Committee
10. Recommend two or more finalists for consideration by the President. All recommended finalists must be acceptable to the Search Committee since only a candidate recommended by the Search Committee will be hired. An unranked list of final candidates is forwarded to the President.
11. Each member of the Search Committee is responsible for maintaining the confidentiality of the interviews as well as evaluative comments made during the selection process. Such information may be shared only with members of the Search Committee and the administrators involved. Confidentiality must be maintained permanently. Each member of the committee agrees to accept and abide by the statement of guiding principles as noted in Appendix A.

### ***Selection Committee***

#### **Membership**

The Selection Committee is composed of the President, the appropriate Vice President, the Search Committee chair, the Equal Opportunity Representative from the Search committee and as many faculty from the Search Committee as possible but at least one faculty member from the Search Committee. This committee should be balanced in its diversity and will be chaired by the President. The Selection Committee shall generally have no more than seven (7) members.

#### **Role**

The Selection Committee evaluates and validates the candidate's strengths in meeting the needs of a diverse student population and the needs of the division, department/program and the College.

#### **Responsibilities**

The Selection Committee has the following responsibilities:

1. Review interview questions developed by the President to be used in the Selection Committee interview process.
2. Participate at the President's direction in the finalists' interviews to evaluate and validate the academic and professional qualifications of each candidate and his/her strengths in meeting the diverse needs of the students of the division/program.
3. Evaluate the finalists in an open and collaborative discussion. Before a final decision is reached the Equal Opportunity Representative will review the process to determine that all candidates were treated fairly and equally and that the process

yielded candidates able to meet the needs of a diverse student population.

4. Advise the President after completion of the interviews. If there is not consensus, the President may decide to interview the finalists a second time; review the interview pool in consultation with the Search Committee for additional finalists; reopen the search; or select one of the finalists. If additional candidates are identified from the applicants and/or interview pool they must be acceptable to the Search Committee to be forwarded to the Selection Committee.
5. In the event that a hiring process results in more than one candidate who meets the present or expected needs in the same discipline, the President may determine to increase the number of available positions. In this event, the members of both the Search and Selection committees shall be consulted before any additional candidate is selected.
6. Each member of the Selection Committee is responsible for maintaining the confidentiality of the interviews as well as evaluative comments made during the selection process. Such information may be shared only with members of the Selection Committee and the administrators involved. Confidentiality must be maintained permanently. Each member of the committee agrees to accept and abide by the statement of guiding principles as noted in Appendix A.

### ***Process***

#### **Recruitment and Advertising**

Faculty positions are advertised for a minimum of eight weeks. In unusual or extenuating circumstances, the time frame may be reduced to not less than six weeks with the approval of the President and the Vice Chancellor of Human Resources and Equal Opportunity.

Position announcements are mailed to colleges, universities and organizations committed to providing equal employment opportunities to a wide range of applicants. In addition positions are advertised locally and in professional journals and related publications, in *The Chronicle of Higher Education* and on the Internet as recommended by the Search Committee, department faculty and the College President.

Department/program faculty and administrators are expected to contact appropriate organizations to assist in identifying qualified candidates and to disseminate information regarding the position.

#### **Applications**

Employment Services accepts applications and supplemental materials until 4:30 PM on the closing date.

Employment Services will review the composition of the applicant pool to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures. If necessary, the application closing date shall be extended and additional recruitment shall be conducted. (A “monitored group” means those groups identified by state and federal regulations for which monitoring and reporting are required.) After the pool is approved, Employment Services shall forward all complete applications to the Search Committee for screening.

#### **Screening**

Screening criteria and interview questions must be completed and approved by the Equal Opportunity Representative before the Search Committee can access the applications. Screening criteria are developed from the position description and the qualifications and requirements listed in the position announcement. Screening criteria help members to review each application objectively. The screening criteria must be listed on an appropriate screening form that must be used by each member of the Committee. Each committee member must participate in the screening process.

The Committee selects applicants to interview who will best meet the needs of the students, the department/program and the College. Committees will consider the special needs of the division/department/program and the student population to be served in the selection of candidates.

The Equal Opportunity Representative reviews the pool selected for interview with the college diversity office to ensure that no screening or selection criteria has adversely affected any monitored group. The Equal Opportunity Representative and the College diversity coordinator may recommend that the search be suspended until steps are taken to remedy the problem. Additional steps may include a discussion with the Vice Chancellor of Human Resources and Equal Opportunity (or designee) regarding the overall composition of the applicant pool and the screening criteria or procedures that have produced an adverse impact. The Committee may decide to interview additional candidates or recommend that further recruitment be initiated before proceeding.

### **Interviews**

Interviews are scheduled by the Chair of the Search Committee. Each candidate must be provided the same interview information and offered a choice of interview times whenever possible.

All members of the Search Committee must be present for all interviews. If a member misses an interview, that committee member is removed from the Search Committee. If the Committee member is to be replaced by a faculty employee, the appointment must be confirmed by the Academic Senate.

Each member of the Committee documents the interview in a format agreed upon by the Committee.

After interviews are completed members of the Search Committee discuss and evaluate the qualifications of the candidates including how candidates will meet the needs of a diverse student population.

If the Search Committee is not satisfied with the interviewed candidates, the Committee may:

- review the applicant pool to ensure that qualified applicants have not been overlooked;
- if applicable, request to have any additional complete applications that have been submitted since the first review date forwarded for screening;
- request that Employment Services contact applicants with incomplete applications to request the missing application materials; or
- extend or re-open the search.

The Search Committee identifies two or more candidates to meet with the Selection Committee for further assessment.

The Equal Opportunity Representative reviews the finalist pool to determine whether any selection criteria or procedures used in the interview phase has had an adverse impact on any monitored group. If the Equal Opportunity Representative believes that adverse impact exists, he/she shall consult with the Committee Chair, the diversity coordinator and the Vice Chancellor of Human Resources and Equal Opportunity (or designee) to determine whether additional steps should be taken to ensure equal employment opportunity.

An unranked list of finalists is forwarded to the President who convenes the Selection Committee. The Search Committee Chair returns all the screening and interview forms and all other non-finalists application materials to Employment Services.

All members of the Selection Committee must be present for all interviews and subsequent discussions. If a member misses an interview he/she is removed from the Committee.

## **Reference Checking**

Reference checks must be completed in accordance with the policies and principles of equal opportunity. Reference information must be held in strict confidence within the committee.

## **Final Selection**

The President will make the final decision on the candidates and forward the selected candidate to the Chancellor for recommendation to the Board.

The President or designee may extend a tentative offer of employment to the selected candidate pending approval by the Board of Trustees. Any offer prior to Board approval must be clearly stated as a tentative offer contingent on Board approval.

APPENDIX A  
FULL TIME FACULTY  
Employment Policy And Hiring Procedures  
Guiding Principles  
Search And Selection Committee Members

Each committee member agrees to act in the best interest of the College and the District in selecting a candidate who best meets the needs of the diverse students we serve.

Each committee member understands that search and selection is a confidential process subject to laws and regulations on privacy and access (Title 5, California Code of Regulations, Section 53023(a); California Government Code, Section 6254).

Specifically, each member agrees not to discuss or in any way release information to any non-authorized person regarding:

1. Written materials turned in by the applicant or evaluations made by the committee members about applicants;
2. Oral discussions by or about applicants or committee members during or following the interview process, and;
3. Any other information that relates to the search and selection process including the names of applicants.

Each committee member agrees if approached by any non-authorized person to discuss any of the above, the member is to refer the individual to Human Resources.

Each committee member understands that failure to maintain confidentiality will not only jeopardize the search and selection process but could result in violation of Federal or State regulations and incur liability on behalf of the District. It is also understood that even the perception that confidentiality has been breached may jeopardize the hiring process. Therefore, each committee member agrees to call to the attention of the Vice Chancellor of Human Resources and Equal Opportunity, any action which might be interpreted as a breach of confidentiality.

Each committee member agrees to comply with Equal Opportunity policies and procedures assuring compliance with the hiring process as outlined in the District's hiring policy and procedures.

Each committee member agrees to operate in an objective and unbiased manner throughout the process and understands that any compromise in objectivity or demonstration of unlawful bias may threaten the process.

Each committee member understands that the process may be stopped at any time based on perceived discrimination against one or more candidates, or if deviation from District procedures has occurred.

## **D. PART-TIME FACULTY HIRING**

The Foothill–De Anza Community College District seeks qualified, diverse faculty and staff dedicated to student success. The District is committed to an open and inclusive hiring process that seeks diversity and provides equal consideration and opportunities for all qualified candidates. The goal of every hiring process is to select the qualified candidate who best meets the needs of our students.

Part–time faculty are essential to the teaching and learning process at Foothill–De Anza. Further, part–time faculty are frequently the applicants for contract positions in the District. It is critical to focus efforts toward the hiring of part–time faculty where equal opportunity is no less important an issue to consider. The part–time faculty hiring procedures are designed to create pools of qualified applicants who will contribute to educational excellence and student success.

Efforts aimed at recruiting and hiring part–time faculty must be similar to if not the same as that put forth when the opportunity arises to hire a contract faculty member. Division and department members are encouraged to participate in the recruitment and hiring of a qualified and diverse part-time faculty.

### **Recruitment**

Each division/department will identify subject areas for which additional part–time faculty may be needed. The division will forward a list of part–time teaching opportunities for new hires to Employment Services.

When no qualified pool exists, Employment Services will advertise for part–time faculty positions to provide equal opportunities to a wide range of qualified applicants. Employment Services will review the composition of part–time faculty pools to ensure that any failure to obtain broad representation is not due to discriminatory recruitment procedures.

Applicants who contact the department/division directly should be referred to Employment Services to complete the Hiring Process or mailed an application form by the Division. All application materials are returned to Employment Services.

### **Position Announcement**

Upon notification by the Division/Department, Employment Services will develop a position announcement for each pool. Each position will require:

- a. sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students; and
- b. minimum qualifications as established by the Statewide Academic Senate and adopted by the Board of Governors of the California Community Colleges plus any additional qualifications established by the department/program in accordance with the Foothill–De Anza Community College District policy on Minimum Qualifications, Equivalency, and Local Qualifications approved by the Board of Trustees on June 18, 1990.

The days and hours of available assignments will be listed when known.

### **Application/Selection Process**

- All applicants must complete a District Part–Time Faculty application form, and submit a resume and transcripts. Unofficial transcripts are accepted for purposes of review.
- Employment Services will forward all applications to the Division or department when requested. When there is a

need at both colleges, copies of applications will be forwarded to each college. Employment Services will monitor the applicant pool by discipline on a quarterly basis to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory recruitment procedures.

- The Division Dean or designee and at least one full-time tenured or tenure-track faculty member will screen and review all applications giving full consideration to the special needs of the division/department/program and the student population to be served.
- The faculty member should be from the appropriate discipline whenever possible. The Dean and the faculty member shall have received training in equal opportunity employment before beginning the hiring process. The Division Dean or designee and the faculty member will interview the qualified applicants who meet the needs of the department/program and the needs of a diverse student population.
- Each applicant interviewed must submit evidence of qualifications.
- Each applicant interviewed should be required to demonstrate teaching, counseling, or librarianship skills. The demonstration should reflect the candidate's ability to meet the needs of a diverse student population.
- Candidates seeking equivalency will be forwarded to the appropriate Equivalency Committee for action. Candidates who are deemed to possess equivalent qualifications will be included in the part-time faculty pool.
- Candidates selected for part-time faculty positions will be mailed a "Notification and Acceptance of Assignment" letter.
- Candidates not immediately selected to teach, will be entered into a part-time faculty candidate database for use by each college. Applications remain on file for two years.

### **Emergency Hires**

In the case of an unexpected need at the start of a quarter when there are no qualified candidates, a Division Dean or designee may search outside of the pool to fill a class for one quarter only. Such selections must meet the minimum qualifications or equivalent as outlined in District policy. Candidates must be interviewed by the Division Dean or designee and whenever possible a tenured or tenure-track faculty member in the discipline.

Part-time faculty hired through this emergency process must complete an application form and provide a resume and copies of transcripts prior to the first day of class. Unofficial transcripts will be accepted until official transcripts are received.

Emergency Hire candidates must reapply in order to be hired for subsequent quarters of teaching.

[See Board Policy 4130 Employment](#)

Reviewed 1/5/98, 7/15/02