

HUMAN RESOURCES HIRING MANUAL - PROCESS AND POLICIES

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Section I:

California Education Code Sections Related to Fair Employment:

- Ed Code Sections 87100-87108
- Ed Code Sections 87350-87351
- Ed Code Sections 87355-87359.5
- Ed Code Sections 87360

Board Policies Related to Employment:

- BP4100: Cultural Diversity/Equal Opportunity
- BP4120: Employment in Specially Funded Programs
- BP4125: Authorization to Offer Employment
- BP4130: Employment
- BP4135: Faculty Hiring Qualifications
- BP4140: Equivalency

Title V Policies Related to Employment:

Listed below are the sections included in the Title V Policies manual that relates to employment and recruitment:

- 53000: Scope and Intent
- 53001: Definitions
- 53002: Policy Statement
- 53003: District Plan
- 53004: District Evaluation and Report to Chancellor
- 53005: Advisory Committee

- 53006: Additional Steps to Ensure Equal Employment Opportunity
- 53020: Responsibility, Delegation of Authority, Complaints
- 53021: Recruitment
- 53021.5: Waiver of Limitation on Term of Administrative Contracts
- 53022: Job Announcements and Qualifications
- 53023: Applicant Pool Review
- 53024: Screening or Selection Procedures
- 53025: Persons with Disabilities
- 53026: Complaints

Section II: Full-time Faculty Employment Policy and Hiring

Procedures

Section III: Administrative Employment Policy and Hiring

Procedures

Section IV: Classified Employment Policy and Hiring

Procedures

Section V:

- Roles and Responsibilities
 - Committee Chair
 - Search Committee
 - Hiring Committee
 - Equal Opportunity Representative

Section VI: Hiring Committee Agendas

Section VII: Interviews

Section VIII: Reference Checking

Section IX: FHDA Equivalency Policy and Procedures

Section X: Part-time Faculty Employment Policy and Hiring

Procedures

Section XI: Guidelines for Temporary Replacements

Section XII: Minimum Qualifications for Faculty/Administrators

Section XIII: Short-Term and Temporary Hiring Procedures

Section XIV: Guidelines for Hiring Independent Contractors

Foothill-De Anza Community College District
12345 El Monte Road
Los Altos Hills, CA 94022
District Phone & Contacts Directory

Departments
BUSINESS SERVICES
CHANCELLOR'S
OFFICE
FACILITIES
FOUNDATION
HUMAN RESOURCES
POLICE
PURCHASING
RESEARCH
TECHNOLOGY

Our Colleges
FOOTHILL COLLEGE
DE ANZA COLLEGE
ACADEMIC CALENDAR
LAST UPDATED 7/31/23

SECTION II
FULL-TIME FACULTY
EMPLOYMENT POLICY
AND
HIRING PROCEDURES

FOOTHILL – DE ANZA COMMUNITY COLLEGE DISTRICT

FULL-TIME FACULTY

EMPLOYMENT POLICY AND HIRING PROCEDURES

The Foothill-De Anza Community College District seeks a qualified and 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.

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 his/her 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. 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 Senate 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 that includes:

- 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 comprised of the President, or his/her designee, 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. The President (or designee) may invite other persons to serve, as he/she deems appropriate (e.g. Vice Presidents, Administrators, Faculty, and Staff). This committee should be balanced in its diversity and will be chaired by the President (or designee). 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; re-open 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 six (6) weeks. In unusual or extenuating circumstances, the time frame may be reduced to not less than four (4) weeks with the approval of the President and the Vice Chancellor of Human Resources and Equal Opportunity. Where adequate pools of qualified candidates has been demonstrated by strong applicant response in shorter time periods for a particular position or discipline, the posting period may be reduced with the approval of the President and the Vice Chancellor of Human Resources and Equal Opportunity.

Recruitment and advertising strategies are intended to result in a strong pool of candidates that are both diverse and qualified. To that end, position announcements are provided to colleges, universities, and organizations committed to providing equal employment opportunities to a wide range of applicants and to organizations committed to serving underrepresented candidates.

In addition, position announcements are posted to online recruitment sites identified as part of "core advertising" strategies, and are advertised locally and in professional journals and related publications, in *The Chronicle of Higher Education*, and on other Internet sites as recommended by the Search Committee, department faculty and the College President. Department/program faculty and administrators are also encouraged to contact appropriate organizations to assist in identifying qualified candidates and to disseminate information regarding the position.

Applications

Employment Services accepts online applications and supplemental materials until 11:59 PM on the closing date, unless specified otherwise on the job announcement. The application period may be extended at any time by approval of the Search Committee, College President or Vice Chancellor of Human Resources.

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 goal development and

reporting are required.) After the pool is approved, Employment Services shall forward all complete online 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 his/her 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 his/her 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.

Approved by the Board of Trustees January 5, 1998
Revised August 23, 2004

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 also 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.

**SECTION III
ADMINISTRATIVE
EMPLOYMENT POLICY
AND
HIRING PROCEDURES**

FOOTHILL – DE ANZA COMMUNITY COLLEGE DISTRICT

ADMINISTRATIVE

EMPLOYMENT POLICY AND HIRING PROCEDURES

The Foothill-De Anza Community College District seeks a qualified and 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 qualifications for all administrative positions:

1. Demonstrated sensitivity to, understanding of, and respect for the diverse academic, socio-economic, 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 his/her 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.

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 administrator(s), 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 requirement 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.
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. Preferred qualifications must be reviewed by the Vice Chancellor of Human Resources and Equal Opportunity of 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 that includes:

- 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.
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 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), or his/her designee, 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. The President (Vice Chancellor, Chancellor, or designee) may invite other persons to serve, as he/she deems appropriate (e.g. Vice Presidents, Administrators, Faculty and Staff). This committee should be balanced in its diversity and will be chaired by the President (or designee). 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; re-open 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 six (6) weeks. In unusual or extenuating circumstances, the time frame may be reduced to not less than four (4) weeks with the approval of the President or Chancellor and the Vice Chancellor of Human Resources and Equal Opportunity. Where adequate pools of qualified candidates has been demonstrated by strong applicant response in shorter time periods for a particular position or discipline, the posting period may be reduced with the approval of the President and the Vice Chancellor of Human Resources and Equal Opportunity.

Recruitment and advertising strategies are intended to result in a strong pool of candidates that are both diverse and qualified. To that end, position announcements are provided to colleges,

universities, and organizations committed to providing equal employment opportunities to a wide range of applicants and to organizations committed to serving underrepresented candidates.

In addition, position announcements are posted to online recruitment sites identified as part of "core advertising" strategies, and are advertised locally and in professional journals and related publications, in *The Chronicle of Higher Education*, and on other Internet sites as recommended by the Search Committee and the President. Department/program faculty, administrators, and classified staff are also encouraged to contact appropriate organizations to assist in identifying qualified candidates and to disseminate information regarding the position.

Applications

Employment Services accepts online applications and supplemental materials until 11:59 PM on the closing date, unless specified otherwise on the job announcement. The application period may be extended at any time by approval of the Search Committee, College President or Vice Chancellor of Human Resources.

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 goal development and reporting are required.) After the pool is approved, Employment Services shall forward all complete online 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 interviews 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 his/her 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 his/her 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 their 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. 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 his/her 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.

Approved by the Chancellor's Advisory Council February 20, 1998
Revised August 31, 2004

APPENDIX A

ADMINISTRATIVE

EMPLOYMENT POLICY AND HIIRNG PROCEDURES

GUIDING PRINICIPLES 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 also 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.

**SECTION IV
CLASSIFIED STAFF
EMPLOYMENT POLICY
AND
HIRING PROCEDURES**

FOOTHILL – DE ANZA COMMUNITY COLLEGE DISTRICT

CLASSIFIED STAFF

EMPLOYMENT POLICY AND HIRING PROCEDURES

The Foothill-De Anza Community College District seeks a qualified and 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 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.

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.
 - 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 of 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 (ACE, 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 services 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 ACE 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 ACE 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 that includes:

- 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.
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 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. Where adequate pools of qualified candidates has been demonstrated by strong applicant response is shorter time periods for a particular position or discipline, the posting period may be reduced with the approval of the President and the Vice Chancellor of Human Resources and Equal Opportunity.

Recruitment and advertising strategies are intended to result in a strong pool of candidates that are both diverse and qualified. To that end, position announcements are provided to colleges, universities, and organizations committed to providing equal employment opportunities to a wide range of applicants and to organizations committed to serving underrepresented candidates.

In addition, position announcements are posted to online recruitment sites identified as part of "core advertising" strategies, and are advertised locally and in professional journals and related publications when appropriate, and on other Internet sites as recommended by the administrator. Department/program faculty, administrators, and classified staff are also encouraged 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 11:59 PM on the closing date, unless specified otherwise on the job announcement. The application period may be extended at any time by approval of the Search Committee, hiring administrator or Vice Chancellor of Human Resources.

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 goal development and reporting are required). After the pool is approved, all complete online 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 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 his/her 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.

Approved by the Chancellor's Advisory Council February 20, 1998
Revised August 23, 2004

APPENDIX A

CLASSIFIED STAFF

EMPLOYMENT POLICY AND HIRING PROCEDURES

SECOND INTERVIEW

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 or 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;
2. Re-open 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 also 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.

Roles and Responsibilities - Committee Chair

Confirm any faculty member's participation with Academic Senate:

(holcroftcarolyn@fhda.edu) for Foothill and academicsenate@deanza.edu for De Anza.

Obtain EO Representatives for ALL positions and Union Representatives for bargaining Unit positions only (see below):

To Obtain EO Representative, contact the following individuals:

- Thuy Quach (All Campuses) quachthuy@fhda.edu 650-949-6217

To obtain an ACE Union Representative, contact the following individuals:

- Denise Perez (Foothill) perezdenise@fhda.edu 650-949-7256
- Matt Trospen (De Anza) trospermatt@deanza.edu 408-864-8646
- Bill Baldwin (Central Services) baldwinwilliam@fhda.edu 650-949-6191

To obtain a CSEA Union Representative, contact:

- Robert Covington covingtonrobert@fhda.edu 650-949-6171

To obtain a Teamsters Union Representative, contact:

- George Robles roblesgeorge@fhda.edu 408.864.8952

Confidential positions should also have a representative on committee.
Contact HR Specialist for further information. (650-949-6217).

Committee Chair Responsibilities:

1. Notify members of committee meetings.
2. Coordinate development of position announcement with Employment Services and other appropriate consultation.
3. Convene the first committee meeting.
4. Schedule training with Employment Services.
5. Develop meeting schedule.
6. Remind committee members of confidentiality throughout screening process
7. Understand and promote the District's commitment to diversity throughout the search process.
8. Finalize screening criteria and interview questions with committee.

9. Employment Services will notify the hiring chair when the online application packets are accessible.
10. HR Specialist will inform committee members when user accounts are created. Hiring committee members may view applications *only after* screening criteria and interview questions are complete.
11. Screen applications online at <https://tbe.taleo.net/MANAGER/dispatcher/login.jsp>? Be inclusive rather than exclusive.
12. Convene committee to select candidates and schedule interview times. Review interview questions, interview protocol, and format of interview. Identify special instructions to be given to interviewees.
13. Identify applicants that have requested equivalency (for faculty positions) as soon as possible and contact equivalency committee (when necessary).
14. Contact successful candidates to establish interview dates and times. Begin with out-of-state candidates, then out-of-Bay Area, then local. Allow as much time as possible between call and interview. **Notify each interviewee confirming: date, time, location, parking, permit and map information; and any special instructions for the interview.**
15. E-mail HR Specialist names of candidates selected for interview. Employment Services will notify applicants not selected for interview. The hiring manager will contact all candidates that were interviewed but not selected.
16. Meet each interviewee, establish “ground rules” for interview, and conduct interviews within schedule.
17. Perform reference checks.
18. For faculty and administrative positions, contact President’s office with finalist recommendations.
19. For faculty and administrative positions, coordinate the Selection Committee. **Refer to the *Hiring Process Manual* at [http://hr.fhda.edu/employment2/stories/storyReader\\$27](http://hr.fhda.edu/employment2/stories/storyReader$27)** for required makeup of the Selection Committee.
20. Include all notes that committee members took during the interview process. Notes must *only* include job related information pertaining to the essential duties, knowledge, skills, and abilities required to be able to successfully perform the position. Do not include personal or non-job related information about candidates.
21. Return required search materials (interview evaluation forms & hiring authorization form), to Employment Services. **Employment Services will not process hiring paperwork, which will result in a delay of hiring the final candidate(s), unless all required information is submitted in the search workbook.**

STEPS TO TAKE AFTER FINALIST IS SELECTED:

For faculty positions:

- The President's Office makes a copy of the application materials of the selected candidate and sends originals to the campus personnel office.
- Return hiring recommendation form and all worksheets/notes to Employment Services.
- The campus personnel office provides salary placement information to President's Office and retains the original materials for the personnel file.
- The President's Office prepares a Board Agenda Item and forwards the Board.
- Agenda Item and backup material goes to the executive assistant for the Vice Chancellor, Human Resources and Equal Opportunity.

For classified positions:

- Return hiring recommendation form and all worksheets/notes to Employment Services.

Roles and Responsibilities - Search Committee

GOAL: Selection of the qualified applicant, who best meets the needs of the students, the division, and the college.

1. Identify Recruiting Sources (when position is posted)

Employment Services automatically posts all positions on a variety of general purpose and educational sites.

- Notify Employment Services of additional appropriate sources such as professional journals, web sites, list serves, newsletters, and organizations that may be used for recruiting applicants for your position.
- Advertising requested by the committee must be approved by Employment Services to ensure that costs do not exceed the allocated Employment Services budget. The department conducting the search will fund any recruitment costs that exceed the Employment Services budget.

2. Confidentiality

By signing into Taleo, you are agreeing to abide by the confidentiality rules as stated on the site.

Confidentiality must be maintained throughout the entire search and selection process. As a committee member, you recognize that all actions related to the hiring process are subject to the laws and regulations relating to equal and fair employment practices. Failure to maintain confidentiality could result in violation of Federal or state regulations and incur liability on behalf of the District.

3. Identify Screening Criteria

- Review the position announcement.
- Develop general assessment tools for evaluating knowledge, skills, abilities, and experience.
- Screen using the screening worksheets.
- **Every committee member must screen every applicant.**

4. Develop Job Related Questions

- Review position requirements/responsibilities.

- Decide what you want to know, why you want to know it, and what would constitute an acceptable response.
- Have a variety of questions - open-ended, basic information/knowledge, behavioral, situational, and how-to, etc.
- Incorporate diversity inquiries throughout the interview; include specific questions regarding contributions to/participation in/experience with meeting the needs of a diverse student population as it relates to the position.
- Determine whether to include a demonstration and/or a written question or job-related test.

5. Schedule

Classified positions are open for a *minimum* of three weeks; and faculty and administrator positions for a *minimum* of six weeks.

All faculty and administrator positions will become “*open until filled*” after the closing date. Any applications that are submitted after the initial closing date will be sent to hiring committees *only* upon committee request. Classified positions that do not receive an adequate pool of applications may be changed to an “open until filled” status upon approval from Employment Services.

- Screening Worksheets, Interview Worksheets, and EO Report will be available from Employment Services within 3 working days of the closing date of the position.
- Committee establishes screening and meeting date(s) to select applicants to interview.
- Committee conducts interviews.
- Meeting date to recommend finalists.
- Committee chair (or designee) conducts reference checks.

6. Screen Applications

- Employment Services will forward a list of names of all applicants (Screening Worksheets) who has a completed application to the committee chair.
- Remain consistent when reviewing each application.
- Go to <https://tbe.taleo.net/MANAGER/dispatcher/login.jsp> using your login information.
 - User name: firstnamelastname (no space & lower case)
 - Company Code: FHDA (doesn't matter if lower or upper case)
 - Click on the ***Requisitions*** tab to bring up your requisitions.
 - Click on job title and then ***Candidates***.
 - Sort candidates by name. You will then be able to review applicants' diversity statements, cover letters, resumes, and work history summary. You can sort candidates by internal candidates/external candidates.
- Screen applicants using the Screening Worksheet

- Ensure to provide comments/notes
- Allow enough time to complete the review of all applications.
- Use screening results as a guide to select interviewees.

7. Interview

- Provide specifics regarding interviews to all candidates: **date, time, location, parking permit, map.**
- Be clear and consistent.
- Use *paper-rating* form (Interview Worksheet) to evaluate candidates.
- Ask job related follow-up questions to clarify or receive more specific information from the applicant's initial response. Do not ask "leading" questions or create additional interview questions.
- Maintain eye contact when appropriate.
- Watch time limit.
- Do not discuss candidates between interviews.
- Use interview and screening information to select finalists.

8. Determine Finalists

- Evaluate all job related information about the candidates.
- Consider candidates' contributions to/experience in meeting the needs of a diverse student population.
- Committee chair checks references and summarizes/provides information to Employment Services.
- Forward finalists to the President, Vice Chancellor, or Chancellor (**for Faculty and Administrator positions only**).
Committee members will choose unranked finalists to send to the President, Vice Chancellor, or Chancellor, who will ultimately interview and select the final candidate(s) if applicable. A selection committee will be present during this second interview. Refer to <http://hr.fhda.edu/employment2/> for information about the final selection process and the required composition of the selection committee.
- Submit any documents related to the position and Committee to the Chair. Samples of documents are as follows:
 - Screening Criteria
 - Screening Worksheets/Notes
 - Interview Worksheets/Notes
 - Interview Questions
 - Any Testing Materials

Maintain confidentiality throughout the process... and after. Any inquires you receive regarding the hiring process from someone who is not on the hiring committee should be forwarded to Employment Services.

Roles and Responsibilities - Hiring Committee

1. Attend training for Search Committee. Commit to reaching the broadest pool of potential candidates in order to hire the candidate who will be the greatest asset to students and the campus community.
2. Attend **all** meetings of the Search Committee.
3. Assist in development of interview questions and identify appropriate responses.
4. Assist in development of an appropriate teaching or related demonstration.
5. Screen each application at <https://tbe.taleo.net/MANAGER/dispatcher/login.jsp> and complete the screening form for each application.
6. Participate in all interviews.
7. Contribute to the discussion to evaluate and recommend finalists for the position.
8. Understand and promote the District's commitment to equal opportunity & diversity throughout the search process.
9. Do not share job related knowledge about applicants and candidates with the Committee until finalists are selected. **At that point, you may only share first-hand, job related information with the committee.**
10. Ensure that all required paperwork is submitted to the committee chair (including any notes you took during the interview process). Notes must *only* include job related information pertaining to the essential duties and knowledge; skills; experience; and abilities required to be able to successfully perform the position. Do not include personal or non-job related information about candidates. Submit notes and worksheets as soon as discussions are completed.
11. Maintain strict confidentiality throughout the process.
12. Participate in second level interviews if invited/selected.

Roles and Responsibilities - Equal Opportunity Representative

The *Equal Opportunity Representative* is a Foothill-De Anza employee who has been certified to serve as an advocate for fairness and diversity in the employment process.

The Equal Opportunity Representative is a regular participating "voting" member of the search and selection committee with a specific responsibility to:

Advocate

The Equal Opportunity Representative is an advocate for fairness to all candidates in the search and selection process. The advocacy role includes the following responsibilities:

1. Assist in the development of a recruitment plan to ensure that a comprehensive search is implemented in consultation with the HR Specialist.
2. Persuade committee members that good hiring practice demands reaching and interviewing the broadest pool of potential candidates and hiring the candidate who will be the greatest asset to students and the campus community.
3. Ensure that sensitivity to, experience with, and knowledge of a diverse student population is included in the position announcement, screening criteria, and interview questions and is considered in the evaluation of all applicants.
4. Advocate for equal assessment and advancement of candidates at each level of the process.
5. Challenge the committee to evaluate candidates according to their demonstrated ability to respond effectively to such issues of diversity as academic preparation, culture, gender, race, ethnicity, sexual orientation, socioeconomic circumstances, and disability.

Monitor

Ensure that procedures, practices, and criteria are related to the position and are applied fairly and consistently to all applicants.

1. Observe and evaluate the screening process to ensure that screening criteria are applied fairly to all applications.
2. Observe and monitor the interview process to ensure that all applicants are treated equally throughout the interview in terms of time allowed, questions asked, respect and responsiveness, etc.

3. Observe and monitor the discussion of applicants and interviewees to ensure that only job related criteria are considered in determining the selection of finalists.

Interview

1. Participate in all interviews.
2. Advocate for advancing the broadest representation of candidates in the finalist pool.
3. Advise the committee of cultural differences and how they may affect the interview process.
4. Respond to questions regarding procedure or appropriateness of follow-up questions or responses provided by applicants.
5. Intervene or halt the process to correct or prevent potential violations of the District Equal Opportunity and Diversity Plan.

Review/Report

Review the applicant pool, interview pool, and finalists to ensure that no criteria, procedure, or activity in the process has had an adverse effect on the candidates. Recommend to continue the process, to add applicants to the pool, or to re-open the position.

SECTION VI
AGENDAS

FIRST MEETING/BASIC AGENDA

1. Introductions
2. Training
 - Commitment to equal opportunity for all qualified applicants
 - Review of search process
 - Role and Responsibility of the Search Committee
 - Role and Responsibility of the Equal Opportunity Representative
3. Establish Committee meeting times and timelines of search

The following items can be included in the first meeting or scheduled for another meeting:

- Identification of Screening Criteria and method of evaluation
- Development of interview questions/teaching demonstration and discussion of appropriate responses
- Determine committee members to serve on Selection Committee
- Review Reference Checking Process

SECOND MEETING/BASIC AGENDA

MEETING TO SELECT CANDIDATES FOR INTERVIEW

1. Review screening information.
2. Discuss/evaluate applicants.
3. Identify candidates to interview.
4. Evaluate fairness of the process with Equal Opportunity Representative.
5. Determine dates, times, and place of interviews.
6. Review format of interviews.
7. Review remaining timelines.
8. Other issues.

THIRD MEETING/BASIC AGENDA

MEETING TO SELECT FINALISTS

1. Review screening and interview information.
2. Discuss/evaluate candidates including their potential contributions to success of a diverse student population.
3. Select finalists.
4. Evaluate all phases of the process with Equal Opportunity Representative to ensure that all candidates were treated fairly and equally.
5. Develop reference check questions.
6. Designate reference-checking responsibilities.
7. Reconfirm which committee members will participate in selection interviews.
8. Other issues.

SECTION VII

INTERVIEWS

INTERVIEW PREPARATION

1. Prior to the interview, make sure that:
 - a. Seating arrangements are as comfortable as possible.
 - b. If water is made available to the candidates, the area is maintained.
 - c. Any accommodations such as overhead, VCR, or other equipment are available.
 - d. All committee members are present.
 - e. Questions have been assigned to specific members and that questions have been read out loud by questioner to ensure smooth delivery.
 - f. Committee members are reminded that questions must be asked the same way for all candidates.
 - g. You have arranged appropriate waiting area for candidates. It may be awkward to have an exiting candidate “bumping into” the next interviewee.
2. Remember that the candidates are undoubtedly experiencing some stress associated with the process and many may have never experienced a formal interview of this type. DO what is fair and reasonable to make the candidate feel as comfortable as possible under the circumstances.
3. Remind committee members to remain attentive, avoid distracting behaviors, and to be conscious of their body language.
4. Avoid any personal conversation irrelevant to the interview, e.g. common acquaintances, what’s happening at his/her institution, etc.
5. Remind committee members that the college is “being interviewed” and evaluated by the candidate.
6. If the process appears to be dragging because of answers which are too long, gently remind the candidate of the time constraints.
7. Avoid any discussion of candidates until the designated discussion period.
8. Ultimately, the interview process and structure is designed to be fair to all candidates.

GENERAL INTERVIEW QUESTION GUIDELINES

1. Make sure that all questions are JOB RELATED.
2. Avoid questions which can be answered with simple "Yes or No" responses. Ask "why" and "how" questions.
3. Question the purpose of the question! What is it that you need to know and what is the best question to ask to get the information? Will the question give you insight into the individual's ability to be an effective teacher, lab technician, secretary--employee? Does it provide insight into the candidate's ability to meet the needs of a diverse student population?
4. Ask the appropriate number of questions for the time period allotted.
5. Practice reading the questions out loud to make sure that they make sense to the listener.
6. Discuss and agree upon the desirable points to be covered in the answer.

SAMPLE INTERVIEW QUESTIONS/RESPONSES

1. (Information) What kinds of assignments are students in your XYZ Class expected to complete in order to demonstrate subject mastery?

Desired responses: Multiple kinds of assignments, written examinations, practical demonstrations, homework assignments, research project, group presentations, etc.
2. (Situational) A student repeatedly arrives 10-25 minutes late to your 8:00 a.m. class. This tends to distract students who are already engaged in learning activities. How would you handle this situation?

Desired responses: Ask student to meet with you after class, avoid embarrassing student in class, determine cause of tardiness, establish commitment of student to be on time, discuss consequences if behavior does not change.
3. (Attitude) What obligations does an XYZ instructor at De Anza/Foothill College have beyond the classroom?

Desired responses: Meet with students (office hours), remain current in discipline, participate fully in department business, be an active participant in campus governance activities (committees, club advisor, senate etc.) available to community as XYZ expert or community service.

INTERVIEW PROTOCOL

1. Greet the candidate and escort him/her into the room.
2. Introduce the candidate to the committee and follow with committee introductions (either chair or self-introductions). Remember that handshaking may or may not be a comfortable exercise given the room layout or the candidate's cultural background. Conclusions about a candidate related to this ritual greeting should be avoided.
3. Ask the candidate to be seated.
4. Explain the format of the interview indicating:
 - a. The maximum time allotted for questions/answers; reference (if so, they may not be removed from the room);
 - b. That these are questions given to all candidates but that the candidate should feel free to elaborate if it would be helpful to the committee and that committee members may ask follow-up questions;
 - c. That following (or prior to) the interview, the candidate will be asked to perform a teaching or other demonstration.
5. Following or prior to the interview, escort the candidate to the demonstration area, indicating the location of the available materials.
6. Indicate the maximum time allotted for the demonstration/exercise.
7. Following the demonstration/exercise, escort the candidate back to interview site.
8. Ask concluding questions, e.g. do you have anything to add or questions of us?
9. Upon conclusion:
 - a. Thank the candidate for coming.
 - b. Indicate the committee's time frame for making its recommendations to the next decision-maker in the process.
 - c. Make sure that the candidate has not left his/her materials behind or inadvertently picked up the copy of the questions.
 - d. Ask if the candidate needs directions or assistance to return to his/her vehicle.

SECTION VIII
REFERENCE CHECKING

REFERENCE CHECKING

Purpose: *To validate claims made by candidates as well as perceptions of committee members regarding the candidate's job-related qualifications.*

1. Reference checking may be done by members of the Search Committee or the committee chair who will share the information with the Selection Committee only or reference checking may be done by the Selection Committee.
 2. References should be checked on all candidates selected as finalists.
 3. When contacting the reference, identify yourself and your reason for calling. Confirm that the person is willing to respond to your questions or if there is a better time to call. Assure the respondent that the information will remain confidential.
 4. Ask the same generic questions for all candidates. Follow-up questions related to a specific response made by a candidate in the application materials or interview process are encouraged.
 5. Make sure that questions are written, open-ended and probe only job-related criteria.
 6. Take notes.
 7. Confirm any potentially negative findings by making follow up calls to other sources before reporting such findings.
 8. Remember that information revealed as part of the reference checking procedure is, as a part of the hiring process, confidential and is to be shared only with those who are a part of the selection process.
- Include a minimum of 3 copies of reference checks you completed (and potentially reference checks the President, Vice Chancellor, or Chancellor completed during a second level Administrator or Faculty Interview).
 - You must contact at least one supervisory reference for all candidates.
 - The following is a sample reference check form, which may be modified.

REFERENCE CHECK SAMPLE QUESTIONS (FACULTY)

Individual Contacted: _____ Title: _____
Institution: _____ Date: _____

This is _____ of De Anza/Foothill College (or District).
(Candidate's name) has applied for a Faculty position in _____. The
individual selected for this position will teach the following courses:

_____.

This individual is also expected to participate fully in department activities, and all activities that support student learning and student success.

1. What was (candidate's) period of employment?
2. How effective do you think _____ will be as an instructor in this discipline?
3. How long and in what capacity have you known _____?
4. How would you describe his/her interactions with students?
5. Can you describe his/her most outstanding quality as a teacher?
6. Are you aware of innovative teaching strategies used by this candidate?
7. What department activities has _____ been involved with?
8. How does _____ maintain currency in the discipline?
9. Is this person involved and active in student access and success, programs, issues and activities? How does this person evaluate that he/she is effectively helping all students in his/her classroom to learn?
10. How would this person resolve a conflict with another faculty member in the department?
11. Would you recommend _____ for this position?
12. What is _____ greatest strength?
13. What is _____ greatest weakness?

Reference Checker _____

REFERENCE CHECK SAMPLE QUESTIONS (ADMINISTRATORS)

Individual Contacted: _____ Title: _____
Institution: _____ Date: _____

This is _____ of De Anza/Foothill College (or District).
(Candidate's name) has applied for a Managerial position in _____.
The individual selected for this position will teach the following courses:

_____.

This individual is also expected to participate fully in department activities, and all activities that support student learning and student success.

1. What was (candidate's) period of employment?
2. If (candidate) did not report to you, what was your working relationship?
3. How long have you worked with/known (candidate)?
4. What was (candidate's) reason for leaving your company? (If supervisor)
5. How would you describe (candidate's) punctuality?
6. How would you describe (candidate's) honesty, reliability, and integrity?
7. Describe (candidate's) ability to handle pressure. Can you give me an example?
8. Describe (candidate's) ability to organize, prioritize and manage time.
9. Describe (candidate's) ability to handle conflict.
10. Describe (candidate's) ability to work as a team member.
11. How would you rate (candidate's) communication skills?
12. Please describe (candidate's) work ethic.
13. Please describe the quality of (candidate's) work.
14. What do you consider (candidate's) key strengths?
15. What would you consider to be (candidate's) areas for improvement?
16. How would you describe her/his leadership, managerial, or supervisory skills?

17. Does he/she communicate well orally and in writing?
18. How do you rate his/her ability to plan short-term? Long-term?
19. Did he/she make sound and timely decisions?
20. Did he/she work effectively with management, subordinates and peers?

Reference Checker _____

REFERENCE CHECK SAMPLE QUESTIONS (CLASSIFIED)

Individual Contacted: _____ Title: _____
Institution: _____ Date: _____

This is _____ of De Anza/Foothill College (or District).
(Candidate's name) has applied for a Faculty position in _____. The
individual selected for this position will teach the following courses:

_____.

1. When did (candidate) work for your company? Could you confirm starting and ending employment dates? How long and in what capacity have you known (candidate)?
2. How effective do you think _____ will be in an _____ position?
3. What was his/her position? Can you describe the job responsibilities?
4. How would you describe his/her interactions with other employees (management and co-workers)? Can you describe this person's experience working as a member of a team?
5. Can you describe his/her most outstanding quality?
6. Are you aware of innovative work strategies used by this candidate?
7. How does (candidate) maintain currency in the discipline?
8. How would this person resolve a conflict with another staff or faculty member?
9. Would you recommend (candidate) for this position?
10. What is (candidate's) greatest strength?
11. What is (candidate's) greatest weakness?

Reference Checker _____

CHECKING WORK REFERENCES

It becomes more and more difficult to obtain references on potential employees. Many employers hesitate to be candid in giving references because such candor can result in lawsuits by the ex-employee. On the other hand, an outright lie to the prospective employer can also precipitate legal action if the employee were to cause damage to the new employer. Therefore, you must give and solicit references very carefully. If you take the time to do so prudently, you can gain valuable information in the hiring process.

The same legal restrictions apply to reference checking as apply to interviewing - you cannot probe into such potentially discriminatory factors as marital status, age, disability, religion, and national origin. Confidentiality is always a must.

Prior to contacting the reference, make a list of questions that you will ask or use the Reference Check Format and identify the key concepts you will be listening for in the response. Certain questions may be tailored to fit a particular applicant. If several committee members are making reference calls, agree on the job-related questions before the calls are made.

When you make a call, identify yourself and the position you hold. Tell the caller that the applicant has applied for position x at De Anza/Foothill College and provide a brief description of the faculty assignment. Call a person who has been a direct supervisor of the applicant or a colleague/peer who has knowledge of the applicant's professional work experience. Do not attempt to get information secondhand. Assure the contact that you will keep your discussion confidential. Ask if they are free to discuss the applicant. If not, make arrangements to call back at a more convenient time. Offer to have them call you back if you sense the person doubts the legitimacy of your call.

Try to establish rapport. Many times a free exchange of information occurs when the individual you are calling identifies with your position, department, campus, or some other mutual point of interest. Tell the person about the position you are filling so that an evaluation can be made in relation to the specific job.

Start with the obvious. Verify dates of employment and type of work done. These are easy to answer, so there is no pressure on the respondent. Then proceed with more revealing questions. Let them talk freely. Follow up and probe for additional information if you sense the contact is reluctant to discuss certain factors. Be alert for obvious pauses. Be sure to cover all the questions on your list. Don't hang up until you are sure that you know the opinion of the person called. Frequently you will receive ambiguous answers.

The person called may give very little useful information. One technique that often works is to summarize the conversation by making either of the following statements:

“I take it that you don’t recommend the applicant for this position,” or
“I take it that you highly recommend the applicant for this position.”

One poor recommendation should not automatically disqualify an applicant. Keep digging. Always check more than one reference. Quiz the other references on the points made by the negative reference but be careful not to identify the other reference.

Note on Giving References

When asked for a reference on a current or former employee, limit the information you give to actual inquiries and to job-related data. Make only factual statements about job performance and responsibilities that you have directly observed. Try not to speculate on how someone may function in a new job. Do not discuss personal, family, and other non-relevant factors.

When dealing with subjective areas, such as quality of work performance and professional competency preface your remarks with qualifiers such as "in my opinion."

If you don't know the answer, say so. Be sure that the information in the reference you give is not motivated by personal animosity; that it is factual and accurate. You can be protected from libel suits if you are acting within the scope of your duties, if the reference is made in "good faith" to someone with a legitimate need to know, if it is based on fact, and if it is balanced.

**SECTION IX
EQUIVALENCY POLICY
AND PROCEDURES**

EQUIVALENCY POLICY AND PROCEDURES

POLICY

In accordance with Education Code Section 87359 and Section 53430 of the California Code of Regulations, Title 5, the Foothill-De Anza Community College District may grant equivalency to the minimum qualifications of a degree and/or experience required for a position to those applicants who provide conclusive evidence of equivalency to the minimum qualifications. Equivalency for degree requirements is based on conclusive evidence that an applicant possesses the general education and the major course work required for the required degree or clear and verifiable eminence in the discipline. Equivalency for required experience is based on conclusive evidence of mastery of the skills of the vocation for the specific assignment as well as for other courses in the discipline and extensive and diverse knowledge of the working environment of the vocation.

PROCEDURE

Committee

Each college will establish an Equivalency Committee as follows:

- The De Anza Equivalency Committee will include the Vice President of Instruction or designee, the President of the Academic Senate or designee, and at least one discipline expert from the department/division/program in which the position exists.
- The Foothill Equivalency Committee will include the Dean of Faculty and Staff or designee, the President of the Academic Senate or designee, and at least one discipline expert from the department/division/program in which the position exists.

In no case shall a person who serves on the Search Committee or who is recommending equivalency also serve on the Equivalency Committee. If a discipline expert is not available from the division/department/program, a discipline expert from the other college or from another college, university, or the community may be asked to serve on the committee. Equivalency granted by either committee is acceptable throughout the District.

Criteria

Granting equivalency to minimum qualifications is based on the same criteria, documentation, and committee deliberation for all faculty positions: full-time, part-time, leave replacement, and grant/special funded positions.

For disciplines normally requiring a master's degree, equivalency may be granted on the

basis of any of the following:

1. Completion of the master's degree from an accredited institution in the discipline under a different name;
2. Completion of the course work and academic requirements (such as a thesis or practicum) for the master's degree from accredited institutions in the discipline without the award of the degree;
3. Completion of a bachelor's degree from an accredited institution and not less than 30 graduate units (48 quarter units) of appropriate and relevant course work from accredited institutions if the course work equals a master's degree in the discipline in breadth, depth, and rigor;
4. Completion of a bachelor's degree from an accredited institution plus additional appropriate and relevant graduate course work from accredited institutions and verifiable experience in the discipline which would require knowledge of the discipline equal to the level required in the minimum qualifications; and
5. Clear and verifiable eminence in the discipline acknowledge by written statements by experts in the discipline and/or evidenced by the production of tangible products (such as published works or invited presentations to discipline related professional organizations) that would require a depth and breadth of knowledge in the discipline comparable to the degree level work.

For disciplines in which the master's degree is not generally expected or available, the criteria shall be any of the following:

1. Six years of documented experience in the discipline and 60 undergraduate semester units (90 quarter units) from accredited institutions comparable to the breadth and depth of coursework equal to an associate's degree;
2. Two years of documented experience in the discipline, and 120 undergraduate semester units (180 quarter units) from accredited institutions;
3. Six years of documented experience in the discipline and undergraduate course work from accredited institutions where the combination of course work and additional experience equals the associate's degree in breadth, depth and rigor; and
4. Clear and verifiable eminence in the discipline acknowledged by written statements by experts in the discipline and/or evidenced by the production of tangible products that would require a depth and breadth of knowledge comparable to the minimum qualifications.

PROCESS

Applicants

The position announcement will provide for the presentation of qualifications equivalent to the minimum qualifications.

Applicants who believe that they possess qualifications equivalent to the minimum qualifications for a position and wish to request that a determination of equivalency be made in a specific discipline must complete a District Request for Equivalency form and provide supporting documentation as appropriate. Applicants for both full time and part time positions are notified of the opportunity to apply for an equivalency at the time of application.

It is the applicant's responsibility to complete the form and provide documentation. Search committees will not seek additional documentation. Applicants who do not meet the minimum qualifications and who have not completed a Request for Equivalency will not be considered for employment.

The Request for Equivalency and supporting documentation are submitted with the application form to Employment Services.

If, after reviewing the Request for Equivalency and supporting documentation the search committee agrees that the applicant appears to possess qualifications that are equivalent to the minimum qualifications for the position, the application and supporting documentation will be forwarded to the Equivalency Committee for a determination.

The Equivalency Committee reviews the equivalency request and returns the application and supporting documentation to the search committee with a determination.

If an applicant is approved and subsequently hired to fill a position, the documents and experience that support the equivalency must be verified just as minimum qualifications for other new faculty are verified via transcripts and employment verification letters.

Employees

Employees seeking an equivalency must complete a Request for Equivalency form and provide supporting documentation as appropriate. It is the employee's responsibility to complete the form, provide documentation, and forward the information to the Chair of the Equivalency Committee.

The Equivalency Committee reviews the equivalency request and notifies the employee and the appropriate administrator of its determination.

OTHER PROVISIONS

Equivalency is granted on a District-wide basis.

Equivalency is granted for a discipline and not for a specific course within a discipline.

All deliberations of the Equivalency Committee and all records involved in the proceedings shall be confidential.

A determination of equivalency does not guarantee an interview, employment, or reassignment. The determination of equivalency establishes that the individual meets the minimum qualifications for the position and does not bestow rights to any position or process.

The granting of an equivalency is on a case-by-case basis and does not establish precedent for future applicants.

Equivalency shall not be granted on a "contingency" or "emergency" basis pending additional review or receipt of documentation for any reason.

Teaching experience is not equivalent to experience in the discipline.

**SECTION X
PART-TIME FACULTY
EMPLOYMENT POLICY
AND HIRING
PROCEDURES**

**FOOTHILL – DE ANZA COMMUNITY COLLEGE DISTRICT
PART-TIME FACULTY
EMPLOYMENT POLICY AND HIRING PROCEDURES**

The Foothill-De Anza Community College District seeks a qualified and 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 division/department 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/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 division/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 (2) 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

(1) 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.

**SECTION XI
GUIDELINES FOR
TEMPORARY
REPLACEMENTS**

GUIDELINES FOR TEMPORARY REPLACEMENTS

These Guidelines are to clarify the policies and procedures used to fill vacancies on a temporary basis and to fill positions of employees who are on an extended leave. Note that there are distinct requirements that apply to vacant positions as opposed to positions of employees on leave. These requirements are not interchangeable. Temporary replacements may be hired for vacant positions in some exceptional cases, for positions whose incumbents may be on extended leave (usually one year).

ADMINISTRATIVE POSITIONS

1. Vacant Positions/Interim Appointments

Vacant administrative positions may be filled via interim appointments in accordance with Title 5 regulations.

Title 5 regulations (Section 53021) require community colleges to actively recruit to attract qualified applicants for all new openings. The regulations prohibit “in house or promotional only” recruitment to fill a position except when “the position is being filled on an interim basis for the minimum time necessary to allow for full and open recruitment...provided that no interim appointment...exceeds one year in duration.” If these requirements are met, the regulations require that “all qualified district employees...be afforded the opportunity to apply.”

Title 5 clearly states “that no interim appointment or series of interim appointments [may] exceed one year in duration. Therefore, it is critical to begin the search for the permanent replacements as quickly as possible.

Procedure for Interim Appointments

- a. The appropriate administrator notifies Employment Services to create a position announcement for review.
- b. The administrator reviews the announcement and seeks appropriate campus approvals.
- c. Employment Services sends a position announcement to each contract employee in the District (Part-time faculty, short-term, temporary, or student employees are not eligible). Since the recruitment is internal, the application period is short – usually about two (2) weeks.
- d. A Search Committee develops screening criteria and interview questions and reviews all applications to determine interviews for the interim position. A committee may decide to interview everyone who applies, since the pools are usually small.
- e. After interviews, the Committee makes a recommendation to the appropriate administrators.
- f. Appointments require Board approval.

2. Out-of-Classification Assignments

An administrative position may be filled by assigning a contract employee to work out-of-classification to assume a portion of the duties of the vacant position. Out-of-classification assignments end when the position is filled.

Procedure for Out-of-Classification Assignments

- a. Discuss change in assignment with employee who will work out-of-classification.
- b. Determine appropriate salary adjustments. Depending on the agreement with the employee's bargaining unit, working out-of-classification requires a salary adjustment to at least the minimum of the pay grade to which the employee is assigned or one step higher, or a 5% increase. Consult with Human Resources to determine the appropriate salary adjustment.
- c. Complete a Contract Change Form and secure appropriate signatures.

3. Reassignment

Administrative responsibilities may be reassigned to another administrator while a position is vacant, in accordance with Chapter III of the Administrators Handbook.

Procedures for Reassignment

- a. Discuss change in assignment with administrator. Determine specific scope of responsibilities.
- b. Determine appropriate salary adjustment, if any.
- c. Complete a Contract Change Form.

4. Professional Services Contract

Title 5 allows interim appointments of individuals not currently employed by the District who are specially trained, experienced, and competent to provide administrative services, and who meet the minimum qualifications for the position. Such individuals are employed through a professional contract for no more than one (1) year.

5. Funding

Interim appointments are usually funded out of float money. Use of float money must be approved by the appropriate administrator (President or Chancellor) at the time of approval to fill the position on an interim basis.

FACULTY POSITIONS

Vacant faculty positions are filled by part-time faculty while the positions are in the search and selection process. There are no interim appointments for vacant faculty

positions. However, on occasion, the District may employ a temporary replacement for a faculty member on leave.

Temporary Replacements/Leave Positions

Full-time faculty who are on leave are replaced with part-time faculty. However, there may be unusual and/or extenuating circumstances that warrant consideration of a full-time temporary replacement. Some examples are: (1) an unexpected long-term illness in a department where one or more employees are already on approved leaves; (2) an usually high number of employees on leave at the same time which will have a clear negative impact on student learning; and (3) critical/technical and/or specialized program needs for which there are no qualified part-time faculty or staff available.

Temporary leave replacements must be approved on a case-by-case basis by the President and the Chancellor.

Procedure to Fill a Faculty Leave Replacement

- a. **Approval:** The appropriate administrator must secure approval from the President, who seeks approval from the Chancellor. The documentation must include the following:
 - An explanation of the critical need;
 - Documentation that student and the program, division, and college will be adversely affected without a replacement, and;
 - The consequences of not replacing the position.
- b. **Recruitment:** Even though leave replacement positions are not “new positions” as defined in Title 5, when such replacements are known and approved in advance the approved employment process including full recruitment must be followed. That is, a full search of both internal and external applicants to include outreach to historically underrepresented groups must be conducted to select a qualified applicant who best meets the needs of the students.

If the need for a leave replacement is unexpected and an emergency replacement is required, a full search may not be required if a qualified individual is identified. This may be a current employee including a part-time faculty member, or an applicant who has completed a formal search process for a similar position. Any individual selected must submit appropriate documentation (transcripts and resume) and meet minimum qualifications.

- c. **Limits on Employment:** Faculty appointments to temporary contracts are filled in accordance with Education Code Sections 87481 and 87482:

Section 87481 states: “Any person employed for one complete school year...shall if reemployed for the following school year in a vacant faculty position, be classified...as a contract employee and the previous year’s

employment as a temporary employee shall be deemed a year of employment as a contract employee for purposes of acquiring permanent status.”

Section 87482 states: “No person shall be so employed...for more than two semesters or three quarters within any period of three consecutive years.”

In effect, should a person be subsequently employed in the position, the employee would be a second year tenure track employee. In any case, an employee hired as a full-time temporary contract replacement should be evaluated during the contract year.

- d. **Funding:** The District budgets fund for some replacement costs. For example, PDL replacements are funded at the part-time faculty rate. Therefore, the cost of a full-time temporary contract exceeds the budgeted amount since the salary is for a full-time replacement with benefits. Requests for a temporary replacement must include the replacement cost and source of funding.

CLASSIFIED POSITIONS

Vacant classified positions may be filled using one of the following:

- Casual employee: may be employed for a maximum of 90 days while the position is undergoing a search and selection process (submit a TEA).
- Out-of-Classification assignment by another classified employee (submit a WOC form)

Vacant classified positions are not filled by interim appointments because of the limitations of the Education Code and the Districts’ agreement with CSEA and ACE.

Employees on leave may be replaced by causal employees for the length of the leave up to 180 days (submit a TEA) or via an out-of-classification assignment (submit a WOC form).

**SECTION XIII
SHORT-TERM AND
TEMPORARY
EMPLOYMENT HIRING
PROCEDURES**

SHORT-TERM AND TEMPORARY EMPLOYMENT HIRING PROCEDURES

The District and SEIU have an agreement to reduce the District's reliance on "casual" employees. "Casual" employees are defined in Education Code, Section 88003 as short-term employees:

"Short-term employee," as used in this section, means any person who is employed to perform a service for the district, upon the completion of which, the service required or similar services will not be extended or needed on a continuing basis.

"Seventy-five percent of a college year" means 195 working days, including holidays, sick leave, vacation and other leaves of absence, irrespective of number of hours worked per day.

Casual employees may also include substitute employees, defined in the Education Code as follows:

"Substitute employee" as used in this section, means any person employed to replace any classified employee who is temporarily absent from duty. In addition, if the district is then engaged in a procedure to hire a permanent employee to fill a vacancy in any classified position, the governing board may fill the vacancy through the employment, for not more than 90 calendar days, of one or more substitute employees, except to the extent that a collective bargaining agreement then in effect provides for a different period of time.

The Temporary Employee Authorization ("TEA") packet is used to hire "casual" employees for:

- Short-term assignments (less than 180 days/year)
- Seasonal assignments (e.g., fall quarter only, bookstore rush, registration)
- A leave replacement/substitute (180 days)
- A vacancy (90 days)

The District must reduce the number of casual employees. Therefore, before deciding to hire a short-term employee, carefully consider the following:

- Is the work needed on a continuing basis? If so, is it possible to combine this position with other short-term assignments to create a regular classified position?
- Is this work suitable for student employees?
- Can this work be assigned to existing classified, supervisory or administrative staff without impacting classification levels or causing overtime?
- If the work is ongoing, can it be done in less than 20 hours per week? Is it done during the academic year only? 10 months? 11 months?

- Can you eliminate the work? What are the consequences to student?

PROCESS

AB500 requires that all employment of short-term employees (aka “temporary employees” and “casuals”) be approved by the Board *before* they begin work.

Education Code Section 88003 that governs the employment of short-term and substitute employees has been changed to read:

“Short-term employee” as used in this section means any person who is employed to perform a service for the district, upon the completion of which, the service required or similar service will not be extended or needed on a continuing basis. **Before employing a short-term employee, the governing board, at a regularly scheduled board meeting, shall specify the service required to be performed by the employee pursuant to the definition of “classification” in subdivision (a) of Section 88001, and shall certify the ending date of the service. The ending date may be shortened or extended by the governing board, but shall not extend beyond 75 percent of a school year.**

A casual/temporary employee may not begin work without prior Board approval. Human Resources will not process any TEA for casual employees that have not first been submitted to the Board for approval.

District Procedure for Processing of Short-Term Employees

- Submit Board item to Human Resources 8 working days prior to the Board meeting.

Note: All of the TEA paperwork must be submitted at that time.

- Submit the information on the forms provided.
- Please pay attention to the end date. If an assignment is extended it must be submitted to the Board *before* the employee can continue beyond the approved end date.

Note: This does not mean an assignment can be entered for an entire year, “just in case.”