

<b>GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT OPERATING PROCEDURE</b>	<b>DATE:</b> 2/21/02 <b>REVISED:</b> 4/25/02; 12/7/2009
<b>HIRING REGULAR FACULTY</b>	<b>PE9</b>

## OVERVIEW

This procedure details hiring procedures for full-time tenure track faculty.

## FORMS USED

Selection Plan, form PE9.F2  
Confidentiality Statement, form PE9.F3  
Screening/Interview Criteria, form PE9.F5  
Paper Screening/Interview Composite Rating Table, form PE9.F6  
Finalist Profile, form PE9.F7  
Academic Recommend for Hire, form PE9.F8

## CODES, REGULATIONS, AND DISTRICT POLICIES RELATED TO THIS PROCEDURE

Hiring Procedures for GCCCD Full-Time Certificated Staff (Non-Management) approved by  
Governing Board 4/91 and Cuyamaca and Grossmont Colleges Academic Senates 2/91  
Equal Employment Opportunity for Gender and Disability  
Civil Rights Act 1991  
EEOC Uniform Guidelines for Employee Selection  
Executive Order 1150  
GCCCD Equal Employment Opportunity Plan  
Governing Board United Faculty Agreement  
Title 5 – California Code of Regulations, Sections 51010; 5300 - Education Code 87100  
87360, 87400

**PRIMARY STAKEHOLDERS:** Chancellor, Academic Senates, Presidents, Human Resources, Employment Services, Equal Employment Opportunity (EEO) Officer or Designee.

## COMMENTS

This procedure provides the screening/interview committee with detailed instructions to guide the hiring process. It is intended to provide procedural consistency among the actions of hiring committees while supporting the provisions of Title 5, Section 53022.

Approved: \_\_\_\_\_ Issued: 4/4/02; rev 12/7/2009

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**STEP   TASK PERFORMED BY**

**DESCRIPTION**

POSITION DEVELOPMENT

- |   |   |  |
|---|---|--|
| 1 | College President,<br>Academic Senate President<br>Appropriate College Shared<br>Governance Committee(s)<br><b>I - A2, 3 &amp; 4*</b>                     | <p><b>Prioritize Requests</b><br/>         Prioritize requests to fill academic positions. This prioritization is conducted by the college president through the established shared governance process of respective colleges. The process includes participation of the appropriate Academic Senate President. The Senate President provides the Academic Senate with the rationale for the prioritization. Upon notification by the college president of college prioritization, Employment Services may place advance advertisement.</p>  |
| 2 | Department/<br>Division Dean<br><b>I - D1*</b><br><b>53022*</b><br><b>Chapter XIV, part 1607,</b><br><b>Uniform Guidelines,</b><br><b>Section 15C(3)*</b> | <p><b>Prepare Position Description</b><br/>         Department members including the Discipline Chair, Coordinator, Dean, and other appropriate faculty members participate in developing the position description. Complete Section 1 and 2 of the Selection Plan. Identify the unique tasks of the job and specific position. Include individual knowledge, skills, abilities, and experience required to perform essential functions of the job, which cannot be learned in a brief orientation or will not be expected to be acquired on the job. Identify knowledge, skills, abilities, and experiences (rating factors), which may set the more qualified candidate apart from a lesser-qualified candidate.</p> |
| 3 | Vice President<br><b>I - B3*</b>  | <p><b>Appoint Administrator</b><br/>         Identify and forward name of the appropriate administrator or designee to serve on the Screening/Interview (S&amp;I) Committee to college president.</p>  |

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4 Department Chair/Program  
Coordinator or in the absence of a  
Department Chair/ Program  
Coordinator First Level Supervisor

I - B2, 4 & 5\*  
I - B6

53024(f)\*

**Establish Screening and Interview (S&I)  
Committee**

Recommend faculty members for the S&I Committee to the President of the Academic Senate via e-mail. If the direct report for a full-time faculty position is an administrator, the Academic Senate Officers at each College will work in conjunction with that administrator to identify the most appropriate discipline that has functional characteristics closely paralleling the duties and responsibilities of the full-time job description or area of assignment. The department chair or coordinator of that discipline may assume the responsibility to recommend to the Academic Senate President those faculty members to serve on the S&I Committee. In the absence of such a chair or coordinator, the Senate Officers will assume responsibility for identifying faculty members of the S&I Committee to recommend to the Academic Senate President for approval. Faculty members of the S&I Committee will consist of:

- Department Chairperson/Coordinator or designee
- Two (2) or three (3) regular/contract faculty members (faculty members of the committee will be primarily from appropriate discipline with representation from other disciplines).

The committee should be selected with consideration for ethnic and gender representation.

If appropriate or desired, identify additional committee members. The committee may also include non-faculty representatives (classified staff, other administration), adjunct (part-time) faculty, faculty from another institution (sister college, transferring university, local high school or other articulating institution), community members

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(especially advisory members in vocational areas) and/or student representatives. If invoked, this appointment must be approved by the president (see step 7).

Department Chair/Program Coordinator or in the absence of a Department Chair/Program Coordinator first level supervisor serves as chair or names a designee to serve as S&I Chair. If the S&I Committee Chair is first level supervisor and, in the event a designee is to be named, the appointment shall be made in consultation with the Academic Senate. All committee members are expected to participate in the paper screening process and all interviews.

- |   |  |   |
|---|--|---|
| 5 | Academic Senate President<br><b>I - B1 &amp; D2*</b> | In accordance with respective Academic Senate procedures, notify the committee chair, college president and EEO Officer or designee of the Academic Senate's approval of faculty committee members via e-mail.  |
| 6 | College President                                    | Notify Academic Senate and EEO Officer or designee of administrator to serve and approve formation of the S&I Committee or advise Academic Senate President of concerns relative to the desired job related characteristics of the S&I Committee that are not addressed within the membership of the committee.   |
| 7 | Academic Senate President                            | Advise and consult with the college president and EEO Officer or designee regarding desired job-related characteristics of the S&I Committee that are not addressed within the membership of the Committee, if any. Upon concurrence of the three parties, and in accordance with respective Academic Senate procedures, finalize the formation of the S&I Committee. |

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- 8 Department/  
Division Dean  
**I - A1\***
- Submit Electronic Personnel Request**  
The recruitment initiator will begin the recruitment process by entering job posting information on the online recruitment system and submitting it for approval. The posting requisition will travel through the various approval levels until it reaches the EEO Officer or designee. Indicate Academic Senate Approval of S&I Committee on the request.
- 9 EEO Officer or Designee
- Approve Committee Composition and Appoint EEO Representative to Committee**  
The EEO Officer or designee shall indicate approval of committee composition for diversity in ethnic, age, gender and department representation based on completion of previous steps. If the committee is not appropriately diverse, the EEO Officer shall work with the college president , committee chair and Academic Senate President to remedy any area of underrepresentation on the committee. If the committee is appropriate, the EEO Officer or designee shall assign an EEO representative to the committee as a non-voting member and forward the requisition to the appropriate Employment Services personnel for recruitment.
- 10 Employment Services  
**I - B4 & IV - 1\***  
**53003(c)(3) & (4)\***
- Provide Orientation to Committee**  
The orientation will take place prior to the opening of in-house transfer announcement and will include all committee members. The orientation serves to:
- provide an overview of the tasks to be performed by the committee,
  - provide the PE 9 GCCCD Operating Procedure
  - distribute the District's Selection Guides (e.g. screening/interview Do's and Don'ts)
  - execute Confidentiality Statements
  - allow the EEO Representative to train committee on EEO and diversity laws,

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- concepts and applications, and District EEO Plan, policies and procedures,
- document the training date and attendees.
- Approximate timeline for hire (timeline will include schedule for paper screening, interviewing and selection).
- Discuss specific recruitment strategies

- 11      Employment Services,  
S&I Committee  
**II - B1 & 2\***  
**53021(a)\***
- Develop Recruitment Plan**  
Design and document a formal plan for recruitment using the Recruitment Plan which describes the activities that will be carried out to recruit for the vacant position. Develop a timeline for the hiring process.
- 12      S&I Committee  
**I - C1 & 2, D3, D4\***  
**53022, 53024(a)(2), 53024(e)\***  
**Chapter XIV, pt 1607,**  
**Uniform Guidelines,**  
  
**Section 15c(4)\***
- Complete Selection Plan**  
Develop evaluation and assessment tools that address the knowledge, skills, abilities, and experience included in the previously developed position description. Complete Section 3 of the Selection Plan. The S&I Committee does not add to or delete from the list of knowledge, skills, abilities, and experience developed by the department.
- Submit Selection Plan to the appropriate vice president.
- 13      Appropriate Vice President  
**I - D5\***  
**53024(a)(3)\***  
**53022**
- Review, Sign-Off and Route Selection Plan**  
The appropriate vice president routes the Selection Plan to the EEO Officer and Director, Employment Services, who verify compliance with District Policy and Title 5 requirements. Review department established qualifications beyond state minimum qualifications, if any, and make a determination they are valid as job-related and consistent with business necessity through a content validation process. (See [Equal Employment Opportunity Commission - Uniform Guidelines for Employee Selection Procedures](#)).

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Approval or concerns regarding the Selection Plan are communicated to the S&I Committee Chair. Concerns will be referred back to the committee.

Optimum expected response time is three (3) business days from receipt.

14 Employment Services  
I - D1\*  
53022\*

**Develop Job Announcement**

Using the job description, Recruitment Plan, and Selection Plan, prepare job announcement and return to the Committee Chair.

15 S&I Committee Chair  
I - C1 & D1\*

**Approve or Revise as Required**

Sign off on the final version of the job announcement.

**POSITION RECRUITMENT & APPLICANT POOL VALIDATION**

1 EEO Officer or Designee,  
Employment Services,  
S&I Committee  
II - B1 & 2\*  
53021(a)\*  
Chapter XVI, part 1607, Uniform  
Guidelines, Section 2c\*

**Review Recruitment Plan**

Review the Recruitment Plan developed during the position development stage. Update the plan if required. Ensure the plan specifies where and how applicants will be recruited. Ensure the plan complies with the Faculty Agreement for Certificated Part-Time Hiring Considerations. Ensure materials used in the selection process are job-related.

2 Director, Employment Services

**Announce Opportunity to Transfer**

Distribute the Notice of Opportunity to Transfer to Full-Time Regular Faculty in accordance with the Faculty Agreement.

3 Director, Employment Services  
II - A1

**Distribute Job Announcements to Adjunct Faculty**

This step ensures compliance with the Faculty Agreement Section 11.9.

4 Employment Services,  
S&I Committee Chair  
II - B1 & 2\*

**Implement Recruitment Plan**

Carry out activities outlined in the Recruitment Plan.

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- 5 EEO Officer or Designee  
**III - A1 & 3\***  
**53023(a)(b)\***  
**Chapter XIV, Part 1607,**  
**Supplement, Sections II & III,**  
**pages 250 – 276\***

**Review Applicant Pool**

Analyze the composition of the initial applicant pool to ensure the expected representation has been achieved for historically underrepresented groups. If the expected representation has not been achieved, the EEO Officer will consult with the S&I Committee Chair to determine appropriate action. Actions to be considered include extension of the advertised deadline and additional focused recruitment. The EEO Officer will consult with the president or designee regarding effective steps in addressing the adverse impact before the screening process is begun.

When expected representation is achieved or the EEO Officer, with concurrence of the president, certifies that further recruitment efforts would be futile, the applications are released to the S&I Committee for screening.

**SCREENING**

- 1 S&I Committee  
**III - A4\***

**Screen Applications**

Screen applications for knowledge, skills, abilities, and experiences to be evaluated, as noted on the Selection Plan, from application materials. Each committee member records 'pass', 'no pass', or 'reservation' on the Screening/Interview Criteria form for each criteria and then for an overall rating. These ratings are preliminary until the committee completes the formal compilation of ratings.

**I - C3\***

Any member of the S&I Committee who fails to participate in the paper screening or any interview shall be disqualified from further participation in the activities of the committee.

- 2 S&I Committee  
**III - A2\***

Review all evidence presented by applicants declaring qualifications equivalent to the minimum qualifications adopted by the Board of Governors and make a determination in accordance with the equivalency procedure.

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- |   |   |   |
|---|---|---|
| 3 | S&I Committee Chair<br><b>III - A4*</b>   | <b>Compile Individual Committee Member Ratings</b><br>Record each member's ratings on the Paper Screening/Interview Composite Rating Table.   |
| 4 | S&I Committee<br><br><b>Chapter XIV, part 1607<br/>General Principles,<br/>Section 14c(9), page 264*</b>  | <b>Recommend Candidates for Interview</b><br>Advance for further consideration all applicants who receive an overall rating of 'pass' from a majority of committee members. Disqualify applicants who receive an overall rating of 'no pass' from a majority of committee members. Discuss, until a majority decision is made of either 'pass' or 'no pass' applicants without a clear majority rating.   |
| 5 | Employment Services<br><b>III - A5*</b><br><br><b>53024(a)(4)*</b>  | <b>Review Recommendations</b><br>Review the Screening/Interview Criteria form and the Paper Screening/Interview Composite Rating Table of the S&I Committee to verify the S&I Committee applied proper procedures to produce the list of candidates to be interviewed.  |
| 6 | EEO Officer or Designee<br><b>III A58</b><br><b>53024(a)(4)8</b><br><b>Chapter XIV, part 1607,<br/>Supplement, Sections II &amp; III<br/>pages 251 &amp; 2528</b> | <b>Perform Impact Analysis</b><br>The composition of the pool of applicants to be advanced is analyzed to ensure that no group, defined in terms of ethnicity, gender, or disability, is adversely impacted by the application of the screening methods. (See <b>EEOC Uniform Guidelines for Employee Selection Procedures.</b> )<br><br><b>II - A6, 7 &amp; 8*</b> If adverse impact is found to exist, the EEO Officer consults with the appropriate administrator, and chair of the S&I Committee to determine appropriate action which may include but is not limited to: 1) modification of evaluation methodologies which may have caused the adverse impact; 2) consideration of allowing candidates to acquire "other qualifications" on the job. |

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If adverse impact persists after this review, the EEO Officer, with the concurrence of the president, or designee, re-certifies that, based upon the Selection Plan, the additional qualifications determined by the department are validated as job-related and consistent with business necessity through a content validation process. Upon re-certification, the pool is released for further screening.

### **INTERVIEWING AND SELECTION**

1 Employment Services  
**III - A6\***

#### **Schedule Interviews**

Establish interview schedule as requested by the S&I Committee, and set interviews with the candidates.

2 S&I Committee  
**IV - 2, 3 & 4\***

#### **Interview Applicants**

Conduct interviews according to the guidelines established in the Selection Plan. Each committee member records 'pass', 'no pass', or 'reservation' on the screening/interview criteria form for each criteria and then for an overall rating. These ratings are preliminary until the committee completes the formal compilation of ratings.

3 S&I Committee Chair  
**IV - 4\***

#### **Compile Individual Committee Member Ratings**

Record each member's ratings on the Paper Screening/Interview Composite Rating Table.

4 S&I Committee

#### **Recommend Finalists**

Advance for further consideration all applicants who receive an overall rating of 'pass' from a majority of committee members. Disqualify applicants who receive an overall rating of 'no pass' from a majority of committee members. Discuss, until a majority decision is made of either 'pass' or 'no pass', the attributes of applicants without a clear majority rating. All candidates rated as 'pass' by a majority of the S&I Committee shall be advanced.

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The "Hiring Procedures for Grossmont-Cuyamaca Community College District Full-Time Certificated Staff (Non-Management)" stipulates that at least three acceptable candidates shall be advanced.

When two or more identical positions are to be filled from a pool of applicants, the number of qualified candidates recommended for final interviews should not be less than two plus the number of positions to be filled. All candidates will be considered for the first position. All remaining candidates will be considered for each subsequent position.

The names of the candidates nominated for advancement are entered onto the Academic Recommend for Hire form. All committee members will sign the report certifying that it represents their final rating on the interview process.

**V - 1 & V - 3\***

Using the Finalist Profile form, S&I Committee prepares a brief overview of the strengths and weaknesses of the applicants advanced relative to the ranking factors and forwards it to the Director, Employment Services.

5 Employment Services  
**IV - 4\***

**Review Recommendations**

Review the Screening/Interview Criteria form, Paper Screening/Interview Composite Rating Table and the Finalist Profile of the S&I Committee to verify that the S&I Committee applied proper procedures to produce the list of candidates to be advanced.

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6 EEO Officer or Designee  
**IV – 4\***  
**Chapter XIV, part 1607**  
**Supplemental, Sections II & III**  
**pages 251 – 252\***

**Adverse Impact Analysis**

The composition of the pool of applicants to be advanced is analyzed to ensure no group, defined in terms of ethnicity, gender, or disability, is adversely impacted by the application of the screening methods. (See [EEOC Uniform Guidelines for Employee Selection.](#))

7 President  
**V – 1\***  
**53024(g)\***

If sufficient candidates are not recommended for hire by the S&I Committee, the president reviews the report of the Committee and accepts or declines the pool. If the pool is not accepted by the president, the S&I Committee shall reexamine the criteria to determine if any skills may be acquired on the job. If so, the finalist pool will be re-evaluated. All candidates rated as possible by a majority of the S&I Committee shall be advanced.

If the S&I Committee determines that it is not in the best interest of the instructional program to allow candidates to acquire other qualifications on the job, then the position is to be opened and re-advertised.

8 President, Vice President,  
Supervising Administrator,  
Committee Chair; if the  
Committee Chair is an  
Administrator, a faculty  
member of the S&I Committee  
as selected by the S&I  
Committee  
**V – 2\*, V – 3\*, V – 4\***

**Interview Final Candidates**

Conduct interviews.

Review the Finalist Profile form of the S&I Committee and discuss each candidate’s strengths and weaknesses.

Reference checks should be conducted using the following guidelines:

- a. Contact each candidate’s present or most recent employer.
- b. For consistency of information and method, either one person should conduct the reference checks or a conference call allowing others to participate may be appropriate.

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c. The same general questions should be asked of each candidate's references.

These calls are to be held in strict confidence. A standard reference format is to be used.

- |    |   |   |
|----|---|---|
| 9  | President or Designee                                     | <p><b>Review References</b><br/>Review reference findings and select candidate to be recommended for hire.</p>  |
| 10 | President<br>V – 4*                                       | <p><b>Forward Hire Recommendation</b><br/>Barring any negative report that bears further analysis forward Hire Recommendation to Employment Services.</p>   |
| 11 | Director, Employment Services,<br>EEO Officer or Designee | <p><b>Process Approval</b><br/>Review the selection process to ensure compliance with EEO guidelines. Forward Hire Recommendation for appropriate signatures.</p>   |
| 12 | Chancellor  | <p><b>Approve Appointment</b><br/>Consider recommendation and approve appointment. Upon approval, notify Employment Services to proceed with the employment offer.</p>  |
| 13 | Employment Services                                       | <p><b>Make Employment Offer</b><br/>Within three (3) working days of receipt of the Academic Recommend for Hire form, make an employment offer contingent upon the applicant's successful completion of a pre-placement physical examination. Notify appropriate supervisor or manager of applicant's acceptance of the position. The hire date for the selected applicant is effective <b><u>AFTER</u></b> successful completion of a pre-placement examination. Employment Services will notify all other applicants within three (3) days of the recommendation. Close out all recruitment materials. Ensure board material is prepared for employee's ratification of employment.</p> |

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- 14     Governing Board                             Ratify action of the Chancellor.  
V – 4\*  
53024(g)\*
  
- 15     Director, Employment Services           **Finalize hiring of selected applicant.**  
Ensure all required employment paperwork and  
new hire orientation is provided to employee.

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