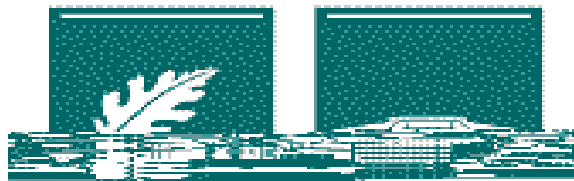


*West Valley – Mission Community  
College District*

# **Classified and Administrative Recruitment and Selection Procedures**

**Administrative Procedures to Board Policy 3.1.3,  
Selection and Recruitment Guidelines**



**Prepared by Human Resources  
April 2006**

# **Classified and Administrative Recruitment and Selection Procedures**

Administrative Procedures to Board Policy 3.

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# Classified and Administrative Recruitment and Selection Procedures

Administrative Procedures to Board Policy 3.1.3, Selection and Recruitment Guidelines

## Introduction

Thank you for your interest and willingness to participate in the recruitment and selection process. Those persons involved in the selection of new classified and administrative staff are agents of the Board of Trustees empowered to help select the best candidates. Because you are an agent of the Governing Board, you will be held accountable for every aspect of the process. Your participation is an investment of your time, knowledge and skills. You have the professional responsibility to follow all policies and procedures. These procedures have been established to guard against litigation as long as they are faithfully followed and in doing so, the District will defend committee members should litigation result.

### **STEP 1 – Recruitment Approval**

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

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

#### **A. Establish Committee**

1. Classified: The committee for classified positions shall be initiated by the department supervisor / manager. The classified representatives will be appointed by the appropriate Classified Senate\* committee and shall be from three to five members and subject to approval by the appropriate Vice President, Vice Chancellor or Chancellor. To ensure balance and perspective, there shall be representatives from outside the department (at least 1 if three committee members and 2 if there are 4 or 5 members). Outside the department is defined as a separate department with a different manager from the immediate supervisor of the position to be filled.

\*The Classified Senate after notification from the department supervisor/manager will have ten working days to identify the classified representatives. If not received, the department manager may appoint the representatives and will send a confirmation to the Classified Senate.

2. Administrative: The committee for administrative positions shall be initiated by the immediate supervisor. The immediate supervisor will contact the representative groups, in writing, to obtain the names of appointees. The groups will have ten working days to make their appointments. The representation shall be as follows:

## Chancellor

- 5 administrators (two administrators from each college and one from Administrative Services appointed by the Board of Trustees)
- 2 Academic Senate representatives (one from each college appointed by the Academic Senate)
- 2 Classified Senate representatives (one from each college appointed by the Classified Senate – *confidential, police and supervisory employees may also be appointed*)
- 1 administrative services representative appointed by the Board of Trustees
- 2 students (one from each college appointed by the Associated Students)
- 1 community member appointed by the Board of Trustees

## Vice Chancellor and Associate Vice Chancellor of Human Resources

- 4 administrative representatives (one administrator from each college and two representatives from Administrative Services, at least one an administrator, appointed by the Chancellor)
- 2 Academic Senate representatives (one from each college appointed by the Academic Senate)
- 2 Classified Senate representatives (one from each college appointed by the Classified Senate – *confidential, police and supervisory employees may also be appointed*)
- 2 students (one from each college appointed by the Associated Students)

## College President

- 4 administrators to include representation from Administrative Services appointed by the Chancellor
- 2 Academic Senate representatives appointed by the Academic Senate
- 2 Classified Senate representatives appointed by the Classified Senate
- 1 student appointed by the Associated Students (one student minimum)
- 1 community representative appointed by the Chancellor

## College Vice President

- 4 administrators appointed by the College President
- 2 Academic Senate representatives appointed by the Academic Senate
- 2 Classified Senate representatives appointed by the Classified Senate
- 1 student appointed by the Associated Students (one student minimum)
- 1 community representative appointed by the Chancellor

## Other Academic Administrators

- 4 administrators appointed by the Chancellor, Vice Chancellor, or College President as appropriate
- 2 Academic Senate representatives appointed by the Academic Senate
- 2 Classified Senate representatives appointed by the Classified Senate student appointed by the Associated Students (optional for administrative services positions)

## Other Classified Administrators

- 2 administrators appointed by the Chancellor, Vice Chancellor, or College President as appropriate
- 1 Academic Senate representative appointed by the Academic Senate
- 1 Classified Senate representative appointed by the Classified Senate
- 1 student appointed by the Associated Students (optional)

**Note: Failure of a group to select representatives will not negate the process; one group cannot add additional members due to the lack of appointees from another group.**

3. Subject to approval of the appropriate administrator noted above, the committee may also include professionals or others outside of the District who can contribute expertise to the selection process.
4. The committee will reflect diversity and inclusiveness which includes, but is not limited to, such qualities as gender, race / ethnicity, age, disability, sexual orientation, and perspective.
5. It is expected that committee members will participate in the recruitment and selection process from the beginning to the end. However, in some cases this is not possible. In order to ensure fairness to the applicants, a committee member's ratings/scores can only be counted if he / she completes an entire paper screening or interview process. This means that if a committee member screens or interviews only a portion of the applicants, none of their ratings / scores can be counted. Another example is when a committee member has a conflict with one of the candidates on the day of the interview and says I can't participate in this interview but I will evaluate the other candidates. The committee member must excuse him/herself from the entire interview process.
6. Committee members may be substituted during the process as long as it is acceptable to the appropriate reporting manager and diversity and inclusiveness are maintained as noted above.
7. If committee members are changed after the official notification has been submitted, a revised Committee form must be submitted and re-certified by the appropriate administrator responsible for the selection process and the Human Resources Department.

***B. Selection of Committee Chair***

The committee chair will be selected by the committee.

***C. Submission of Committee Members Form***

When the committee has been established, complete the Committee Members form and return it to Human Resources. **(Appendix B)**

***D. Committee Member Responsibilities:***

1. Demonstrating objectivity, fairness, and equality of treatment of all applicants
2. Commitment to the process

mechanism ensuring that all of the above are job-related specifically to the position and are so noted in the job announcement. Using the established forms for paper screening and interviewing; maintaining your notes on the established forms; if additional sheets are used to record notes, they are to be attached to the actual forms.

9. Participating in both the paper screening and interviewing of the candidates.
10. Signing all rating forms and totaling scores to ensure accuracy
11. No copying or removing of applicant's application documents, paper screening and interview forms for personal or other use
12. Reporting procedural errors to the committee chair
13. Submitting all documents used in the selection process to the committee chair
14. Making no contacts with applicants unless authorized by the committee chair and approved by Human Resources

#### ***E. Committee Chair Responsibilities:***

1. Providing active leadership in the steps of the selection process (paper screening, interviews and reference checking)
2. Following the recruitment timeline as determined by the reporting manager or Executive Management Team member as appropriate.
3. Keeping all recruitment and selection documents in a secure location during paper screening and between interviews.
4. Organizing and managing of committee's operation
5. Ensuring the steps of the process are followed
6. Notifying the Human Resources Department of procedural errors to request guidance and direction
7. Submitting of all documents used in the selection process to Human Resources
8. Coordinating interviews to include dates, times and location
9. Working closely with the college Administrative Specialist for Personnel and the Human Resources Specialist – Recruitment

### **STEP 3 – Preparation of Job Announcement**

1. The college Administrative Specialist for Personnel will send you a job announcement template and job description. If available, the previous job announcement will also be provided.
2. The college Administrative Specialist for Personnel will also provide each committee member with a copy of these procedures.
3. The job announcement will include the minimum qualifications and / or any desirable qualifications in the Board approved job description. Committees may not include any additional minimum or desirable qualifications.
4. You may develop supplemental questions to be included as a requirement in the application process to assist you in the paper screening process, but supplemental questions are not a requirement. The supplemental questions must be related to the paper screening criteria which are defined in Step 5. It will be helpful to develop the paper screening criteria before you develop the supplemental questions.
5. The job description will be included in the job announcement (Board approved); you may make minor changes to the description as a result of changes in job titles mentioned within the description, etc. If in doubt, contact the Human Resources Department.
6. You may not change other elements of the job announcement, such as salary and benefits, and selection process. However, you may make suggestions as Human Resources wants to improve the information provided to the public.
7. Return your draft to the college Administrative Specialist for Personnel.



## **STEP 4 – Recruitment Advertising**

Upon submission of the job announcement and supplemental questions, the Human Resources Department will develop a Recruitment Advertising Plan (**Appendix C**) for the position based on recommended publications and journals from the committee and others determined by the Human Resources Department. Administrative positions are advertised in the California Community Colleges Registry, Chronicle of Higher Education, Higherjobs.com, various ethnic publications and web sites. We will advertise in publications specific to the assignment as requested. Classified positions are advertised within a 75-mile radius. Sometimes jobs receive additional public exposure when new advertisements are placed in publications as they are again included in the latest advertisement.

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

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

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

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

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

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

The purpose of the paper screening form is to assess the knowledge, skills and abilities of the applicants to determine who best meets the job-related criteria included in the job announcement to warrant a personal interview with the committee. To accomplish this, the committee must develop paper screening criteria and a paper screening form to include a rating mechanism. The paper screening criteria must be based on information you can obtain from the application materials.

### ***A. Developing Paper Screening Criteria***

To ensure that all committee members understand how and what to evaluate and to ensure consistency among the committee in the paper screening process, you are encouraged to establish standard paper screening criteria pertinent to the position. If you asked the candidates to complete supplemental questions, these must also be included in the paper screening document. Use the job description as your guide to develop the paper screening criteria.

The following are examples of paper screening criteria for a Student Services Technician:

1. Knowledge and background to perform the essential functions of the position (as demonstrated in breadth / depth in any college preparation, other skills or job-related experiences)
2. Knowledge of computer hardware and software (as demonstrated in application documents)
3. Written communication skills (as demonstrated in presentation of application materials)

4. Sensitivity to diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students (as demonstrated in application explanation and other documents)

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

Once you have determined the paper screening criteria, develop the rating mechanism to be used, such as a scale from 0 to 5 with 5 being the highest possible score or 0 to 10 with 10 being the highest. You are discouraged from using numbers higher than 10 as it is meaningless because total points are no longer used. The scale should be relatively close in numbers to ensure that one criterion is not overrated than another. You may want to give weight to one or more paper screening criteria, such as 0-5 x 3 (maximum earnable is 15 points) rather than using 0-15 points. For example, you may want to have more emphasis on “knowledge and background” than written communication skills. Keep in mind that all of the paper screening criteria are important when selecting who will be successful, including the sensitivity criteria.

You may also want to define what the 0-5 or 0-10 means in the terms of scoring. For example, 0-5 may mean: 0 – didn’t answer; 1 – 2 fair; 3 – 4 average, 4 – above average; 5 – excellent. After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome.

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

### ***B. Final Approval***

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

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

## **STEP 6 – Interview Preparation, Developing the Interview Criteria, Interview Questions, and Rating Mechanism**

accommodate the candidates with legitimate reasons as you are limiting your qualified pool.

2. Determining the performance indicator: Give considerable thought to include the

question, “Describe a conflict you have experienced with another person in the workplace and explain how you handled it.” Your follow-up questions might be: If a similar conflict occurred again, would you handle it differently? If yes, explain what you would do differently and why? If the answer is no, why not? What did you learn from the experience?

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

#### ***D. Developing a Written Exercise, Presentation, or Role Play***

After the interview criteria and interview questions are developed, the committee’s next step is to determine if a written exercise, presentation, role play or other exercise will be a part of the interview. Whatever the activity, you must develop the evaluation criteria. For example, you may choose a computer exercise for the Student Services Technician position wherein the candidate must prepare an excel spreadsheet. The goal of the exercise is to determine if the person is knowledgeable in the use of an excel spreadsheet because it is critical to the position. The evaluation criteria might be:

- Candidate followed directions
- Document was accurately prepared
- Document was professional to include title, date, etc.

#### ***E. Developing the Rating Mechanism***

Now that you have the interview criteria, interview questions, exercise and evaluation criteria completed, the next and final step is to determine the rating mechanism, such as a scale from 0 to 5 with 5 being the highest possible score or 0-10 with 10 being the highest. You are discouraged from using numbers higher than 10 as it is meaningless because total points are no longer used. You may also want to give weight to one or more interview criteria. For example, you may want to have more emphasis on “knowledge and background” instead of “written communication skills.” Keep in mind that all of the above are equally important when selecting a person who will be successful, including the sensitivity criteria. After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome. Caution: Sometimes weighting may result in the exercise having more emphasis than the oral interview which may skew the total interview.

#### ***F. Submission of Documents***

Submit a typed or emailed document to include the interview criteria, the specific questions to address the criteria, any exercise, evaluation criteria, and rating mechanism to the college Administrative Specialist for Personnel for the colleges and directly to Human Resources for District Office positions. The Administrative Specialist for Personnel will obtain Vice President approval for classified positions and President approval for administrative positions. The immediate supervisor of a District Office vacant position will obtain approval from the Associate Vice Chancellor, Vice Chancellor or Chancellor as appropriate.

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

**Criteria:** Knowledge and background preparation

**Sample Questions to address this selection criterion:**

Please describe how your background and experience has prepared you to perform the duties of the Student Services Technician. Rate 0-5 \_\_\_\_\_

This position requires interaction with students and staff on an on-going basis. Please describe your experience in dealing with the public.





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

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

The deliberation process will be scrutinized by the appropriate Vice President and the Associate Vice Chancellor of Human Resources to ensure the process is conducted in an appropriate manner. For example, if the committee paper screens 30 applicants and only offers 5 interviews, this is suspect. This has the perception that there may be a hidden agenda, which must be investigated. In reality, if 30 people meet the minimum qualifications, the committee should be inviting more than 5 candidates. Furthermore, inviting only 5 may result in fewer actually accepting your invitation limiting your candidate pool.

The appropriate administrator or the Associate Vice Chancellor of Human Resources may require that you interview more than five. Furthermore, if the process is compromised in any way, the Associate Vice Chancellor of Human Resources has the authority of the Chancellor to stop the process at any time.

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

After the deliberation process is finalized and the Vice President has approved the recommendations of the committee, the committee chair shall submit all applications, committee member screening forms, and the paper screening results form to the college



participate in the interview. So plan ahead and be as accommodating as possible. Candidates

**Important Note:** Sometimes candidates bring letters of reference, performance evaluations or

committee may have to provide specific points as to why he/she gave one candidate a 5 rating and another candidate a 2 rating. After a long period of time, it is unlikely that you will remember every detail and the committee's process could be suspect.

At the close of the interviews, give the candidates an opportunity to ask questions.

If a candidate wants to give you documentation during or after the interview with the exception of an outline of presentation or whatever performance indicator you requested them to do, you can respond in one of two ways: Accept the information and say thank you or tell the candidate in fairness to all candidates, we cannot accept the documents. If you accept the information, the committee chair is to keep the information in his/her possession which is not to be shared with committee members or used in the deliberation process.

Before they leave, give them a copy of the benefit information (**Appendix J-2**). Also let them know that second level (finalist) interviews are customary.

**Important Note:**

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

*3. Deliberations:*

The committee may follow the same process outlined in Step 8, which includes the completion of committee member ranking forms and the committee chair completing the committee composite ranking form.

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

- Each committee member shall identify their top five candidates in ranked order. There can be no ties.
-

#### 4. Finalists:

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

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

### **STEP 11 – Reference Checking Process (Appendix L)**

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

There is one reference check form for faculty and classified (**Appendix L**) and one for management (**Appendix L-1**).

#### **A. Reference Check Component**

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

**Note: The Chancellor may choose to use another reference checking process for positions reporting to the Chancellor.**

#### **B. Reference Checking Period**

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

#### **C. Responsibility of Making References**

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

1. All questions must be asked of each reference for each finalist; do not skip over questions, ask them all. Do not add your own questions.



9. Do not expect to complete the reference checking in one day; it may take several days to complete a thorough reference check for a finalist.
10. If you are having difficulty in obtaining a thorough reference check or you have questions or concerns, please contact Human Resources for assistance.

**Note: An incomplete reference check process will result in the returning of documents for completion.**

## **STEP 12 – Recommendation Of Employment (Appendix N)**

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

Steps to follow to complete the Recommendation of Employment process:

### **Step 1:**

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

### **Step 2:**

- Complete a statement on the strengths and weaknesses of the finalists (**Appendix N-1**).
- Completion of the reference checking forms.
- Submit all of the above in a **separate envelope** to the Administrative Specialist for Personnel.

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

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

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

**Congratulations! Your commitment to the process is appreciated!**

## **STEP 13 – Finalist Interviews**

The finalists interviews are conducted by the Chancellor, Vice Chancellor, President or designee as appropriate for all administrative positions. The finalists interviews for classified positions are conducted by the Vice Presidents or designee.

The finalists interviews are conducted by the appropriate administrator noted above. The first interview committee chair or designee will participate in the finalists interviews. Others may be invited as appropriate.

The appropriate administrator noted above is responsible for identifying the selection criteria, the

- Reaffirm the candidate meets the minimum qualifications and/or equivalent qualifications. Ensure equivalency documentation has been completed appropriately. If candidate was recommended based on a California Community College Credential, the credential will be reviewed to determine if it is valid and in the appropriate discipline.
- Reaffirm required college degrees are from accredited institutions.
- Review employment application to ensure candidate has signed the application.
- Review “general questions” section and follow-up, if necessary. May need to contact candidate regarding their responses. If there is a problem that would impact the selection, the Associate Vice Chancellor of Human Resources will contact the college President.

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

### **Step 16 – APPOINTMENT**

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

***Questions from candidates:***

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

Reviewed by District Council 4/12/06