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SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

ADMINISTRATIVE REGULATION

7210

ACADEMIC EMPLOYEES, NON-MANAGEMENT

HIRING OF FULL-TIME FACULTY

The San Bernardino 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 faculty that 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 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

Minimum Qualifications

The San Bernardino Community College District has established the following 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. The Minimum Qualifications adopted by the Board of Governors for California Community Colleges or possession of a valid and appropriate California Community College Credential as provided in Education Code 87355.

3. All applicants will be provided the opportunity to have equivalent qualifications reviewed and considered for meeting minimum qualifications.

Application Procedure

1. The Human Resources Office will determine which applicants meet minimum qualifications as set forth in the job announcement based on information provided on the official application for employment and verified by copies of transcripts provided by the applicant. Applicants not having minimum qualifications but requesting consideration of equivalent qualifications will be separated from those determined to meet minimum qualifications. If there is any discrepancy between the established minimum qualifications and the qualifications presented by an applicant as meeting minimum qualifications, that applicant's file will be grouped with the applications requesting consideration of equivalent qualifications. Applicant groups for equivalency review will have their qualifications evaluated by the Equivalency Committee, in accordance with the Equivalency Policy and Procedures.
2. The files of all applicants who meet minimum qualifications or who have had equivalent qualifications determined by the Equivalency Committee will be reviewed by the selection committee. The selection committee will not review the file of any applicant who does not meet minimum qualifications or who has not been determined as possessing equivalent qualifications by the Equivalency Committee. Should the selection committee have any concern about the pool or process, the selection committee chair may confer with the Vice Chancellor of Human Resources & Employee Relations regarding these concerns.
3. For disciplines for which the master's degree is not generally expected or available (as designated in Minimum Qualifications for Faculty & Administrators in California Community Colleges, adopted by the Board of Governors), a "year of professional experience" shall be considered the period of time which the District accepts as a regular work year on a full-time basis. One year of professional experience must have been completed within the three years prior to the closing date for applications for the position. The minimum qualifications listed on the job announcement should identify the specific types of professional experience required for the position.
4. For disciplines for which the master's degree is not generally expected or available (as designated in Minimum Qualifications for Faculty & Administrators in California Community Colleges, adopted by the Board of Governors), the appropriate, valid certification or license to practice shall be stipulated based on the instructional responsibilities of the position. If no certificate or license is appropriate to the position, no certificate or license will be listed as a minimum qualification.

Desirable Qualifications:

1. Job announcements may include a set of “desirable qualifications,” separate from the minimum qualifications. These desirable qualifications should describe characteristics that support the responsibilities of the position.
2. The combination of the minimum qualifications and the job-related desirable qualifications will be used as the basis for decision-making throughout the selection, interview, and recommendation of applicants.

Establishing Minimum and Desirable Qualifications

1. The minimum and desirable qualifications will be identified by discipline faculty in consultation with the Division/Department Dean or other appropriate administrator and included in an initial draft. When no full-time faculty member currently teaches the discipline, at least two full-time faculty in a reasonably related discipline will draft the desirable qualifications in consultation with the Division/Department Dean or appropriate administrator. ~~[Part-time faculty may have a conflict of interest if they desire a full-time position.]~~ This comment need not be contained in the procedures.
2. The Vice Chancellor of Human Resources and Employee Relations or her/his designee will monitor the minimum and desirable qualifications for adverse impact on groups that have been historically under-represented. If the Vice Chancellor of Human Resources and Employee Relations or designee believes the qualifications appear to be too restrictive, he/she will meet with the discipline faculty and the Division/Department Dean or appropriate administrator to review the qualifications. If discriminatory intent or effect is identified, the Vice Chancellor of Human Resources and Employee Relations shall confer with the appropriate Vice President and the Academic Senate President to determine necessary remedies.

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

Any request to fill new or vacant positions must be processed through the appropriate Manager and the Human Resources Office, and must receive approval by the Chancellor before any position announcement is made.

1. Faculty positions are identified by a process established by each College and Fiscal Services.

3. Human Resources receives the Staffing Requisition approved by the Chancellor and begins the search process.

Position Announcement

1. The Announcement of a Position will be drafted by the faculty of the discipline and the Division/Department Dean or appropriate administrator who established the minimum and desirable qualifications for the position (See “Establishing Minimum and Desirable Qualifications”) in consultation with the Vice Chancellor of Human Resources and Employee Relations or designee and the appropriate Vice President.

Job announcements shall clearly state job specifications setting forth the minimum and desired qualifications for the position. Job announcements including any “desired” qualifications beyond the minimums shall be reviewed by Human Resources before the position is announced to ensure conformity with the guidelines of the Board of Governors for the California Community Colleges, the requirements of Title 5 and State and Federal non-discrimination laws.

2. Position announcements will include the following sections:

Position Title

Application Deadline

Introduction: A brief description of the position and the relationship of the position to college offerings and activities.

Minimum Qualifications: A statement including the established minimum qualifications, the appropriate valid credential(s), the provision for equivalencies, and reference to “demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic background of community college students.” (See Minimum Qualifications for Faculty and Administrators in California Community Colleges)

Desirable Qualifications: ~~A list of the qualifications that have been established as desirable.~~ Those job related qualifications that are desirable but not essential to perform the job.

Duties of the Position: A list of typical duties including the following:

- A brief description of the primary responsibilities(e.g. Faculty will teach to the outline of record for the specific assignment and maintain a current syllabus).
- A description of any co-curricular responsibilities (e.g. coaching, directing).
- Reference to scheduling considerations (e.g. assignment to evening duties).

- Leadership responsibilities related to the academic and/or co-curricular assignment (e.g. advisory committee, standing committees, curriculum development).
- A description of institutional service responsibilities (e.g. five hours of institutional service, five office hours).
- A description of any other duties unique to the position.
- Closing date and address for submission of application materials.

Salary and Benefits: A statement of the salary range and a brief narrative description of fringe benefits in effect at the time of the announcement.

Application Process: Instructions regarding the completion of the application process and a statement that incomplete applications will not be considered by the selection committee.

The application process will include the following:

- An official district application form including a separate form for requests for equivalency along with a brief narrative description of the equivalency criteria appropriate to the minimum qualifications for the position Applicants will be instructed to provide a narrative description of their equivalent experience along with transcripts and other documentation to support their request for equivalency.
- A Letter of Application (A cover letter indicating explicitly how each of the minimum qualifications are met.)
- Official or unofficial transcripts for all college course work, including those generated from the Internet, to establish an applicant's file (An official transcript will be required before any offer of employment for the applied-for position).
- A curriculum vitae or resume.
- When appropriate, verification of credentials (community college instructor credential, vocational credential, and/or license).
- When appropriate, verification of "professional experience" as articulated in the minimum and desirable qualifications.

When appropriate, additional support materials may be requested. Such materials may include letters of recommendation, work samples (e.g. videotapes, portfolios, written materials) and other materials directly related to the criteria established in the minimum and desirable qualifications.

Selection Process: A brief description of the selection process including:

- The review by a selection committee to select candidates for interviews
- An interview of candidates by the selection committee of faculty, administration, academic senate representatives and other appropriate district personnel
- An interview of finalists by the President or designee
- Final recommendation to the Board of Trustees by the Chancellor of the District

- A description of any other selection activities that are anticipated at the time of the announcement (e.g. a sample teaching demonstration, role playing, sample assignments, a questionnaire)
- Notice to All Candidates:
- The requirements of the Immigration Reform and Control Act of 1987
- Initial assignment information
- Reasonable accommodation notice:

If accommodations are needed for the application process in compliance with the Americans with Disabilities Act, please inform the Human Resources Office. The application/interview process may involve speaking, reading, writing, and answering questions or other test taking procedures. If you believe you may need reasonable accommodation to perform any of these tasks, need to inquire as to the specific nature of the tasks, or to assure physical access to the interview site, please contact the Office of Human Resources at (909) 382-4040 and ask for the individual responsible for the scheduling and monitoring of employment interviews.

Statement of Equal Employment Opportunity including reference to “encouraging applications from underrepresented minorities and the disabled.”

3. The Vice Chancellor of Human Resources & Employee Relations or designee will review the draft of the job announcement for the potential for adverse impact pursuant to provisions in #2 of “Establishing Minimum and Desirable Qualifications.”
4. The final draft of the job announcement will be reviewed by the discipline faculty and the Division Dean or appropriate administrator, and then returned to the Office of Human Resources.
5. Upon the approval of the final draft of the announcement, the Division/Department Dean or appropriate administrator for the position will set a tentative timetable for the hiring process (e.g. Selection committee orientation/training, application review) in consultation with the discipline faculty, the Vice Chancellor of Human Resources & Employee Relations or designee and the appropriate Vice President.

Applications

Human Resources accepts applications and supplemental materials until 4:30 pm on the closing date.

Human Resources 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 to establish an adequate and representative pool, the application closing date shall be extended and additional recruitment shall be conducted. (A “monitored group” means those groups identified by state and federal regulations for which monitoring and reporting are required. According

to the provisions of Title 5 53004 (B), each applicant shall be afforded the opportunity to identify his or her gender, ethnic group identification, and if applicable, his or her disability.) After the pool is approved, all complete applications will be forwarded to the Selection Committee for consideration.

Recruitment and Advertising

Faculty positions are advertised for a minimum of thirty (30) days.

Any ads placed in publications will contain the statement “An Equal Opportunity Employer.”

New faculty will be recruited by means of wide dissemination of job announcements, with special efforts to contact referral sources for underrepresented minorities, persons with disabilities, and women. This dissemination will be the responsibility of the Office of Human Resources

A complete record will be maintained of all efforts to disseminate information and the response regarding the job opportunity. The record to be kept by the Office of Human Resources includes: (1) recruitment sources, (2) number of applicants for a specific position, and (3) gender, race, and disability status of applicants.

Notification of position openings will be mailed to colleges, universities, and organizations committed to providing equal employment opportunities to a wide range of applicants. In addition, positions are advertised locally and in professional journals and related publications when appropriate, and the State Chancellor’s Office Job Registry and on the internet as recommended by the appropriate Division/Department Dean or a Vice President.

SELECTION COMMITTEE

Membership

Selection committees for faculty positions will be established and convened by the Division/Department Dean or other appropriate administrator or his/her designee.

- The Division/Department Dean or appropriate administrator for the position will consult with the faculty in the discipline covered by the job announcement to formulate a preliminary list of candidates to serve as selection committee members. If no full-time faculty currently teaches in the discipline, the Division/Department Dean or appropriate administrator will consult with at least two full-time faculty in reasonably related disciplines.
- The President of the Academic Senate, after consultation with faculty in the discipline of the position and with the appropriate Division Dean, will appoint the faculty to serve on the selection committee.

Membership on all selection committees is confidential

- An Equal Opportunity Representative from outside of the department/program shall be appointed to the Committee by the Vice Chancellor of Human Resources and Employee Relations or his/her designee. The Equal Opportunity Representative is a non-voting member.
- The Committee should also include representation from those employees or employee groups who are served by or otherwise interact with the position. If a classified employee is selected to serve on the committee, the President of CSEA will provide the names of individuals nominated to serve as the representative from the Senate. The hiring supervisor will select appropriate committee member(s) from those nominees.

~~The President of the Classified Senate will not be provided with a list of names of individuals on the selection committee. Membership on all selection committees is confidential.~~

- The Search Committee should normally have no fewer than five (5) and no more than nine (9) members.
- A majority of the membership of the selection committee shall be faculty.
- Every Selection Committee will include the Division/Department Dean or appropriate administrator or their designee
- The chair of the Committee will be chosen by a majority vote of the committee.
- Every effort must be made to incorporate broad representation on every Selection Committee to bring a variety of perspectives to the assessment of applicant qualifications.
- The supervising administrator on the Committee will provide clerical/technical support and coordination

If unusual circumstances prevent the formation of a Selection Committee as described herein, the Division/Department Dean or appropriate administrator for the position will consult with the Vice Chancellor of Human Resources and Employee Relations or designee to determine a reasonable representation. However, the final composition of the Selection committee shall remain confidential.

The Selection committee membership list will be forwarded to the Vice Chancellor of Human Resources and Employee Relations or designee for review. If the Vice Chancellor of Human Resources and Employee Relations or designee has concerns about the membership list relative to the representation requirements set forth in this regulation, that officer will recommend changes to the Division/Department Dean or appropriate administrator. It will be

communicate the resolution of any concerns to the individual(s) in question. The Human Resources Generalist will be copied on all membership lists.

Training

All faculty, staff, and administrators involved in hiring faculty must receive training on diversity and the employment process for each Committee on which they serve. Such training will be provided by the Office of Human Resources 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:

- Discussion of District commitment to equal opportunity, diversity, and student success
- The search and selection process
- Role of the Selection Committee
- Development of selection criteria
- Writing effective interview questions
- Role of the Equal Opportunity Representative
- Confidentiality

Responsibilities of the Selection Committee

Members of the Search Committee have the following responsibilities:

1. Participate fully in all selection committee meetings.
2. Disclose personal relationships with or knowledge of or potential conflict of interest regarding any applicant.

The relative or spouse or registered domestic partner of an applicant will not serve on a selection committee for which a relative/spouse/registered domestic partner is a candidate. For the purpose of this regulation, a relative is the mother, father, grandfather, grandmother, grandchild, son, daughter, son-in-law, daughter-in-law, brother, brother-in-law, sister, sister-in-law, niece, or nephew of the committee member. It is the responsibility of the committee member to notify the committee if it is not immediately clear that a candidate is a relative.

3. Review the Administrative Regulations for hiring full-time faculty
4. Review the position announcement.
5. Identify selection criteria based on the minimum and desired qualifications for the position. Selection criteria will include a review of the position description and the minimum and desired qualifications for the position.

applicants explicitly demonstrate sensitivity to and understanding of, the diverse academic, socioeconomic, cultural, disability, religious, sexual orientation, and ethnic backgrounds of community college students.

6. 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 as well as criteria by which to evaluate applicant responses. Interview questions will be forwarded from the chair of the committee to the Equal Opportunity Representative. In the interest of confidentiality, interview questions will not be forwarded to all committee members via e-mail. All interview questions will be returned to the Office of Human Resources.

All questions will be reviewed and approved by the Vice Chancellor of Human Resources and Employee Relations or designee.

Interview questions are confidential and will not be shared outside of the committee.

7. 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. Criteria for evaluating and weighting work examples, such as writing samples or teaching demonstrations, will be established by the selection committee prior to interviewing the candidates.
8. Screen all applications to select candidates for interview. Establish an interview schedule that accommodates all committee members' schedules including the Equal Opportunity Representative.
9. 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 are not leading, if they do not seek information outside of the scope of the established hiring criteria, if they do not impinge on the candidate's interview time, and if they are not in violation of equal opportunity guidelines. Refer to Appendix E-II for guidelines on follow-up questions.
10. Recommend no more than three candidates for selection to the College President or his/her designee. (In the event that the Selection Committee is recommending candidates for more than one position in a particular discipline, the committee will recommend no more than three names for each position to the College President or his/her designee.)

11. Fill out evaluation forms on all interviewees. Refer to Appendix F for evaluation form and guidelines.

12. Maintain confidentiality of the interviews as well as evaluative comments made

of the Search Committee and the College President or his/her designee. 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.

If a committee member is found to have violated confidentiality or engaged in any misconduct, that committee member may be prevented from serving on future selection committees. Depending on the level and seriousness of the misconduct, the committee member may also be subject to disciplinary action.

Selection & Application Screening Criteria

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

After all applications have been reviewed by all committee members, the Selection Committee will determine which applicants shall be invited for an interview based on the established criteria. The Committee selects applicants to interview who will best meet the needs of the students, the division, and the College. The committees will consider the special needs of the division/department/program and the student population to be served in the selection of candidates.

The Committee will determine the number of candidates they wish to interview based on the pool of applicants and the apparent strengths and weaknesses of the candidates. Ideally, no fewer than (3) three candidates will be invited for interview. Each committee member will name by number the candidate or candidates he or she chooses. If more candidates are selected than the number determined for interview, the committee would discuss until consensus is reached on the highest three.

The Equal Opportunity Representative reviews the pool selected for interview to ensure that no selection 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.

Applications of those candidates who are not to be interviewed shall be filed in the Office of Human Resources.

Interviews

Interviews are scheduled by the Human Resources Generalist. Each candidate must be provided the same interview information and offered a choice of interview times whenever possible.

Each member 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.

The Selection Committee will interview all candidates using the list of questions formulated by the Committee. Appropriate job related “follow-up” questions that focus on the intent of the question or appropriate information in the initial response may be included in the interview so long as (1) they are based directly on the candidate’s response to a question, (2) do not seek information outside of the scope of the established hiring criteria, (3) are not in violation of Equal Employment Opportunity guidelines and (4) do not exceed or truncate the time allotted for the interview. See Appendix E-II for guidelines on follow-up questions.

Each candidate will be asked the same questions, in the same way, for a fair and consistent basis in decision-making.

After interviews are completed, members of the selection committee discuss and evaluate the qualifications of the candidates including how candidates will meet the needs of a diverse student population. Consensus will be achieved in the same way as during the individual assessment. No discussion will occur until all candidates have been interviewed. If consensus is not possible, the Chair may request a vote or a prioritization by each selection committee member. Each selection committee member will have equal voting privileges. The committee chair will be responsible for documentation if less than three candidates are forwarded to the next level.

The Search Committee recommends no more than three (3) candidates, unranked, to the College President or his/her designee for second-level interview. Selection of the successful candidate will not be made by the committee.

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, and the Vice Chancellor of Human Resources and Employee Relations or his/her designee to determine whether additional steps should be taken to ensure equal employment opportunity.

If, after the interviews, in consultation with the Vice Chancellor of Human Resources and Employee Relations or designee, 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;
- On those positions that are opened until filled, request to have any additional complete applications that have been submitted since the first review date forwarded for selection;
- Request that Human Resources contact applicants with incomplete applications to request the missing application materials; or
- Extend or re-open the search.

Immediately following the interviews, the Committee Chair returns all the selection and interview forms and all other non-finalist application materials to Human Resources.

Selection

The Committee Chair shall review with the College President or his or her designee the Committee's recommendation of candidates using a summary signed by each Committee member

Second- Level Interview Procedures.

Second level interviews will be conducted on all finalists by the College President or his/her designee with the academic senate president or his/her designee acting in an advisory capacity. In the case of the District office, second level interviews will be conducted by the appropriate administrator.

Following second level interviews, the **College President or appropriate** administrator may elect one of the following:

1. Select one of the finalists.
2. Review the applicant pool to ensure that qualified applicants have not been overlooked;
3. Extend or reopen the search

Reference Checking

Reference checks are made by the Office of Human Resources upon the recommendation of the selected candidates by the Committee, **and must be completed before a recommendation of employment is made to the Board of Trustees.**

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

Final Selection and Eligibility List

The appropriate administrator will make the final decision on the candidates and notify the Human Resources Office to forward the selection to the Board of Trustees for approval. Those finalists not selected will be placed on an eligibility list that will be valid for 90 calendar days following the date a candidate is selected by the President or other appropriate district manager. In the event a vacancy occurs for the same position, the President or appropriate administrator will conduct second-level interviews from those individuals on the eligibility list.

The Human Resources Generalist will contact the successful candidate to make a provisional offer of employment, contingent upon passing reference checks and Board approval.

The Human Resources Generalist will conduct all reference checks.

Once the successful candidate has been hired and Board-approved, the unsuccessful candidates will be notified by letter that they were not selected.

During the lifetime of the selection committee, all applications for positions will be kept on file at a secure location at the hiring site and will be available to members of the committee for study.

APPENDIX A
FACULTY HIRING PROCEDURES

SECOND LEVEL INTERVIEWS

APPENDIX B
FACULTY HIRING PROCEDURES

GUIDING PRINCIPLES
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 that if he or she is approached by any non-authorized person to discuss any of the above, the member is to refer the individual to the Office of Human Resources.

Each committee member understands that failure to maintain confidentiality will not only jeopardize the search and selection process but could also result in a 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 Employee Relations or designee, 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.

APPENDIX C
FACULTY HIRING PROCEDURES

ROLES AND RESPONSIBILITIES

**C-I – ROLES AND RESPONSIBILITIES:
SELECTION TRAINING CERTIFICATION**

To accommodate the various needs of search committee training, the Director of Human Resources shall be responsible for providing training certification.

**C-II - ROLES AND RESPONSIBILITIES:
SELECTION COMMITTEE**

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

Identify Selection Criteria

- Review the Position Announcement.
- Include extent to which applicants have and demonstrate sensitivity to diversity as expressed on the application.
- Agree on selection criteria evaluation "tool."
- Be sure that criteria can be screened on paper.
- Every committee member must screen.

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 - basic information/knowledge, situational, 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.
- Determine what weight in the overall selection process will be given to a demonstration and/or written question
- Develop interview evaluation form

Schedule

- Position closes.
- Committee convenes and establishes selection criteria.
- Applications available.
- Selection dates.
- Meeting date(s) to compose interview questions and select applicants to interview.
- Interview dates.
- Meeting date to recommend finalists (could follow last interview).

Screen Applications

- Be consistent when reviewing each application.
- Allow enough time to complete the review of all applications.
- Use selection results as a guide to select interviewees.

Interview

- Be clear and consistent.
- Ask job related follow-up questions that focus on the intent of the question or appropriate information in the initial response.
- Maintain eye contact when appropriate.
- Watch time limit.
- Do not discuss candidates between interviews.
- Use interview and selection information to select finalists.

Determine Finalists

- Evaluate all job related information about the candidates.
- Consider candidates' contributions to/experience in meeting the needs of a diverse student population.
- Check references.
- Forward finalists to the President or District Administrator

**Maintain confidentiality throughout the process... and after.*

<p style="text-align: center;">C-III - ROLES AND RESPONSIBILITIES: COMMITTEE CHAIR</p>

The Division Dean with authority over the discipline of the position will perform the following tasks:

1. Confirm any faculty and CSEA member participation with the Academic Senate and ~~Classified Senate~~ CSEA.
2. Notify members of Committee including the Equal Employment Representative of meetings.
3. Convene the first committee meeting and conduct an election for committee chair.

The Committee Chair will perform the following tasks:

1. Develop meeting schedule
 - Remind Committee members of confidentiality throughout selection process.
2. Finalize selection criteria and interview questions with committee. Coordinate duplication of selection forms for committee members.
3. Coordinate with Human Resources regarding closing dates/availability of applications.
4. Confirm selection location, schedule, and procedures with committee members. Keep all applications on District premises.
5. Pick up applications and Search Committee materials.
6. Convene Committee to select candidates and schedule interview times. Review interview questions, interview protocol, and format of interview.
7. Identify special instructions to be given to interviewees.
8. Complete and sign Interview List form; secure signature of the Equal Opportunity Representative and forward to Human Resources.
9. Meet each interviewee, establish “ground rules” for interview, and conduct interviews within schedule.
10. Complete Interview Summary Sheet and sign; secure signature of Equal Opportunity Representative.

11. Develop a written summary that the Chair will use in discussing committee perceptions with the College President or designee and request each member to sign this document.

NOTE

- The President's Office prepares a Board Agenda Item and forwards the Board Agenda Item and backup material to the Administrative Assistant for the Vice Chancellor, Human Resources and Employee Relations.

<p style="text-align: center;">C-IV - ROLES AND RESPONSIBILITIES: COMMITTEE MEMBER</p>

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. Participate in the identification of selection criteria.
4. Assist in development of interview questions and identify appropriate responses.
5. Assist in development of an appropriate teaching or related demonstration and the criteria for evaluation of the demonstration.
6. Screen each application and complete a selection form for each application. Be inclusive rather than exclusive.
7. Participate in all interviews.
8. Contribute to the discussion to evaluate and recommend finalists for the position.
9. Understand and promote the District's commitment to equal opportunity throughout the search process.
10. Do not share personal opinions of applicants and candidates with the Committee.
11. Maintain strict confidentiality throughout the process.

<p style="text-align: center;">C-V - ROLES AND RESPONSIBILITIES: EQUAL OPPORTUNITY REPRESENTATIVE</p>
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The Equal Opportunity Representative is a San Bernardino Community College District employee who has been certified to serve as an advocate for fairness and diversity in the employment process. The Equal Opportunity Representative is a "non-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:

- a. Assist in the development of a recruitment plan to ensure that a comprehensive search is implemented in consultation with the Human Resources Generalist.
- b. 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.
- c. Ensure that sensitivity to, experience with, and knowledge of a diverse student population is included in the position announcement, selection criteria, and interview questions and is considered in the evaluation of all applicants.
- d. Advocate for equal assessment and advancement of candidates at each level of the process.
- e. 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 and their demonstrated experience in developing or participating in successful efforts to assist and encourage community college students and others like them in achieving their goals.

Monitor

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

- a. Observe and evaluate the selection process to ensure that selection criteria are applied fairly to all applications.
- b. 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.
- c. 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

- a. Take notes on all interviews.
- b. Keep committee on track and mindful of time constraints.
- c. Advocate for advancing the broadest representation of candidates in the finalist pool.
- d. Advise the committee of cultural differences and how they may affect the interview process.
- e. Respond to questions regarding procedure or appropriateness of follow-up questions or responses provided by applicants.

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.

APPENDIX D
FACULTY HIRING PROCEDURES
AGENDAS

D-I – AGENDAS: FIRST MEETING/RECOMMENDED BASIC AGENDA
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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 Selection Criteria and method of evaluation
- Development of interview questions/teaching demonstration and discussion of appropriate responses

**D-II – AGENDAS:
SECOND MEETING/RECOMMENDED BASIC AGENDA**

MEETING TO SELECT CANDIDATES FOR INTERVIEW

1. Review selection 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.

**D-III – AGENDAS:
THIRD MEETING/RECOMMENDED BASIC AGENDA**

MEETING TO SELECT FINALISTS

1. Review selection 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. Other issues.

APPENDIX E
FACULTY HIRING PROCEDURES
INTERVIEWS

E-I – 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, 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 aloud by the 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 is happening at his/her institution.
5. Remind committee members that the College/District is "being interviewed" and evaluated by the candidate.
6. If the process appears to be dragging because of answers or follow-up questions which are too long, the Equal Opportunity Representative will gently remind the candidate and/or committee member 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.

**E-II – INTERVIEWS –
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. Remember: Follow-up questions are permitted. However, leading questions are not. Such questions tempt the candidate to slant answers to suit you. Your purpose in the interview is to obtain a clear and balanced picture of the candidate's qualifications for the job without indicating the responses you hope to hear.
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. Keep follow-up questions job-related and in line with the time allotted to the entire interview. The following are suggested follow-up questions:

Acceptable Probes/Follow-up Questions

Can you clarify that?
What steps did you take?
What action did you take?
What happened after that?
What did you say?
How did she/he react?
How did you handle that?
What was your reaction?
How did you feel about that?
What was the outcome/result?
Were you happy with that outcome/result?
What do you wish you had done differently?
What did you learn from that?
How did you resolve that?
Why did you decide to do that?
What was the outcome of that?
What was your logic?
What was your reasoning?

Where were you when this happened?
What time was it?
Who else was involved?
Tell me more about your interaction with that person.
What was your role?
What obstacles did you face?
What were you thinking at that point?
Lead me through your decision process.
How did you prepare for that?

NOTE: Use a follow-up only when you need additional job related information, need to clarify the information given by the candidate, or think the candidate misunderstood the question.

6. Practice reading the questions aloud to make sure that they make sense to the listener.
7. Discuss and agree upon the desirable points to be covered in the answer prior to conducting the interview process.

<p style="text-align: center;">E-III – INTERVIEWS: INTERVIEW PROTOCOL</p>
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Candidates will be scheduled to report for their interview early, generally 10-15 minutes prior to their interview, during which time they will be given a list of the interview questions to be reviewed outside of the interview room.

Greet the candidate and escort him/her into the room.

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.

Ask the candidate to be seated.

Explain the format of the interview indicating:

The maximum time allotted for questions/answers; reference (if so, they may not be removed from the room);

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;

That following (or prior to) the interview, the candidate will be asked to perform a teaching or other demonstration.

Following or prior to the interview, escort the candidate to the demonstration area, indicating the location of the available materials.

Indicate the maximum time allotted for the demonstration/exercise.

Following the demonstration/exercise, escort the candidate back to interview site.

Ask concluding questions, e.g. do you have anything to add or questions of us?

Upon conclusion:

- Thank the candidate for coming.
- Indicate the committee's time frame for making its recommendations to the next decision-maker in the process.
- Make sure that the candidate has not left his/her materials behind or inadvertently picked up the copy of the questions.
- Ask if the candidate needs directions or assistance to return to his/her

APPENDIX F

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