This document represents the procedures for hiring classified employees at the College of the Sequoias Community College District.

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PHILOSOPHY
It is the philosophy of the College of the Sequoias Community College District ("District") that classified employee hiring procedures and guidelines be established which provide for the employment of highly qualified individuals who are knowledgeable in their specific area, who are skilled in performing the essential functions of the job, and who can assist in the effort to foster overall District effectiveness.

In addition, the Board of Trustees, represented by the administration, has the legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is the District’s philosophy that the responsibility for selecting well qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

PRINCIPLES
The following principles shall guide all activities related to the recruiting, screening, interviewing and selecting new classified employees:

1. The District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, creed, color, religion, gender, national origin, mental or physical disability, medical condition, genetic information, military service, age, sexual orientation, marital status or any other basis protected by law. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.

2. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect, and sensitivity that will enable them to effectively work in a diverse educational environment.

3. Hiring decisions shall comply with federal and state laws, state administrative regulations, and the District’s commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.

4. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.

5. All participants in the selection process shall receive appropriate guidance in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals will be ensured.

6. Individuals, who are knowledgeable about and responsive to District commitment to equal opportunity, are included on Hiring Committees. Hiring Committee membership shall be diverse, in order to broaden perspectives and to better represent the District commitment to equal opportunity.

7. Hiring Committees shall maintain confidentiality throughout and following completion of the selection process.
DETERMINATION OF CLASSIFIED EMPLOYEE HIRING NEEDS

New Classified Positions – Program or Management Originated (Administrative Procedure 3261)
New classified positions are developed in Institutional Program Review annually.

Through a participatory governance process including Instructional Council or Student Services General Council, Area Vice Presidents and the Superintendent/President compile a prioritized list of requests within their area, and develop a written rationale that is based on criteria and evidence which links to outcomes and/or District Objectives. This is compiled in February of each year.

Area Vice-Presidents and the Superintendent/President will present the list of positions for discussion to the Senior Management Council. Senior Management Council will establish District-level prioritization in March of each year.

The Superintendent/President will develop his/her prioritized list of all classified positions and present it to the District Governance Senate in April of each year for additional feedback. He/she will then authorize the hiring of new or changed positions according to the list and according to available budget in May of each year. Any changes to the list are reported back to the Area Vice-Presidents and District Governance Senate, with a clearly written rationale for altering the priority. The Area Vice-Presidents will report the final list to their constituency groups, and direct the supervising administrator to submit a HR-1 Personnel Request form to Human Resources.

Authorized new classified positions will be built into the budget for the upcoming fiscal year.

Exceptions to the above process may be made for state or federally required categorically funded positions.

Replacement Classified Positions
If an existing classified position becomes vacant (due to retirement, resignation, dismissal, etc.), the position shall be evaluated by the area supervisor(s). This evaluation shall include the possibility of: replacing the position with the current job description; replacing the position with modifications to the job description; or, not replacing the position. Ultimately, this recommendation will be brought to Senior Management Council for discussion and a final determination.

HIRING COMMITTEE MEMBERSHIP
Once the need for a classified position has been established, the following will apply with regards to the hiring committee membership:

1. Chair: The chair of the hiring committee is the manager who directly supervises the position where the vacancy exists or his/her management designee.

2. Size: The hiring committee shall be either five (5) or seven (7) members – as determined by the hiring chair.
3. **Hiring Committee Makeup:**
   a. Hiring Chair (Immediate Management Supervisor of the position to be hired or his/her management designee);
   b. CSEA may appoint up to two (2) classified employees – one from within the department/division where the hiring is taking place and/or one from outside the department/division where the hiring is taking place;
   c. Additional classified and/or confidential employee(s) may be appointed by the chair;
   d. Administrator(s) (optional);
   e. Full-time faculty member(s) (optional);
   f. Adjunct faculty member(s) (optional);
   g. Community member(s) (optional and with approval from the area vice-president).

4. **Replacement:** If the size of the hiring committee falls below five (5) members, the hiring chair shall appoint a replacement unless restricted by time.

5. **Appointment Deadline:** The Office of Human Resource Services will establish reasonable deadlines for all hiring committee appointments.

6. **Participation Limit:** Individual classified employees may only serve on one hiring committee per six (6) months. (Exceptions may be made by the hiring chair and with approval from the area Vice-President or Superintendent/President).

**JOB DESCRIPTION / JOB FLYER**

Job descriptions, minimum qualifications, and all related knowledge, skills and abilities for classified positions are developed by the Office of Human Resource Services and the appropriate supervisor in consultation with CSEA. Once a draft is completed, all job descriptions will be reviewed and finalized by the Area Vice-President or Superintendent/President.

Once a job description has been finalized, the Human Resource Services Office and the hiring chair will draft a job flyer for the position. The job flyer will, typically, contain the following information:

- Job title;
- Description of the position and duties (if applicable, ability to develop outcomes and assessments);
- Location of the job;
- Minimum qualifications required for the position;
- Number of hours per day;
- Normal work shift times;
- Days per week and months per year assigned to the position;
- Salary range;
- Source of Funding (grant or district funded);
- Application deadline.
HUMAN RESOURCE SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY

The Human Resource Services Office will monitor the entire recruitment and hiring process to insure compliance with all relevant federal and state laws as well as all District policies and regulations. Human Resource Services Office staff members will familiarize hiring committee members with the legal constraints the District works under, as well as suggest approaches to meeting the requirements of quality hiring and equal employment opportunity. The Human Resource Services Office will keep all relevant records for a period of three years for the purpose of verifying the legality of the selection procedures.

SELECTION PROCEDURES

INTERNAL AND EXTERNAL RECRUITMENTS

After a decision is made to recruit for a vacant, classified position, the District shall conduct an internal recruitment and then, if necessary, an external recruitment.

Internal Recruitments – Consistent with the classified employee collective bargaining agreement, when the District decides to recruit for a vacant, classified position, it must open up the recruitment to internal classified employees first. The Office of Human Resources shall notify internal classified employees of the job opening via District email and by posting the job opening on its webpage.

If interested, internal, classified employees must submit their applications to the Office of Human Resources within three (3) business days of the initial job posting.

If there are five (5) or more qualified, internal, classified employees who apply for the job opening within the three day time period, the District must interview and select from this group of qualified classified employee applicants.

External Recruitments – If however, there are less than five (5) internal, qualified classified employees who apply for the job opening within the three day time period, the recruitment shall be opened up to external candidates. From this point forward, internal candidates will be considered for the position along with external candidates who may apply. External recruitments shall last at least two (2) weeks.

APPLICATION REVIEW / SCREENING

The Dean of Human Resource Services and the hiring chair shall determine the adequacy of the employment pool based on all applications received and will determine whether or not to extend the application deadline.

All applications shall be received and initially screened for minimum qualifications by the Human Resource Services Office. All completed applications shall be categorized as having: met minimum qualifications, not met minimum qualifications, or as being unclear as to having met minimum
qualifications. For those applications that are unclear as to whether minimum qualifications are met, the hiring chair shall make a determination.

All hiring committee members shall, then, independently review and score those applicants who met minimum qualifications for the position.

After screening the applications, members of the hiring committee (including the hiring chair) will meet and recommend to the hiring chair the number of candidates and the candidates they feel should be tested and interviewed. The hiring chair, in consultation with his/her Area Vice-President, shall have the authority to either accept or modify the hiring committee’s recommendations.

**PRE-INTERVIEW TESTING (optional)**
The hiring chair will work with the Human Resource Services Office in determining whether applicant testing prior to the interview would be beneficial. If deemed helpful, the hiring chair and the Human Resource Services Office will develop an appropriate testing and scoring system. Applicants who have been screened and selected for possible interviews will be invited for testing. Following testing, the hiring chair will work with the Human Resource Services Office to finalize which applicants will be invited to an interview. The hiring chair shall share the results of the testing with the hiring committee.

**INTERVIEW CRITERIA AND INTERVIEW QUESTIONS**
Human Resource Services Office and the hiring chair shall develop list of questions to be asked at the interview. These questions (along with an appropriate and equitable follow–up question format) will be reviewed with the hiring committee prior to the interviews. It is the responsibility of the Human Resource Services Office and the hiring chair to provide the hiring committee with adequate guidance and instruction prior to interviews, so that all voting members of the hiring committee may knowledgeably rate and rank candidates.

The hiring chair shall work with Human Resources to schedule and facilitate hiring committee interviews of selected candidates.

All hiring committee members must attend all interviews and be punctual. If a member misses any interviews, he/she shall not participate in the final ranking procedure.

**INTERVIEW PROCESS**
The purpose of the interview is to evaluate the professional competence, technical proficiency, sensitivity to ethnic diversity, and where appropriate, community college issues, and other characteristics of the candidates as stated in the position announcement.

Each hiring committee member shall document the quality of the candidates’ responses and assign a score.
All pre-determined interview questions and skill demonstrations and other screening components of the selection process should be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions and skill demonstrations—shall be used to score each candidate. The hiring committee may ask appropriate follow-up questions to clarify a candidate’s response to a question. Hiring committee members should assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

After consultation with the Area Vice-President, the hiring committee chair may develop a skills assessment incorporated into the interview process that assesses a candidate’s skills. This testing can be held on the day of the interview and may include writing samples, presentations, creating excel spreadsheets, accounting tests, etc. and shall be used by the hiring committee to score candidates.

Following the conclusion of each interview, the hiring committee member shall independently complete his/her scoring for each candidate. At the conclusion of the interview process, this scoring shall be recorded on a scoring sheet, totaled and reviewed by the committee for a final decision by the hiring chair.

If a second interview is deemed necessary by the hiring chair, then the resulting ratings of the interview committee will be reviewed and a “natural break” identified which will indicate the most qualified candidates and that number of candidates will be advanced to a second interview. The second committee membership will consist of the hiring chair and his/her designee(s). Of the recommended candidates whose names are sent forward, the interview process may result in any of the candidates being hired for the position.

If no suitable candidates are found following the interview(s); the hiring chair shall have the option to re-open the recruitment for the position.

EXIT INTERVIEW
Following the interview, each candidate will be asked to complete a confidential, voluntary and anonymous Candidate Exit Interview form. The purpose of this form is to gather feedback on the District’s hiring process. Completed forms will be reviewed by the Human Resource Services Office and the data collected will be used to improve the District’s hiring processes.

FINAL AND CONFIRMATION PROCEDURES
The hiring chair shall conduct reference checks on selected candidate(s). If, after the reference check(s) the hiring chair is satisfied with a candidate, he/she shall contact the successful candidate and make a provisional offer of employment along with a tentative start date. The hiring chair shall, then, contact Human Resource Services Office with the selected candidate.
After notification, the Human Resource Services Office will contact the selected individual in a timely fashion regarding employment information, required verifications, contracts, fringe benefits, and other employee services. If all provisional employment requirements are satisfied, the Human Resource Services Office shall present the hire to the Board of Trustees on a consent calendar for ratification.

The Human Resources Offices shall contact the unsuccessful candidates after the hiring process is complete. But note: if candidates are invited to a second interview, the hiring chair shall notify the unsuccessful candidate(s).