

THIS SUBMISSION OF THE DRAFT OF THE FACULTY HIRING PROCEDURES TO THE COLLEGE OF SEQUOIAS ACADEMIC SENATE WILL GO THROUGH A SECOND REVIEW AT SENATE'S GENERAL MEETING ON WEDNESDAY, MAY 11TH

THIS DRAFT IS THE CULMINATION OF THE WORK THROUGH AN ACADEMIC SENATE TASKFORCE SPEARHEADED BY THE ACADEMIC SENATE VICE PRESIDENT, OCTAVIO BARAJAS. THE TASKFORCE COMPRISES OF MEMBERS FROM COSAFA, COSTA, AREA ADMINISTRATORS, STUDENT SENATE, AND AN EEO OFFICER.

THE FACULTY HIRING PROCEDURE TASKFORCE:

Academic Senate: Octavio Barajas (Ethnic Studies); COSTA: Marla Prochnow (Anthropology); COSAFA: Celeste Solis (Counseling); EEO: Katie Beberian (English); Student Senate: Carrie Ortiz; EOPS Director: Adrian Beltran; Deans: Jesse Wilcoxson, Angela Sanchez, Francisco Banuelos, and John Bratsch.

A NOTE ABOUT THE DRAFT: THE USE OF *ITALICS* IN THIS DRAFT MEANS THAT EXISITING LANGUAGE FROM THE CURRENT FACULTY HIRING PROCEDURES WAS MOVED FROM ITS ORIGINAL LOCATION TO THE SECTION WHERE IT IS FOUND IN THIS DOCUMENT. OTHER THAN THAT, THIS DOCUMENT FOLLOWS STANDARD DRAFT REVISION CONVENTIONS OF STRIKING OUT LANGUAGE TO DENOTE REMOVAL, AND NEW LANGUAGE APPEARS UNDERLINED AND IN BOLD.

TITLE 5: THIS DRAFT REFERENCES EEO REGULATORY CHANGES APPROVED BY THE CCC BOARD OF GOVERNERS ON JULY 12, 2021.

FACULTY HIRING PROCEDURES

~~College of the Sequoias Community College District~~ JOINT AGREEMENT

Between
The College of the Sequoias Community College District and
The College of the Sequoias Academic Senate

ADOPTED BY THE

BOARD OF TRUSTEES

on XXXXXXXX

The attached document represents the joint agreement reached between the College of the Sequoias Community College District and the College of the Sequoias Academic Senate on faculty hiring procedures. The joint agreement of XXXXX and revised in XXXXXX will be replaced by this newly adopted procedure.

President/Superintendent

Academic Senate President

FACULTY HIRING PROCEDURES

College of the Sequoias Community College District

INTRODUCTION

Some of the ~~The~~ procedures contained in this document, which are intended to facilitate the implementation of Board Policies, ~~may occasionally need to be revised~~ **should be reviewed and revised at least once every three years by a joint task force. According to California Education Code Section (ED Code) 87360 (b): “Hiring criteria, policies, and procedures for new faculty shall be developed and agreed upon jointly by representatives of the governing board, and the academic senate, and approved by the governing board.”** When such a need arises, Human Resource Services and the Academic Senate will meet and confer regarding any proposed changes to the Procedures contained herein. Upon mutual agreement changes **Changes** to procedures may be made **upon mutual agreement between the Superintendent/President and Academic Senate.**

Table of Contents (←WILL BE REVISED UPON APPROVAL)

Preamble.....	3
Determination of Full-Time Faculty Needs.....	4
Hiring Committee Membership.....	4
Minimum Qualifications, Job Announcement and Equivalency.....	4
Human Resource Services and Equal Employment Opportunity Officer Responsibility	5
Equal Employment Opportunity Plan Responsibility.....	5

Interview Selection Procedures

Application Review.....	6
Interview Criteria	6
Teaching Demonstration	6
Candidate Tour of Campus	7

Selection of Final Candidates

Policy	8
Procedures	8
Adjunct Faculty Procedures	10

Emergency Hiring of Temporary and Adjunct Faculty Positions

Policy	11
Procedures	11

Faculty Hiring Procedures Definition of Key Terms

This list of definitions is from the CCCO Vision for Success website's Diversity, Equity, and Inclusion Glossary of Terms.

Bias: Is an inclination, feeling, or opinion, especially one that is preconceived or unreasoned. Biases are unreasonably negative feelings, preferences, or opinions about a social group. It is grounded in stereotypes and prejudices.

Discrimination: The unequal treatment of members of various groups based on race, ethnicity, gender, social class, sexual orientation, physical ability, religion, national origin, age, physical/mental abilities and other categories that may result in disadvantages and differences in provision of goods, services or opportunities.

Diversity: The myriad of ways in which people differ, including the psychological, physical, cognitive, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability, and learning styles. Diversity is all inclusive and supportive of the proposition that everyone and every group should be valued. It is about understanding these differences and moving beyond simple tolerance to embracing and celebrating the rich dimensions of our differences.

Equality: The condition under which every individual is treated in the same way, and is granted the same access, rights, and responsibilities, regardless of their individual differences. People who support equality believe that different circumstances and identities should not prescribe social disadvantage; therefore, equality is the elimination of this disadvantage.

Equity: The condition under which individuals are provided the resources they need to have access to the same opportunities, as the general population. Equity accounts for systematic inequalities, meaning the distribution of resources provides more for those who need it most. Conversely equality indicates uniformity where everything is evenly distributed among people.

Equity-Minded: Is a schema that provides an alternative framework for understanding the causes of equity gaps in outcomes and the action needed to close them. Rather than attribute inequities in outcomes to student deficits, being equity-minded involves interpreting inequitable outcomes as a signal that practices are not working as intended. Inequities are eliminated through changes in institutional practices, policies, culture, and routines. Equity-mindedness encompasses being (1) race conscious, (2) institutionally focused, (3) evidence based, (4) systemically aware, and (5) action oriented.

Implicit Bias: Bias that results from the tendency to process information based on unconscious associations and feelings, even when these are contrary to one's conscious or declared beliefs.

Inclusion: Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

PREAMBLE

The ~~College of the~~ Sequoias Community College District hiring procedures are designed to ~~insure~~ **ensure** the hiring of faculty who are:

- ~~An Expert~~ **Specialists** in their subject areas,-
- Skilled in teaching and serving the needs of a ~~varied~~ **diverse** student population,-
- Capable of enhancing the College District's overall educational effectiveness, ~~and~~
- ~~Sensitive to and representative of gender, disability status, age, ethnic and cultural diversity of the College District's population.~~ **Responsive to and reflective of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, gender, gender identity, gender expression, age, or sexual orientation of any person, or military or veteran status of the District's population**
- Equity-minded (Title 5 § 53000)

These procedures are designed to reflect the following principles:

1. The ~~Governing Board of the College District~~ **Sequoias Community College District Board of Trustees** derives its authority from statute and from its status as the entity holding the institution in trust for the benefit of the public. As a result, the ~~Governing Board of Trustees~~ and the administrators it appoints have the principal legal and public responsibility for ~~insuring~~ **ensuring** an equitable hiring process **for equal employment opportunities**.
2. Faculty members derive their authority from their expertise as teachers and subject matter specialists and from their status as professionals. The faculty has an inherent professional responsibility in the development and implementation of policies and procedures governing ~~the~~ **equitable** hiring process **for equal employment opportunities**.
3. Faculty hiring procedures are based on the joint recognition by all members of the college community district that responsibility for selecting faculty from a pool of qualified applicants is shared cooperatively by the faculty, the administration and the Board of Trustees participating effectively in all phases of the hiring process.
4. It is assumed that strict confidentiality shall characterize all procedures relative to faculty hiring. Persons who serve on ~~Level One~~ Hiring Committees shall be advised that they are representing the ~~College of the~~ Sequoias Community College District ~~Board of Trustees~~ and are, therefore, agents of the ~~College~~ District and subject to all state and federal law and regulations.

EQUAL EMPLOYMENT OPPORTUNITY PLAN

College of the Sequoias Community College District has an Equal Employment Opportunity plan that is reviewed on an annual basis that all those participating in the hiring process must be familiar with (Title 5, § 53003 (b)). *It is the responsibility of the Academic Senate, the Office of Human Resource Services Office, the Equal Employment Opportunity Officer and the administration to jointly design procedures that ~~insure~~ **ensure** the participants in the selection process are knowledgeable about applicable federal and ~~State~~ **state** law and the equal employment opportunity goals and procedures of the College District. This training is to familiarize the participants with the binding legal constraints the institution works under, as well as suggest a variety of approaches to meeting the requirements of quality hiring and equal employment opportunity.*

Therefore, in accordance with Ed Code and as described in the EEO Plan, hiring committee members must undergo training prior to participation in a hiring committee. The EEO Plan and Title 5, § 53003 (6) list what the training must include.

*Since equal employment opportunity works best when it increases the number of qualified applicants to the College District, it is imperative that there be enough time to extend the deadline for each position, if deemed necessary. This underscores the need for early position identification and announcement. It also requires the suggestions of the Equal Employment Opportunity Officer or ~~his/her~~ **their** designee in reviewing the composition and size of the committee (which should include **diverse membership** ~~with diverse perspectives~~).*

OFFICE OF HUMAN RESOURCES SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY OFFICER RESPONSIBILITY

*The College District's Office of Human Resources Services Office and Equal Employment Opportunity Officer or ~~his/her~~ **their** designee will monitor the entire process as nonvoting members of the committee to ~~insure~~ **ensure** compliance with all relevant federal and State applicable laws and the College District's regulations. The Equal Employment Opportunity Officer shall serve as a consultant on College District regulations and federal and state applicable laws and be responsible for the application of equal employment opportunity policies and procedures. **During the hiring process, the duties of the Equal Employment Opportunity Officer or their designee(s) include:***

- **Ensuring a diverse Level One committee**
- **Making sure committee members have received appropriate training as described by Ed Code and within these hiring procedures**
- **Reviewing and approving the job flier**
- **Reviewing the applicant pool for diversity**
- **Reviewing interview questions for equity**
- **Monitoring committee-level deliberations as a non-voting committee member for EEO, (i.e. avoiding bias)**

These duties are mentioned and clarified in these procedures at each stage of the hiring process.

The Office of Human Resources Services Office will keep all relevant records, such as interview questions and scoring sheets, for a period of at least three years for the purpose of verifying reviewing the effectiveness of the equal employment opportunity program. the equity of the selection procedures.

DETERMINATION OF FULL-TIME FACULTY NEEDS

The need for full-time faculty positions shall be determined cooperatively through a planning process that involves the division chairs, the College District's Budget Committee, Instructional Council and the appropriate administrators. A contract faculty position requires the approval of the College District's Board of Trustees prior to the commencement of employment. is outlined in AP 3262 and AP 3263.

After positions are approved, the area administrator will submit the HR 5 form to begin the hiring process.

HIRING PROCESS: LEVEL ONE AND LEVEL TWO

Hiring new faculty shall represent the culmination of a cooperative process involving decisions made by two separate committees; first, by the Level One Hiring Committee (job announcement, application evaluation, and first level interview process) and secondly, by the Level Two Committee (Superintendent/President's committee). Neither committee is charged with the complete task of hiring new faculty; rather, they perform complementary roles.

All documents, rating systems, and notes from the hiring process must be submitted to the Office of Human Resources.

LEVEL ONE HIRING COMMITTEE MEMBERSHIP

Once the need for faculty positions has been established, the division chair (or the equivalent) will invite all interested faculty members and the appropriate administrator to discuss formation of a Level One Hiring Committee. The Level One Hiring Committee shall consist of at most ~~eight~~ **twelve, but at least seven members**, to include:

- a. Area administrator **or their designee**
- b. Division chair or ~~his/her~~ **their** designee
- c. Equal Employment Opportunity Officer or ~~his/her~~ **their appropriately trained** designee. **This person is a non-voting member who participate in the deliberations after interviews, with the possibility of participating in the interviews.**
- d. Up to ~~five~~ **six** but not less than three additional **full-time faculty** members of the division or department for which the hiring is taking place; if there are insufficient members of the division or department **to create a diverse hiring committee**, said division ~~may~~ **shall** designate qualified individuals from outside the division or from outside the College District to ensure diverse perspectives are represented **representation**.
- e. **Up to two but not less than one additional member that may be from outside the division, or the District, to ensure diverse representation, a community member, adjunct faculty member, classified staff member, or additional administrator. When hiring for a particular site, representation from that site should be prioritized.**
- f. **If eight full-time faculty members on a second area administrator should be added to the committee.**
- g. **A student may serve on the interview panel and provide input to the process. Students are non-voting members and should provide input but should not attend level one hiring committee discussion of candidates.**

Divisions should create methods to ensure the opportunity to all members of a department to serve on hiring committees on a rotating basis, rather than using a method of strict seniority.

If a close relative (as defined by the Education Code in AP 7310 and BP 7310) of a committee member applies for the position, that member shall be excused and, if possible, can be replaced.

The Level One Hiring Committee, at its first meeting, shall elect a chairperson from among the faculty members of the committee and should involve an EEO Officer, or their designee, to review and discuss practices for upholding EEO standards. Duties of the chairperson should include facilitating discussion, coordinate the preparation of a job announcement, organizing meetings (including the first and second interviews), being the contact person between the committee and the Office of Human Resources, and serve as a bridge to the Level Two committee. The administrator's role should include submitting the HR 5 Form, making sure committee members are current with training and supporting the faculty chairperson with administrative processes and legal compliance.

MINIMUM QUALIFICATIONS, JOB ANNOUNCEMENT AND EQUIVALENCY

All faculty jobs have two minimum qualifications that should be considered of equal importance when establishing that a candidate meets the minimum qualifications:

1. Commitment to Equity: According to Title 5, "Demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students in a manner relevant to the position." (Title 5, § 53022)
2. Minimum Education: As determined by the California Community College Chancellor's Office (CCCCO) Minimum Qualifications Handbook.

The first minimum qualification (commitment to equity) is demonstrated through an equity narrative as part of an applicant's the application.

The hiring committee will determine which discipline list is relevant for defining the **second** minimum qualification for the position. They shall follow current State CCCCO Minimum Qualifications Handbook mandates in determining the minimum qualifications for the position. The committee should also verify if there are additional locally determined education qualifications for the position approved by the Academic Senate, and then determine if any additional qualifications are desirable. The desirable qualifications should not create unnecessary barriers that may impede on equal opportunity for applicants.

JOB ANNOUNCEMENT & MARKETING FACULTY RECRUITMENT

The committee will then draft the job announcement in coordination with the Office of Human Resources Services Office for the position which reflects the minimum qualifications for employment. This announcement should invite potential candidates to submit evidence demonstrating that they have met the equivalent of the minimum qualifications for employment. The job announcement should be written in language that is accessible to a wide range of diverse applicants. It should also include the District's commitment to equity and equal employment opportunity.

The resulting job announcement will then be reviewed by the area vice president, area administrator, _____

and the ~~Dean of Human Resource Services who also serves as the~~ College District's Equal Employment Opportunity Officer or ~~his/her~~ **their** designee prior to distribution. **These reviewers should ensure that nothing in the job announcement creates unnecessary barriers that may impede equal opportunity for applications and that the District's commitment to equity and equal employment is maintained throughout (Title 5, § 53022).** If any changes are suggested, such changes will be taken to the Level One Hiring Committee for discussion and approval.

~~A subcommittee of the Academic Senate will rule on any questions regarding equivalence, following the College District's equivalence criteria. (See the College District's policy on equivalence.)~~

The job announcement will be posted for at least six weeks, except for emergency hires, and should be advertised in a variety of diverse publications to attract a wide range of applicants. As stated in Title 5, § 53021 (a), "community college districts shall actively recruit from both within and outside the district work force to attract qualified and equity-minded applicants for all vacancies." The job announcement, according to Title 5, § 53001 (c)(2), requires "updating job descriptions and/or job announcements to reflect accurately the knowledge, skills and abilities of the position, including a commitment to equity." Advertising should be done through various mediums, professional networks, District social media platforms, and supported by faculty who know the faculty service area needing to be filled. The hiring committee chair or area administrator are encouraged to work with the Office of Human Resources to seek assistance and funding for advertising for jobs in publications to help draw a diverse pool of candidates to the faculty position.

~~HUMAN RESOURCE SERVICES OFFICE AND EQUAL EMPLOYMENT OPPORTUNITY OFFICER RESPONSIBILITY~~

~~The College District's Human Resource Services Office and Equal Employment Opportunity Officer or his/her designee will monitor the entire process as nonvoting members of the committee to insure compliance with all relevant federal and State applicable laws and the College District's regulations. Human Resource Services Office will keep all relevant records for a period of three years for the purpose of verifying the equity of the selection procedures.~~

~~EQUAL EMPLOYMENT OPPORTUNITY PLAN~~

~~It is the responsibility of the Academic Senate, the Human Resource Services Office, the Equal Employment Opportunity Officer and the administration to jointly design procedures that insure the participants in the selection process are knowledgeable about applicable federal and State law and the equal employment opportunity goals and procedures of the College District. This training is to familiarize the participants with the binding legal constraints the institution works under, as well as suggest a variety of approaches to meeting the requirements of quality hiring and equal employment opportunity.~~

~~Since equal employment opportunity works best when it increases the number of qualified applicants to the College District, it is imperative that there be enough time to extend the deadline for each position, if deemed necessary. This underscores the need for early position identification and announcement. It also requires the suggestions of the Equal Employment Opportunity Officer or his/her designee in reviewing the composition and size of the committee (which should include members with diverse perspectives). The Equal Employment Opportunity Officer shall serve as a consultant on College District regulations and federal and state applicable laws and be responsible for the application of equal employment opportunity policies and procedures.~~

INTERVIEW SELECTION PROCEDURES

APPLICATION REVIEW

The Level One Hiring Committee will meet to develop the rating system it will use to evaluate the applications submitted. The rating criteria will be forwarded to the Equal Employment Opportunity Officer or his/her ~~their~~ designee to review for job relatedness, **bias, and equity to ensure equal employment opportunity.**

The Dean of Human Resource Services, or their designee, who serves as the Equal Employment Opportunity Officer along with the Level One Hiring Committee chair, shall determine the adequacy **and diversity** of the employment pool based on all applications received and will determine whether or not to extend the application deadline **(Title 5, § 53023 (c, d)).**

All applications shall be received and initially screened ~~for~~ **to verify the complete submission of application materials and especially for both** minimum qualifications by the College District's **Office of Human Resources Services Office.** All completed applications shall be categorized as either having clearly met **submitted evidence for both** minimum qualifications or as being unclear as to having met **submitted sufficient evidence for either** minimum qualifications. All complete applications will be made available to the Level One Hiring Committee. ~~Level One Hiring Committees shall make final determination as to whether applicants meet the desired qualifications, including minimum qualifications and, where appropriate equivalency.~~

~~Only the members of the Level One Hiring Committee who have participated in the entire paper screening process will rate the applicants and determine the number to be interviewed. The Level One Hiring Committee, in consultation with the Equal Employment Opportunity Officer or his/her designee, will determine the number of applicants to be interviewed. The committee may select candidates to interview or recommend either to extend the deadline for application or not to fill the position at that time.~~

Level One Hiring Committees, prior to considering desired qualifications, should first screen all candidates to see if they meet the first minimum qualification (commitment to equity) by considering the equity narrative and other relevant documents. The Level One Hiring Committee should consider the Equivalency request process when it is unclear if the candidate has met the second minimum education qualification.

EQUIVALENCY

*Academic Senate's **Equivalency Committee** will rule on any questions regarding equivalence, following the College District's equivalence criteria, which is found in AP 7211. The role of the Equivalency Committee is to make determinations on the second minimum qualification, which is the minimum education required for the position. Additional information and resources on the equivalency process may be found on the District's Human **Resources webpage.***

*Level One Hiring Committees shall use the rating system they developed ~~make final determination to evaluate the applicants' entire application packet. as to whether applicants meet the desired qualifications.~~ Only the members of the Level One Hiring Committee who have participated in the entire ~~paper~~ **application** screening process will rate the applicants and determine the number to be interviewed.*

According to Title 5 52023 (d), "The composition of the qualified applicant pool shall be reviewed and compared to the composition of the initial applicant pool. If the EEO Officer or designee finds that the composition of the qualified applicant pool may have been influenced by factors that are not job related, appropriate action shall be taken." *The Level One Hiring Committee, in consultation with the Equal Employment Opportunity Officer, or ~~his/her~~ **their** designee, will determine the number of applicants to be interviewed **and will consider the representation of monitored groups. It is recommended that there be at least ten to twelve potential candidates selected for interviews, eight to ten with two alternates, when possible.** The committee may select candidates to interview or recommend either to extend the deadline for application or not to fill the position at that time.*

In efforts to "grow our own" professorate, Level One hiring committees should interview at least 3 of the district adjunct members whose submitted application meets both minimum qualifications and are evaluated meeting the desirables of the position. If by offering an interview to local adjunct candidates results in not giving an interview to an outside candidate(s) who would have otherwise been interviewed, then the total number of interviews will be increased by that number.

The committee should make a final decision about offering candidates an interactive video/telephone conference if they are unable to attend an in-person interview and inform the Office of Human Resources.

The chair of the Level One Committee will submit to the Office of Human Resources a list of candidates to interview, along with the dates and times for interviews, and the teaching demonstration prompt. Hiring Committees should also submit a list of a recommended two alternate candidates to the Office of Human Resources, in the case that the candidates selected for an interview decline. Whenever possible, alternates should be informed that they are on the alternate list.

The Office of Human Resources should contact to schedule interviews for all those invited to interview and will inform committee members of the interview schedule with no less than five working days prior notice.

INTERVIEW CRITERIA

Questions for the interview (along with an appropriate and equitable follow-up question format) and a rating system will be devised by the committee and reviewed by the Equal Employment Opportunity Officer **or their designee**. It is the responsibility the Equal Employment Opportunity Officer or ~~his/her~~ **their** designee to provide the members of the Level One Hiring Committee with adequate guidance and instruction prior to interviews, so that all voting members of the Level One Hiring Committee may knowledgeably rate and rank candidates. **Level One Hiring Committees should strive to create interview questions that allow interviewees to demonstrate desirable qualifications, while avoiding questions that might create barriers for fair and equal opportunity. Level One Hiring Committees should read EEO script before beginning interviews, decide how much time interviewees are allowed to review questions, and should make sure that their decision allows all interviewees equal time to review questions.**

All Level One Hiring Committee members should attend all interviews and be punctual. If a member misses any interviews, ~~s/he~~ **they** shall not participate in the final ranking procedure.

TEACHING DEMONSTRATION

All interview candidates will be required to give a minimum 15–minute teaching (or counseling) demonstration which is appropriate to their discipline. The Level One Hiring Committee will determine the maximum time for this demonstration. All candidates will be informed of the teaching (or counseling) demonstration topic(s) when invited to interview. **Whenever possible, this teaching demonstration shall be for an audience of College of the Sequoias students. Feedback should be collected from students and should be considered when selecting final candidates.**

The Level One Hiring Committee may also choose to require a written assignment to go with the teaching/counseling demonstration.

CANDIDATE TOUR OF CAMPUS

Whenever possible, a department member who is not serving on the Level One Hiring Committee, **or a COS faculty member from a different department,** shall take each candidate on a tour of the campus, preferably before the interviews begin. **The Office of Human Resources Office and co-chairs ensure that the candidate is welcomed upon arrival to campus, provided a parking pass, campus map, and other information as warranted.**

ADVANCING THE SELECTION OF FINAL CANDIDATES TO THE LEVEL TWO COMMITTEE

POLICY

Hiring new faculty shall represent the culmination of a cooperative process involving decisions made by two separate committees; first, by the Level One Hiring Committee (Division/Department interview-screening and interview committee) and secondly, by the Level Two Committee (Superintendent/President's committee). Neither committee is charged with the complete task of hiring new faculty; rather, they perform complementary roles.

Responsibility for screening and selecting a short list of candidates for each position shall reside with the Level One Committee.

The College District's Superintendent/President has the responsibility of conducting final interviews, and forwarding one candidate to the COS Board of Trustees with a recommendation for hiring. The Superintendent/President will make the selection of the final candidate after conferring with the Level Two Committee members who participated in and witnessed the final interview.

PROCEDURES

1. **After observing all interviews,** ~~the~~ Level One Hiring Committee shall evaluate the candidates according to previously agreed upon criteria, using scores from interviews and, if necessary, ~~the paper~~ screening score sheets. Level One Committees are encouraged to consider the strengths of the candidates in these areas as possible criteria for evaluation:
 - Teaching/counseling ability and potential
 - Communication skills
 - Subject area knowledge and ability
 - Commitment to professional growth
 - Ability to contribute to the college
 - **Sensitivity Responsive** to and understanding of diverse student populations
 - Ability to contribute to student retention
 - Interest in serving the larger community
 - **Service in shared governance and campus involvement**
2. The Level One Hiring Committee will identify the candidates who most closely meet the needs of the College District. The committee will diligently attempt to select enough candidates for final consideration so that three candidates will be available for the last position filled (e.g., three candidates for one position, four candidates for two positions, and so on). However, if the Level One Committee deems that fewer than three candidates for a position are ~~of clearly superior quality~~ **qualified**, it may send forward to the Level Two Committee a shortened list of candidates. This list will contain enough names to ensure that two candidates will be available for the last position filled (e.g., two candidates for one position, three candidates for two positions, and so on). If the Level One Committee elects to send a shortened list forward that shortened list must be accompanied by a written explanation of the reason(s) for the shortened list. The Superintendent/President may accept the list, or ~~she~~ **they** will notify the Level One Committee of the decision to extend the process **within three to five working days**.

3. In exceptional cases, despite every effort to recruit a number of qualified applicants, only one candidate might emerge from the screening or initial interview stages who meet the minimum and desired qualifications. In such a case, the Level One Hiring Committee will confer with the **Office of Human Resources Services Office** to determine whether a list of a single candidate may be submitted for an interview with the Level Two Hiring Committee. Such a list would be accompanied by a written rationale prepared by the Level One Hiring Committee in conjunction with the **Office of Human Resources Services Office** that would explain the exceptional circumstances regarding the filling of the position. In the event that a single candidate is advanced for an interview with the Level Two Hiring Committee, the Superintendent/President will decide within **three to** five (5) working days whether to proceed with an interview or to refer the matter back to the Level One hiring Committee, which must respond within five (5) working days of receipt of the Superintendent/President's communication.
4. The Level One Committee **chair** shall not rank the list of candidates that it submits **in a Team Report to the Office of Human Services.** ~~to the Level Two Committee.~~ The assumption shall be that a Level One Committee shall not forward the name of any candidate that it would not want to be hired. However, during discussion by the Level Two Committee, the Chair of the Level One Committee may inform the Superintendent/President and other members of the Level Two committee of the Level One Committee's preference.
5. ~~The appropriate Vice Superintendent/President, or his/her designee, or the Human Resource Services Office will check the references of all final candidates before the Level Two interviews, if possible. All references checked shall be documented using forms provided by Human Resource Services Office.~~
6. **There should be at least three to five working days between Level-One and Level-Two Interviews whenever possible and out-of-state candidates (or candidates who travel more than 350 miles to be interviewed should be considered to receive a subsequent interview with the Level Two Committee during their initial visit to COS. This is intended to eliminate the need for multiple trips to the College District for separate interviews.**

Level Two Hiring Committee

The College District's Superintendent/President has the responsibility of conducting final interviews; and forwarding one candidate to the COS Board of Trustees with a recommendation for hiring. The Superintendent/President will make the selection of the final candidate after conferring with the Level Two Committee members who participated in and witnessed the final interview.

1. The Level Two Committee shall consist of:
 - a. The Superintendent/President or ~~his/her~~ **their** designee
 - b. The appropriate Vice President or ~~his/her~~ **their** designee
 - c. The area Dean or area administrator
 - d. **Other administrators as appropriate (for example, the provost of a hire for a particular site)**
 - e. The chair of the Level One Hiring Committee
 - f. A second faculty member of the Level One Committee, **whenever possible**
 - g. **The Equal Employment Opportunity Officer or their appropriately trained designee. This person is a non-voting member who will participate in the deliberations after the interviews, with the possibility of participating in the interviews.**

2. ~~The Superintendent/President will be responsible for making certain that Equal Employment Opportunity guidelines are followed.~~
3. ~~Whenever possible, out of state candidates (or candidates who travel more than 350 miles to be interviewed) will receive a subsequent interview with the Level Two Committee during their initial visit to COS. This is intended to eliminate the need for multiple trips to the College District for separate interviews.~~
4. **The Level Two committee should aim for consistency and equity in the questions asked of interviewees. They should discuss an evaluation criteria prior to interviews to help guide discussion and evaluation.**
5. After conducting interviews of all candidates, the Level Two Committee will discuss the relative merits and qualities of each candidate **using their evaluation criteria** and make recommendations to the Superintendent/ President. Ultimately, the Superintendent/President is charged with the selection of one candidate for recommendation to the COS Board of Trustees which approves the hiring.
1. **The Superintendent/President or their designee or the Office of Human Resources will check the references of the final candidate. Reference calls may be made on more than one finalists when the committee believes it needs more information to make a final recommendation.**
6. If, after interviewing the candidates sent forward by the Level One Committee, the Level Two Committee decides that none of the candidates are satisfactory to be hired, the Superintendent/President or his/her designee will confer with the other members of the Level Two Committee to extend the recruitment period so that additional candidates may be recruited.
7. The Superintendent/President or his/her **their** designee will notify the candidates and the Level One Committee Chair of the Level Two Committee of his/her **their** final decisions.
8. The Superintendent/President or his/her **their** designee will recommend his/her **their** choice of candidate(s) to the COS Board of Trustees for hiring.

BOARD APPROVAL

A contract faculty position requires the approval of the College District's Board of Trustees prior to the commencement of employment.

ADJUNCT FACULTY HIRING PROCEDURES

Adjunct hiring procedures should adhere to the full-time faculty hiring procedures *as far as is practicable*. At a minimum:

1. **Committee members should still have completed mandated training prior to serving on the hiring committee**
2. **Candidates must meet both minimum qualifications**
3. **Rating sheets should be used to ensure fair interview questions**

The Level One Committee chooses the candidate and forwards the name to the appropriate vice president or ~~his/her~~ **their** designee for final approval.

Temporary Full Time Faculty Positions

Non-emergency temporary full time faculty positions should adhere to normal faculty hiring procedures as far as it is practicable. _

DRAFT

Emergency Hiring of Temporary and Adjunct Faculty Positions

POLICY

In the event that a need for a temporary faculty (a 75 percent or greater teaching/work load) arises with too little time (which shall be defined as a period of 30 working days or less) to conduct a full hiring process, the hiring procedures described below may be employed.

All **full-time** faculty hired under this emergency clause must still meet **both** minimum qualifications, or must have been granted equivalency prior to the interview stage **for the second minimum qualification**, and must have submitted a ~~full~~ **complete** application with the **Office of Human Resources Services Office**.

All candidates hired under these emergency conditions will only be offered one-semester or one-year temporary contracts. The State Education Code (§ 87481) gives direction on the legal use of temporary full-time faculty. This hiring policy should be used in compliance with the State Education Code.

In the event that a need for an adjunct faculty (74 percent and under) arises with too little time (which shall be defined as a period of 30 working days or less) to conduct a full hiring process, the hiring procedures described below may be employed.

PROCEDURES

1. The Division Chair or ~~his/her~~ **their** designated faculty member within the division, and the appropriate area administrator will confer with **Office of Human Resources Services Office** to determine if the applicant(s) meet minimum qualifications and will decide whether additional advertising needs to take place.
2. Emergency hiring of both Temporary and Adjunct faculty may be accomplished by an abbreviated version of the full-time hiring policies and procedures. Interviews may be offered only to qualified candidates who have submitted a completed application package to **Office of Human Resources Services Office**.
3. In the absence of the Division Chair or ~~his/her~~ **their** designee, the appropriate area administrator will have at least one faculty member from the division serve on the interview committee. ~~The adjunct/temporary faculty hired on an emergency basis will be required to go through the full hiring process before the ensuing contract period.~~ If minimum qualifications are not met, the individual may not be interviewed until ~~s/he has~~ **they have** been granted equivalency.

FULL-TIME HIRING CHECKLIST

<u>Task</u>	<u>Responsible Parties</u>	<u>Recommended Deadlines</u>
<u>IC Ranking</u> <ul style="list-style-type: none"> <u>Based on September Program Review Reports</u> 	<u>Division Chairs and Area Administrators</u>	<u>October</u>
<u>Announcement of Approved Positions</u>	<u>Vice President of Academic Services</u>	<u>November</u>
<u>Submission of HR-5 Form to HR</u>	<u>Area Administrator</u>	<u>December</u>
<u>Formation of the Level One Committee</u> <ul style="list-style-type: none"> <u>According to Division by-laws</u> <u>Faculty Committee Chair identified</u> <u>A list of the committee members should be submitted to HR</u> 	<u>Level 1 Committee Chair</u>	<u>December</u>
<u>EEO Mandated Training</u> <ul style="list-style-type: none"> <u>HR will inform the committee chair and area administrator of who needs EEO training</u> <u>Sign confidentiality agreements</u> 	<u>HR Level 1 Committee Members</u>	<u>December (HR informs)</u> <u>January (completion)</u>
<u>Creation of Job Announcement</u> <ul style="list-style-type: none"> <u>Level One Committee creates the job announcement and the EEO Officer, or designee, reviews for its release</u> 	<u>Level 1 Committee Members EEO Officer</u>	<u>December/ January</u>
<u>Job Advertisement</u> <ul style="list-style-type: none"> <u>For a minimum period of six weeks before application closing date</u> 	<u>HR</u>	<u>January/ February</u>
<u>Create Rating system (for application review) and submit to HR</u> <ul style="list-style-type: none"> <u>Committee must agree on evaluation criteria to assess the entire application packet including the equity narrative</u> 	<u>Level One Committee, Committee Chair</u>	<u>January/February</u>
<u>Decide if the job application period should be extended</u> <ul style="list-style-type: none"> <u>In consultation with committee members and the review of EEO officer, or designee</u> 	<u>Level 1 Chair, HR</u>	<u>February/ March</u>
<u>Review applications for completeness and second minimum qualification before releasing to level 1 committee</u> <ul style="list-style-type: none"> <u>Dependent upon application closing date</u> 	<u>HR</u>	<u>February/March</u>

<u>Review of applications</u> <ul style="list-style-type: none"> • <u>Committee’s initial review focuses on if applications meet both minimum qualifications before a thorough review of the entire application packet</u> 	<u>Level 1 committee</u>	<u>February/March</u>
<u>Selection for Level 1 interviews</u> <ul style="list-style-type: none"> • <u>Committees will first make sure applicants meet both minimum qualifications before considering desirable qualifications and other materials</u> • <u>The ranking of applications should assess the entire packet with the prior agreed upon criteria, i.e. cover letter, transcripts, online application, letters of recommendation, etc.</u> 	<u>Level 1 Committee members</u>	<u>March/April</u>
<u>Level 1 Interview Preparation</u> <ul style="list-style-type: none"> • <u>Decide on the number of interviewees and interview dates</u> • <u>Choose whether to allow video interviews</u> • <u>Teaching demo prompt must be prepared for HR to send the selected applicants invitations at least six days before their interview date.</u> • <u>Create Interview Questions and rating system for interviews. Chair submits questions and rating systems to HR for EEO officer or designee for review</u> 	<u>Committee Members</u>	<u>March/ Early April</u>
<u>Level One Interviews</u> <ul style="list-style-type: none"> • <u>Committee should agree to meet slightly before first interview</u> 	<u>Level 1 Committee Members</u>	<u>March /April</u>
<u>Selecting Level One Finalists</u> <ul style="list-style-type: none"> • <u>Committees should use their rating system to assess candidates</u> • <u>List of finalists is sent to HR in a Team Report</u> 	<u>Level 1 Committee Chair</u>	<u>March/April</u>
<u>Level Two Interviews</u> <ul style="list-style-type: none"> • <u>References for one or more finalists will be contacted after the interview</u> 	<u>Level 2 Committee Chair</u>	<u>March /April</u>
<u>Job Offers</u> <ul style="list-style-type: none"> • <u>President/Superintendent, or their designee, will make job offers.</u> 		<u>April/May</u>

<u>Board approval</u> <ul style="list-style-type: none">• <u>Selected finalists are invited to attend the Board meeting</u>	<u>Board of Trustees</u>	<u>June/July</u>
---	---------------------------------	-------------------------

DRAFT