BUTTE-GLENN COMMUNITY COLLEGE DISTRICT

Department of Human Resources

ACADEMIC HIRING PROCEDURES

Effective, November 2005
TO: Academic Hiring Committee Chairs, EO Reps & Committee members
FROM: Claudia Trujillo - Director, Employee Services
RE: Changes to Academic Hiring Procedures
CC: Diana Van Der Ploeg, Doug Houston, Matt Jackson, Cheryl Babler, Samia Yaqub, Al Renville, John Holland, Ric Machuga, Human Resources Staff

In an effort to continue to streamline the hiring process the Academic Senate has been working diligently along with Dr. Houston and Dr. VanDer Ploeg to make some changes to the Academic Hiring Procedures. Below are highlights of the changes that have been approved for this academic hiring cycle. Attached is a copy of the edited procedures. The changes will also be addressed in the upcoming Equal Opportunity Hiring Workshops.

This year, instead of distributing the familiar “blue” Academic Hiring Guidelines, we will be distributing only the edited procedures portion (Procedure 5.1.4) of the Academic Hiring Guidelines. As time permits, we will update the guidelines to align with the changes that have been made to the procedures.

Please take a few moments to review the highlights below and the attached procedures that committees should use for this hiring cycle.

- Committee Chairs and EO Reps are required to attend EO Hiring Workshops, and in turn, will train committee members if the committee members are not able to attend. All committee members are required to participate in the training every two years.
- The open recruitment (advertised) period will be six (6) weeks.
- Only faculty committee members will vote on faculty recruitments.
- Every reasonable effort will be made to limit the number of candidates to eight (8) or less. Decisions to interview more than eight (8) candidates must be approved by the respective dean along with any division funds for additional travel costs, if needed.
- The Faculty Interview Committee (FIC) shall video tape the teaching demonstration for review by others, including the Administrative Interview Committee (AIC) if desired.
- The hiring committee shall coordinate a campus tour for the finalists.
- The FIC may elect to send all, some or none of its members to the second interviews.
- At the conclusion of the second interviews, prior to discussing the finalists, the FIC will meet separately from the AIC to determine if they want to change the ranking of the finalists they have selected.
- After the FIC and the AIC agree on the finalist, the respective Dean and/or faculty members of the FIC shall use a standardized format to conduct reference checks. A written report summarizing the findings of the reference checks shall then be presented for consideration to the respective vice president, the President/Superintendent, any other AIC members and Human Resources.
- Once approved by the President/Superintendent, the respective vice president will extend the verbal offer and notify the finalists who have not been selected after the selected finalists have accepted the position.
APPENDIX A

5.1 Philosophy of Hiring

The Board of Trustees of the Butte-Glenn Community College District will consistently strive for a premium quality program of higher education. In implementing this goal, all personnel appointments will reflect the District’s desire and ability to attract, retain, and provide for the growth and development of employees who will contribute to educational excellence at Butte College.

It will be the policy of the Board of Trustees to encourage participation of a broad segment of the college personnel in the advisement and consultation process.

It is the intent of the Board of Trustees of the Butte-Glenn Community College District to:

1. Recruit and appoint personnel who demonstrate the potential to attain the goals and objectives of the District; and

2. Implement the Equal Opportunity policies and procedures of the District in the recruitment and selection of personnel.

Whenever a staff position becomes vacant or a new staff position is created, the Board directs the Superintendent/President to conduct a comprehensive search for suitable candidates for recommendation to the Board.

The Superintendent/President is directed to develop appropriate procedures to implement this policy.

Code Reference: Title 5 Sections 551010, 53000-53005, 53020-53034
Last Board Review & Adoption: February 28, 1996
5.1.4 Employment of Academic Personnel

1. Position Authorization

   a. Following the opening either of an existing position or a new position that has been approved by the Governing Board, a search for suitable candidates shall be conducted in accordance with existing Federal, State and District rules, regulations, personnel procedures, and Board policies.

   b. The Department of Human Resources (Human Resources) shall provide the appropriate vice president with a position announcement template along with any other pertinent information (e.g., salary schedule, minimum qualifications). This generic position announcement and all subsequent versions will include “the equivalent” as one of the categories under which an applicant can apply for the position. It will also include a description of equivalency and an explanation of documentation required for application under this category.

   c. The respective vice president will consult with the Superintendent/President regarding the position announcement template before forwarding to the appropriate committee for further review.

   d. The generic position announcement and all subsequent versions shall articulate the District’s commitment to equal employment opportunity and encourages a diverse applicant pool.

2. Committee Composition: Job Specifications, Screening and Faculty Interview Committees

   a. The department head, the appropriate dean, and the Equal Opportunity Officer, in consultation with the full-time faculty of the teaching discipline where the position exists, shall select a chairperson, Equal Opportunity representative from outside the instructional area (i.e. I, II and III) (the chairperson may serve in this capacity), and a minimum of three faculty members to each of three committees: Job Specifications, Screening, and Interview. Committees may have members in common. Chairpersons of the Screening and Faculty Interview Committees (FIC) shall preferably be selected from outside the discipline and shall be non-voting members who shall serve in a facilitative role.

   b. Each committee shall consist of at least three full-time faculty members of the discipline. If the discipline where the position exists has fewer than three full-time faculty members, the remaining faculty of the committee will be solicited in writing from other full-time members of the division or associate faculty members from the discipline who are not applying for the position.

   c. In constituting all committees, faculty and administrators have the responsibility to include individuals who are knowledgeable about, and dedicated to, fulfilling the district’s mission and values. Whenever possible, these committees should include a diverse group of individuals.

   d. Only faculty committee members shall vote on faculty recruitments.

   e. All phases of the hiring procedure are confidential. Each hiring committee member shall accept the responsibility for maintaining confidentiality.

   f. The respective vice president shall make the final determination of the committees’ membership upon the recommendation of the appropriate dean.
g. Once the committee chairperson and members have been selected, they shall participate in training relative to Equal Opportunity policies, procedures, and timetables for the selection process or show proof of attending training within the past academic hiring year.

h. Committee membership on the Screening and FIC (which may have members in common) shall remain constant throughout their respective processes. Committee members who for any reason cannot fulfill their responsibilities shall be excused from their committee assignments. Their partial input shall not be used to either evaluate or rank candidates.

i. Members of the Screening and FIC who perceive that they have a conflict of interest in one or more applicants shall withdraw from the committee(s).

j. Any changes in committee composition shall be documented by the chairperson with notification to the appropriate vice president. If at any point there are fewer than three voting members of any committee, new members shall be selected by following the procedure outlined in 2.a.

3. Development of Position Announcement/Recruitment

a. Human Resources shall provide the Job Specifications Committee with a draft position announcement that the vice president and superintendent/president have reviewed and approved. This committee shall identify any additional job responsibilities, establish the criteria for selection for the position, taking into consideration the criteria for which the committee will be screening and then write a preliminary position announcement.

b. The Job Specifications Committee shall provide the preliminary position announcement to the appropriate supervisor (e.g., dean) for review by the appropriate vice president. If the vice president either wants clarification of the preliminary position announcement or disagrees with its content, he/she should consult with the Job Specifications Committee in order to resolve the concern.

c. After his/her approval of the preliminary position announcement, the appropriate vice president or delegate shall forward the document to Human Resources for creation of a draft position announcement.

d. The Equal Opportunity Officer or delegate shall review the draft position announcement to ensure conformity with the college’s Equal Opportunity and nondiscrimination policies. No substantive changes, however, shall be made without first consulting with the appropriate vice president and the Job Specifications Committee. If there are no changes, this draft position announcement becomes the final position announcement.

e. The appropriate vice president shall forward the final position announcement to the Director, Employee Services. The final position announcement shall then be distributed on campus and widely circulated to community colleges, placement agencies, and other recruitment sources. The minimum recruitment period shall be six (6) weeks. Exceptions may be approved by the Director, Employee Services in consultation with the Job Specifications Committee.

f. A recruitment program shall be developed, such that applicants from all demographics will have an equal opportunity to apply and be considered for positions at Butte College. The District shall recruit from the widest geographic range feasible.
4. **Department of Human Resources (HUMAN RESOURCES): Application and Initial Screening**

   a. Human Resources shall prepare all forms needed for the application, screening, and interviewing process.

   b. As complete applications are received, the Human Resources shall sort all applications into two categories: those applying under the minimum qualifications guidelines and those requesting equivalency consideration.

   c. The Human Resources shall receive all applications for vacancies within the contract staff, and shall record receipt of such applications. Complete application packages of individuals requesting equivalency consideration shall be forwarded to the Equivalency Committee as soon as possible.

   d. Human Resources shall make a reasonable effort to inform all candidates of incomplete applications in a timely manner. All applications which remain incomplete at the end of the recruitment period shall be rejected and applicants so notified.

   e. Human Resources shall screen the applications of individuals stating they meet minimum qualifications. Those clearly not meeting minimum qualifications shall be rejected and shall be so notified by Human Resources.

   f. The applications of those individuals who clearly meet the minimum qualification standards shall be held by Human Resources until the Equivalency Committee has assessed questionable minimum qualification applications and applications of those individuals applying under equivalency.

   g. When Human Resources is uncertain (e.g., when an applicant possesses a seemingly applicable degree and/or experience, but not in the area listed under minimum qualifications) the application shall be considered under equivalency.

5. **Screening for Equivalency**

   a. Human Resources shall periodically forward to the Equivalency Committee the applications of those candidates who request equivalency consideration and of those applicants whose qualifications are uncertain. The Equivalency Committee shall be composed of four individuals, designated by the Academic Senate. In those cases in which additional expertise from the discipline is needed to make a decision, the committee will consult with members of the department of hire.

   b. The Equivalency Committee shall meet in a timely manner to evaluate applicants with questionable qualifications and to recommend either granting or denying equivalency to those who applied under this provision. This committee shall follow the policies and procedures as stated in the Butte College Policy on Equivalence to the Minimum Qualifications for Hire.

   c. All judgments of the Equivalency Committee are final. In cases in which the committee has denied equivalency and subsequently receives additional documentation on the applicant before the position’s closing date, the Equivalency Committee shall review the new information and reconsider its decision.
d. The applications of those individuals who are denied equivalency by the Equivalency Committee shall be sent to Human Resources, which shall so inform the applicants.

e. Applications which possess the equivalent to the minimum qualifications are sent to Human Resources to be placed in the pool with other qualified applicants. It is from this pool that candidates shall be screened.

6. Qualified Applicant Pool Screened for Qualifications & Size

a. The pool of qualified applicants shall be reviewed by the Equal Opportunity Officer or designee, in consultation with the appropriate vice president(s).

b. If satisfied with the quantity and qualifications of the pool, the Equal Opportunity Officer or designee shall sign off to attest to the appropriateness of the recruitment procedure to date.

c. If the Equal Opportunity Officer or designee is dissatisfied with the quantity or quality of the pool, the position shall be reopened and the search extended. If the position is reopened, all applicants who had previously submitted incomplete applications shall be informed that the position is being reopened and encouraged to submit materials needed to complete their applications. The Director, Employee Services, in cooperation with the respective vice president, may do additional recruitment to address the deficiency in the pool’s quantity and quality.

7. Screening Committee Evaluates Qualified Applicants

a. Human Resources shall provide the Screening Committee with a standardized, job-related rating scale to be used in assessing each applicant (see attachment).

b. The Screening Committee shall develop written definitions and guidelines with respect to the standardized rating scale, which shall be subject to the approval of the Equal Opportunity Officer or designee. The Screening Committee shall review all applications to determine those candidates who best meet the qualifications listed on the job description.

c. The qualifications of the district may be higher than, but may not fall below, the state’s minimum qualifications and must be consistent with the criteria included in the approved position announcement.

d. After all applications have been screened, the Human Resources shall tabulate all ratings. The Screening Committee chair shall lead committee discussion regarding strengths and weaknesses of the candidates. The committee shall then rank the candidates to determine which candidates shall be interviewed.

e. Upon completion of the screening process, the Screening Committee chairperson (together with the assigned Equal Opportunity representative, if other than the chairperson) shall meet with the Equal Opportunity Officer or designee to discuss the procedures used and outcomes of the committee process. Given his/her satisfaction that the Equal Opportunity policies and procedures have been followed, the Equal Opportunity Officer or designee shall sign off on the process.

f. At this time, the Screening Committee chairperson shall forward to the Director, Employee Services: 1) a list of candidates to be interviewed, and 2) the screened applications and required documentation.
g. If the Equal Opportunity Officer or designee has reason to believe that a violation of Equal Opportunity policies or procedures has taken place, he/she shall first meet with the Screening Committee to discuss the matter. If a violation appears to be corroborated, he/she can recommend to the Superintendent/President that the results of the Screening Committee be set aside, the committee be dissolved, another formed, and the screening process reinitiated. Specific violations of the college’s policies or procedures and/or specific violation of appropriate state or federal laws must be documented and shall be the only grounds for such action. Appeals to such a recommendation shall be heard by the Superintendent/President.

h. Human Resources shall confer with the Faculty Interview Committee chair in order to establish a timeframe for interviews.

i. Human Resources shall notify all candidates to be interviewed as to the time, place, and format of their interviews.

8. Faculty Interview Committee (FIC) Interviews and Evaluates Candidates

a. The FIC shall develop uniform, job-related questions to be asked of all candidates interviewed and a rating system to evaluate responses. Candidates should be evaluated as to their subject area knowledge and competency, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and contribution to diversity.

b. The FIC shall also provide for appropriate teaching demonstrations and/or writing samples and/or other performance indicators related to the subject area.

c. The FIC shall video tape the teaching demonstration for review by others including the AIC if desired. Before beginning to interview candidates, all evaluation procedures and interview questions must be reviewed and approved by the Equal Opportunity Officer or designee.

d. The committee shall conduct interviews and use the rating system to evaluate responses. Committee members may ask appropriate clarifying questions at the discretion of the committee chair.

e. After all candidates have been interviewed, each Interview Committee member shall independently tabulate his/her scores and rank the candidates.

f. The FIC shall discuss strengths and weaknesses of the candidates. The committee shall then rank all interviewed candidates in order of preference.

g. If the FIC cannot recommend at least three (3) candidates, the committee either shall conduct additional interviews from the existing qualified applicant pool or shall ask that the search process be reopened. Exceptions can be granted by the EO Officer and the Academic Senate President.

h. The Equal Opportunity Officer or designee shall conduct a process review to assess all forms and procedures and certify in writing that all district Equal Opportunity policies have been followed throughout the selection process.

i. If the Equal Opportunity Officer or designee has reason to believe that a violation of Equal Opportunity policies or procedures has taken place, he/she shall first meet with the FIC to discuss the matter. If a
violation appears to be corroborated, he/she can recommend to the Superintendent/President that the results of the FIC be set aside, the committee be dissolved, another formed, and the interview process reinitiated. Specific violations of the college’s policies or procedures and/or specific violation of appropriate state or federal laws must be documented and shall be the only grounds for such action. Appeals to such a recommendation shall be heard by the Superintendent/President.

9. **Recommendation For Administrative Consideration**

a. The chairperson of the FIC, following the process review by the Equal Opportunity Officer or designee, shall forward the names of a minimum of three (3) candidates to the appropriate vice president to be interviewed by an Administrative Interview Committee (AIC). Although the finalists will have been ranked, such rankings shall not be made known to the AIC until after they have independently interviewed and ranked the finalists.

b. The AIC may be comprised of the respective vice president and respective dean, the President/Superintendent.

c. The FIC may elect to send all, some or none of its members to the second interviews.

d. Prior to the second interviews, the FIC should coordinate a campus tour for each of the finalist.

e. At the conclusion of the second interviews, prior to discussing the finalists, the FIC meet separately from the AIC to determine if they want to change the ranking of the finalists they have selected.

f. The AIC will then receive the rankings of the FIC. The FIC will then meet with the AIC to discuss rankings and share their perceptions of the finalists. If the top choice of the AIC differs from that of the FIC, the two committees will attempt to achieve consensus. If no consensus is reached, the two committees will discuss and decide on options including: reinterviewing some or all of the finalists; interviewing other candidates from the qualified applicant pool; or reinitiating the search process.

e. After the FIC and the AIC agree on the finalist, the respective Dean and/or faculty members of the FIC shall use a standardized format to conduct reference checks for the top candidates. A written report summarizing the findings of the reference checks shall then be presented for consideration to the respective Vice president, the President/Superintendent and any other AIC members, and Human Resources.

f. Upon completion of the reference checks, the FIC shall again meet to consider the results and to either reconsider or confirm its original rankings. The committee chairperson shall provide the President/Superintendent, respective vice president and Equal Opportunity Officer or designee with the FIC’s ranked list of the top candidates, a written report of the FIC’s findings including specific rationale for the rankings, and written comments regarding each of the top candidates. The chairperson shall also return all application materials to the Human Resources.

g. After consensus is reached, the respective vice president shall forward the final recommendation to the Superintendent/President. If the FIC and respective vice president agree to do so, they may forward the names of more than one recommended candidate.

h. The Superintendent/President shall review the recommendation and have final authority for hiring recommendations to the Governing Board. If exceptional circumstances and compelling reasons exist,
and the Superintendent/President cannot approve the candidate recommended by the FIC and respective vice president and wishes to consider an alternate candidate, the Superintendent/President shall meet with the respective vice president(s) and the FIC to discuss the issue and attempt to achieve consensus. If no consensus is reached, the Interview Committee, direct supervisor (e.g., dean) respective vice president, and Superintendent/President shall discuss and decide on options including: reinterviewing some or all of the finalists, interviewing other candidates from the qualified applicant pool, or reinitiating the search process.

i. In no case shall a candidate be recommended for hire by the Superintendent/President to the Board who is not endorsed by the majority of the FIC and the respective vice president, in consultation with the direct line supervisor.

j. Once the Superintendent/President has approved the final recommendation, the respective vice president shall extend a verbal offer to the selected finalist.

k. Human Resources shall contact the recommended individual, reaffirm the candidate’s interest in employment with the district, discuss initial salary placement and any other employment related questions, inform he/she that a formal offer letter will be sent indicating that a recommendation for appointment to the position will be presented to the Governing Board of Trustees for approval.

l. If the selected candidate no longer desires employment with the district, the FIC shall reconvene either to make an alternate selection or to reopen the search.

m. The respective vice president or delegate (dean or academic delegate) will notify the finalists who have not been selected once the selected finalist has accepted the position.

n. Human Resources shall send letters, as soon as reasonably possible, to all other applicants to inform them that they are no longer being considered for the position.

10. Final Approval

The authority to employ personnel rests solely with the Governing Board of Trustees.

11. Review and Revision

These hiring procedures are subject to review and revision at the request of either the Academic Senate or the Administration. Changes in the procedures require the joint agreement of the Academic Senate and the Administration. Until there is joint agreement to change them, the existing procedures shall remain in effect.

Last Academic Senate Review: October 2005
INITIAL SCREENING GUIDELINES

The purpose of having the committee write guidelines for screening is to develop consensus among the screeners as to the priorities for the position and to develop a high degree of consistency and inter-rater reliability.

It is important to have all members of the committee agree to the criteria and to evaluate information consistently. In addition to defining the actual rating criteria, committees may also want to develop an overview and statement of priorities.

Each committee would be responsible for determining what criteria are appropriate for each of the following broad guidelines and for defining what constitutes a “superior,” “well qualified,” “qualified” or “unacceptable” score for each guideline.

Indication of Teaching Skills and Abilities
(methodology, innovation, creativity, organization, accuracy, leadership ability)

In evaluating each candidate for each of the following criteria be sure to consider not only their application and resume, but also evaluate any additional information provided in their cover letter, transcripts, performance evaluations, awards, letters of recommendation, certificates, etc.

In determining whether or not the candidates possess the required Knowledge, Skills & Abilities (KSA) try to ascertain the level of responsibility and judgment required in the jobs previously held, as well as the variety of students the candidate worked with. Keep in mind the diverse nature of community college students. (Broad experience is probably more valuable than experience with a narrow group of students.)

Related Experience - Paid and Unpaid
(internships, teaching experience, additional experience likely to have prepared a candidate for this position)

In evaluating candidates’ experience, length and quality of experience should both be considered. The quality of the experience, and particularly the variety and level of responsibility may be more important than the length of experience.

Candidates, for example, who have worked with community college students doing this exact job for a short time may still be more highly valued than someone with lengthy experience with a single type of student at, for example, a University of California. Someone who has had several related jobs at several different types of schools (high school, adult ed., and a CSU campus for example) might also be highly valued.

Educational Training and Background
(degrees, course work, workshops, memberships)

In evaluating the applicants’ training and education a committee may want to look at level of degree, relatedness of major and/or additional course work and recency of training. Evidence of continuing education through workshops, seminars and conferences related to teaching techniques or recent developments in the body of knowledge of the subject area should also be considered.
A Doctorate (academic areas) granted fifteen years ago, for example, may not be as valuable as a Masters Degree with continuing education courses completed within the last two years.

In a vocational area (non-Masters) a committee may want to consider formal education at an institution of higher education as well as industry-sponsored training, apprenticeships, etc.

**Contribution to Diversity**

A goal of the Butte-Glenn Community College District is to hire people who are sensitive to, and able to contribute to the cultural diversity of the campus community. In order to ascertain a candidate’s ability to contribute to diversity, the following guidelines (cited from The Academic Senate for the California Community Colleges’ “The Ramifications and Implications of Equal Opportunity on Hiring”) may be helpful:

Demonstrated:

1. Cultural awareness of the diverse population served by the college. For instance, the completion of courses and/or directed study, which focused upon other cultures, languages, and the disabled.
2. Teaching techniques that display knowledge of racial, ethnic, gender, disability, and cultural diversity of learning styles. The teaching technique should convey an understanding of the cultural values inherent in the various cultures; approach to learning.
3. Active involvement within those programs designed to provide information and special training concerning areas of student and staff diversity: staff development programs, faculty development programs, seminars, sessions, etc.
4. Ability to work cooperatively with staff from different cultures to ensure that diversity and positive role modeling exist for the college community.
5. Utilization of methodologies, which reflect a pedagogy that entails cultural diversity, including, but not limited to course content, learning materials and speakers.
6. Active participation within those groups and organizations that cultivate the understanding of the diversity of national and international cultures.

NOTE THAT UNDER THE ABOVE GUIDELINES, AN APPLICANT NOT FROM AN UNDERREPRESENTED POPULATION CAN MAKE SIGNIFICANT CONTRIBUTIONS TO CULTURAL DIVERSITY.

**Additional Job Related Criteria**

The screening committee may want to identify and define an additional criterion. This should not be something vague, such as “general” or “overall impression.” If an additional criterion is used it should be specific, measurable, and related to successful performance in the position. Such criterion might include involvement with professional organizations, academic senate or other campus organizations, professional research and/or publications, etc.
SAMPLE SCREENING CRITERIA