

RECRUITMENT AND HIRING GUIDELINES

Ohlone Community College District

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RECRUITMENT AND HIRING GUIDELINES

SECTION 1: Planning and Approval Process/REQUEST TO FILL (RTF)

Requests to recruit for new and/or vacant positions must complete the Planning and Approval process prior to the completion of a Request to Fill (RTF) form.

Once the Planning and Approval process is completed, the RTF must be approved by the Hiring Manager's supervisor, the appropriate Vice President or Associate Vice President and the President/Superintendent.

The availability of funds for the position must be first approved by the Vice President of Administrative Services, and verified by the district's Accounting and Budget Coordinator.

The completed RTF is forwarded to the Associate Vice President of Human Resources (AVPHR). The AVPHR will assign a Human Resources Representative (HR Rep.) to assist during all aspects of the recruitment and hiring process. The HR Rep. will schedule an initial meeting with the Hiring Manager and the Candidate Screening Committee Chair (if identified at the time) to plan the recruitment timeline and process.

SECTION 2: General: Roles & Responsibilities of All Committee Members and Other District Employees

All employees involved in the recruitment and screening/selection processes of personnel must participate in a training program consisting of the following components:

- the requirements of Title 5 regulations on Equal Employment Opportunity (Section 53000 et. seq.);
- the Equal Employment Opportunity (EEO) goals and objectives as outlined in the District's EEO Plan;
- the requirements of Federal and State nondiscrimination laws;
- the District's board policies on nondiscrimination, recruitment, and hiring;
- the principles of diversity and cultural proficiency and the value of a diverse workforce;
- the District's vision, mission and values.

This training is mandatory. Screening Committee members will be required to receive training within the 3 years prior to beginning service on a screening committee. Individuals who have not received training will not be allowed to serve on any Candidate Screening committees. The Equal Employment Opportunity Officer (EEO Officer) is responsible for providing the required training.

Confidentiality is expected throughout and after the recruitment process. All employees involved in the recruitment and screening/selection processes, directly or indirectly, must refrain from discussing committee proceedings outside of committee meetings and from sharing applicant information with anyone other than fellow committee members during committee meetings and deliberations. Confidentiality should also be maintained once a recruitment process has been completed. Committee members revealing confidential information about a past recruitment may lose their ability to serve on future hiring committees.

Any information not afforded to all committee members through the candidates' application packets or interviews is not to be shared or discussed during any phase of the recruitment process. This includes prior knowledge of a candidate, information discovered on a website, or otherwise. Sharing of this type of information is strictly prohibited during the screening process. It is *not* the role of any screening committee member to gather information about candidates' backgrounds or otherwise outside of the screening process. In the event that a committee member has information about a candidate and feels that he/she must share the information, the committee member must consult with the Committee Chair and/or the AVPHR. All committee members must be aware of their particular biases and seriously weigh these against the responsibility they have when serving on a screening committee. A committee member who

discusses any information about candidates during and after the screening and hiring process is subject to removal from the screening committee and may be barred from participating on future screening committees.

Any unauthorized disclosure of information about the recruitment process outside of the committee meetings is strictly prohibited. Unauthorized disclosure should be immediately reported to the Candidate Screening Committee Chair, the EEO Representative, the AVPHR, a Vice President or the President of the College. Supervisors must refrain from asking committee members for information about candidates. Employees not involved in the recruitment process must refrain from asking committee members to disclose any information pertaining to the recruitment process. Employees seeking information about candidates or proceedings of a recruitment process may lose their ability to serve on future screening committees. Committee members revealing information about a current recruitment process may cause that recruitment process to be compromised, and the process might be halted.

Disclosures

All committee members must be able to evaluate each applicant fairly and objectively. Committee members and others involved in the recruitment and hiring process must disclose their relationship/s to applicants that could compromise their ability to be objective. Disclosures must be made if any of the involved parties are related to a candidate by blood, marriage, adoption or otherwise. Committee members related to a candidate will be unable to serve as a committee member. Committee members must refrain from being a reference or making a recommendation for any candidates.

During a recruitment process, no District employee shall provide tours or additional information about the job opening that is not afforded to all candidates. Knowledge that a candidate or candidates have been afforded additional information may cause that candidate to be disqualified and/or cause the recruitment process to fail and have to be restarted.

SECTION 3: Specific Roles and Responsibilities

The sections below are only intended to provide general guidelines for the appropriate roles and responsibilities of the HR Rep., EEO Representative (EEO Rep.), Hiring Manager, the Candidate Screening Committee Chair (Committee Chair), the Candidate Screening Committee members (Screening Committee) and the Final Interview Panel. **Roles and responsibilities may vary depending on a number of factors: urgency to fill the position; availability of employees to serve on a Screening Committee; type and level of the position, etc.**

Human Resources Representative (HR Rep.)

The HR Rep. serves as the lead coordinator throughout the entire recruitment process between the AVPHR, Hiring Manager, the Committee Chair, Committee members and candidates. Examples of duties/functions of the HR Rep.:

Meet with the Hiring Manager and/or Committee Chair to plan the recruitment process.

Schedule and coordinate the recruitment timeline and related meetings and determine dates for the following:

- posting period and closing date, and
- orientation meeting, application screening period, Candidate Selection Meeting, initial and final interviews.

Assist with the development of the "Ideal Candidate" statement to be included with the job announcement.

Assist with the identification of the Screening Committee members.

Ensure that all committee members understand and adhere to confidentiality throughout the recruitment process.

Ensure that the applicant pool review is conducted by the AVPHR and Hiring Manager.

Determine the next steps if additional outreach action needs to be taken.

Monitor the candidate pool regularly prior to the closing date and provide updates to the Hiring Manager and/or Committee Chair.

Discuss the feasibility of alternate methods of interviewing (telephone, video conferencing).

Assist with the creation of screening devices and other screening tools: writing exercises, tests, etc.

Assist with the creation of initial and final interview questions as needed.

Communicate with the AVPHR, Hiring Manager, Committee Chair and/or EEO Rep. as necessary.

Ensure that all screening tools and interview questions and tests are approved and signed off by the AVPHR or designee.

Serve as the EEO Rep. as needed.

Equal Employment Opportunity Representative (EEO Rep.)

All District Screening Committees shall include at least one individual who has completed the District's Equal Employment Opportunity training who is designated as the EEO Representative and will participate throughout the process as a resource. This individual must be familiar with the District's Board Policies and Administrative Procedures concerning recruitment and hiring and equal employment opportunity principles.

The EEO Rep.'s main purpose is to ensure that all phases of the hiring process promote fairness, equal employment opportunities to all applicants, and ensure compliance with State and Federal anti-discrimination laws and regulations. The EEO Rep. also ensures that the Screening Committee utilizes hiring criteria and processes that are relevant to the job and consistent with the District's policies and procedures and adherence the District's [Equal Employment Opportunity Plan](#). Examples of duties/functions of the EEO Rep:

- Support the HR Rep. in providing a structured orientation and training regarding the District's Recruitment and Hiring Procedures, confidentiality requirements, equal opportunity practices and selection techniques.

- Make available to the Committee members written resource materials and/or other media on applicable legal information relating to equal opportunity principles and practices relating to the recruitment and hiring process. Reinforce the importance of confidentiality, recognition of bias, equal employment opportunity, respect and sensitivity to all cultures, language groups, genders, and other candidate demographics throughout the process and at its conclusion.

- Provide leadership in conjunction with the Human Resources Department in analyzing position requirements and developing appropriate screening tools, rating criteria and other committee tools to assure that all candidates are rated objectively, fairly and without bias.

- Confer with the Committee Chair (if the Committee Chair is not the designated EEO rep.), the District's EEO Officer and Hiring Manager if a breach of policy/procedure occurs.

- Review all final documentation for completeness, accuracy, job-relatedness, non-discrimination, objectivity and compliance with District policies and procedures.

Hiring Manager

The Hiring Manager is responsible for obtaining approval to hire and ensuring that all appropriate signatures are obtained on the RTF form. He/she ensures that the job description and job announcement reflect the requirements of the open position. Examples of duties/functions of the Hiring Manager:

- Meet with the HR Rep. to plan the recruitment process.

- Consider and discuss advertising beyond the normal venues.

- Together with HR Rep. identify and propose a list of suggested names of employees to serve as the Committee Chair (if the Hiring Manager is not the Committee Chair) and Screening Committee members, and obtain approval from the President/Superintendent or his/her designee.

- If not serving on the committee, meet with the Screening Committee at the start of the orientation meeting to provide an overview of the position and to discuss measurable criteria that he/she believes are most important for success in the position.

- Reiterate and adhere to the confidential nature of the entire hiring process. The Hiring Manager should not contact individual members of the committee to ask for information. Any concerns about the hiring process should be addressed with the district's EEO Officer and/or the Committee Chair or HR Rep.

- If determined at the start of the recruitment, the hiring manager may assist with initial screening of applications. The Hiring Manager will not be allowed to screen out candidates who meet the minimum qualifications listed on the job announcement.

- Once decided, the Hiring Manager should notify the HR Rep. of the Screening Committee members.

- Be a resource to the Screening Committee (and assist with crafting interview questions and other screening tools) if requested.

- Prepare questions for the final interview and provide a copy of those questions to the HR Rep. and AVPHR.

Conduct reference checks. Reference checks should be conducted using the recommended reference check form

Recommend a start date.

Arrange the orientation for the new employee.

Hiring managers should not recommend candidates for vacancies in their departments or be a reference for an external candidate.

Candidate Screening Committee Chair (Committee Chair)

The Committee Chair is responsible for facilitating all phases of the recruitment process in consultation with the Hiring Manager, the HR Rep., the EEO Rep. and the AVPHR. The Committee Chair in some instances may be the designated EEO Rep. The Chair participates as a committee member as necessary. These duties would include screening applications, selecting candidates for initial interviews, and assisting with the development of initial interview questions. In cases where the Committee Chair also serves on the Final Interview Panel for the position, the Chair will not be a voting member in the initial screening or initial interviews. In all other cases, it will be at the Chair's discretion whether he/she is voting or non-voting. The Screening Committee will be informed of the voting status of the Chair at the Orientation meeting. For full-time faculty searches, the Committee Chair should be a current full-time faculty member.

Examples of duties/functions of the Committee Chair:

General:

Attend and Chair all meetings of the Screening Committee.

Actively participate and complete all required steps of the recruitment phase—Orientation Meeting, Individual Application Screening, Initial Interviews (Comments and Scores). The revealing of scores and participation in deliberations will only become applicable if the Chair is a voting member.

Ensure that all committee members participate in discussions.

Ensure confidentiality throughout the process.

Provide summary information about the recruitment including the anticipated timeline and next steps.

Act as the primary spokesperson for the Screening Committee.

The day of initial interviews:

Convene the Committee for the initial interviews and review the completed interview questions with the committee; discuss appropriate responses.

Coordinate how the interview questions will be divided amongst the Committee members.

Appoint a timekeeper to ensure that the interview process provides sufficient time for candidates to respond to all questions and to enable the candidates to ask questions and/or provide any additional information.

Create a professional atmosphere to be adhered to during interviews.

Escort each candidate to the interview room or delegate this task to someone.

Facilitate introductions. (Committee members should provide full name and job titles.)

Be an equal participant and active listener.

Serve as a voting member only as determined ahead of time.

After each interview (time permitting):

Ensure that committee members complete notes and scoring after each interview, if possible.

Record strengths and weaknesses as reported by each committee member

Allow sufficient time for committee members to prepare for the next interview.

Conclusion of all initial interviews:

Coordinate the recording/listing of each committee members' candidate scoring summaries.

Facilitate the ranked ordering of the initial candidates and participate in any subsequent discussion regarding candidate strengths and weaknesses.

Together with Committee members, determine a top tier of candidates to recommend for a final interview.

Complete and submit the Candidates Recommended for Final Interview form and return the form with all documents used during the initial interviews to the HR Rep.

Initiate a dialogue of the effectiveness of the hiring process with the Candidate Screening Committee and disseminate the feedback to the AVPHR and/or designee, if necessary.

Following the completion of the hiring process:

Evaluate the effectiveness of the hiring process with the HR Rep and/or the AVPHR.

Final Interviews:

Represent the Committee during the final interviews, if requested.

Screening Committee Members (Committee)

Committee members must be able to participate fully in all phases of the recruitment process. All members must adhere and commit to the confidential nature of the process and sign and abide by the *General Guidelines and Acknowledgment for Candidate Selection Committee and Confidentiality Commitment Agreement* and have attended within 12 months an EEO training meeting. All members must attend the Orientation Meeting, Candidate Selection meeting and all initial interviews. In addition, Committee members must screen all applications during the Individual Application Screening period. If a committee member is unable to complete any part of the process, he/she must withdraw from the committee. Requests for exceptions to these provisions must be discussed and approved by the AVPHR. Examples of duties/functions of the Screening Committee Members:

Review the job description and job announcement to understand the requirements for the position.

Protect the integrity and credibility of the entire recruitment and hiring process.

Maintain confidentiality during and after the entire recruitment and hiring process.

Assist in the development of the scoring criteria for the screening device.

Help determine the number of applicants to interview and the length of the interview times.

Assist in the development of initial interview questions, tests or topics of presentations as necessary.

Prior to Candidate Selection Meeting, review and score each application.

Attend and participate in every initial interview.

Commit to being an engaged participant and an active listener during all meetings and the initial interviews.

SECTION 4: INITIAL PLANNING PROCESS/MEETING (Hiring Manager and HR Rep.)

This section further clarifies the role of the Hiring Manager and provides a list of discussion/decision points to be used by the Hiring Manager and the Human Resources Department. The Hiring Manager and the HR Rep. should convene an initial planning meeting after the RTF has been executed. The Committee Chair, if identified, should be present at this meeting. A number of discussion/decisions need to be reviewed and discussed at this meeting:

Review the 39-month re-employment lists (if applicable)

The Human Resources Department determines whether the individuals on the 39-month re-employment list are qualified for and/or should be offered an interview for the vacant position. If qualified candidates are identified, the HR Rep. in consultation with the AVPHR will determine the process for proceeding.

Internal promotional opportunity

Determine if the vacancy or new position is an eligible internal promotional opportunity. The AVPHR will ultimately determine if the position will be limited to internal selection.

Establish a Candidate Screening Committee Chair

For administrative/managerial positions, a Dean, an AVP or VP may serve as the Chair of a Screening Committee. The decision about who will chair a committee for an administrative/managerial position shall be determined through discussion with the AVPHR

For faculty positions, a Dean or a full-time faculty member may serve as the Chair of a Screening Committee. The decision about who will chair a committee shall be determined through discussion involving the AVPHR.

For Classified positions, any member of the management team (DDAS) may serve as the Chair of a Screening Committee. The decision about who will chair a committee shall be determined through discussion involving the AVPHR.

Candidate Screening Committee Composition

The Screening Committee composition for each employee group is described below. Committee members must be ethnically diverse, with balanced representation of male and female to the extent possible. In addition, the total number of committee members should be an odd number. It is expected that a good faith effort be made to ensure that each constituent group is represented as described below. The Hiring Manager or Committee Chair shall allow five (5) business days for responses. If the recommended membership number has not been met, the Hiring Manager or Screening Committee Chair may refer to the minimum required membership. The number of members in the noted categories may be increased at the discretion of the AVPHR in consultation with the Hiring Manager and/or the other Committee Members. If a student is a member of a Screening Committee, the AVPHR, in consultation with the Hiring Manager and/or the Committee shall discuss the student's role and responsibilities. All Screening Committee members must be approved by the AVPHR in consultation with the President/Superintendent. The compositions below in no way prevent the President/Superintendent from recommending changes to a specific committee in order to be reflective of diversity, job knowledge and expertise or for other reasons.

Vice President/Associate Vice President

A Screening Committee for a Vice President or Associate Vice President usually consists of the following members, one of which is the Committee Chair:

- One (1) Vice President/Associate Vice President (appointed by the President/Superintendent)
- Three (3) Administrators (at least 2 from the area) (appointed by the President/Superintendent)
- Two (2) Faculty
- At least one (1) Classified employee (depending on the VP or AVP being hired, the composition and/or combination of Classified—Confidential, CSEA and/or SEIU—will be determined).
- One (1) Student (appointed by ASOC) (optional)
- EEO Representative (The Chair of the Committee may have the role of EEO Rep. unless otherwise assigned.)

At minimum, the Candidate Screening Committee for a Vice President and/or Associate Vice President must consist of five (5) members comprised of: a Vice President or Associate Vice President, two Administrators, one faculty member and one classified employee. The Chair of the Committee must be an Academic or Classified Administrator.

The Final Interview for a Vice President or Associate Vice President will be with the President/Superintendent accompanied by the Committee Chair. The final decision to hire is made by the President/Superintendent in consultation with the Committee Chair.

Academic Dean

A Screening Committee for an Academic Dean usually consists of the following members, one of which is the Committee Chair:

- One (1) Vice President/Associate Vice President (appointed by the President/Superintendent)
- Two (2) Administrators (appointed by the President/Superintendent)
- Three (3) Faculty members
- One (1) or Two (2) Classified employees (one who is a Division Assistant and/or an Instructional Assistant, if applicable)
- One (1) Student (appointed by ASOC) (optional)
- EEO Representative (The Chair of the Committee may have the role of EEO Rep. unless otherwise assigned.)

At minimum, the Candidate Screening Committee for a Dean must consist of five (5) members comprised of: a Vice President or Associate Vice President, an Administrator, two faculty members and one Classified employee. The Chair of the Committee must be an Academic Administrator.

The Final Interview Panel for an Academic Dean will be made up of the President/Superintendent and the Vice President who oversees the Division. The Committee Chair may be invited by the President/Superintendent. The final decision to hire will be made by the President/Superintendent.

Classified Administrator or Manager

A Screening Committee for a Classified Administrator or Manager usually consists of the following members, one of which is Committee Chair:

- Two (2) Administrators (at least one from the area, when possible)
- At least one (1) Faculty member (depending on the extent to which the position involved faculty interactions)
- One (1) Classified Confidential employee
- One (1) Classified employees (CSEA or SEIU—depending on position being recruited)
- EEO Representative (The Chair of the committee may have the role of EEO Rep. unless otherwise assigned.)

At minimum, the Screening Committee for a Classified Administrator or Manager must consist of three (3) members comprised of: one Administrator, one Classified Confidential employee and one Classified employee. The Chair of the committee must be an Academic or Classified Administrator.

The Final Interview Panel for a Classified Administrator or Manager will be made up of the President/Superintendent and Vice President or Associate Vice President of the Division. The Committee Chair may be invited to participate. The final decision to hire will be made by the President/Superintendent in consultation with the Vice President or Associate Vice President of the Division and/or the Committee Chair.

Full-Time Faculty

A Screening Committee for Faculty usually consists of the following members, one of which is the Committee Chair.

- One (1) Academic Administrator (typically the Dean of the Division)
- Three (3) faculty members from the discipline or related discipline
- One (1) faculty member outside of the discipline of hire (could be a non-teaching faculty member)
- One (1) Classified employee will be invited to participate if the position involves direct and ongoing work with Classified staff, or the faculty participating in the search vote to invite a Classified staff member to participate. The Classified representative invited should work directly with the proposed position on a weekly basis.
- One (1) Student (optional)
- EEO Representative (The Chair of the Committee may have the role of EEO Rep. unless otherwise assigned.)

Note: The Committee Chair for full-time faculty positions can be a current full-time faculty member.

At minimum, the Screening Committee for a full-time faculty position must consist of five (5) members comprised of: the Dean of the area and four (4) faculty members (at least one from outside the discipline of hire).

The Final interview Panel for a full-time faculty position will be the President/Superintendent and the Vice President of Academic Affairs/Deputy Superintendent or the Vice President of Student Services (if the position is under his/her purview). The Committee Chair may be invited to participate. The final decision to hire will be made by the President/Superintendent.

Classified Employees: Classified Confidential or Classified Bargaining Unit Members (SEIU/CSEA)

A Screening Committee for Classified Confidential or Classified bargaining unit members shall consist of the following members, one of which is the Committee Chair, in addition to the EEO Rep.:

- One (1) Classified or Academic Administrator (This could be the Hiring Manager of the position or designee.).
Two Administrators may be preferred, based on a number of factors, including the type of position being recruited and cross-functional duties.
- One (1) Classified Confidential employee or a Classified or Academic Manager
- One (1) Classified employee within the department/division where the hiring is taking place (CSEA or SEIU, depending on whether the recruitment is for a CSEA or SEIU position)
- One (1) Classified employee at large (CSEA or SEIU, depending on whether the recruitment is for a CSEA or SEIU position)
- One (1) Full-Time Faculty member will be invited to participate if the position involves direct and ongoing work with faculty. The faculty representative invited should work directly with the proposed position on a weekly basis.
- One (1) Student (Optional)
- EEO Representative (The Chair of the committee shall have the role of EEO Rep. unless otherwise assigned.)

Note: An exception to this composition is the Screening Committee for an Instructional Assistant, which will include three (3) full-time faculty members from the discipline or a related discipline.

At minimum, the Screening Committee for a Classified position must consist of three (3) members, one of whom is an Administrator.

The Final Interview Panel for a Classified position will be the Hiring Manager of the position and another Administrator who is familiar with the position being hired. The Committee Chair (if different from the Hiring Manager) may be invited to participate.

A decision to expand or alter the composition of the committee must be approved by the President/Superintendent.

Timelines

Posting Period

Classified positions must be posted internally for five (5) days and externally for a minimum of three (3) weeks. The internal posting and external posting may run concurrently. If the vacancy is within the CSEA bargaining unit and the vacancy creates a lateral transfer opportunity for current employees, the vacancy must be posted exclusively to the employees in that classification for the first five (5) days and may not be posted concurrently externally. The Hiring Manager, a representative from the Human Resources Department and a CSEA employee will conduct the interview for any employees interested in a lateral transfer.

Flexibility in timing is important during this period. All possible scenarios should be discussed by the Hiring Manager, the HR Rep. and the AVPHR when determining the length of time a position is to be posted.

Advertising during particular times during the academic year could compromise the number and quality of applicants.

All positions must be posted externally for a minimum of three (3) weeks. Advertisements for full-time faculty and academic administrators must be at least statewide in compliance with Title 5 regulations.

Closing Date

A closing date should be established and shall provide enough time for applicants to submit their application materials. The closing date for a position may be extended if it is determined that the applicant pool is insufficient or for other reasons as applicable. An extension of a closing date shall be decided upon by the Hiring Manager, the HR Rep. and the AVPHR in consultation with the Committee.

Orientation meeting (see Section 5 below)

An Orientation Meeting is approximately 1.5 hours long and the Hiring Manager (if not serving as the Committee Chair) must attend the beginning portion of the meeting and address the Screening Committee members, give an overview of the Ideal Candidate statement and answer any questions from the Screening Committee. The main components of this meeting are: discussion of ideal candidate; vision for the position; EEO refresher; confidentiality commitment and signing of the commitment form; discussion of logistics and timeline; creation of screening device based on the job description and job announcement; and development of the initial interview questions.

Individual Application Screening Period (see Section 6 below)

The Individual Application Screening period should be at least eight (8) working days. Consideration should be made for District holidays and Human Resources office hours.

Candidate Selection Meeting (see Section 7 below)

The goal of the Candidate Selection Meeting should be to identify candidates for interview and finalize the initial interview questions and/or any assessments or testing instruments. The meeting is approximately one hour in duration but may be longer, depending on the applicant pool.

Initial Interview (see Section 8 below)

The initial interviews for a position could take place over one to three days, depending on the number of candidates to be interviewed. Each interview should be at least 45 minutes in length. Candidates may be given an opportunity to preview interview questions before being interviewed, but no sooner than an hour before their interview. A copy of the interview questions will be available during the interview for the candidate to reference during the interview. Candidates should be given paper and pens/pencils. The Committee shall have previously considered whether or not a presentation or a demonstration is necessary. All equipment needs should be discussed by the Committee and arrangements made ahead of time as necessary.

Final Interviews (see Section 9 below)

The dates for the final interviews should be determined well ahead of time to allow candidates to make travel arrangements. A hold should be placed on the calendars of the Final Interview Panel members with as much advance notice as possible. The District usually pays for travel for finalists. Since cost could be an issue, it is preferred that when possible, final interviews immediately follow the close of initial interviews.

Anticipated Appointment Date

Thought should be given to the anticipated start date for the successful candidate. Sufficient time should be allowed for orientation procedures.

Applicant Packet (For All Positions Except Full-Time Faculty)

The Hiring Manager will decide what items are relevant for objective evaluation of applications. The items listed below are intended to provide guidance on mandatory and optional items related to the application packet:

- Ohlone College Classified or Academic Employment application (mandatory)
- Resume (mandatory)
- Letter of interest/Cover letter (mandatory for management)
- List of Professional References, minimum three (mandatory)
- Transcripts (mandatory for management positions) [Line needs clarification. What would be needed for Classified/Confidential positions?]
- Documentation of any relevant Certifications (if applicable)
- Writing Sample/Essay Questions (if applicable)
- Diversity Statement (mandatory for management positions)

Applicant Packet (For Full-Time Faculty)

The Hiring Manager, in consultation with appropriate faculty representatives, will determine what items are relevant for objective evaluation of applicants. The items below are intended to provide guidance on items related to the application packet:

Ohlone College Academic Employment application (mandatory)

Curriculum Vitae (mandatory)

Letter of interest/Cover letter (mandatory)

List of professional references, minimum three (mandatory)

Transcripts from all colleges/universities attended (mandatory)

The Screening Committee should determine if materials such as a teaching philosophy, sample syllabi, a list of previously-taught courses, sample assignments, etc. should be part of the initial packet and/or asked of those selected for interviews.

Writing Sample/Essay Questions (if applicable)

Diversity Statement (mandatory)

The Screening Committee should determine if materials such as a teaching philosophy, sample syllabi, a list of previously-taught courses, sample assignments, etc. should be part of the initial packet and/or asked of those selected for interviews.

Advertising

The Human Resources Department has a standard list of periodicals and other means to publicize open positions. The Hiring Manager should review the standard list and make additions and/or deletions as necessary.

Advertising for academic administrator positions shall be at least statewide and in accordance with Title 5 regulations.

Creation of Job Announcement and Ideal Candidate Statement

The Hiring Manager should develop the "Ideal Candidate" statement for inclusion in the job announcement. The statement should reflect the most important combination of qualities, skills and abilities needed for the position. The statement should be able to guide the Candidate Screening Committee members to identify the best candidates for the initial interview. Ideal Candidate Statements, at minimum, shall include the District's commitment to diversity, adherence to the institutional Code of Ethics, the Mission, Vision and Values of the District and the mission of California Community Colleges.

The HR Rep. will develop the final draft of the job announcement for review by the Hiring Manager.

SECTION 5: CANDIDATE SCREENING COMMITTEE ORIENTATION

The Hiring Manager, the HR Rep., the EEO Rep. and all members of the Candidate Screening Committee must be present at this initial meeting. Following is a list of topics that must be covered during the meeting. This list is not exhaustive; additional discussion topics might be necessary.

Ideal candidate discussion

The Hiring Manager or Committee Chair should describe the "ideal candidate" at the beginning of the meeting.

Review timelines

All pertinent dates should be established, including: posting period and closing/final filing date; application screening period, candidate selection meeting date(s); initial interview date(s) and times and final interview date(s).

EEO refresher training/discussion

If needed, EEO principles should be reviewed.

Confidentiality Commitment

The Screening Committee will review the *General Guidelines and Acknowledgements*.

Confidentiality must be maintained throughout the recruitment and hiring process. Each member of the Candidate Screening Committee must sign the *Guidelines and Acknowledgements* agreement. Any breach of confidentiality will result in the removal of the committee member and possible suspension of the recruitment process. There are limited circumstances under which disclosure of confidential information is authorized. (For example, providing information to a District-hired investigator, under subpoena, etc.). No discussions regarding the selection process shall take place outside the Candidate Screening Committee meetings. Any unauthorized disclosure of confidential information by a Candidate Screening Committee member may result in suspension from serving on Screening Committees in the future.

Committee members should not give permission for applicants to use them as personal or professional references.

Committee members should not engage in discussions with applicants regarding the recruitment process. If applicants have questions, they should be referred to the Human Resources Department.

Develop and create criteria for the screening device

The Candidate Screening Committee reviews the job description and job announcement and creates the screening device. A minimum of five measurable criteria should be identified. Measurable criteria may include information found in the job announcement under Essential Duties and Responsibilities, Minimum Qualifications, Education and Experience and Special Requirements.

The Candidate Screening Committee establishes measurable criteria categories for the vacancy, and determines the order of importance for success in the position by assigning point values to each criteria category. The committee may consult with the Hiring Manager about which measurable criteria are viewed as ones that would lead to success in the position.

After agreeing upon the measurable criteria for the position, the Candidate Screening Committee Chair shall forward a copy of the measurable criteria, in the form of a draft screening device, to the AVPHR for review and approval.

The HR Rep. will work with the Committee Chair to prepare the final screening device, which must be approved by the AVPHR and the EEO Representative.

Note: Minimum educational qualifications for faculty and academic managers are statutorily-mandated. Otherwise, educational requirements for any other vacancy must be directly related to the successful performance of the job.

Draft Initial Interview Questions and Interview Tests and Teaching Demonstrations (if applicable)

The Candidate Screening Committee discusses and drafts Initial Interview questions and interview tests (if applicable). These items must be job related and based on the job description.

The Candidate Screening Committee is encouraged to consider the following types of questions:

Open-ended questions, which usually begin with "tell us how" or "please provide examples of." Open-ended questions cannot be answered with a "yes" or "no."

Scenario questions provide a mock situation the applicant is likely to encounter on the job, and ask how the applicant would respond in that situation.

Multi-part questions are a string of questions linked to the same topic that may be broken down into multiple parts. Consider this approach when developing questions that have multiple facets.

A question regarding how the candidate believes they will fit within and contribute to the college's mission and/or one of its goals.

All initial interviews must have at least one question regarding diversity.

If the Candidate Screening Committee determines that one or more tests are appropriate, all applicants/interviewees are required to take the same test(s). The test(s) should be created to measure job performance and the applicant's suitability for the position. For any position requiring a minimum of basic computer skills and knowledge, tests will be reflective of the job requirements.

The Candidate Screening Committee should not create questions and/or tests based on the applicant's protected category or categories or ones that are designed to elicit information about the interviewee's protected category.

For instructional faculty searches, candidates must complete a teaching demonstration:

Candidates will complete a mandatory 10- to 15-minute teaching demonstration. The Candidate Screening committee will determine the setting and topic for the teaching demonstration. The AVPHR and the EEO Rep. will review questions and/or tests prior to the individual application screening to ensure compliance with anti-discrimination laws. Once the interview questions and test(s) have been reviewed and approved, the HR Rep. is responsible for including the questions as part of the Initial Interview documentation.

SECTION 6: INDIVIDUAL APPLICATION SCREENING PERIOD

The HR Rep. will receive and collect all applications and will verify the completeness of all requested materials. The HR Rep. and the Committee Chair will screen out those applicants who do not meet minimum qualifications. Following review, application packets will be made available for the Candidate Screening Committee to begin individual application screening.

Pursuant to Board Policy 3420 and Administrative Procedure 3420 (titled Equal Employment Opportunity) as well as the district's Equal Employment Opportunity Plan, the AVPHR has the responsibility to take appropriate action to ensure that the applicant pool for all positions is broadly inclusive and affords all groups equal opportunity to obtain information about district openings. Actions may include: extending the application period, expansion of the interview pool, halting the process and re-advertising the position, or providing written rationale as to why the hiring process should continue.

Eligible applications will be placed in alphabetical order and placed in a folder to be accessed by the Candidate Screening Committee members. All application materials are confidential and care should be taken to ensure that all materials are protected and handled with care.

The HR Rep. will prepare individual folders for each committee member containing the following:

- Screening Device
- Copy of signed Confidentiality Agreement
- Copy of Recruitment and Hiring Procedures
- Copy of Job Description and Job Announcement
- Note paper
- Recruitment Timeline
- Other pertinent information as necessary

The Candidate Screening Committee members will use the Screening Device (using the job description as a reference) to evaluate each application packet. Candidate Selection Committee members evaluate each application packet and assign a numerical value for each screening criteria. While the Committee as a whole may evaluate candidates differently, it is important that each individual member remain consistent with his/her scoring of each applicant.

Committee members can have access to review application materials during normal working hours of the Human Resources Department. Special arrangements can be made if committee members need access before or after hours. Under no circumstances will application materials be removed from the Human Resources office or designated areas. All committee members must screen all applications during the specified period. Committee members unable to complete this process will be removed from the committee.

Appropriate Note-Taking

Keep the following points in mind when taking any notes during the Individual Application Screening, Candidate Selection Meeting, and Initial Interviews:

All notes are to be kept in the Committee members' folder and are to be returned to the Committee Chair at the end of each meeting and/or at the conclusion of the initial interviews.

Document only keywords or phrases.

Focus on strengths as well as weaknesses.

Avoid abbreviations or short-hand notes that may be indecipherable at a later date or that may be construed as discriminatory.

SECTION 7: CANDIDATE SELECTION MEETING

The candidate selection meeting affords a process for evaluating applicants who either meet or exceed the minimum qualifications of the open position.

After the application screening process is complete, the Candidate Screening Committee will compare and discuss each committee member's ranking of each applicant to determine potential initial interview candidates. The Candidate Screening Committee determines the number of applicants that can be realistically interviewed during the established timeframe.

Ranking Applicants

Each committee member will rank the applicants based on the numeric scoring assigned from the Screening Device. The highest scoring applicants will be compared between all committee members. For example, each committee member could take his/her top 5 scoring applicants and list them based on scores. If the committee members' top applicants are the same, those top scoring applicants should be recommended to invite for an initial interview. If there are discrepancies between each committee member's top candidates, discussion should take place to determine which applicants would be the best candidates to invite for an initial interview. Once the Candidate Screening Committee has made their selections, the candidates will be noted on the Initial Interview Memo.

Initial Interview Memo

Candidates to be invited for an initial interview should be listed alphabetically on the Initial Interview Memo which is submitted to the HR Rep. Alternate candidates could be included in the event that an applicant declines the invitation to interview, if agreed upon by the Candidate Screening Committee.

After the Initial Interview Memo has been submitted, the HR Rep. will schedule the initial interviews and send correspondence to each selected applicant with detailed instructions for the interview. A confirmed interview schedule, excluding candidate names, will be sent to the Candidate Screening Committee.

All applicants not selected for an initial interview will be informed of their status by the HR Rep.

SECTION 8: INITIAL INTERVIEWS

All Candidate Screening Committee members should arrive on time and prepared to participate in the initial interview process. Members should conduct themselves professionally during the interviews.

The initial interview is structured to elicit job-related qualifications in addition to the information contained in the interviewee's application packet. Each individual Candidate Screening Committee member is responsible for taking notes relating to interviewee responses using the Interview Score Sheet. No follow-up questions should be asked unless there is clear relevance to the original question.

The Screening Committee will forward the Final Interview Memo, listing no fewer than three (3) unranked names of finalists in alphabetical order. All of the finalists sent forward should be persons the committee feels can do the job. At times it is difficult to pick three finalists that the committee agrees could perform the

functions of the position. In those instances, the Chair should consult with the President/Superintendent to explain the reasons why the committee is unable to present at least 3 finalists.

After the Final Interview Memo has been submitted, the HR Rep will schedule the final interviews and send correspondence to each selected applicant with detailed instructions for the interview. An interview schedule will be sent to the Hiring Manager and the Associate Vice President, Vice President, or President that the position reports to (or designee).

At the conclusion of the initial interviews, the EEO Rep and/or HR Rep collects all Candidate Screening Committee materials, including interview score sheets, test responses, notes, copies of questions and other written materials generated during the initial interviews. These documents are returned to Human Resources to be retained for two years.

Interviewees not selected for a final interview will be informed of their status by the HR Rep. by telephone and/or email within 48 hours of the determination of finalists. This requirement could vary depending on the circumstances.

Appropriate Note-Taking

Keep the following points in mind when taking any notes during the Individual Application Screening, Candidate Selection Meeting, and Initial Interviews:

- All notes are to be kept in the Committee members' folder and are to be returned to the Committee Chair at the end of each meeting and/or at the conclusion of the initial interviews.

- Document only keywords or phrases.

- Focus on strengths as well as weaknesses.

- Avoid abbreviations or short-hand notes that may be indecipherable at a later date or that may be construed as discriminatory.

- Avoid notes regarding a candidate's physical appearance.

SECTION 9: FINAL INTERVIEWS

Final interviews shall be conducted by a Final Interview Panel, the composition of which varies by position and is listed in detail in Section 4 above. Exceptions to this composition must be discussed with and approved by the AVPHR and the EEO Rep. The final interview process may also include a tour of the campus, open forums, and/or presentations.

Unlike the initial interviews, the final interviews have more flexibility in the questions that may be asked of each candidate. However, the final interviews are still governed by the same EEO laws and restrictions. As with the initial interviews, all notes and other printed materials used during the final interview will be collected and retained by Human Resources for two years.

In the event that the Final Interview Panel is unsatisfied with all of the candidates forwarded by the Screening Committee, the President/Superintendent may determine to have the entire recruitment process reopened. In such cases, the President/Superintendent will inform the Screening Committee Chair of the reason(s) for this decision.

SECTION 10: REFERENCE CHECKS

After interviewing the recommended finalists, the Hiring Manager contacts the employment references of the recommended finalists including the finalists' current employers/managers as indicated on the application. In conducting reference checks, the Hiring Manager should seek information that is relevant to the selected

finalist's qualifications for the job. A Reference Check Form is available for the Hiring Manager to utilize at his/her discretion. All notes and/or documents created during this phase must be submitted to Human Resources after completion of this process. The Hiring Manager should use feedback from the reference check in considering whether to recommend the selected finalist to the President/Superintendent.

SECTION 11: OFFER OF EMPLOYMENT

The Hiring Manager will consult with the HR Rep to determine the terms of the offer of employment. Before the offer is extended, a start date needs to be determined. All salary negotiations need to be done by the AVPHR or designee.

SECTION 12 PERSONNEL ACTION FORM (PAF)

After an offer of employment has been made and accepted by the finalist, the Hiring Manager shall complete the PAF. The PAF is available from the HR Department. The Hiring Manager facilitates the PAF approval process, retains a completed copy for his/her records and then submits the fully approved PAF to HR.

SECTION 13 DEFINITIONS

The recruitment and selection process for hiring employees will be consistent with State and Federal laws and effective personnel practices. To ensure consistency, the following definitions will be used:

- **39-Month Re-Employment List:** This is a list of persons who have been laid off from a particular job classification. The reemployment list is established in reverse class seniority order of the employees who were laid off. If a position becomes available, the person at the top (most senior) of the re-employment list will be contacted.
- **Adverse Impact:** A statistical measure (such as those outlined in the EEO Commission's *Uniform Guidelines on Employee Selection Procedures*) is applied to the effects of a selection procedure and demonstrates a disproportionate negative impact on any group protected from discrimination pursuant to Government code section 12940. A disparity identified in a given selection process will not be considered to constitute adverse impact if the numbers involved are too small to permit a meaningful comparison. The Human Resources Department is responsible for performing adverse impact analysis on the recruitment process for all permanent and probationary positions pursuant to California Code of Regulations, Title 5, 53023. This process is further addressed in the district's Equal Employment Opportunity Plan, and Administrative Procedure (AP) 3420, Equal Employment Opportunity.
- **Applicant Pool Review and Review Process:** This is the process by which the composition of the initial applicant pool shall be recorded and reviewed by the AVPHR or designee. All initial applications are screened to determine which candidates satisfy job specifications as described in the job announcement. The group of candidates who meet the job specifications is designated as "qualified applicant pool." The composition of the qualified applicant pool is then reviewed and compared to the composition of the initial applicant pool (all applications received initially). If the AVPHR or designee finds that the composition of the qualified applicant pool may have been influenced by factors that are not job related, appropriate action will be taken. (See Title 5, Section 53006).
- **Candidate Screening Committee Chair:** The Screening Committee Chair is the selected person responsible for facilitating all phases of the recruitment process in consultation with the Hiring Manager, the HR Rep, the EEO Rep and the AVPHR. The Committee Chair in most instances will be the designated EEO Rep. The Chair participates as a committee member as necessary (screens applications, selects candidates for initial interviews, assist with the development of initial interview questions). The Chair can be voting or non-voting depending on the recruitment and committee make-up. The Committee Chair could be the Hiring Manager, a Vice President, Associate Vice President, Dean, or a faculty member.

- **Classified Employee:** For purposes of these recruitment and selection procedures, a classified employee is defined as a regular (probationary or permanent) full or part-time classified bargaining unit employee. Classified bargaining unit employees under these procedures do not include confidential, management, professional expert, short-term, student or apprentice employees.
- **Cultural Proficiency:** “Cultural proficiency” involves successful teaching and other interactions with both students and colleagues from a variety of cultures. It requires a contextual understanding that numerous social and institutional dynamics, including the effects of inequities, affect how students have been taught and treated, and translates that understanding to the removal of barriers to student success. “Culture” refers to those things that are shared within a group or society: shared knowledge and beliefs, shared values, shared behavioral expectations, and principles that are widely used or recognized. “Culture” therefore refers to more than simply race and ethnicity.
- **Confidentiality:** Because the screening and interviewing processes are sensitive in nature, it is incumbent upon all committee members, and those associated with the processes, to maintain the highest degree of confidentiality throughout and following participation. It is the responsibility of all committee members to exercise good judgment and the highest professional conduct in maintaining the confidentiality of the screening and interview committee business. All committee members are required to sign and agree to the provisions of the confidentiality agreement and these procedures in order to participate in the screening and interviewing processes. Committee members will be advised that if they fail to follow these provisions, they shall not be permitted to participate in the screening and interviewing processes. Questions from anyone outside of the screening committee should be directed to the Committee Chair and/or the District’s EEO Officer.
- **Confidential Employee:** A Confidential employee is defined as a regular (probationary or permanent) full or part-time Classified employee who is not part of a collective bargaining unit because the nature of this person’s work can involve tasks related to collective bargaining.
- **Diversity:** This refers to a condition of broad inclusion in an employment environment that offers equal employment opportunity for all persons. It requires both the presence, and the respectful treatment, of individuals from a range of people of distinct ethnic, racial, age, national origin, religious, gender, sexual orientation, disability, and socioeconomic identifications.
- **Equal Employment Opportunity:** This term means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with the District. Equal employment opportunity should exist at all levels in the seven job categories which include: executive/administrative/managerial, faculty and other instructional staff, professional non-faculty, secretarial/clerical, technical and paraprofessional, skilled crafts, and service and maintenance. Equal employment opportunity also includes:
 - Identifying and eliminating barriers to employment that are not job related; and
 - Creating an environment that fosters cooperation, acceptance, democracy, and free expression of ideas and is welcoming to men and women, persons with disabilities, and individuals from all ethnic and other groups protected from discrimination pursuant to Government Code Section 12940.
- **Equal Employment Opportunity Plan:** This is a written document in which a District’s workforce is analyzed and specific plans and procedures are set forth for ensuring equal employment opportunity. The Ohlone College Community College District EEO plan is under development as of January 2014.
- **Equal Employment Opportunity Programs:** This term refers to the various methods by which equal employment opportunity is ensured. Such methods include, but are not limited to: using nondiscriminatory employment practices, actively recruiting, monitoring and taking additional steps consistent with the requirement of Title 5, Section 53306.
- **Equal Employment Opportunity Officer:** The EEO Officer is appointed by the President/Superintendent to oversee the District’s EEO affairs, including but not limited to: investigation of discriminatory complaints,

approving and making reasonable accommodations to known physical or mental limitations of qualified employees with disabilities; seeking resolution to EEO matters. The EEO Officer provides training to district employees in EEO matters.

- **Ethnic Group Identification:** This term means an individual’s identification in one or more of the ethnic groups reported to the Chancellor pursuant to Title 5, Section 53004. These groups are more specifically defined by the Chancellor consistent with State and Federal law.
- **Familial Relationship:** This term refers to the following relationships between employees or applicants: mother, father, son, daughter, grandmother, grandfather, grandchild, brother, sister, cousin, current or former spouse or domestic partner, in-laws, and step-relations of the employee or of the spouse or domestic partner of the employee; any person for whom the employee has been designated as legal guardian; or any person who has ever lived in the immediate household of the employee.
- **Hiring Manager:** This term refers to the person who is the immediate supervisor for the vacant position.
- **Human Resources Representative:** This individual is the Human Resources Department staff member assigned to facilitate the recruitment and hiring process for a particular position.
- **Internal (In-House) or Promotional Only Hiring:** This refers to a hiring process wherein only existing District employees are allowed to apply for a position.
- **Lateral Transfer:** A lateral transfer is movement to another position with the same classification and salary range. A lateral transfer may occur within a department, or between departments, or between campus locations.
- **Monitored Group:** A monitored group is identified in Title 5, Section 53004(b) for which monitoring and reporting is required pursuant to Title 5, Section 53004(a).
- **On-Boarding of New Employees:** To the extent possible, new employees should be given an initial new hire orientation by the Human Resources Department. The hiring managers should ensure that the following are set up prior to the employee’s first day (as applicable):
 - Phone extension and placement in the phone directory
 - Key access
 - Business cards
 - Access set-up for email, Colleague, and other job-specific accounts
- **Person with a Disability:** “Person with a disability” means any person who:
 - has a physical or mental impairment as defined in Government Code Section 12926 which limits one or more of such person’s major life activities;
 - has a record of such an impairment, or
 - is regarded as having such an impairment.A person with a disability is “limited” if the condition makes the achievement of the major life activity difficult.
- **Planning and Approval Process:** This is the process used by a Hiring Manager to assess the Division/Department need to recruit for a new position or a new vacancy. The need for a new position must be identified through the College’s Program and Services Review process and vetted by the President/Superintendent and the Executive Staff.

Process for Non-Faculty Employees:

The initial assessment of the vacancy will consist of a review of the current job description and determine whether this particular position continues to meet the needs of the Division/Department and is part of the current staffing plan.

If no changes are needed to the current job description and the position is part of the Staffing Plan, then the Hiring Manager can submit a Request to Fill form. The Hiring Manager is responsible for obtaining all necessary signatures.

If changes are necessary, the Hiring Manager should discuss the position with the AVPHR to determine how to proceed.

If the position is not a part of the current Staffing Plan, the Hiring Manager will have to further justify the need to refill or create a new position. The position could be related to the department's Program Review process and/or a new need arising during the year and prior to the next Program Review process.

Note: Changes to classified job descriptions need to be sent to the respective bargaining units for review and comment. The District has the right to determine the duties of a position and assign work. The bargaining unit is given the opportunity to have input on the job title and salary range and can suggest edits to the job duties.

Process for Full-Time Faculty:

All faculty positions are vetted through the Faculty Position Planning process and then determined by the President/Superintendent.

- **Protected Categories:** A protected class or category is a characteristic of a person who cannot be targeted for discrimination. The following characteristics are considered "protected classes" by Federal law: Race, color, religion, national origin, age (40 or over), sex, pregnancy, citizenship, familial status, disability status, veteran status, genetic information, sexual orientation.
- **Reasonable Accommodation:** This term refers to the efforts made on the part of the District in compliance with Government Code Section 12926.
- **Screening or Selection Procedures:** These are any measures, combinations of measures, or procedures used as a basis for any employment decision. Selection procedures include the full range of assessment techniques including, but not limited to, traditional paper and pencil tests, performance tests, verification of physical, educational, and work experience requirements, interviews, and review of application forms.
- **Significantly Underrepresented Group:** This refers to any monitored group for which the percentage of persons from that group employed by the District in any job category listed in Title 5, Section 53004(a) which is below eighty percent (80%) of the projected representation for that group in the job category in question.

SECTION 14: Links to Attachments and other helpful information

- **Administrative Procedures 3420 Equal Employment Opportunity:** <http://www.ohlone.edu/org/board/policy/ap-chapter3/ap3420.html>
- **Administrative Procedures 3410 Non Discrimination:** <http://www.ohlone.edu/org/board/policy/ap-chapter3/ap3410.html>
- **Administrative Procedures 7120 Recruitment and Hiring:** [Need Link]
- **Board Policy 3420 Equal Employment Opportunity:** <http://www.ohlone.edu/org/board/policy/bp-chapter3/bp3420.html>
- **Board Policy 3410 Non-Discrimination:** <http://www.ohlone.edu/org/board/policy/bp-chapter3/bp3410.html>

- **Board Policy 7120 Recruitment and Hiring:**
<http://www.ohlone.edu/org/board/policy/bp-chapter7/bp7120.html>
- **Board Policy 7310 Nepotism:**
<http://www.ohlone.edu/org/board/policy/bp-chapter7/bp7310.html>
- **Employment Tests and Governing EEO Laws/Selection Procedures**
http://www.eeoc.gov/policy/docs/factemployment_procedures.html
- **Candidates Recommended for Final Interview Form**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/finalistsforinterviewmemo.pdf>
- **General Guidelines and Acknowledgement for Candidate Screening Committee**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/generalguidelines.pdf>
- **Initial Interview Memo**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/firstroundinterviewmemo.pdf>
- **Reference Check Form**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/referencecheckguidelines.pdf>
- **Request to Fill Form**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/requesttofillposition.pdf>
- **Samples of Ideal Candidate Statements**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/samplesofidealcandidatestatements.pdf>
- **Screening Device**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/screeningdevice.pdf>
- **Title 5 Updated Regulations**
<http://www.ohlone.edu/org/hr/docs/hiringguidelines/revisionstotitle5regulations.pdf>

Final March 5, 2014

H: Recruitment/Recruitment Guidelines

Revised March 17, 2014