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Section 1: Planning and Approval Process/Request to Fill (RTF)

Managers with requests to recruit for new and/or vacant positions must go through the appropriate planning and approval process prior to the completion of a Request to Fill (RTF) form.

Once the planning and approval process is completed, availability of funds for the position must be verified and RTF signed by the District’s Budget Office. The RTF must then be signed by the Hiring Manager and approved by the Hiring Manager’s supervisor, the appropriate Vice President and/or the President/Superintendent.

The completed RTF and Job Description are forwarded to the Human Resources and Training Office. The Vice President of Human Resources and Training (VPHRT) will assign a member of the Human Resources staff to assist during all aspects of the recruitment and hiring process. This staff member will be known as the Human Resources Representative (HR Rep.). 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.

The Human Resources and Training 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 and full-time faculty positions shall be at least statewide and in accordance with Title 5 regulations.

The Hiring Manager in collaboration with employees who will work closely with the position should develop an “Ideal Candidate” statement for inclusion in the Job Announcement. This statement should reflect and highlight the most important combination of qualities, skills and abilities needed for the position. The statement should be able to assist the Screening Committee members in selecting the best candidates for the initial interviews. 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 assist in creating the final draft of the Job Announcement for review by the Hiring Manager.
Section 2: General Roles and Responsibilities of all Committee Members and other District Employees

All employees involved in the recruitment process of personnel must participate in a training program which covers the following topics:

- Requirements of Title 5 regulations on Equal Employment Opportunity (Section 53000 et. seq.); including training on implicit bias.
- Equal Employment Opportunity (EEO) goals and objectives as outlined in the District’s EEO Plan;
- Requirements of Federal and State nondiscrimination laws;
- District’s Board policies on nondiscrimination, recruitment, and hiring;
- Principles of diversity and cultural proficiency and the value of a diverse workforce;
- District’s Vision, Mission, Values and Goals statements.

This training is mandatory. Screening Committee members will be required to receive training within twenty-four (24) months prior to beginning service on a screening committee. Individuals who have not received training will not be allowed to serve on any Candidate Screening committee. The Equal Employment Opportunity Officer (EEO Officer) is responsible for providing the required training.

Confidentiality is expected throughout and after the recruitment and hiring 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 scheduled 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 and hiring 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. 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 VPHRT. 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 and hiring process outside of the committee meetings is strictly prohibited. Unauthorized disclosure should be immediately reported to the Committee Chair, the Equal Employment Opportunity Representative (EEO Rep.), the VPHRT, a Vice President or the President of the College. Supervisors must refrain from asking committee members for information about candidates. Employees not involved in any recruitment and hiring process must refrain from asking committee members to disclose any information pertaining to the recruitment and hiring process. Employees seeking information about candidates or proceedings of a recruitment and hiring process may lose their ability to serve on future screening committees. Committee members revealing information about a current recruitment and hiring 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 any 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. A committee member related to a candidate will be unable to serve on a committee for a position for which said relation has applied. Committee members must refrain from being a reference or making a recommendation for any candidates.

During a recruitment and hiring process, no District employee shall provide tours or additional information about the opening, including specific information about the application and interview process that is not afforded to all candidates. Knowledge that a candidate or candidates have been afforded additional information may cause that candidate or candidates to be disqualified and/or cause the recruitment process to fail and be restarted.
Section 3: Specific Roles and Responsibilities

The sections below are intended to provide general guidelines for the appropriate roles and responsibilities of the HR Rep., 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 VPHRT, the Hiring Manager, the Committee Chair, the Screening 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, orientation meeting, application screening period, Candidate Selection Meeting, and 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, working with Faculty Senate, CSEA, and SEIU Presidents as appropriate.
- Ensure that all committee members understand and adhere to confidentiality throughout the recruitment and hiring process.
- Determine 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, Committee Chair and/or committee members as appropriate.
- 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 VPHRT, Hiring Manager, Committee Chair, committee members and EEO Rep. as necessary.
- Ensure that all screening tools and interview questions and tests are approved by the VPHRT or designee.
- Serve as the EEO Rep. as needed.
SECTION 3: SPECIFIC ROLES AND RESPONSIBILITIES

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 to 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 Guidelines, confidentiality requirements, Equal Employment Opportunity practices and selection techniques.**
- **Make available to the Screening Committee members written resource materials and/or other media on applicable legal information relating to Equal Employment 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 and Training 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. The Hiring Manager 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 standard periodicals/websites.
• If not serving on the committee, the Hiring Manager shall 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 recruitment and hiring process. The Hiring Manager should not contact individual members of the committee to ask for information. Any concerns about the recruitment and 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 is not 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.
• The Hiring Manager should be a resource to the Screening Committee and assist with crafting interview questions and other screening tools if requested to do so.
• Prepare questions for the final interview and provide a copy of those questions to the HR Rep. and VPHRT.
• 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.
• The Hiring Manager 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 VPHRT. The Committee Chair in some instances may be the designated EEO Rep. The Chair also participates as a Screening Committee member. The Committee Chair can be voting or non-voting depending on the recruitment and committee make-up. For full-time faculty searches, the Committee Chair should be a current full-time faculty member or the Hiring Manager. Examples of duties/functions of the Committee Chair:
SECTION 3: SPECIFIC ROLES AND RESPONSIBILITIES

General:

- Attend and chair all meetings of the Screening Committee.
- Actively participate and complete all required steps of the recruitment and hiring process, including: the Orientation Meeting, Application Screening, Initial Interviews (including keeping the comments and scores). The revealing of scores and participation in deliberations will only become applicable if the Chair is a voting member of the Screening Committee.
- Ensure that all committee members participate in discussions.
- Ensure confidentiality throughout the process.
- Act as the primary spokesperson for the Screening Committee.

The day of initial interviews:

- Convene the Screening Committee for the initial interviews and review the completed interview questions with the committee and 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.
- Escort each candidate to the interview room or delegate this task to someone.
- Facilitate introductions. (Committee members should provide full names 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.
SECTION 3: SPECIFIC ROLES AND RESPONSIBILITIES

- Together with committee members, determine a top tier of candidates to recommend for final interviews.
- 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 Screening Committee and provide feedback to the VPHRT and/or designee.

Following the completion of the hiring process:

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

Final Interviews:

- May represent the committee during the final interviews.

SCREENING COMMITTEE MEMBERS

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 twenty-four (24) months an EEO training. 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 VPHRT. 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 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 topics to be discussed and decisions to be made by the Hiring Manager and the Human Resources and Training Department. The Hiring Manager and the HR Rep. should convene an initial planning meeting after the RTF has been approved. The Committee Chair, if identified, should be present at this meeting. A number of items need to be addressed and decisions made at this meeting.

REVIEW 39-MONTH RE-EMPLOYMENT LISTS (IF APPLICABLE)
The Human Resources and Training 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 from the list are identified, the HR Rep. in consultation with the VPHRT will determine the process for proceeding.

INTERNAL PROMOTIONAL OPPORTUNITY
The Human Resources and Training Department will determine whether a vacancy or new position is an eligible internal promotional opportunity. The VPHRT will ultimately determine if the position will be limited to internal selection.

ESTABLISH A CANDIDATE SCREENING COMMITTEE CHAIR
For administrative/managerial positions, a Dean or a Vice President 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 President/Superintendent or the VPHRT, if necessary.

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

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 VPHRT, if necessary.
CANDIDATE SCREENING COMMITTEE COMPOSITION
The Screening Committee composition for each employee group is described below. A Screening Committee must be ethnically diverse, with balanced gender representation 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. If the recommended membership number has not been met, the Hiring Manager or Screening Committee Chair should discuss the situation with the HR Rep. and the VPHRT. Additional members in the categories noted below may be increased at the discretion of the VPHRT in consultation with the Hiring Manager and/or the Screening Committee members. If a student is an optional member of a Screening Committee, the VPHRT, in consultation with the Hiring Manager and/or the Screening Committee shall discuss the student’s role and responsibilities. All Screening Committee members must be approved by the VPHRT in consultation with the President/Superintendent. The respective persons responsible for recommending members for a screening committee must use a consistent and equitable method for soliciting members to serve. The method should ensure that all employees are provided opportunities to participate on screening committees. Approval of the recommendations below is contingent upon a committee composition that is reflective of diversity, job knowledge and expertise.

Vice President
A Screening Committee for a Vice President usually consists of the following members:
- One (1) Vice President to be appointed by the President/Superintendent.
- Three (3) administrators, at least 2 being from the area, to be appointed by the President/Superintendent.
- Two (2) full-time faculty members, to be appointed in consultation with the Faculty Senate.
- Two (2) Classified employees. Depending on the VP being hired, the composition and/or combination of Classified employees – Confidential, CSEA and/or SEIU – will be determined by consultation with the VPHRT and ultimately appointed in consultation with the appropriate classified union.
- One (1) student to be appointed by ASOC (optional).
- One EEO Representative. The Chair of the Screening Committee may have the role of EEO Rep. unless otherwise assigned.

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

**Academic or Classified Dean**

A Screening Committee for a Dean usually consists of the following members:

- One (1) Vice President to be appointed by the President/Superintendent.
- Two (2) administrators, at least 1 being from the area to be appointed in consultation with the President/Superintendent.
- Two (2) full-time faculty members, to be appointed in consultation with the Faculty Senate.
- Two (2) Classified employees. One of these should be a Division Administrative Assistant and/or an Instructional Assistant, as applicable, to be appointed by CSEA.
- One (1) student to be appointed by ASOC (optional).
- One (1) EEO Representative. The Chair of the Screening Committee may have the role of EEO Rep. unless otherwise assigned.

The Chair of the Screening Committee must be an Academic or Classified Administrator.

At a minimum, Screening Committee for a Dean must consist of four (4) members comprised of: a Vice President, an administrator, one faculty member and one Classified employee.

**Academic or Classified Administrator (e.g. Executive Directors, Directors, Managers, Supervisors)**

A Screening Committee for an Academic or Classified Administrator usually consists of the following members:

- Three (3) administrators, at least one being from the area, to be appointed in consultation with the President/Superintendent.
- Two (2) full-time faculty member, to be appointed in consultation with the Faculty Senate. (optional).
- One (1) Classified Confidential employee and/or
- One (1) Classified employee, CSEA or SEIU—depending on the position, to be appointed by the respective union.
• One (1) EEO Representative. The Chair of the Screening Committee may have the role of EEO Rep. unless otherwise assigned.

The Chair of the Screening Committee must be an Academic or Classified Administrator.

At minimum, the Screening Committee for an Academic or Classified Administrator must consist of three (3) members comprised of: one Administrator, one (1) Classified Confidential employee and one (1) Classified employee.

Full-Time Faculty
A Screening Committee for a full-time faculty position usually consists of the following members:

• One (1) academic administrator, typically the Dean of the Division.
• Two (2) full-time faculty members from the discipline or related discipline, to be appointed in consultation with the Faculty Senate.
• Two (2) full-time faculty members outside of the discipline of hire, to be appointed in consultation with the Faculty Senate.
• One (1) Classified employee. A Classified employee will be invited to participate if the position involves direct and ongoing work with Classified staff. The Classified representative invited would typically work directly with the proposed position on a weekly basis. The Classified employee will be appointed in consultation with CSEA or SEIU as appropriate.
• One (1) student to be appointed by ASOC (optional).
• One (1) EEO Representative. The Chair of the Screening Committee may have the role of EEO Rep. unless otherwise assigned.

The Chair of a Screening Committee for full-time faculty positions shall be a current full-time faculty member or the Dean of the Division.

At minimum, the Screening Committee for a full-time faculty position must consist of four (4) members comprised of: the Dean of the area and three (3) faculty members, at least one being from outside the discipline of hire.
Classified Employees: Confidential or Classified Bargaining Unit Members (CSEA/SEIU)

A Screening Committee for a Confidential or Classified position represented by CSEA or SEIU shall consist of the following members:

- One (1) classified or academic administrator. This can be the supervisor of the position or designee. Two administrators are recommended, based on a number of factors, including the type of position being recruited and cross-functional duties of the position being filled.
- 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 (optional), to be appointed in consultation with the Faculty Senate.
- One (1) student to be appointed by ASOC (optional).
- One (1) EEO Representative. The Chair of the Screening Committee may have the role of EEO Rep. unless otherwise assigned. The Chair of the Committee shall be non-voting or voting in additional to potentially being the EEO Rep.

The Chair of a Screening Committee for Confidential or Classified bargaining unit members shall be determined by the Committee.

At minimum, the Screening Committee for a Confidential or Classified position must consist of three (3) members; one of these persons shall be an administrator.

A decision to expand or alter the composition of a committee must be approved by the President/Superintendent with rationale to the appointing bodies if necessary.

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 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 VPHRT when determining the length of time a position is to be posted. Advertising during particular times within the academic year could negatively impact 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 that provides 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, is not sufficiently diverse or for other reasons applicable to the situation. An extension of a closing date shall be decided upon by the Hiring Manager, the HR Rep. and the VPHRT in consultation with the Screening Committee.

Orientation Meeting
An Orientation Meeting should at least be 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 interview questions.

Individual Application Screening Period
The individual application screening period should be at least eight (8) working days. Consideration should be made for District holidays, Human Resources and Training office hours, and availability of electronically-submitted materials.
Candidate Selection Meeting
The goal of the Candidate Selection Meeting should be to identify candidates to interview and finalize the interview questions and/or any assessments or testing instruments. The meeting should be at least one hour in duration.

Initial Interview
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 Screening Committee and arrangements should be made ahead of time as necessary.

Final Interview
Final interviews should be scheduled 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.

APPLICATION PACKET (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).
- Unofficial or official transcripts (mandatory for management positions). Official transcripts required if hired for the position.
- Documentation of any relevant Certifications (if applicable)
- Writing sample/essay questions (as determined by the Screening Committee)
- Diversity Statement (mandatory)
APPLICATION PACKET (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).
- Unofficial or official transcripts from all colleges/universities attended (mandatory). Official transcripts will be required if hired for the position.
- 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 (as determined by the Screening Committee).
- Diversity Statement (mandatory).
Section 5: Candidate Screening Committee Orientation

The Hiring Manager, the HR Rep., the EEO Rep. and all members of the Screening Committee must be present at this initial meeting. The 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 should discuss the Ideal Candidate Statement 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); interview date(s) and times and Final Interview date(s).

EEO REFRESHER TRAINING/DISCUSSION
As needed, EEO principles should be reviewed.

CONFIDENTIALITY COMMITMENT
The General Guidelines and Acknowledgement for Candidate Screening Committee document shall be discussed. Confidentiality must be maintained throughout the recruitment and hiring process. Each member of the 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 Screening Committee meetings. Any unauthorized disclosure of confidential information by a 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 or potential applicants regarding the recruitment and hiring process. If applicants have questions, they should be referred to the Human Resources and Training Department.
DEVELOP AND CREATE CRITERIA FOR THE SCREENING DEVICE

The Screening Committee reviews the Job Description and Job Announcement and creates the screening device. A minimum of five (5) measurable criteria should be identified. Measurable criteria may include information found in the Essential Duties and Responsibilities, Minimum Qualification, Education and Experience and Special Requirements sections of the Job Announcement.

Once the Screening Committee has established measurable criteria categories for the vacancy, each committee member ranks the categories in order of importance for success in the position. The committee should 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 Screening Committee Chair shall forward a copy of the measurable criteria to the VPHRT for review and approval. The HR Rep. will work with the Committee Chair to prepare the final screening device based on the measurable criteria.

The final screening device must be approved by the VPHRT and the EEO Representative after consultation with the Screening Committee.

Note: Minimum educational qualifications for faculty and academic administrators/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 DEFINE TEACHING DEMONSTRATION/COMPONENT (AS APPLICABLE)

The 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. Efforts should be made to create and finalize the items at the Orientation meeting. The Screening Committee is encouraged to consider different types of questions:

- The committee should consider open-ended questions, which usually begin with "tell us how" or "please provide examples of" as well as questions which cannot be answered with just "yes" or "no" responses.
- Scenario questions, which provide a mock situation the applicant is likely to encounter on the job, and ask how the applicant would respond in that situation should be another type of question considered.
Multi-part questions (a string of questions linked to the same topic that may be broken down into multiple parts) are an option to be considered when developing questions about issues which have multiple facets.

Must include a question on diversity and a question regarding how the candidate believes he/she will fit within and contribute to the College’s Mission and/or one of its Goals.

If the 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 questions that are designed to elicit information about the applicant's protected category. Additionally, interview questions must focus on eliciting information that is job related and based on the job description.

For faculty searches, interviewees must complete a teaching demonstration. The Screening Committee will determine the topic for the teaching demonstration.

The VPHRT and the EEO Rep. will review questions and/or tests prior to interviews to ensure compliance with anti-discrimination laws. Additionally, the VPHRT will review the questions to ensure that they are job related and based on the job description. 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.

**APPROPRIATE NOTE-TAKING**

The following information about note-taking pertains to application screening and interviewing:

- All notes are to be kept in the committee members’ folders and the folders are to be returned to the Committee Chair at the end of each meeting and/or conclusion of each day of 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.

Do not write notes regarding a candidate’s physical appearance and/or has no relevance to the task at hand.
Section 6: Individual Application Screening Period

The HR Rep. will receive and maintain all applications and will verify the completeness of all requested materials. The HR Rep. and the Hiring Manager will screen out those applicants who do not meet minimum qualifications. Following this review, application packets will be made available for the Screening Committee to begin individual application screening, which is done via the District’s online applicant tracking system.

Pursuant to Board Policy 3420 and Administrative Procedure 3420 (titled Equal Employment Opportunity) as well as the District’s Equal Employment Opportunity Plan, the VPHRT 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, expanding the interview pool, halting the process and re-advertising the position, or providing written rationale as to why the hiring process should not continue.

All application materials are confidential and care should be taken to ensure that these materials are protected.

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

- The screening device
- The Guidelines and Acknowledgements form
- The Recruitment and Hiring Guidelines document
- The Job Description and Job Announcement
- The timeline for the committee’s work
- Other documents pertinent to the particular recruitment

The Screening Committee members will use the screening device (using the Job Description and Job Announcement as references) to evaluate each application packet. Screening 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 individual members remain consistent in their scoring of applicants.
All committee members must screen all applications during the specified period via the District’s online applicant tracking system. Committee members unable to complete this process will not be allowed to continue on the committee.
Section 7: Candidate Selection Meeting

At a Candidate Selection Meeting, to be held after the application screening process is complete, the Screening Committee will 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
Ahead of this meeting, each committee member will have ranked the applicants based on 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 to interview. Once the Screening Committee has made their selections, the candidates will be noted on an Initial Interview Memo.

INTERVIEW SCORE SHEET
At this meeting, an Interview Score Sheet should be created in a collaborative process among the Screening Committee members.

INITIAL INTERVIEW MEMO
Candidates to be invited for an interview with the Screening Committee should be listed alphabetically on the Initial Interview Memo, which is completed by the Chair and given to the HR Rep. Alternate candidates may be included in the event that some applicants decline an invitation to interview with the Screening Committee, if agreed upon by the 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 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 Screening Committee members should arrive on time and be prepared to participate in the interview process. Members should conduct themselves professionally during the interviews. The interview should be structured to elicit job-related qualifications beyond the information contained in the interviewee's application packet. Each individual 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, or if a contingent follow up question has been agreed to by the committee in advance.

The Screening Committee will, under most circumstances, forward no fewer than three (3) unranked names of finalists in alphabetical order. This list shall be given to those conducting the final interviews. The finalists sent forward should be persons the Screening Committee feels will be successful in the position. At times, it may 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 three (3) finalists.

After a Final Interview Memo has been created, the HR Rep. will schedule the final interviews and send correspondence to each selected applicant with detailed instructions for the interview, including a parking permit. An interview schedule will be sent to: the Hiring Manager; the Vice President that the position reports to; the President/Superintendent, if applicable.

At the conclusion of the interviews and deliberations of the Screening Committee, the HR Rep. collects all 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 retained by the Human Resources and Training Department for three (3) years.

It will be the goal of the Human Resources and Training Department for the HR Rep. to notify by telephone and/or email interviewees not selected for a final interview within forty-eight (48) hours of the determination of finalists. Circumstances may dictate a delay, but notification of applicant status in a timely way is a priority of the Human Resources and Training Department.
Section 9: Final Interviews

Final interviews shall be conducted by a final interview panel comprised of individuals who did not actively participate on the Screening Committee (except in a Classified employee hiring process). Exceptions to this rule must be discussed with and approved by the VPHRT and the EEO Rep. The final interview process may also include a tour of the campus, open forums, and/or presentations, depending on the position. The compositions of the final interview panels for the types of positions listed below are (unless a change has been approved by the VPHRT):

**VICE PRESIDENT**
The final interview panel for a Vice President usually consists of the following and can include consultation with the Executive Team:
- President/Superintendent
- Vice President (not already serving as the committee chair)
The Committee Chair of the Screening Committee may be invited to serve as a silent observer at the final interview and/or may be asked to represent the voice of the Committee. The Committee Chair will not be part of the final deliberations.

**ACADEMIC OR CLASSIFIED DEAN**
The final interview panel for an Academic or Classified Dean usually consists of the following members:
- President/Superintendent
- Vice President responsible for the division/department

**ACADEMIC OR CLASSIFIED ADMINISTRATOR (E.G. EXECUTIVE DIRECTORS, DIRECTORS, MANAGERS, SUPERVISORS)**
The final interview panel for an Academic or Classified Administrator usually consists of the following members:
- President/Superintendent
- Vice President responsible for the division/department

**FULL-TIME FACULTY**
The final interview panel for a full-time faculty member usually consists of the following members:
SECTION 9: FINAL INTERVIEWS

- President/Superintendent
- Vice President of Academic Affairs/Deputy Superintendent

The Committee Chair of the Screening Committee may be invited to serve as a silent observer at the final interview and/or may be asked to represent the voice of the Committee. The Committee Chair will not be part of the final deliberations.

CLASSIFIED EMPLOYEES: CONFIDENTIAL OR CLASSIFIED BARGAINING UNIT MEMBERS (CSEA/SEIU)

The final interview panel for Confidential or Classified bargaining unit members usually consists of the following members:

- Hiring Manager of the position (if the Hiring Manager is not an active participant on the Screening Committee)
- Academic or Classified manager or a Confidential employee who is familiar with the position

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 and hiring process started anew.

The final decision to hire any employee is made by the President/Superintendent as delegated by the Board of Trustees. All new hires are subject to the approval of the Board of Trustees.
Section 10: Reference Checks

After the finalists are interviewed, 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 finalists’ 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 the Human Resources and Training Department after completion of this process. The Hiring Manager should use feedback from the reference checks 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 VPHRT 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 a Personnel Action Form (PAF). The PAF is available from the Human Resources and Training 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 the Human Resources and Training Department.
Section 13: Definitions

Each recruitment and hiring process shall 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 regarding the position.

**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 and Training 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 VPHRT 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 the “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 VPHR 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 VPHRT. The Committee Chair in most instances will be the designated EEO Rep. The Chair participates as a committee member as necessary. The Chair, along with the Screening Committee, screens applications, selects
candidates for initial interviews, and assists with the development of 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, Dean, a faculty member or classified employee.

**Classified Employee:** For purposes of these recruitment and hiring guidelines, 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.

**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.

**Confidentiality:** Because the screening and interviewing processes are sensitive in nature, it is incumbent upon all committee members, and those associated with these 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 agree to these procedures and sign the confidentiality agreement 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 regarding any particular recruitment and hiring process from anyone outside of the Screening Committee should be directed to the Committee Chair and/or the District’s EEO Officer.

**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.
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 efforts may also include:

- 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 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.

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 was most recently approved by the Board of Trustees on June 14, 2017 and was submitted to the Chancellor’s Office.

Equal Employment Opportunity Programs: This term refers to the various methods used to ensure equal employment opportunity exists. These 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.
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 laws.

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, in-laws, and step-relations of the employee or of the spouse 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 and Training 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, 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 and Training Department. The Hiring Managers should ensure that the following are set up prior to the employee’s first day (as applicable):

- Systems new user account set-up
- Business cards
- Keys
- Phone extension access
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;
- 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 to fill a 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 Team.

Process for Non-Faculty Employees: The initial assessment of the vacancy will consist of a review 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 to the current Job Description are necessary, the Hiring Manager should discuss the position with the VPHRT 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 full-time 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 an identified characteristic of a person who shall not 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 Accommodations: 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, and 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 Helpful Information

Administrative Procedures 3410 Non-Discrimination:

Administrative Procedures 3420 Equal Employment Opportunity:

Administrative Procedures 7120 Recruitment and Hiring: In Progress

Board Policy 3410 Non-Discrimination:

Board Policy 3420 Equal Employment Opportunity:

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
Endorsement Timeline

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**Recruitment and Hiring Guidelines Workgroup:**

Jeff Dean, Professor of English
Sheila Holland, Division Administrative Assistant
James Keogh, Senior Safety Officer / SEIU President
Mark Lieu, Academic Division Dean
Jesse MacEwan, Counselor / Faculty Senate President
April Merritt, Assistant to the President
Michael Moore, Human Resources Analyst
Shairon Zingsheim, Vice President of Human Resources and Training