

## Human Resources

HR Edits March 2016/March 2017/May 2017

Admin Edits 12/15/2016

Academic Senate Edits 05-04-2017

CCLC Update 25 (November 2014) to reflect revised Accreditation Standard in legal references.

**AP 7120 EMPLOYMENT RECRUITMENT****References:**

Education Code Sections 87100 et seq., 87360, 87400, 87408-87408.6, 88003, and 88021;  
Title 5 Code Sections 53021-53024;  
ACCJC Accreditation Standard III.A.1. (formerly III.A.)

**I. General Provisions**

- A. Equal Employment Opportunity (EEO) – Commitment to Diversity:** In all phases of recruitment and hiring, equal opportunity ~~is~~ shall be afforded to all employees and ~~qualified~~ applicants for employment without discrimination on the basis of national origin, religion, age, sex or gender, race, color, medical condition, ancestry, sexual orientation, marital status, physical or mental disability, genetic information, or because ~~he/she~~ the employee or qualified applicant is perceived to have one or more of the foregoing characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

Equal employment opportunity issues are addressed in BP/AP 3420 titled Equal Employment Opportunity and the District's EEO Plan.

**B. ~~A.~~ Permanent Academic, Management, and Classified Employees**

~~The~~ Human Resources ~~Office~~ will have primary responsibility for implementing Administrative Procedures for the employment of permanent academic and classified employees. Such procedures for employment include provisions for assuring adequate candidate screening by a screening committee, including faculty, administration, and staff participation as appropriate; equal employment opportunity review; and necessary forms and guidelines.

**II. Recruitment Methods for Management and Classified Positions****A. Position Authorization**

Recommendations for the creation and/or filling of positions ~~may~~ shall be made in accordance with District governance or administrative processes. Approval for the filling of an authorized position that is vacant will be made by the Superintendent/President.

**B. Search/Screening Committee Structure**

1. The Superintendent/President or designee may appoint the ~~chairperson~~ **manager(s)** for the committee and committee members. Classified employees will be appointed by the official classified staff appointing body. Academic employees will be appointed by the Academic Senate.
2. Training: All members of the screening committee shall be trained in the relevant State and Federal provisions for equal employment opportunity, and the search/screening process.
3. The committee will have District-wide representation for the purpose of screening, interviewing, and recommending candidates to the Superintendent/President or designee (See Human Resources Screening Committee Composition Guidelines).
4. The Superintendent/President or designee may appoint other than District employees to participate in the recruitment process.
5. Members of the ~~screening/~~Interviewing committee are acting as agents for the District and are participating in a confidential process. Committee members are prohibited from releasing any information which relates to the recruitment process. Committee members may be held personally responsible for any unauthorized disclosure of information.

#### C. Position Announcement

1. The position announcement will describe the duties and responsibilities of the position based upon the approved job description. The announcement shall be reviewed by the appropriate administrator.
2. The recruiting efforts will include, as appropriate, ~~local~~regional and national advertising as well as outreach efforts in accordance with the District's EEO Plan.

#### D. Applications

Applications for positions will be submitted using the District's website. Applicable materials shall be submitted with all completed applications. Human Resources will conduct the initial review of the applications to ensure minimum qualifications for the position are met.

##### ~~1. Initial Qualifications Review of Applications~~

~~Human Resources will review the applications to ensure minimum qualifications for the position are met. If the applicant has applied for a minimum qualification equivalency, the application materials will be sent to the Academic Senate's designee(s).~~

#### E. Screening Process **[Note to Kathy – numbers changed]**

1. Screening Criteria: Criteria may be formulated by the committee for the purpose of reducing the applicant pool to those best qualified ~~number of candidates to a manageable number.~~ At the same time, the committee will formulate questions and other in-person tasks assessments to be used during the interview process.
2. Human Resources will provide the screening search committee with access to view the application and applicable materials for all candidates who meet the minimum qualifications for the position. The search/screening committee will then select candidates to be interviewed.
3. Every effort should be made to interview at least three (3) candidates for each position.
4. Pre-selection Activities, Assessments, Demonstrations and Presentations: The District at its discretion may require pre-screening activities and/or assessments, as well as demonstrations or presentations of the candidate's effectiveness testing as appropriate to the position.

5. Applicant Screening: Members of the screening committee shall individually review each qualified applicant's application materials using the previously agreed upon screening criteria. Following the screening, the committee shall develop consensus regarding the pool of applicants to be invited to interview. Human Resources or the hiring administrator/designee will schedule the selected candidates' interview and make necessary arrangements.
6. Interview Process: Interviews will be conducted using the previously agreed upon interview questions, and screening committee members shall individually evaluate each candidate based on his/her responses to the questions, the demonstration/presentation, and/or other type of performance indicator exercise(s), if applicable. Following the last interview, the screening committee will deliberate the candidates' strengths and areas for growth, to determine reach a consensus on a finalist(s), and will prepare written documentation of these conclusions to Human Resources. If the committee cannot reach a consensus on identify a finalist(s), the position may be reposted and the screening process restarted. At the conclusion of the interview process, all application and interview materials used and completed by screening committee shall be returned and retained by Human Resources.
7. Notification of Candidates: Human Resources will notify applicants not moved forward to interview or as finalists of their status.
8. 4Recommendations and Finalization of Selection
  - a. Management Positions and Full Time Academic Positions
    - i. When possible, two or more Finalists will be recommended to the Superintendent/President or designee. The committee may send comments or a statement of reservation about the candidates along with their recommendation.
    - ii. At the discretion of the Superintendent/President or designee, the finalists will be invited for an interview with the Superintendent/President and/or designees.
    - iii. If the Superintendent/President or designee does not agree with the committee's recommendations, he/she will request that the search be extended or suspended.
    - iv. The finalist(s) name(s) will be forwarded to the appropriate administrator or Human Resources for reference checking.
    - v. ~~iv.~~ The Superintendent/President or designee will extend an offer of employment.
    - vi. ~~v.~~ Upon acceptance of the offer of employment, the finalist's candidate's name will be submitted to the Board of Trustees for approval.
    - vii. Notification of Candidates: The Superintendent/President or designee or Human Resources The Superintendent/President or designee will notify the finalists not selected for the position of their status.
  - b. Classified Positions
    - i. The screening committee, in conjunction with the committee chairperson (e.g. hiring manager), will recommend a finalist(s) provide the appropriate supervisor or manager with a list of finalists. Second interviews are appropriate in the event the supervisor or manager is unable to participate in the initial interview.
    - ii. The finalist(s') successful candidate(s') name(s) will be forwarded to the appropriate administrator or Human Resources for reference checking ~~and extension of an offer of employment.~~

- iii. The appropriate administrator or Human Resources will extend an offer of employment.
  - iv. ~~ii~~ If there is not an acceptable candidate, the supervisor or manager will request the search be extended or suspended.
  - v. ~~iii~~ Upon acceptance of the offer of employment, the finalist's candidate's name will be submitted to the Board of Trustees for approval.
8. ~~5.~~ The action of the Board of Trustees will be communicated to the candidates. If for any reason the person approved refuses the offer, the matter may be referred back to the screening search committee by Human Resources.

### III. Recruitment Methods for Full-Time Faculty Positions

**A. Vacancy:** Recruitment for a permanent faculty position will be conducted whenever the District determines that a permanent faculty position will meet the need of the District or the mandates of the State Chancellor's Office, or to comply with the MCCD-UPM/AFT Collective Bargaining Agreement.

**B. Search/Screening Committees Structure:** A screening committee will be formed.

- 1. Composition: See Human Resources Screening Committee Composition Guidelines. The Superintendent/President or designee may appoint the chairperson for the committee and committee members. Classified employees will be appointed by the official classified staff appointing body. Academic employees will be appointed by the Academic Senate.
- 2. Training: All members of the screening committee shall be trained in the relevant State and Federal provisions for equal employment opportunity, and the search/screening process.
- 3. The committee will have District-wide representation for the purpose of screening, interviewing, and recommending candidates to the Superintendent/President (see Human Resources Screening Committee Composition Guidelines).
- 4. The Superintendent/President or designee may appoint other than District employees to participate in the recruitment process.
- 5. ~~3.~~ Members of the screening/Interviewing committee are acting as agents for the District and are participating in a confidential process. Committee members are prohibited from releasing any information which relates, to the recruitment process. Committee members may be held personally responsible for any unauthorized disclosure of information.

**C. Position Announcement:** ~~The job announcement and advertisement will be developed by the Human Resources Office and shall include the following:~~

- 1. In collaboration with the appropriate administrator and department chair, Human Resources will develop the position announcement to include:
  - a. ~~1.~~ a description of the teaching/counseling/librarian/nursing, or other non-teaching responsibilities;
  - b. 2 representative courses to be taught, if applicable;
  - c. ~~3.~~ minimum qualifications that: ~~equivalency, desirable knowledge, abilities and skills;~~
    - i. conform to the California Community College Chancellor's Office's Minimum Qualifications for Faculty and Administrators in California Community Colleges;
    - ii. include "Demonstrated sensitivity to and an understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds and learning styles of community college students and staff;

- III include desirable "Knowledge, Skills and Abilities" which shall serve as the basis for the screening criteria, in conjunction with other required application materials.
2. The recruiting efforts will include, as appropriate, regional and national advertising, as well as outreach efforts in accordance with the District's EEO Plan.
- 1.—screening methods to be used in the assessment;
- 2.—other terms and conditions of employment as required by contract, District policy, or State law;
- 3.—an address, url and/or telephone number for obtaining further information.
- 4.—the following statement: "Sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds and learning styles of community college students and staff."

The appropriate Deans, Directors, and Coordinators or Department Chairs will be asked to assist with developing "Desirable Knowledge, Abilities and Skills," which will be the basis for the screening criteria, in addition to the minimum qualifications or equivalency. The announcement shall be reviewed by the appropriate Dean and Department Chair or Coordinator.

- D. Minimum Qualifications:** Human Resources will conduct the initial **interview review** of the applications to ensure minimum qualifications for the position are met. If the applicant has applied for a minimum qualification equivalency or **Human Resources is unable to determine if a candidate meets the minimum qualifications for a position**, the application materials will be sent to the Academic Senate's designee(s). **An Equivalence Committee, made up of the Academic Senate president or designee(s) and two discipline faculty, will review applications to determine equivalency.** (see AP 7211 titled Faculty Service Areas, Minimum Qualifications, and Equivalencies)

**E. Screening Evaluation and Recommendation Process:**

1. Screening Criteria: Criteria may be formulated by the committee for the purpose of reducing the applicant pool to those best qualified. **Human Resources will provide the screening committee with access to view the application and applicable materials for all candidates who meet the minimum qualifications for the position. The screening committee will then select candidates to be interviewed.**
2. Pre-selection Activities, Assessments, Teaching Demonstrations and Presentations: **The screening committee will formulate questions to be used during the interview process.** The **District committee** at its discretion may require pre-screening activities and/or assessments, as well as demonstrations or presentations of the candidate's effectiveness as appropriate to the position.
4. Human Resources will provide the screening committee with access to view the application and applicable materials for all candidates who meet the minimum qualifications for the position. The screening committee will then select candidates to be interviewed.

3. Applicant Screening: Members of the screening committee shall individually review each qualified applicant's application, ~~transcript(s), resume or curricula vitae, and other materials which the applicant submitted, and~~ using the standardized rating scale and previously agreed upon screening criteria, ~~shall evaluate, score, and rank each applicant.~~ Following the screening, the committee shall develop consensus regarding the pool of applicants to be invited to interview. Each committee member shall keep a standardized record of his/her evaluation. The point totals shall be summed for each applicant and an aggregate candidate list compiled. The committee shall agree upon size of the pool and the number of applicants to be invited to interview. The Human Resources Office or the hiring administrator/designee will schedule the selected candidates' interviews and make all necessary arrangements. For temp pools see AP 7212 titled Temporary Faculty—  
NOTE: moved to end of AP.
4. F. Interviews Process: Interviews will be conducted using the previously agreed upon interview questions, and screening committee members of the committee shall individually evaluate ~~and score~~ each candidate based on his/her responses to the questions, the using the standardized rating scale, and teaching demonstration, presentation, and/or other type of performance indicator exercise(s), if applicable. ~~Each committee member shall keep a standardized record of his/her evaluations. Following the last interview, the screening committee will deliberate the candidates' strengths and areas for growth to determine a finalist(s) and will prepare written documentation to Human Resources. If the committee cannot identify a finalist(s), the position may be reposted and the screening process restarted.~~ At the conclusion of the interview process, all application and interview materials used and completed by the screening committee shall be returned to and retained by Human Resources. members shall discuss their evaluation scores for each candidate. The committee members shall agree on two or three candidates whose names shall be submitted to the Chief Instructional Officer and Superintendent/President.  
The recommended candidates may be ranked and a statement outlining strengths and areas for growth will be prepared by the committee for the Chief Instructional Officer and the Superintendent/President. All applications, supporting documents, and screening committee documents will be returned to the Human Resources Office.
5. Notification of Candidates: Human Resources or designee ~~or designee~~ will notify all applicants of their status.
6. Recommendations and Finalization of Selection:
- a. Finalists will be recommended to the Superintendent/President of or designee. The committee may send comments or a statement of reservation about the candidates along with their recommendation.
  - b. At the discretion of the Superintendent/President or designee, the finalists will be invited for an interview with the Superintendent/President or designees.
  - c. If the Superintendent/President or designee does not agree with the committee's recommendations, he/she will request that the search be extended or suspended.
  - d. The successful candidate(s) name(s) will be forwarded to the appropriate administrator or Human Resources for reference checking.
  - e. The Superintendent/President or designee will extend an offer of employment.
  - f. Upon acceptance of the offer of employment the candidates name will be submitted to the Board of Trustees for official approval.

g. Notification of Candidates: The Superintendent/President or designee or Human Resources or designee ~~The Superintendent/President or designee~~ will notify the finalists not selected for the position of their status.

~~If the committee cannot find at least two candidates worthy of recommendation, the position shall be re-advertised and the screening process re-started.~~

**~~Pre-Selection Activities & Testing (as appropriate)~~**

~~As part of the screening evaluation process, each candidate must give a demonstration of his/her effectiveness as determined by the screening committee.~~

**~~Notification of Candidates:~~**

~~The Human Resources Office will notify all applicants of their selection or non-selection.~~

For Temp Pools [recruitment methods](#) see AP 7212 titled Temporary Faculty

Also see AP 7126 titled Applicant Background Checks and AP 7210 titled Academic Employees and AP 7230 titled Classified Employees

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**Date Approved:** June 28, 2011

*(Replaces College of Marin Policy 5.0013 and Procedures 5.0005 DP.1 and 5.0006.1 DP.2)*