
Administrative Procedure
Chapter 7 – Human Resources

AP 7120A Recruitment and Hiring: Contract Faculty

References:

Education Code 87356.;
Title 5, Section 53022;
ACCJC Accreditation Standard 3

The Importance of Equitable Hiring Practices

The Sonoma County Junior College District is committed to employing qualified faculty who are dedicated to student learning and success. To achieve this goal, the District is committed to inclusion, diversity, equity, antiracism and accessibility (IDEAA) to ensure an academic environment that fosters awareness, promotes mutual understanding and respect, and provides role models for students. The District is committed to hiring faculty and implementing development processes that promote equal opportunity, foster diversity, and ensure fair consideration for all qualified candidates.

Responsibilities

District hiring procedures recognize that the responsibility for selecting well-qualified contract faculty is a shared, cooperative effort between faculty members and administrators, who actively participate in all appropriate phases of the hiring process.

- A. Faculty and administrators share responsibilities that include identifying and recommending positions, adhering to the District's Equal Employment Opportunity Plan, developing and reviewing job announcements, assisting in advertising, recruiting and screening, interviewing, and selecting candidates for recommendation to the Superintendent/President
- B. The Vice President of Human Resources is responsible for ensuring Equal Employment Opportunity policies and procedures are followed. They shall be available for consultation on all aspects of the hiring process and shall serve as a consultant on District and state guidelines, as well as the District's hiring procedures of Screening and Interviewing Committees. This ensures fairness and upholds IDEAA principles with respect for academic, socioeconomic,



- 44 cultural, disability, gender identity, sexual orientation, and ethnic
45 backgrounds. The Vice President of Human Resources or designee shall also
46 appoint a non-voting Committee Monitor to Screening and Interviewing
47 Committees. The Committee Monitors will receive training to ensure that
48 Screening and Interviewing Committees comply with all anti-discrimination
49 laws.
- 50 C. The Vice President of Human Resources, or designee, consulting with the
51 committee's co-chairs, may recommend a suspension of the screening and
52 interviewing process at any time when a question of non-compliance arises,
53 review any concern regarding the selection process, and determine the
54 appropriate action to be taken.
- 55 D. The Supervising Administrator is responsible for ensuring the integrity,
56 timeliness, and performing the administrative functions necessary for a
57 successful hire, including the official submission of committee forms to
58 Human Resources. The Supervising Administrator will copy the faculty co-
59 chair on all communications with Human Resources. The appropriate
60 Supervising Administrator, or designee, based on the site where the faculty
61 member's primary position will be located, will serve on the committee. If the
62 committee is interviewing candidates for multiple positions across the
63 District's sites then the Supervising Administrators shall confer and
64 collectively represent one vote.
- 65 E. The Department Chair, or their designee, or the Program
66 Coordinator/Director, if applicable, shall serve as the co-chair of the
67 Screening and Interviewing Committee, alongside the Supervising
68 Administrator or their designee.
- 69 F. The administrative and faculty co-chairs are responsible for:
- 70 a. Convening the committee, participating in the development of
71 screening criteria, establishing timelines for completion of the
72 screening, completing related forms, and coordinating the final
73 selection of who shall be interviewed.
- 74 b. Reviewing standard interview procedures.
- 75 c. Communication to committee members of any changes or issues that
76 affect the agreed upon processes throughout the process.
- 77 d. To support an equitable, inclusive and diverse hiring process, the
78 Screening and Interviewing Committee will strive to be inclusive of
79 candidates with diverse contributions to teaching and education. The
80 Screening and Interviewing Committee will practice beyond
81 stereotypical judgments and implicit bias and rely on evidence-based
82 evaluations of individual achievements.
- 83 e. The committee chairs must be present at all committee meetings and
84 serve as voting members,



- 85 G. All phases of the faculty hiring process shall be strictly confidential.
86 Participants will be required to sign a confidentiality statement confirming (1)
87 their completion of the required reviews and understanding of the confidential
88 nature of all steps in the hiring process, and (2) their agreement to maintain
89 strict confidentiality.

90

91 **Timeline**

- 92 A. All phases of the faculty hiring process shall be conducted promptly to ensure
93 the selection of the most qualified candidates.

- 94 B. At the beginning of the faculty hiring process, Human Resources and the
95 Screening and Interviewing Committee Co-Chairs will establish a timeline to
96 ensure all phases of the hiring process will be completed in an expeditious
97 manner. These timelines will include the following:

- 98 1. Consultation with the Superintendent/President's office to set up
99 final interview dates at the beginning of the process
100 2. Consideration of the faculty teaching and student contact-related
101 schedules
102 3. Date for the first review of applications
103 4. Dates for the first level interview with the Screening and
104 Interviewing Committee

105

106 **Screening and Interviewing Committees**

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- 108 A. Screening and Interviewing Committees for faculty recruitments should be
109 formed prior to the development of the job announcement.

- 110 B. Each search committee should include members who are knowledgeable
111 about the District's commitment to attract and retain highly qualified faculty.
112 Human Resources will ensure that all committee members receive training
113 regarding the District's commitment to IDEAA and the needs of the District's
114 diverse student population. All participants in the process must receive
115 appropriate training in District hiring practices from Human Resources within
116 the previous twelve months, including:

- 117 1. A review of the nondiscrimination, Equal Employment Opportunity
118 recruitment and hiring policies and procedures;
119 2. A review of the District's Equal Employment Opportunity Plan;
120 3. A review of the educational benefits of workforce diversity and data
121 identifying the diversity of the District's students and faculty,
122 including their academic, socioeconomic, cultural, disability, gender
123 identity, sexual orientation, and ethnic backgrounds (equity
124 training);
125 4. Antibias training



- 126 5. The importance of confidentiality;
- 127 6. Best practices for serving on a Screening and Interviewing
- 128 Committee.

129 C. Each Screening and Interviewing Committee shall be comprised of the
130 following:

- 131 1. The Department Chair or Program Coordinator/Director, or
- 132 designee;
- 133 2. Three (3) or more additional full-time faculty members from the
- 134 department where the vacancy exists or related discipline(s);
- 135 selected by the Department Chair or Program Coordinator/Director.
- 136 Whenever possible, faculty from the relevant District site or
- 137 program should be included;
- 138 3. To bring diversity of perspectives to hiring decisions, one contract
- 139 faculty member from outside the discipline may be included,
- 140 selected by the Academic Senate President ~~The Academic Senate~~
- 141 ~~President shall consult~~ in consultation with faculty from the hiring
- 142 department or a related discipline. The contract faculty member
- 143 from outside of the discipline may be voting or non-voting at the
- 144 discretion of the committee.
- 145 4. The Supervising Administrator, or designee;
- 146 5. A non-voting Committee Monitor from outside of the department
- 147 where the vacancy exists, who is appointed by Human Resources.
- 148 6. **A student representative recruited and appointed by the**
- 149 **Committee in collaboration with the Student Government**
- 150 **Assembly when possible. A student representative appointed**
- 151 **by the Student Government Assembly in collaboration with the**
- 152 **committee co-chairs.** Students appointed to the committee do not
- 153 participate in the applicant screening process but will participate in
- 154 all aspects of the interview process. The student representative
- 155 may be voting or non-voting . at the discretion of the committee.

156 For all methods of student involvement, the Screening and Interviewing
157 Committee will be responsible for ensuring student input is given equivalent
158 consideration as the input of any other member of the committee.

159
160 D. To ensure a diverse committee membership or to include subject matter
161 expertise on the committee, departments may add one or more of the
162 following members to the committee:

- 163 1. A classified staff member, appointed by the local SEIU President
- 164 and/ or Classified Senate President;

- 165 2. An associate faculty member appointed by the Academic Senate
166 President and the appropriate Vice President with responsibility for
167 the discipline.
- 168 E. If there are no individuals appointed in the call out, the committee will move
169 forward, however must have a minimum of five members.
- 170 F. Members of the Screening and Interviewing Committee must participate in
171 each phase of the process in its entirety. To ensure a consistent and
172 equitable process, if a member misses a portion of the process, they will not
173 be eligible to continue in the process.
- 174 G. To diversify perspectives, departments are encouraged to rotate Screening
175 and Interviewing Committee members whenever possible.
- 176 H. The list of committee members shall be submitted to Human Resources to
177 ensure the committee is diverse as defined in the EEO plan. Concerns shall
178 be directed by Vice President, Human Resources to the Screening and
179 Interviewing Committee co-chairs and the Academic Senate President and
180 addressed as appropriate.
- 181 I. The appropriate Vice President with responsibility for the discipline, or
182 designee(s) may meet the committee at their initial meeting to relay District
183 needs that may impact the selection of faculty, verify procedures and respond
184 to questions and concerns.
- 185 J. Prior to beginning screening, the Screening and Interviewing Committee shall
186 agree upon a candidate rating system that is based on the specific minimum
187 and preferred qualifications referred to in the job announcement. This will
188 occur prior to reviewing applications and selecting candidates for interviews.

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190 **Screening Process**

191 **Human Resources**

192 The Human Resources Office will examine each applicant's materials for
193 completeness and evidence of compliance with the required qualifications as
194 advertised in the position announcement. Incomplete applications will not be
195 forwarded to the committee for consideration. If the degree major(s) listed on the
196 transcripts of the applicant does not EXACTLY match the degree major(s) listed in
197 the job posting, they will not directly meet minimum qualifications and must request
198 equivalency. The Screening and Interviewing Committee (SIC) (inclusive of
199 discipline expertise) will review completed equivalency forms as coordinated
200 between the SIC and the Faculty Equivalency Committee.

201 The Vice President, Human Resource, or designee, shall conduct an initial
202 demographic review of the qualified applicant pool before an application deadline for
203 a district position closes. If the pool's candidate diversity is not consistent with
204 the diversity goals of the EEO Plan, the district may extend the search period. If the
205 applicant pool is determined to be adequate, the Vice President, Human Resources
206 will forward all qualified applications to the Co-Chairs of the Screening and
207 Interviewing Committee. After the position close date, if the applicant pool is
208 determined inadequate, the Co-Chairs will determine the best course of action.

209 **Screening and Interviewing Committee Applicant Screening Process**

210 A. Human Resources notifies Screening and Interviewing Committee completed
211 applications are available for review

212 B. Screening and Interviewing Committee screens completed applications for min
213 quals and notifies Human Resources to contact candidates to complete equivalency
214 forms as needed. Screening and Interviewing Committee with discipline expertise
215 review completed equivalency forms. Interview questions will be finalized prior to the
216 Screening and Interview Committee having access to applicant materials to avoid
217 any bias in the interview questions

218 C. Upon completion of screening, Screening and Interviewing Committee scores
219 candidates and notifies Human Resources which candidates will be forwarded for
220 interviews. Human Resources notifies candidates of status and schedules final
221 interviews with CC to Co-chairs of Screening and Interviewing Committee

222 **Recruitment**

223 A. Job Announcement

- 224 1. Human Resources prepares the job announcement to include:
- 225 a. The Minimum Qualifications
 - 226 b. Education and /or experience equivalent to the Minimum
227 Qualifications per the District's equivalency requirements
 - 228 c. Application materials required:
 - 229 i. Complete District Application Form
 - 230 ii. Any supplemental materials requested
 - 231 iii. Cover letter addressing the applicant's qualifications,
232 including preferred qualifications
 - 233 iv. Resume/Curriculum Vitae (C.V.)
 - 234 v. Unofficial transcripts
 - 235 vi. Equivalency Request Form and supporting
236 documentation if applicable



- 237 d. The job announcement will include the following student
238 population information: academic, socioeconomic, cultural,
239 disability, gender identity, sexual orientation and ethnic
240 backgrounds
- 241 2. The Screening and Interviewing Committee reviews and edits
242 preferred qualifications, the department description, and website links.
243 The announcement will be a clear and complete job announcement for
244 each position, including all job-related skills, requirements and any
245 additional qualifications that align with the contract job description and
246 as recommended by the committee. The preferred qualifications may
247 include, but are not limited to, the following:
- 248 a. Academic qualifications beyond the minimum set by law and
249 regulation, particularly if these qualifications enhance
250 teaching or other services.
- 251 b. Evidence of pedagogical skill, such as evaluations of prior
252 experience, education in pedagogy, or demonstrations of
253 effectiveness as faculty member.
- 254 c. Specific preparations to offer instruction or other services
255 that are narrower in scope than a broader discipline.
- 256 3. Prior to final approval, the Supervising Administrator and the co-chair
257 of the Screening and Interviewing Committee will consult with the Vice
258 President of Human Resources or designee to make sure that the job
259 announcement complies with local, state and federal statutes.

260 B. Advertising

- 261 1. To achieve the District's goal of creating a highly-skilled, multicultural,
262 diverse faculty in alignment with the District Equal Employment
263 Opportunity Plan, positions shall be advertised in multiple venues and
264 publications, including relevant cultural associations and local groups.
- 265 2. Decisions about recruitment strategy shall be in consultation between
266 Human Resources and the department and/or program in which the
267 vacancy exists.
- 268 a. Job postings will be posted on the District's website in
269 accordance with board policies and regulations
- 270 b. Faculty and managers are encouraged to use their own
271 professional and affinity group networks and associations to
272 advertise open positions and recruit prospective applicants.
- 273 c. Faculty and managers are encouraged to seek out qualified
274 members of historically underrepresented groups and
275 encourage them to apply for open positions.
- 276 d. Human Resources will share advertisement areas with the
277 Screening and Interviewing co-chairs upon request.



278 **Interviewing**

279 A. Recognizing that interview dates were included in the job posting, reasonable
280 efforts shall be made to schedule both Screening and Interviewing Committee
281 interviews and final interview to accommodate candidates' time and travel
282 concerns. Remote interviews may be offered for first-level interviews.

283 B. The Screening and Interview Committee reviews and edits interview
284 questions. Prior to final approval, the co-chairs of the Screening and Interviewing
285 Committee will consult with the Vice President of Human Resources, or
286 designee, to make sure that the interview questions comply with local, state and
287 federal statutes.

288 C. Student participation is encouraged to support a student-centered hiring
289 process and to increase diversity of opinion.

290 1. Each interview shall include a student interaction demonstration and
291 must include student feedback. Examples of student interaction
292 demonstrations include, but are not limited to:

293 a. Teaching demonstration participation

294 b. Skills demonstration participation

295 c. Student appointment interaction participation

296 d. Additional student participation may also be
297 included in the interview process such as structured
298 conversations or moderated forums with candidates
299 at the discretion of the committee.

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301 **Student Interaction Demonstrations will be designed to provide an equivalent**
302 **experience to all applicants when possible**

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304 For all methods of student involvement, the Screening and Interviewing Committee will
305 be responsible for ensuring student input is given equivalent consideration as the input
306 of any member of the committee.

307 D. ~~C.~~ All interview procedures and materials shall be reviewed in advance by the
308 Vice President of Human Resources, or designee. The Vice President of Human
309 Resources or designated committee monitor shall monitor the interview process
310 to ensure the following:

311 1. All applicants are afforded the same amount of time to review interview
312 materials before the interview if applicable;

313 2. All applicants shall be allocated the same amount of interview time and
314 given the opportunity to use the full amount if they wish to do so;

315 3. All candidates are asked the same core questions by the same
316 interviewers;



- 317 4. The discussion of candidates after interviews only considers job-
318 related factors in determining finalists to recommend moving forward to
319 the next step in the process;
320 5. The tallying of the interview scores is completed according to
321 instructions.

322 E. ~~D~~. The committee shall evaluate the interviewee's responses according to a
323 rating system established before the start of the interviews.

324 F. ~~E~~.—The committee shall evaluate candidates regarding subject area
325 knowledge and competence, teaching and communication skills, commitment to
326 professional growth and service, potential for overall college effectiveness, and
327 dedication to IDEAA, as provided in the application materials. The interview may
328 include but not be limited to appropriate teaching demonstrations, writing
329 samples, or other performance indicators related to the responsibilities of the
330 position.

331 G. ~~F~~. Following the interview process, each committee member will
332 independently tabulate their scores and rank the candidates, then collectively
333 discuss the candidates' strengths and areas of growth.

334 H. ~~G~~. After deliberations, the Screening and Interviewing Committee will
335 recommend the top three to five, but no less than two, top candidates to advance
336 to the Superintendent/President for final interviews. If the result is a failed search,
337 the position will be preserved and a new search will commence as soon as
338 practically possible.

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340 Reference Checking Process

341 A. Reference checks for selected finalists will be conducted. **electronically by**
342 **Human Resources**. Reference check questions will be provided by Human
343 Resources. Results of these references will be recorded in writing and
344 retained by Human Resources.

345 B. Any reference information listed on the employment application may be
346 contacted.

347 C. The above steps should be completed prior to the final interview; however,
348 they must be completed before an offer of employment can be made.

349

350 Final Interview Process

351 A. The final interview committee includes, but is not limited to, the
352 Superintendent/President the Screening and Interviewing Committee co-
353 chairs, the appropriate Vice President with responsibility for the discipline, or
354 their designee, by the Superintendent/President. The final interview



- 355 committee may be altered by the Superintendent/President to include other
356 members.
- 357 B. Prior to the final interviews the Screening and Interviewing Committee will
358 compile each finalist's strengths and areas of growth and forward to the
359 appropriate Vice President with responsibility for the discipline and the
360 Superintendent/President before the final interviews.
- 361 C. The Superintendent/President shall conduct the final interviews and
362 recommend the hiring of the final candidate to the Board of Trustees. Prior to
363 recommendation going to the Board of Trustees and the announcement of the
364 selected candidate, the appropriate Vice President with responsibility for the
365 discipline, or designee, will notify the Screening and Interviewing Committee.
- 366 D. If the Superintendent/President decides not to forward any of the finalists to
367 the Board of Trustees, they shall communicate the decision to the Screening
368 and Interviewing Committee co-chair(s), the Academic Senate President, and
369 the appropriate Vice President with responsibility for the discipline, or
370 designee.
- 371 E. Human Resources will notify all candidates of the outcome of the hiring
372 process.
- 373 F. The Screening and Interviewing Committee shall reconvene to discuss
374 options for filling the vacancy and forward its recommendations to the
375 Superintendent/President. The Superintendent/President will determine the
376 appropriate course of action, which may include leaving the position open
377 until it can be filled and will communicate the course of action to the
378 Screening and Interviewing Committee.

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