
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, cultural, disability, gender identity, sexual orientation, and ethnic



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



Participants will be required to sign a confidentiality statement confirming (1) their completion of the required reviews and understanding of the confidential nature of all steps in the hiring process, and (2) their agreement to maintain strict confidentiality.

Timeline

- A. All phases of the faculty hiring process shall be conducted promptly to ensure the selection of the most qualified candidates.
- B. At the beginning of the faculty hiring process, Human Resources and the Screening and Interviewing Committee Co-Chairs will establish a timeline to ensure all phases of the hiring process will be completed in an expeditious manner. These timelines will include the following:
 1. Consultation with the Superintendent/President's office to set up final interview dates at the beginning of the process
 2. Consideration of the faculty teaching and student contact-related schedules
 3. Date for the first review of applications
 4. Dates for the first level interview with the Screening and Interviewing Committee

Screening and Interviewing Committees

- A. Screening and Interviewing Committees for faculty recruitments should be formed prior to the development of the job announcement.
- B. Each search committee should include members who are knowledgeable about the District's commitment to attract and retain highly qualified faculty. Human Resources will ensure that all committee members receive training regarding the District's commitment to IDEAA and the needs of the District's diverse student population. All participants in the process must receive appropriate training in District hiring practices from Human Resources within the previous twelve months, including:
 1. A review of the nondiscrimination, Equal Employment Opportunity recruitment and hiring policies and procedures;
 2. A review of the District's Equal Employment Opportunity Plan;
 3. A review of the educational benefits of workforce diversity and data identifying the diversity of the District's students and faculty, including their academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds (equity training);
 4. Antibias training
 5. The importance of confidentiality;



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

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

156

- 157 D. To ensure a diverse committee membership or to include subject matter
158 expertise on the committee, departments may add one or more of the
159 following members to the committee:
- 160 1. A classified staff member, appointed by the local SEIU President
161 and/ or Classified Senate President;
- 162 2. An associate faculty member appointed by the Academic Senate
163 President and the appropriate Vice President with responsibility for
164 the discipline.

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

Screening Process

Human Resources

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

198 The Vice President, Human Resource, or designee, shall conduct an initial
199 demographic review of the qualified applicant pool before an application deadline for
200 a district position closes. If the pool's candidate diversity is not consistent with
201 the diversity goals of the EEO Plan, the district may extend the search period. If the

applicant pool is determined to be adequate, the Vice President, Human Resources will forward all qualified applications to the Co-Chairs of the Screening and Interviewing Committee. After the position close date, if the applicant pool is determined inadequate, the Co-Chairs will determine the best course of action.

Screening and Interviewing Committee Applicant Screening Process

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

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

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

Recruitment

A. Job Announcement

1. Human Resources prepares the job announcement to include:
 - a. The Minimum Qualifications
 - b. Education and /or experience equivalent to the Minimum Qualifications per the District's equivalency requirements
 - c. Application materials required:
 - i. Complete District Application Form
 - ii. Any supplemental materials requested
 - iii. Cover letter addressing the applicant's qualifications, including preferred qualifications
 - iv. Resume/Curriculum Vitae (C.V.)
 - v. Unofficial transcripts
 - vi. Equivalency Request Form and supporting documentation if applicable
 - d. The job announcement will include the following student population information: academic, socioeconomic, cultural, disability, gender identity, sexual orientation and ethnic backgrounds

2. The Screening and Interviewing Committee reviews and edits preferred qualifications, the department description, and website links. The announcement will be a clear and complete job announcement for each position, including all job-related skills, requirements and any additional qualifications that align with the contract job description and as recommended by the committee. The preferred qualifications may include, but are not limited to, the following:
 - a. Academic qualifications beyond the minimum set by law and regulation, particularly if these qualifications enhance teaching or other services.
 - b. Evidence of pedagogical skill, such as evaluations of prior experience, education in pedagogy, or demonstrations of effectiveness as faculty member.
 - c. Specific preparations to offer instruction or other services that are narrower in scope than a broader discipline.
3. Prior to final approval, the Supervising Administrator and the co-chair of the Screening and Interviewing Committee will consult with the Vice President of Human Resources or designee to make sure that the job announcement complies with local, state and federal statutes.

B. Advertising

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

Interviewing

- A. Recognizing that interview dates were included in the job posting, reasonable efforts shall be made to schedule both Screening and Interviewing Committee



interviews and final interview to accommodate candidates' time and travel concerns. Remote interviews may be offered for first-level interviews.

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

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

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

a. Teaching demonstration participation

b. Skills demonstration participation

c. Student appointment interaction participation

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

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

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

1. All applicants are afforded the same amount of time to review interview materials before the interview if applicable;
2. All applicants shall be allocated the same amount of interview time and given the opportunity to use the full amount if they wish to do so;
3. All candidates are asked the same core questions by the same interviewers;
4. The discussion of candidates after interviews only considers job-related factors in determining finalists to recommend moving forward to the next step in the process;
5. The tallying of the interview scores is completed according to instructions.

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



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

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

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

Reference Checking Process

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

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

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

Final Interview Process

A. The final interview committee includes, but is not limited to, the Superintendent/President the Screening and Interviewing Committee co-chairs, the appropriate Vice President with responsibility for the discipline, or their designee, by the Superintendent/President. The final interview committee may be altered by the Superintendent/President to include other members.

B. Prior to the final interviews the Screening and Interviewing Committee will compile each finalist's strengths and areas of growth and forward to the appropriate Vice President with responsibility for the discipline and the Superintendent/President in writing before the final interviews.

C. Committees may choose to rank candidates if desired. If the candidates are ranked, the ranking may be given to the appropriate Vice President with



responsibility for the discipline and the Superintendent/President in writing
before the final interviews.

- D. ~~C.~~ The Superintendent/President shall conduct the final interviews and recommend the hiring of the final candidate to the Board of Trustees. Prior to recommendation going to the Board of Trustees and the announcement of the selected candidate, the appropriate Vice President with responsibility for the discipline, or designee, will notify the Screening and Interviewing Committee.
- E. ~~D.~~ If the Superintendent/President decides not to forward any of the finalists to the Board of Trustees, they shall communicate the decision to the Screening and Interviewing Committee co-chair(s), the Academic Senate President, and the appropriate Vice President with responsibility for the discipline, or designee.
- F. ~~E.~~ Human Resources will notify all candidates of the outcome of the hiring process.
- G. ~~F.~~ The Screening and Interviewing Committee shall reconvene to discuss options for filling the vacancy and forward its recommendations to the Superintendent/President. The Superintendent/President will determine the appropriate course of action, which may include leaving the position open until it can be filled and will communicate the course of action to the Screening and Interviewing Committee.

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