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7 **AP 7120A Recruitment and Hiring: Contract Faculty**

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10 **References:**

11 Education Code 87356;
12 Title 5, Section 53022;
13 ACCJC Accreditation Standard 3

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15 **The Importance of Equitable Hiring Practices**

16

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

25

26 **Responsibilities**

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

31

32 A. Faculty and administrators share responsibilities that include identifying and
33 recommending positions, adhering to the District's Equal Employment
34 Opportunity Plan, developing and reviewing job announcements, assisting in
35 advertising, recruiting and screening, interviewing, and selecting candidates
36 for recommendation to the Superintendent/President

37 B. The Vice President of Human Resources is responsible for ensuring Equal
38 Employment Opportunity policies and procedures are followed. They shall be
39 available for consultation on all aspects of the hiring process and shall serve
40 as a consultant on District and state guidelines, as well as the District's hiring
41 procedures of Screening and Interviewing Committees. This ensures fairness
42 and upholds IDEAA principles with respect for academic, socioeconomic,
43 cultural, disability, gender identity, sexual orientation, and ethnic



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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.



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

89

90 **Timeline**

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

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

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

104

105 **Screening and Interviewing Committees**

106

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

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

116 1. A review of the nondiscrimination, Equal Employment Opportunity
117 recruitment and hiring policies and procedures;
118 2. A review of the District's Equal Employment Opportunity Plan;
119 3. A review of the educational benefits of workforce diversity and data
120 identifying the diversity of the District's students and faculty,
121 including their academic, socioeconomic, cultural, disability, gender
122 identity, sexual orientation, and ethnic backgrounds (equity
123 training);
124 4. Antibias training
125 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~~ 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 D. To ensure a diverse committee membership or to include subject matter
157 expertise on the committee, departments may add one or more of the
158 following members to the committee:

159 1. A classified staff member, appointed by the local SEIU President
160 and/ or Classified Senate President;

161 2. An associate faculty member appointed by the Academic Senate
162 President and the appropriate Vice President with responsibility for
163 the discipline.

164



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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.

186

187 **Screening Process**

188 **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



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

206 **Screening and Interviewing Committee Applicant Screening Process**

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

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

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

219 **Recruitment**

220 A. Job Announcement

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



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

257 B. Advertising

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

275 Interviewing

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



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

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

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

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

290 a. Teaching demonstration participation
291 b. Skills demonstration participation
292 c. Student appointment interaction participation
293 d. Additional student participation may also be
294 included in the interview process such as structured
295 conversations or moderated forums with candidates
296 at the discretion of the committee.

297
298 For all methods of student involvement, the Screening and Interviewing Committee will
299 be responsible for ensuring student input is given equivalent consideration as the input
300 of any member of the committee.

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

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

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



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

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

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

333

334 Reference Checking Process

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

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

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

343

344 Final Interview Process

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

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

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



357 responsibility for the discipline and the Superintendent/President in writing
358 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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