



Administrative Procedure
Chapter 7 – Human Resources

AP 7120A Recruitment and Hiring: Contract Faculty

References:

Education Code: Sections 87360, and 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,



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- 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 ~~p~~Program
66 eCoordinator/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 ~~d. Raising questions about traditional notions of "merit," "fit," and~~
84 ~~"compliance" during the application review and interview stages of the~~



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~~faculty hiring process.~~

- e. The committee chairs must be present at all committee meetings and serve as voting members,

G. All phases of 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,



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- 125 including their academic, socioeconomic, cultural, disability, gender
- 126 identity, sexual orientation, and ethnic backgrounds (equity
- 127 training);
- 128 4. Antibias training
- 129 5. The importance of confidentiality;
- 130 6. Best practices for serving on a Screening and Interviewing
- 131 Committee.

132 C. Each Screening and Interviewing Committee shall be comprised of the
133 following:

- 134 1. The Department Chair or Program Coordinator/Director, or
- 135 designee;
- 136 2. Three (3) or more additional full-time faculty members from the
- 137 department where the vacancy exists or related discipline(s);
- 138 selected by the ~~e~~Department ~~e~~Chair or ~~P~~program
- 139 Coordinator/Director. Whenever possible, faculty from the relevant
- 140 District site or program should be included;
- 141 3. To bring diversity of perspectives to hiring decisions, include one
- 142 contract faculty member from outside the discipline, selected by the
- 143 Academic Senate President. The Academic Senate President shall
- 144 consult with faculty from the hiring department or a related
- 145 discipline to select a member.
- 146 4. The Supervising Administrator, or designee;
- 147 5. A non-voting Committee Monitor from outside of the department
- 148 where the vacancy exists, who is appointed by Human Resources.
- 149 6. A student representative appointed by the Student Government
- 150 Assembly in collaboration with the committee co-chairs. Students
- 151 appointed to the committee do not participate in the applicant
- 152 screening process.
 - 153 a. Additional student participation is encouraged to
 - 154 support a student-centered hiring process and to
 - 155 increase diversity of opinion. Options for additional
 - 156 student participation may include the following and
 - 157 must include student feedback
 - 158 i. Teaching demonstration participation
 - 159 ii. Skills demonstration participation
 - 160 iii. Structured conversations or moderated forums
 - 161 with candidates

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



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- D. To ensure a diverse committee membership or to include subject matter expertise on the committee, departments may add one or more of the following members to the committee:
 1. A classified staff member, appointed by the local SEIU President and/ or Classified Senate President;
 2. An associate faculty member appointed by the Academic Senate President and the appropriate Vice President with responsibility for the discipline of Academic Affairs.
- E. If there are no individuals appointed in the call out, the committee will move forward, however must have a minimum of five members.
- F. Members of the Screening and Interviewing Committee must participate in each phase of the process in its entirety. To ensure a consistent and equitable process, if a member misses a portion of the process, they will not be eligible to continue in the process.
- G. To diversify perspectives, departments are encouraged to rotate Screening and Interviewing Committee members whenever possible.
- H. The list of committee members shall be submitted to Human Resources to ensure the committee is diverse ~~as defined in the EEO plan in terms of gender and racial/ethnic diversity.~~ Concerns shall be directed by Vice President, Human Resources to the Screening and Interviewing Committee co-chairs and the Academic Senate President and addressed as appropriate.
- I. ~~The appropriate Vice President in charge of the Supervising Administrator of the faculty with responsibility for the discipline,~~ or designee(s) may meet the committee at their initial meeting to relay District needs that may impact the selection of faculty, verify procedures and respond to questions and concerns.
- J. Prior to beginning screening, the Screening and Interviewing Committee shall agree upon a candidate rating system that is based on the specific minimum and preferred qualifications referred to in the job announcement. This will occur prior to reviewing applications and selecting candidates for interviews.

Screening Process

Human Resources

The Human Resources Department will examine each applicant's materials for completeness as advertised in the position announcement. Incomplete applications will not be forwarded to the committee for consideration.



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

210 **Screening and Interviewing Committee Applicant Screening Process**

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

213 B. Screening and Interviewing Committee screens completed applications for min
214 quals and notifies Human Resources to contact candidates to complete equivalency
215 forms as needed. Screening and Interviewing Committee with discipline expertise
216 review completed equivalency forms

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

221 **Recruitment**

222 A. Job Announcement

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

Commented [KJ1]: @Dunphy, Alia - needl send title 5 list and then align the SIC diversity requirement above

Commented [DA2R1]: Districts shall conduct an initial demographic review of the qualified applicant pool before an application deadline for a district position closes. If the pool's candidate diversity is not consistent with the diversity goals of the EEO Plan, the district may extend the search period.

Commented [DA3R1]: The composition of the qualified applicant pool shall be reviewed and compared to the composition of the initial applicant pool. If the EEO Officer or designee finds that the composition of the qualified applicant pool may have been influenced by factors that are not job related, appropriate action shall be taken

Commented [DA4R1]: I recommend using the language directly from education code. These provisions also govern the actions in the EEO plan.

Commented [DA5R1]: Cal. Code Regs. Tit. 5, § 53023 - Applicant Pool Review

Commented [KJ6]: HR to develop consistent screening process to be utilized across all recruitments, it will include ensuring alignment with institutional MVV and student focus in criteria



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- 238 disability, gender identity, sexual orientation and ethnic
239 backgrounds
- 240 2. The Screening and Interviewing Committee reviews and edits
241 preferred qualifications, the department description, and website links.
242 The announcement will be a clear and complete job announcement for
243 each position, including all job-related skills, requirements and any
244 additional qualifications that align with the contract job description and
245 as recommended by the committee. The preferred qualifications may
246 include, but are not limited to, the following:
- 247 a. Academic qualifications beyond the minimum set by law and
248 regulation, particularly if these qualifications enhance
249 teaching or other services.
- 250 b. Evidence of pedagogical skill, such as evaluations of prior
251 experience, education in pedagogy, or demonstrations of
252 effectiveness as an instructor ~~or allied, counselor, librarian or~~
253 ~~other~~ 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, multi-cultural,
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
285 Interviewing Committee will consult with the Vice President of Human
286 Resources, or designee, to make sure that the interview questions comply
287 with local, state and federal statutes.

288 A. Interview questions will be finalized prior to the Screening and Interview
289 Committee having access to applicant materials to avoid any bias in the
290 interview questions.

291 B.C. All interview procedures and materials shall be reviewed in advance by
292 the Vice President of Human Resources, or designee. The Vice President of
293 Human Resources or designated committee monitor shall monitor the
294 interview process to ensure the following:

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

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

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

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



318 F.G. After deliberations, the Screening and Interviewing Committee will
319 recommend the top three to five, but no less than two, top candidates to
320 advance to the Superintendent/President for final interviews.

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322 Reference Checking Process

323 A. Reference checks for selected finalists will be conducted electronically by the
324 Vice President in charge of the Supervising Administrator of the faculty
325 discipline, or designee Human Resources. Reference check questions will be
326 provided by Human Resources. Results of these references will be recorded
327 in writing and retained by Human Resources.

328 B. Any reference information listed on the employment application may be
329 contacted by Human Resources or the Vice President in charge of the
330 Supervising Administrator of the faculty discipline, or designee.

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

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334 Final Interview Process

335 A. The final interview committee includes, but is not limited to, the
336 Superintendent/President the Screening and Interviewing Committee co-
337 chairs, the appropriate Vice President in charge of the Supervising
338 Administrator of the faculty with responsibility for the discipline, or their
339 designee, by the Superintendent/President. The final interview committee
340 may be altered by the Superintendent/President to include other members.

341 B. Prior to the final interviews the Vice President in charge of the Supervising
342 Administrator of the faculty discipline will meet with the Screening and
343 Interviewing Committee to will discuss compile each finalist's strengths and
344 areas of growth and forward to the appropriate Vice President with
345 responsibility for the discipline and Vice President will discuss each candidate
346 with the Superintendent/President before the final interviews.

347 C. The Superintendent/President shall conduct the final interviews and
348 recommend the hiring of the final candidate to the Board of Trustees. Prior to
349 recommendation going to the Board of Trustees and the announcement of the
350 selected candidate, the appropriate Vice President in charge of with
351 responsibility for the Supervising Administrator of the faculty discipline, or
352 designee, will notify the Screening and Interviewing Committee.

353 D. If the Superintendent/President decides not to forward any of the finalists to
354 the Board of Trustees, they shall communicate the decision to the Screening
355 and Interviewing Committee co-chair(s), the Academic Senate President, and
356 the appropriate Vice President with responsibility for the in-charge of the

Commented [OM7]: There is concern here from faculty. Why is this step needed? Would a meeting with the President make more sense to take out the middle person and loss of information via relay? What is the purpose of this? More efficient and credible from the source from the experts on the candidates. Is this just a remnant from the old process?

Commented [KJ8R7]: Need to ensure the information goes from the committee to the President, either through ensuring the complete committee information is shared or the meeting with President directly.



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- 357 ~~Supervising Administrator of the faculty discipline, or designee.~~
- 358 E. Human Resources will notify all candidates of the outcome of the hiring
- 359 process.
- 360 F. The Screening and Interviewing Committee shall reconvene to discuss
- 361 options for filling the vacancy and forward its recommendations to the
- 362 Superintendent/President. The Superintendent/President will determine the
- 363 appropriate course of action, which may include leaving the position open
- 364 until it can be filled and will communicate the course of action to the
- 365 Screening and Interviewing Committee.

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Revised:

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