

VICTOR VALLEY COMMUNITY COLLEGE DISTRICT  
ADMINISTRATIVE PROCEDURE

HUMAN RESOURCES

Chapter 7

Recruitment & Hiring Procedure

AP 7120

References: Education Code Section 87100 et seq.; 87400 and 88003; Title 5 Section 53000 et seq.;

I. GENERAL INFORMATION

Policy and Procedure #7120 address the district's recruitment and hiring of all employees other than the superintendent/president and full-time instructional and non-instructional faculty.<sup>1</sup> The Board of Trustees will establish a separate procedure for filling the position of the superintendent/president (see Policy and Procedure #2431).

The Victor Valley Community College District is committed to providing full and fair opportunity for all qualified individuals to compete for hiring and promotion and to enjoy the benefits of employment with the district. Through cooperative participation, the Board of Trustees shares responsibility with the district administration, all employees, and students for ensuring that equal employment opportunity procedures are an integral part of all recruitment and hiring processes.

In the event any portion of this procedure directly conflicts with a contract negotiated and entered into between the district and a recognized employee bargaining unit, such portions of the negotiated contract shall take precedence over this procedure, providing there is no conflict with new or existing law, in which case the law shall take precedence.

The district shall actively recruit from both within and outside the district work force to attract qualified applicants for all openings. This shall include outreach designed to ensure that all persons, including persons from protected groups, are provided the opportunity to seek employment with the district. The requirement of open recruitment shall apply to all new full-time and part-time openings in all job categories and classifications, including, but not limited to, faculty, classified employees, categorically funded positions, and all administrative positions. Recruitment for full-time faculty and educational administrator positions shall be at least statewide and, at a minimum, shall include seeking qualified applicants listed in the California Community Colleges Equal Employment Opportunity Registry and posting job announcements with the registry.

At any point in any recruitment and hiring process, the superintendent/president may request from the vice president of Human Resources a report summarizing the steps taken to adhere to the district's Equal Employment Opportunity Plan and district Policy and Procedure #3420, "Equal Employment Opportunity."

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<sup>1</sup> Refer to the full-time faculty hiring procedures agreement between the Faculty Senate of Victor Valley College and the Victor Valley Community College District, March 2003.

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A. Definitions

“**Adverse impact analysis**” means that a statistical measure is applied to the effects of a selection procedure to ensure that any lack of a diverse applicant pool did not result from discriminatory recruitment procedures. The Human Resources Department is responsible for performing adverse impact analysis on the recruitment process for all permanent and/or probationary positions (pursuant to *California Code of Regulations, title 5, §53023*). This process is further addressed in the district’s Equal Employment Opportunity Plan, and district Procedure #3420, “Equal Employment Opportunity.”

“**Ethnic Minorities**” means Native Americans, Asians or Pacific Islanders, Black/African-Americans, and Hispanics/Latinos.

“**Familial relationship**” is defined as mother, father, son, daughter, grandmother, grandfather, grandchild, brother, sister, cousin, and current or former spouse, in-laws, and step-relations of the employee or of the spouse of the employee; any person for whom the employee has been designated as legal guardian; or any person who has ever lived in the immediate household of the employee.

The “**Fair Employment Representative**” (**FER**), designated by the Human Resources Department as a non-voting member of every selection committee, acts as an observer and advisor in all stages of the hiring process. The FER is charged with ensuring that selection committees follow fair employment practices and adhere to the requirements of title 5, the Education Code, and the district’s policies and procedures for screening, interviewing, discussing, and selecting candidates for employment.

“**In-house**” or “**promotional only**”/“**business necessity**”: The district shall use in-house or promotional only recruitment solely in the event of business necessity. “In-house” or “promotional only recruitment” means that only district employees are eligible to apply for a position. “Business necessity” means circumstances which rise above mere business convenience that justify an exception to the requirements of full and open recruitment and would result in substantial additional financial cost to the district or pose a significant threat to human life or safety. Business necessity does not exist when an alternative practice will serve business needs equally well.

“**Interim employee**” is defined as a district employee filling an open position through an open recruitment process for the minimum time necessary to allow for full and open recruitment, not to exceed one year. If an employee is temporarily reassigned to another position, his/her current position may be filled by an interim employee until the return of the incumbent for a period not to exceed one year.

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“**Part-time**” and “**temporary hourly**,” as used in this document, includes the following employee groups:

- Adjunct faculty (part-time instructional and non-instructional)
- Temporary short-term hourly (non-academic)

“**Protected groups**” are persons who are specifically protected from discrimination by title 5 on the basis of the following actual or perceived characteristics: age, ancestry, color, ethnic group, mental disability, national origin, physical disability, race, religion, gender, and/or sexual orientation.

## II. HIRING PROCEDURES FOR ALL PERMANENT/PROBATIONARY POSITIONS

Recruitment and hiring for all permanent, full-time positions other than the superintendent/president and full-time faculty<sup>2</sup> consist of the following components, each of which is fully detailed within this procedure:

- Establishment of an open position and/or a classification
- Posting of the open position
- Receipt of applications
- Formation of a selection committee
- Required and optional hiring procedures
- Final interview procedures

### A. Open Positions

When a new classification or position is recommended, the recommendation must include a proposed job description, required qualifications, and a recommended salary range. The recommendation will be reviewed by the administrative supervisor, the responsible vice president, Cabinet, and the superintendent/president prior to submitting the recommendation to the Board of Trustees. New classifications are subject to technical review. No new position will be advertised by the Human Resources Department without board approval and a requisition signed by the superintendent/president.

A vacant or open position occurs when:

1. An existing position becomes vacant, or
2. A new classification is authorized by the Board of Trustees, or
3. A new position is authorized by the Board of Trustees

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<sup>2</sup> Refer to the full-time faculty hiring procedures agreement between the Faculty Senate of Victor Valley College and the Victor Valley Community College District, March 2003

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B. Posting of the Open Position

The Human Resources Department will prepare a job announcement and will notify all on-campus personnel of open positions. The Human Resources Department will advertise as appropriate, utilizing a wide array of venues that will promote and generate a qualified and diverse pool of applicants and meet requirements of title 5.

Job announcements shall clearly state job specifications setting forth the knowledge, skills, and abilities necessary to job performance. For faculty and administrative positions, job requirements shall include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. Job qualifications beyond the state minimum qualifications which the district wishes to utilize shall be reviewed by Human Resources in consultation with the appropriate committee(s) before the position is announced to ensure conformity with the requirements of title 5 and other state and federal nondiscrimination laws. Positions announcements will state that filling positions are contingent upon adequate funding.

The Human Resources Department will consult with subject matter experts to design the job announcement and recruitment and advertising plan.

C. Receipt of Applications

The vice president of Human Resources or designee will receive and collect all applications and will verify the completeness of all materials prior to candidates being invited to campus for an interview. All application materials requested by the district will be provided to the selection committee for consideration.

The vice president of Human Resources or designee has the responsibility to take appropriate action to ensure that the applicant pool for all positions is broadly inclusive and affords all groups equal opportunity to obtain information about district openings, pursuant to Policy #3420 and Procedure #3420, titled Equal Employment Opportunity, as well as the district's Equal Employment Opportunity Plan. Appropriate action may include extending the application period, expansion of the interview pool, halting the process and re-advertising the position, or providing written rationale as to why the hiring process should continue.

D. Selection Committees

1. General Procedures Application to All Selection Committees

- a. Upon the authorization to proceed with recruitment for an open position, a selection committee will be established through the procedures fully described in paragraph II.D.3. The vice president of Human Resources will review and make

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changes regarding the composition of any selection committee with respect to diversity.

- b. Any employee group not specifically named in the procedures for establishing selection committees described in paragraph II.D.3 may request the opportunity to name a representative to any selection committee by contacting the vice president of Human Resources within one week of posting the open position.
  - c. The vice president of Human Resources or designee will designate a Fair Employment Representative (FER) to work with each and every selection committee. The FER will serve as a non-voting selection committee member and technical advisor throughout the selection process.
  - d. Confidentiality must be maintained throughout the recruitment and hiring process. Each member of the selection committee must sign a Confidentiality Agreement for Selection Committee Members and Statement of Compliance for Selection Committee Members (non-discrimination statement). Any breach of confidentiality will result in the removal of the committee member and abeyance of the recruitment process. There are limited circumstances under which disclosure of confidential information is authorized (to a district-hired investigator, under subpoena, etc.). No discussions regarding the selection process shall take place outside the selection committee meetings. Any unauthorized disclosure of confidential information by a selection committee member, including the Fair Employment Representative, may result in suspension from serving on selection committees in the future.
  - e. The Human Resource Department is responsible for the orientation of the selection committee and the collection and distribution of application documents reviewed by the selection committee. Orientation will take place at the selection committee's initial meeting. Each committee member will be required to participate in a recruitment orientation conducted by the vice president of Human Resources or designee and the chair of the selection committee, if applicable.
  - f. The membership of the selection committee will not change during the process, except in the event of an emergency or as necessary as determined by the vice president of Human Resources or designee in consultation with the chair of the selection committee, if applicable.
2. Responsibilities Applicable to All Selection Committees
- a. Prior to reviewing candidates' application materials, the selection committee will meet to review the job description and job announcement and establish a list of mutually acceptable criteria and priorities to evaluate the qualifications of candidates for the position.
  - b. The selection committee chairperson is responsible for establishing operating procedures, including agreed-upon ground rules, meeting dates and times, and moving the selection process forward in a timely manner.

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- c. The entire selection committee shall review the application forms and accompanying documents of all candidates and reach consensus on the pool to be interviewed.
  - d. Each selection committee member shall be required to sign and submit to Human Resources a statement disclosing familial, personal, and/or financial relationships with any applicants. To avoid all perceptions of conflict of interest, the vice president of Human Resources shall be the final arbiter regarding removal of committee members for potential conflict of interest.
  - e. The entire selection committee shall reach consensus on the appropriate interview questions and any optional selection steps that will be utilized in the screening process of all candidates.
  - f. The entire selection committee shall participate in the personal interview process. In the event any selection committee member is unable to participate in the personal interviews, said member shall be precluded from voting on the finalist(s).
  - g. For each interview, each selection committee member shall complete the forms provided by the Human Resources Department. These forms will be included in the recruitment file at the conclusion of the interviewing process.
  - h. All written materials regarding the selection and interview process, including forms provided by the Human Resources Department and separate notes taken by individual selection committee members, must be turned in to the Human Resources Department at the completion of the selection process to become part of the permanent file.
3. Procedures for Establishment of Selection Committees
- a. Educational Administrator Positions
    - 1) The superintendent/president or designee is responsible for initiating the process in a timely manner. The selection committee shall be comprised of the following required members:
      - One (1) educational administrator appointed by the superintendent/president
      - One (1) administrator appointed by the management association
      - Two (2) faculty members appointed by the Academic Senate President
      - Two (2) classified staff members appointed by the CSEA president
      - One (1) student member appointed by the ASB president
      - The superintendent/president shall appoint the chair of the committee
    - 2) Additional members (including off-campus consultants) may be added to the selection committee.
    - 3) The superintendent/president shall have final approval of the selection committee.

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b. Classified Administrators

- 1) The superintendent/president or designee is responsible for initiating the process in a timely manner and shall designate a chairperson. In addition to the chairperson, the selection committee shall be comprised of the following required members:
  - One (1) classified administrator appointed by the management group
  - One (1) classified employee appointed by the CSEA president
  - One (1) faculty member appointed by the Academic Senate president

The following members may be appointed as appropriate:

- One (1) student appointed by the ASB President for those positions that have continuous and direct daily student contact as determined by the vice president of Human Resources
- 2) Additional members (including off-campus consultants) may be added to the selection committee.
  - 3) The superintendent/president shall have final approval of the selection committee

c. Classified Confidential Employees

- 1) The superintendent/president or designee is responsible for initiating the process in a timely manner and shall designate a chairperson. In addition to the chairperson, the selection committee shall be comprised of the following required members:
  - One (1) administrator appointed by the management group
  - One (1) classified employee appointed by the CSEA president
  - One (1) faculty member appointed by the Academic Senate president
  - One (1) confidential employee appointed by the management group
- 2) Additional members may be added to the selection.
- 3) The superintendent/president shall have final approval of the selection committee.

d. Classified Bargaining Unit Positions

- 1) The direct supervisor of the vacant position or designee shall serve as chairperson and shall be responsible for initiating the process in a timely manner. The selection committee shall be comprised of the following required members:
  - Two (2) classified employees appointed by the CSEA president
  - One (1) administrator appointed by the superintendent/president or designee
- 2) Additional members may be added to the selection committee.
- 3) The superintendent/president shall have final approval of the selection committee.

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E. Hiring Procedures

The hiring procedures for all permanent/probationary positions shall include the following five (5) required steps:

1. Required Steps

- a. **Preliminary Documents Review:** Application form, supporting documents (transcripts, letters of recommendation, supplemental questions, etc.) submitted by all candidates within prescribed timelines will be reviewed and assessed by the district selection committee. The Human Resources Department will pre-screen applications to ensure that the minimum qualifications have been met.
- b. **Personal Interviews:** An individual, personal interview by the entire selection committee will be conducted for applicants who submit a complete application packet by the filing deadline, pass the preliminary document review, and are mutually agreed upon by the selection committee. The interview may be conducted by telephone, video, or other electronic methods if necessary. A teaching or other type of job-related demonstration may be required as part of the interview process for some positions.
- c. **Reference Verification:** Reference checks will be conducted and verification of transcripts and other application documents will be made at any step of the hiring process deemed appropriate by the selection committee. Such reference checks will be conducted by the committee chairperson or the Human Resources Department. No fewer than three (3) references shall be contacted and documented on a prescribed form provided by the Human Resources Department. Selection committees are restricted to contacting only those persons who are listed within the application packet. Applicants shall be contacted only by the selection committee chairperson if there is a need for additional reference sources. **Note:** No member of the selection committee may provide a reference verification as described in this section. A member of the selection committee may write a letter of recommendation for a candidate.
- d. **Final Interviews:** Procedure will vary according to type of position, fully described in D below.
- e. **Final Approval:** Final approval of employment rests with the Board of Trustees or the superintendent/president.

2. Optional Steps

In addition to the five (5) required steps in the selection process, the selection committee, may, by mutual consent, agree to use one or more of the following optional steps in the hiring process. If one or more optional steps are agreed upon,



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they must apply to all candidates selected for an interview. It must be determined that any optional procedure will not have a disparate impact on any protected group.

- a. **Telephone Interview:** A telephone interview or video-conference may be arranged in lieu of a personal interview under extenuating circumstances and with the approval of the Human Resources Department and the responsible vice president.
- b. **District Tour:** The candidate may be given a tour of the district by a Victor Valley College staff member not serving on the selection committee. College staff serving as tour guides shall do so voluntarily and follow a prescribed format agreed upon by the selection committee.
- c. **Written Activity:** A written activity may be designed by the selection committee which would demonstrate the candidates expertise in areas related to the position for which he or she is applying.
- d. **Live/Video/Audio or Other Presentation:** The candidate may be requested to provide a presentation to demonstrate his or her professional proficiency related to the position for which he or she is applying.
- e. **Other Options:** The selection committee may design and mutually agree upon other job-related activities or demonstrations.
- f. **Emergency Procedures** may be used upon agreement by all available members of the selection committee and the vice president of Human Resources.

F. Final Interview Procedures

1. Educational Administrator Positions

- a. The selection committee will send three (3) names of finalists, in alphabetical order, to the superintendent/president for selection. If the selection committee chooses to forward fewer than three (3) names, a memo to the superintendent/president justifying this choice will be required.
- b. The superintendent/president and/or designee will select a second-level interview committee. The second-level interview committee shall interview all recommended candidates with a Fair Employment Representative (FER) present.
- c. In the event the superintendent/president is unsatisfied with any of the candidates forwarded by the selection committee, the superintendent/president and the selection committee will agree to return to the pool of applicants and make further recommendations from that pool. The superintendent/president will make the final decision to either interview additional candidates or reopen the recruitment.
- d. Prior to making a recommendation to the Board of Trustees, the superintendent/president and/or designee will review the recommendation with the second-level interview committee.

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- e. The superintendent/president will submit the candidate for each administrator position to the Board of Trustees for approval.
2. Classified Administrator Positions
    - a. The selection committee will send no fewer than three (3) names of finalists, in alphabetical order, to the superintendent/president for selection. If the selection committee chooses to forward fewer than three (3) names, a memo to the superintendent/president justifying this choice will be required.
    - b. The superintendent/president and/or designee will select a second-level interview committee. The second-level interview committee shall interview all recommended candidates with a Fair Employment Representative (FER) present.
    - c. In the event the superintendent/president is unsatisfied with any of the candidates forwarded by the selection committee, the superintendent/president and the selection committee will agree to return to the pool of applicants and make further recommendations from that pool. The superintendent/president will make the final decision to either interview additional candidates or reopen the recruitment.
    - d. The superintendent/president and/or designee will review the recommendation with the second-level interview committee.
    - e. Human Resources shall submit the name of the candidate recommended for a position to the superintendent/president for final approval.
  3. Classified Confidential Positions
    - a. The selection committee shall forward a recommendation memo naming the top three (3) candidates in alphabetical order to the superintendent/president, his or her designee and responsible administrator.
    - b. The superintendent/president or designee shall interview the top three (3) candidates identified by the selection committee with the Fair Employment Representative (FER) present.
    - c. In the event the superintendent/president or designee is unsatisfied with any of the candidates forwarded by the selection committee, the superintendent/president or designee and the selection committee will agree to return to the pool of applicants and make further recommendations from that pool. The superintendent/president will make the final decision to either interview additional candidates or reopen the recruitment.
    - d. Upon approval, the administrator shall forward the name of the recommended candidate to the vice president of Human Resources.
    - e. Human Resources shall submit the name of the candidate recommended for a position to the superintendent/president for final approval.

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4. Classified Bargaining Unit Positions
  - a. The selection committee shall forward a recommendation memo naming the top three (3) candidates in alphabetical order to the responsible administrator.
  - b. The responsible administrator or designee shall interview the top three candidates identified by the selection committee with the Fair Employment Representative (FER) present.
  - c. In the event the responsible administrator is unsatisfied with any of the candidates forwarded by the selection committee, the administrator and the selection committee will agree to return to the pool of applicants and make further recommendations from that pool. If there is no agreement, the superintendent/president will make a final decision to either interview additional candidates or re-open the recruitment.
  - d. Upon approval, the administrator shall forward the name of the recommended candidate to the vice president of Human Resources.
  - e. Human Resources shall submit the name of the candidate recommended for a position to the superintendent/president for final approval.

III. HIRING PROCEDURES FOR PART-TIME AND TEMPORARY HOURLY

The Human Resources Department is responsible for performing adverse impact analysis on the recruitment process for adjunct faculty and short-term hourly positions on an annual basis.

A. Adjunct Faculty (Part-Time Instructional and Non-Instructional)

1. Open Positions

The need for adjunct faculty is determined by the academic master schedule for each semester. The schedule is developed in anticipation of student enrollment and is refined through the registration process including the first week of classes.

2. Announcement/Recruitment

The department dean, in cooperation with the Human Resources Department and educational administrators, should continually seek qualified applicants for adjunct positions at Victor Valley College through outreach designed to ensure that all persons, including persons from protected groups, are provided the opportunity to seek employment with the district. Recruitment for adjunct faculty positions may be conducted separately for each new opening or by annually establishing a pool of eligible candidates, but in either case full and open recruitment is required (*title 5, §53021(a)*).

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Faculty are encouraged to submit names for an adjunct hiring pool to assist the responsible administrator with adjunct faculty hiring. In the event the dean must go outside the identified pool, faculty input will be solicited whenever possible.

3. Screening

Individuals wishing to obtain adjunct employment with the district shall complete the district employment application, conviction questionnaire and confidential information form. The department dean or designee shall retain the applications. The conviction questionnaire and confidential information form shall be forwarded to the Human Resources Department.

It is the responsibility of the department dean or designee to screen written applications to determine if an individual meets the qualifications desired for an adjunct position. The name will then be retained in an active pool or qualified candidates who are under consideration for employment (depending on the need for each session).

The department dean within the discipline will participate in the selection of adjunct faculty whenever possible.

4. Interviewing

The Human Resources Department will assist as requested in the recruitment and interview process for adjunct positions. The department dean or designee will maintain folders for each applicant and personally interview each applicant being considered for adjunct assignment.

5. Employment

Confirmation of employment by the district occurs when the vice president of Human Resources signs the adjunct instructor agreement as the agent of the district. A list of adjunct instructors shall be approved by the superintendent/president or designee.

B. Temporary Hourly (Non-Academic)

Applications are collected by Human Resources and forwarded to managers upon request. Managers should interview at least three (3) candidates, whenever possible, perform reference checks, and select the best-qualified candidate. The request for short-term hourly employee list is to be approved by the vice president of Human Resources.

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IV. HIRING PROCEDURES FOR INTERIM EMPLOYEES (*California Code of Regulations, title 5, §53021*)

A position may be filled on an interim basis for the minimum time necessary to allow for full and open recruitment, provided, however, that no interim appointment or series of interim appointments exceed one year in duration.

The California Community College Chancellor's Office may approve an extension of up to one additional year if the district demonstrates business necessity.

A. In-House Recruitment for Interim Positions

Where in-house or promotional only recruitment is conducted, the district shall do the following:

1. Allow all district employees who can demonstrate they are qualified to apply for the position
2. In consultation with the appropriate body, the process for the interim appointment, with the exception of the superintendent/president, shall be determined by the superintendent/president.
3. Notify the Chancellor's Office and the district's Diversity Advisory Committee at least 10 working days prior to offering the position to a candidate as proscribed by the Chancellor's Office, pursuant to Title 5, §53003.
4. Allow incumbents appointed to the interim position to apply for the permanent position.

B. Independent Contractor

An administrative position may be filled on an interim basis by an individual not currently employed by the district who is specially trained, experienced, and competent to serve as an administrator and who satisfies the minimum qualifications applicable to the position. No appointment or series of appointments pursuant to this provision may exceed a period of one year.