

# Hiring Manual for Full-Time Faculty

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## **I. INTRODUCTION**

High quality faculty are critical in establishing and maintaining the excellence of an educational institution. It follows, therefore, that the selection of new faculty members is one of the most important functions undertaken by a college or district. This *Hiring Manual For Full-Time Faculty* outlines the hiring process and the roles and responsibilities of faculty, administration, and the Board of Trustees in this important function.

### **A. Legal Authority**

The California Education Code gives authority to the Board of Trustees for the hiring of faculty. Section 70902(b)(4) states the governing board shall "Employ and assign all personnel not inconsistent with the minimum standards adopted by the board of governors and establish employment practices, salaries, and benefits for all employees not inconsistent with the laws of this state." Additionally, however, Section 87360(b) states that "hiring criteria, policies, and procedures for new faculty members shall be developed and agreed upon jointly by representatives of the governing board, and the academic senate, and approved by the governing board." This *Hiring Manual For Full-Time Faculty* serves as the mutually agreed upon guidelines in satisfaction of that section.

Nothing in this Hiring Manual should be considered as altering the content of the Yuba College Faculty Association (YCFA) agreement with the District, and to the extent that any provision here is inconsistent with or in conflict with that agreement, the YCFA/District Contract will prevail.

Federal and state laws, California's Education Code, and Title 5 Regulations as they exist and are amended supercede this Hiring Manual.

### **B. Hiring Manual Review**

This hiring manual shall be reviewed and revised as necessary at the request of either the Academic Senate or the governing Board through its designee, and shall be updated as required by any new legislation or state regulations.

## **II. ESTABLISHMENT OF NEED AND PRIORITIZATION**

### **A. Summary of Projected Needs**

The present and future faculty needs of each department shall be analyzed by the faculty, deans, and supervisor of the requested position utilizing Academic Program Reviews, Student Services Reviews, the Educational Master Plan and other planning and Institutional Effectiveness documents. Any request for a position with a new title and/or new duties shall be made available to all faculty members and deans, college-wide.

### **B. Submission of Priorities and Creation of Final List**

1. Each campus or division shall forward staffing requests for categorically- and non-categorically-funded positions to the full time Faculty Staffing Committee, a subcommittee of the Academic Senate, no later than October 16 of each academic year.
  - a. Each faculty position request shall include vacancy information, which will be used by the Human Resources Office to create the Recruitment Announcement. The vacancy information submitted with each request shall include 1) Description of Duties, 2) Desirable Qualifications, and 3) List of Supplemental Materials (see Sections IV.A.2 and V.A). Deans should rely on the advice of discipline faculty members when submitting each faculty request and its accompanying vacancy information. All other information on each job announcement shall comply with state and federal regulations and remain consistent in template form, as determined by the Director of Human Resources in consultation with the Academic Senate.
2. The Faculty Staffing Committee shall prioritize the requests for the hiring of full-time faculty and forward its recommendations as information to the President and to the appropriate councils and committees no later than November 15 of each academic year. Written rationale for the prioritization, along with quantitative and qualitative justification data shall be included.

3. The President shall review the faculty staffing list and, relying primarily upon the advice of the Faculty Staffing Committee, make recommendations to the Chancellor, who will then make recommendations to the governing board, preferably during the December board meeting. Categorically-funded positions may be hired before non-categorically-funded positions.
4. Each campus or division shall forward any additional requests that have resulted from late retirements and/or resignations via the Chief Instructional Officer/Chief Student Services Officer to the Faculty Staffing Committee no later than April 16 of each academic year.
  - a. Each additional request shall include vacancy information, which will be used by the Human Resources Office to create the Recruitment Announcement. The vacancy information submitted with each request shall include 1) Description of Duties, 2) Desirable Qualifications, and 3) List of Supplemental Materials (see Sections IV.A.2 and V.A). Deans should rely on the advice of discipline faculty members when submitting each faculty request and its accompanying vacancy information. All other information on each job announcement shall comply with state and federal regulations and remain consistent in template form, as determined by the Director of Human Resources in consultation with the Academic Senate.
5. The Faculty Staffing Committee shall include any additional requests (see item 4 above) within the faculty staffing prioritization list. Although positions previously placed in the list will not be re-prioritized, they may be bumped down as the additional positions are added.
6. The Faculty Staffing Committee shall forward the modified list with rationale as described in II.B.2 (above) to the President and appropriate councils and committees no later than May 15 of each academic year.
7. The President shall, relying primarily on the advice of the Faculty Staffing Committee, make additional recommendations to the Chancellor, who will then make recommendations to the governing board by September for Spring Semester hires.

### **C. Inter-Campus Transfers**

1. The District shall post a notice of “available positions for transfer” on the College bulletin boards for ten (10) days, as well as notify all District faculty within which time period a full-time faculty member may request in writing a voluntary transfer.
2. When only one faculty member requests a transfer to a position “available for transfer” that is within the YCFA Unit Member’s discipline, and the YCFA Unit Member regularly teaches a minimum of 40% in the discipline as part of regular load, and that YCFA Unit Member possesses the minimum qualifications for the position, no hiring committee is needed and the District shall transfer the Unit Member to the new assignment.
  - a. If the position is not in the same discipline that the Member is currently teaching or if the YCFA Unit Member does not possess the minimum qualifications for the position, the Member will not be granted the transfer and the District shall change the “available position for transfer” to an “open” position.
3. When more than one YCFA Unit Member requests a transfer to the same position “available for transfer” that is within the YCFA Unit Members’ discipline, and the YCFA Unit Members regularly teach a minimum of 40% in the discipline as part of their regular loads, and the YCFA Unit Members meet the minimum qualifications for the position:
  - a. The District shall allow the Unit Members to have interviews with a faculty and administration interview committee at the transfer site.
  - b. The District shall follow the appropriate procedures to transfer the YCFA Unit Member selected by the interview committee to the new site location.

#### **D. Critical Hires**

The district is not precluded from hiring faculty on an emergency basis as permitted under California's Education Code and Title 5 regulations.

### **III. HIRING COMMITTEE**

#### **A. Confidentiality**

1. The confidentiality agreement that each member is to sign at the first meeting shall prohibit discussion of candidates outside the formal committee meetings. This includes conversations with committee members, other staff, administrators, and the President or designee outside the formal committee process.
  - a. It is the responsibility of the committee co-chairs to have each Hiring Committee member sign a confidentiality form at the first meeting.
  - b. It is the responsibility of the Equal Employment Opportunity representative assigned to the committee to review legal requirements with committee members prior to their signing the confidentiality agreement.
2. The rights and reputations of the candidates must be protected. Information about candidates as well as ratings and comments made by committee members must not be shared outside the committee membership.
3. In order to provide equal opportunities for all candidates, strict confidentiality must be maintained regarding the interview questions, topic(s) of the work sample(s) and teaching demonstration.

#### **B. Composition of the Hiring Committee**

1. The Hiring Committee shall be comprised of a total of five to seven persons selected, as follows:
  - a. One to two YCFA Unit Members appointed by the Academic Senate; except in extenuating circumstances, only tenured faculty members will be appointed.
  - b. One to two YCFA Unit Members appointed by the appropriate division faculty, one of whom must be from the appropriate discipline. If a campus lacks an appropriate discipline faculty member to serve on its Hiring Committee, a discipline faculty member from another campus, to be selected by its appropriate discipline faculty, will fill the position. Except in extenuating circumstances, only tenured faculty members will be appointed.
  - c. The supervisor of the department or area (usually the Area Dean) appointed by the President or designee.
  - d. A YCFA Unit Member to serve as a non-voting Equal Employment Opportunity (EEO) Representative certified by the EEO Officer as having been trained in EEO matters, and appointed by the EEO Officer.
    - i. The EEO Representative may not vote for or express interest in any candidate. The EEO Representative's duties are strictly limited to ensuring that all proceedings follow the Equal Employment Opportunity process.
  - e. The Chief Instructional Officer or Chief Student Services Officer, whichever is the certificated YCCD employee designee of that CIO/CSSO.
2. In basic skills, interdisciplinary subjects, and in areas where service to students requires close cooperation between instruction and student services or between instructional areas, it is recommended that faculty from several areas be selected to serve on the Committee.
3. The college should include diversity on the committee, including women, men, and a member or members of underrepresented groups.

4. Separate Hiring Committees will be used for each campus, even when multiple positions are being hired within a single discipline.

### **C. Chairpersons Duties**

1. The Hiring Committee will have co-chairs, who will be the supervisor of the department or area (usually the Area Dean) and one of the Academic Senate appointed full-time faculty serving on the Hiring Committee, to be so designated by the Academic Senate President.
2. The chairpersons shall convene the committee, participate in the development of screening criteria, establish timelines for completion of the screening, serve as two of the raters, and coordinate the final selection of who shall be interviewed.
3. The chairpersons shall be responsible for providing each committee member with a copy of the Hiring Manual and having each member sign a confidentiality agreement following review of EEO guidelines by the EEO representative.
4. The chairpersons will provide the Human Resources Office with the list of candidates who have and have not been selected for interview.
5. The chairpersons will do the reference checks in conjunction with the President or designee.

### **D. Committee Member Duties**

1. Committee members will read the *Hiring Manual For Full-Time Faculty* and will abide by the confidentiality agreement and EEO Guidelines.
2. Committee members will attend all meetings and participate fully.
3. If a Hiring Committee determines that the failure to participate fully by a committee member may result in that committee member's inability to make informed decisions, then that committee member may be dismissed from the committee by one of the co-chairs.
4. The Hiring Committee will be responsible for screening all applicants and interviewing all candidates selected for interview.
  - a. Committee Members must be apprised of the time commitment and be willing to make the effort required to complete the screening within the time limits which have been predetermined by the chairpersons.

### **E. Equal Employment Opportunity (EEO) Representative Duties**

1. The EEO Representative shall be a non-voting member and ensure that throughout the entire screening and interview process there is no discrimination against any individual on the basis of race, color, gender, religion, national origin, age, sexual orientation, political orientation or belief, disability, or marital status.
2. The EEO representative shall review EEO Guidelines with the committee at its first meeting.
3. Any questions or concerns about instances of unlawful discrimination shall be reported to the EEO Representative and the Director of Human Resources at the time of their occurrence.

#### **IV. SCREENING FOR ELIGIBILITY (PRE-SCREENING)**

##### **A. Application Materials**

1. Each application shall include the following: (a) YCCD application, (b) personal resume, (c) unofficial copies of college transcripts, (d) Role Statement, (e) Diversity Statement, (f) cover letter/letter of interest, and (g) three current letters of recommendation (letters from members of the screening committee are allowed). An application may also include any supplemental materials allowed by the job announcement.
2. Applicants may not submit supplemental materials other than those required on the job flyer. As optional addenda to an application, supplemental materials shall be specified in the vacancy information submitted with each faculty position request (see Section II.B), and be consistently required of each applicant. Supplemental materials requested of applicants may, but need not, include the following: (a) one current evaluation from a peer or supervisor, (b) one abstract of a publication, and/or (c) portfolio. No other supplemental material may be requested of applicants. The Human Resources Office will not forward any other material included in an application to the Hiring Committee for screening.

##### **B. Qualifications**

1. The Human Resources Office will determine that applications meet minimum qualifications as determined by the Board of Trustees.
2. Applicants must meet YCCD minimum qualifications by the filing date or have been awarded equivalency by the District prior to the publication of the Recruitment Announcement.
  - a. Equivalency applications submitted during the filing period for a position will not be considered for that position.
  - b. Equivalency determination will be made by the Senate-approved equivalency process.
3. All applications that satisfy the credentials requirements of YCCD minimum qualifications or have been awarded equivalency will be forwarded to the Hiring Committee.

##### **C. Screening**

1. If the number of applications submitted is deemed adequate as determined by the co-chairs of the Hiring Committee, in consultation with the Director of Human Resources, the Human Resources Office shall prepare a list of all qualified applicants. The list, along with the applications, shall be available in the Human Resources Office when the applications are ready to be screened.
2. If the number of qualified applicants submitted is not adequate as determined by the co-chairs of the Hiring Committee in consultation with the Human Resources Director, the position may be re-advertised.

#### **V. RECRUITMENT**

##### **A. Announcement of an Opening**

1. Information on each job announcement shall comply with state and federal regulations and remain consistent in template form, as determined by the Director of Human Resources in consultation with the Academic Senate, with the exception of vacancy information submitted with each faculty position request, which includes the following: 1) Description of Duties, 2) Desirable Qualifications, and 3) List of Supplemental Materials (see Sections II.B and IV.A).
2. The Director of Human Resources shall review the job description for clarity of proposed assignment, appropriateness of educational requirements, and legal compliance.

3. Following Board approval, the Director of Human Resources, working from the vacancy information submitted with each approved faculty position request, shall submit a recruitment announcement and transfer notice to the appropriate discipline faculty and their supervisor (usually the Area Dean) for review, and approval by the dean. If there is a change, the discipline faculty and their supervisor will be notified. Once approved, the recruitment announcement and transfer notice will be posted immediately.

#### **B. Distribution of Announcement**

1. Full-time, tenure-track faculty positions will be advertised for 40 to 60 days. This advertising time may be reduced by mutual agreement between the Academic Senate and the President if there is a clear need for this reduction.
2. Job announcements may be sent to:
  - a. Other campuses and outreach centers, etc.;
  - b. Yuba Community College District (YCCD) Board of Trustees;
  - c. YCCD faculty and staff;
  - d. Professional Publications (i.e. Chronicle of Higher Education, etc.);
  - e. President or designee of the exclusive bargaining units of the District for faculty (YCFA and YCAFT);
  - f. College and university placement departments throughout the state;
  - g. Local/regional news publications;
  - h. Local school districts;
  - j. Employment development agencies and similar employment agencies;
  - k. Appropriate professional organizations;
  - l. CIO's and CSSO's of CCC by E-mail or letter;
  - m. Appropriate professional journals and local and regional news media;
  - n. Approved electronic web sites (e.g. CCC Registry and YCCD Website);
  - o. Other recruitment sources as determined by the HR Director.
3. To ensure that members of underrepresented groups are notified of available positions, the District may:
  - a. Advertise in journals and newspapers with underrepresented group leadership as well as in newspapers having wide general circulation;
  - b. Contact persons working in or attending predominantly minority or single gender colleges;
  - c. Contact businesses, industries and organizations that serve underrepresented populations;
  - d. Use professional registries and data banks, specifically those whose listings include underrepresented group members;
  - e. Consult with local organizations and agencies serving underrepresented groups regarding recruiting efforts;
  - f. Attend and recruit at job fairs that serve underrepresented populations;
  - g. Contact designated organizations of underrepresented groups.
4. The District shall be identified as an Equal Opportunity Employer.

#### **C. Professional Recruitment**

1. Faculty and managers are encouraged to use their professional networks to advertise open positions.
2. Faculty and management are especially encouraged to seek out qualified members of underrepresented groups and encourage them to apply for open positions.

## **VI. SCREENING APPLICATIONS**

### **A. Screening Criteria**

1. Screening criteria and interview questions are to be developed by the Hiring Committee prior to review of applications.
2. Screening criteria are to be based on the job announcement.

### **B. Screening Process**

1. Screening criteria and rating sheets shall be prepared by the committee chairpersons prior to reviewing applications. Applications will be available to the committee co-chairs five working days after the position closes.
2. Expedient screening of applications is highly desirable in order to ensure that talented candidates are still available for interviews.

### **C. Rating of Candidates**

1. The members of the Hiring Committee shall meet at the time determined by the committee chairpersons with completed ratings of all candidates.
2. The chairpersons and the EEO representative shall tabulate the committee members' individual ratings of the candidates to establish the ratings of the candidates. This rating shall be posted in such a manner that all committee members can view the rating.
3. The committee shall then discuss the strengths and weaknesses of the top candidates and other candidates chosen by the committee members.
4. The committee will determine the number of candidates to be interviewed, and the co-chairs shall forward the names of those selected for interview to the Human Resources Office and coordinate with that office the dates for interviewing.

### **D. Notification of Candidates**

1. Once the list of names of those selected for interview has been submitted, the Human Resources Office will notify within ten days the candidates who were not selected for an interview.
2. The Human Resources Office will notify within two days those who have been selected and schedule them for an interview.
3. Sufficient time shall be allowed between notification and the interview to permit candidates to make travel arrangements. A minimum of one week's notice will be provided. Two weeks time is preferable for those requiring extensive air travel.

## **VII. THE INTERVIEW**

### **A. Purpose of the Interview**

1. The purpose of the interview is to obtain information and to evaluate the candidates with regard to their ability to perform the duties of the faculty position. The interview shall be an assessment of the specific qualities and aptitudes that are important for success as a member of the faculty. These qualities may include knowledge of the subject matter, the ability to communicate orally, concern and respect for students, special ability or aptitude in the areas identified by the department/area, the potential for continued professional growth, and personal qualities such as enthusiasm, intellectual curiosity, a passion for teaching and learning, interpersonal skills and commitment to the profession.
2. A valuable outcome of the interview is to project a positive image of the district, college, and the department. Unsuccessful candidates will have other opportunities to apply for future YCCD positions. They can be expected to use the interview to assess the climate of the college and to determine if this is where they wish to work. It is recommended that there be an opportunity for the candidate to have a tour of the college and the department where he/she would be employed. If a tour is offered for one candidate, it must be offered for all those being interviewed.

### **B. Process of the Interview**

1. The sequence of interviews conducted by the hiring committee and the President or designee for a faculty position must be identical for all candidates for that position.

### **C. Qualities of a Good Interview**

1. Timing
  - a. Sufficient time must be allocated to obtain the amount of information needed for an interview.
  - b. It is recommended that the interviews be scheduled at least 60 minutes apart. This allows at least 45 to 50 minutes with each candidate, plus time to review the material presented and complete the note.
  - c. One of the co-chairs shall be designated as the person to advise the candidate of the time limits that have been established by the committee at the start of the interview. This chairperson should conclude the interview within the allotted time so that all candidates have an equal opportunity to make their presentation.
2. Establish Rapport
  - a. Candidates are naturally tense; it is the responsibility of the committee to put them at ease as much as possible. Smiles, introductions, a bit of small talk or humor (that is appropriate) is helpful.
3. Attentiveness of Interviewers
  - a. Interviewers shall be attentive towards candidates. Smiles, body language indicating interest, nods of appreciation all help a candidate feel he/she is being well received.
4. Structure
  - a. A good interview has a basic structure, starting with an icebreaker question about past education and experience. It develops gradually with questions that are related (whenever possible), moves into more difficult subjects, and concludes with an opportunity for the candidate to make a summary statement. Sincere appreciation should be expressed to the candidate by the chairpersons and the committee for the effort, time, and money expended in coming to the interview. Questions should solicit critical

thinking and problem-solving skills of the candidate in addition to knowledge of the discipline.

5. Confidentiality (see also Section III.A.)
  - a. Assurance of confidentiality is critical to successful interviewing. Ratings and comments by committee members must not be shared with anyone outside the hiring process at any time as per the signed confidentiality agreement.
  - b. No facet of the interview process shall be discussed outside of the formal committee structure.
6. Impartiality
  - a. Impartiality is the bedrock of a good interview. Applicants shall be treated fairly.
  - b. Committee members should also be aware of how other factors may contaminate their objective evaluation of applicants, such as the following:
    - i. Halo effect: A type of bias in which one characteristic of a person or one factor in a situation affects the evaluation of the person's other traits (e.g. physical appearance).
    - ii. Position effects: A type of bias that occurs when a person is judged differently dependent on the order in which he/she is considered (e.g. the last applicant to interview may have a distinct advantage because the interview committee members will have him/her fresh in their minds).

#### **D. Interview Questions**

1. The Hiring Committee will prepare the questions that are to be asked at the interview.
2. To provide as much objectivity as possible, the same questions must be asked of each candidate, by the same committee member, and in the same sequence.
3. The committee should decide in advance how much assistance will be offered to a candidate who appears to have misunderstood the intent of a question or who answers only part of a multi-part question. If it is decided to rephrase or restate the question, the same assistance must be provided to other candidates.
4. Questions that give the best results, usually, have these qualities:
  - a. They are open-ended, allowing the candidate to reveal more of himself/herself.
  - b. The desired "right" answer should not be apparent from the question. (Don't ask leading questions.)
  - c. Even if the topic or problem may be complex, the language of the question should be clear and easy to understand.
5. Follow-up questions may be asked. The follow-up questions should be related to a candidate's responses, e.g., "Can you tell us more about your involvement with the individualized learning program you mentioned?"
6. With prior agreement by the committee members, a question to clarify information on the application materials may be asked of specific candidates.
7. Generally, 10 to 12 questions plus a teaching demonstration can be completed in the 45 to 50 minute interview. If the questions are broad and follow-up questions are planned, fewer questions might be asked.

## **E. Demonstration**

A demonstration of professional skills (teaching, counseling, etc.) provides very valuable information regarding the probable future performance of the candidate and is to be included in all full time interviews. There are two kinds of demonstrations:

1. Advance preparation. Topics are provided to the candidate in advance of the interview. The letter confirming the appointment for the interview would contain the information that a demonstration will be part of the interview process. Three topics could be given, with the candidate to choose any one. The demonstration would measure willingness to prepare and ability to deliver when an assignment is known in advance.
2. Extemporaneous: A role-play scenario or a short list of work-related problems would be presented to the candidate during the interview with directions to explain, respond to, or demonstrate any one. This demonstration measures the candidate's ability to think and organize quickly.
3. Ideally, an interview could include both kinds of demonstrations.

## **F. Writing Sample**

1. The ability to write clearly and accurately is essential for any community college faculty position, and it is recommended that an extemporaneous writing sample of about a half-hour be part of the process. Topics might include hypothetical or work-related scenarios.
2. The writing sample will occur before or after (the time slot must be the same for all candidates) the interview in which case the candidate may need to be invited to arrive at the college about an hour in advance to review the topic and complete the assignment. The same amount of writing time is allowed for each candidate.
3. The assessment of the writing sample should be made independently by each committee member, and the rating should be added to the ratings of interview questions and demonstration(s).

## **G. Rating of Candidates**

1. Note taking. It is helpful to take notes during the interview regarding the content and clarity of answers; this tends to eliminate the "halo" effect (see Section VII.C.6).
2. At the conclusion of each interview, an overall rating is recorded on the interview sheet of the candidate by each committee member.
4. Following the completion of each interview, the committee co-chairs shall provide an opportunity for identified faculty interviewer(s) who have experience in the target discipline to clarify discipline-specific content answers so that panel members may ascertain the applicant's subject matter mastery.

## **H. Ranking**

1. The ranking system will be determined by the interview committee. The following are some ranking systems that might be considered:
  - a) To categorize candidates as A (highly recommended), B (recommended), C (recommended with reservation), or D (do not recommend). These individual "rankings" are collected by the committee chairpersons, who shall, along with the EEO representative, total the rankings to determine the top candidates (those placed most frequently in the higher categories). These are posted in alphabetical order. The committee members will then discuss the strengths and weaknesses of these candidates and then rank these candidates from 1 to the number of candidates

posted. These rankings will be gathered and tabulated as before and the top three (or more as determined by the committee members) will be posted in ranked order.

b) Each committee member shall rank his or her top candidates from 1 to number of candidates interviewed with a 1 being of the highest rank. The independent rankings are collected by the committee chairpersons, who shall, along with the EEO representative, add the rankings to determine the top five (or more if committee so elects) candidates (those with the lowest scores). These are posted in alphabetical order. The committee members will then discuss the strengths and weaknesses of these candidates and then rank these candidates from 1 to the number of candidates posted. These rankings will be gathered and tabulated as before and the top three (or more as determined by the committee members) will be posted in ranked order.

2. The committee shall determine the names of the top candidates, ideally three, for the position and post these in alphabetical order before the President or designee joins the committee.
3. Ideally, all the interviewees should have a second interview with the President or designee. The same person or persons will interview all finalists, that being the President or designee.
4. The President or designee may choose to interview only the top candidates selected by the Hiring Committee. As this will require that the top candidates make themselves available for a second interview on another day, the President or designee may offer a courtesy interview to any candidate traveling from out of State or outside a 100-mile radius on the date of the initial interview with the Hiring Committee.
5. After the President or designee has interviewed the candidates, he/she shall join the committee for a discussion regarding the strengths and weaknesses of the alphabetically listed candidates, ideally three, and determine with the committee the order in which the reference check process should be initiated.

## **VIII. REFERENCE CHECKS**

Checking of the references of the candidates is a vital step in the selection process. Complete and accurate reference checks supply important information about the applicant's qualifications and clarify questions or concerns that may have arisen during the screening and interview process.

- A. Following the interviews, the President or designee meets with the co-chairs of the Hiring Committee and they jointly determine which references are to be contacted. The President or designee may delegate the performance of these reference checks to the committee co-chairs. The committee co-chairs will use the required Human Resources Reference Check Form and record responses from those contacted.
- B. Objective reference information is frequently difficult to obtain. Employers are particularly reluctant to provide negative data. Some suggestions for making reference checks are:
  1. Ask open-ended questions to try to get the employer to talk.
  2. Begin by asking the employer to verify facts: dates of employment, responsibility, how long the person who is providing the reference knew the candidate and what his/her relationship was with the candidate.
  3. Paraphrase some of the questions asked during interview of the applicant to verify the responses made by the applicant during the interview.
  4. Try to get indications of past performance: quality of work, reliability, meeting deadlines, relationships with people, etc.
  5. Ask for perceived strengths and weaknesses ("What does he/she do least well?"). If the interview committee had already identified a weakness, an employer is more willing to confirm negative information than to volunteer it.

6. Ask the reason that the person left (or will leave), and the crucial question of "If you could rehire (the candidate), would you?"
  7. Is there anything else you think I should know?
- C. Site visits may be conducted by the co-chairs where appropriate and mutually agreed upon by the President or designee and the Hiring Committee co-chairs.
- D. After reference checks and site visits have been made, the co-chairs shall meet and discuss with the President or designee the information gathered. If matters requiring in depth knowledge of a particular discipline or area arise, then a person from the Hiring Committee having this knowledge will be invited into the discussions.
- E. No later than one week after the final consultation with the co-chairs, the President will recommend to the Chancellor the candidate to be offered the position.

## **IX. SELECTION**

- A. If, at any time, the President or designee has reservations regarding the recommendations of the Hiring Committee, the President or designee will meet with the committee and explain the rationale for his/her concern. If there were additional candidates who the committee judged to be well qualified, the Hiring Committee may elect by a majority vote to have next ranked candidate(s) considered.
- B. Once a candidate has accepted a position, the Human Resources Office shall include the candidate's name in the next Board of Trustees' agenda for approval.
1. The supervising Dean or Vice President will notify the final candidate of his/her selection prior to forwarding the appropriate forms to the Human Resources Office. The candidate will be informed that this offer of employment has been made pending Board approval and fingerprint clearance. The Human Resources Office will review salary and contract information with the final candidate and obtain signatures.
  2. The Administrative Co-chair shall notify the committee after the selection is made.
  3. The Human Resources Office will place the name of the selected person on the next regular Board meeting agenda and will process all employment forms.
  4. The Human Resources Office will notify in writing those candidates who were interviewed and were not selected for the position.
  5. Following Board approval and fingerprint clearance, the final candidate will be given formal notice of the appointment by the Director of Human Resources.

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This *Hiring Manual For Full-Time Faculty* has been “agreed upon jointly by representatives of the Governing Board and the Academic Senate.”

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Professor David Rubiales  
Academic Senate President

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Dr. Nicki Harrington  
Chancellor

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Date

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Date

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Paul Mendoza, President  
Yuba College

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Dr. Angela Fairchilds, President  
Woodland Community College

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Date

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Date

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Leela Rai, President  
Board of Trustees

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Date

