

Chapter 7 - Human Resources

AP 7120 Recruitment and Hiring: Faculty

References:

Education Code Sections 87100 et seq., 87400, and 88003; Title 5 Section 53000 et.seq.; Mt. San Antonio College Equal Employment Opportunity Plan; Accreditation Standard III.A; Immigration Reform and Control Act (IRCA, Public Law 99-603)

Preamble

Mt. San Antonio College ~~seeks to hire~~ **will be inclusive of equity and ethnic diversity when hiring** qualified and diverse faculty. The process of faculty position creation, prioritization, and recruitment ~~should~~ **will** be a collaborative effort between academic managers, discipline faculty, faculty leadership, and Human Resources to address student needs. ~~Every effort should be made to respect the expertise of discipline faculty~~ **The professional experience and expertise of discipline faculty will be utilized** in the goal of reaching mutual agreement on the College's annual faculty hiring priorities. The College's mission and goals, strategic planning documents, regional and national accreditation standards, and the College's Equal Employment Opportunity Plan will guide and inform this process.

Full-Time Faculty Selection Procedures

The following provisions are applicable to all non-management, academic, full-time positions:

A. Vacant Faculty Positions

1. Full-Time Tenure-Track Positions: The need for contract tenure-track faculty shall be developed by each department and recommended to the area administrator in the Spring semester for positions requested to be hired for the following academic year (~~e.g., Spring 2016 for academic hiring for 2016-17, start date of Fall 2017~~). Department ~~chairs~~ **members**, academic managers, and the Academic Senate Executive Board, to the fullest extent possible, should develop a clear, concise set of criteria by which to evaluate position requests that are disseminated in advance of position review and based on the values and documents referenced in the preamble of this AP. The area administrator, in consultation with the department chairs, academic managers, or a representative of the department if a department chair is not available, will prioritize the requests submitted by the departments within the division and will forward them to the Vice President, Instruction by the end of the Spring semester. The Vice President, Instruction will provide the lists of requests for faculty positions prioritized by each division to the Academic Senate. The Instruction Team and the Academic Senate Executive Board will independently prioritize the submitted requests. **Positions projected to be fully funded from either categorical or restricted funding sources may be exempted by AMAC from the prioritization process upon consideration from the Academic Senate Executive Board (representing faculty) and from the Instruction Team (representing instructional management). The Student Services Team will be included in the review and recommendation if the position reports within Student Services and is to be funded by categorical or restricted funds upon recommendations of either the Academic Senate**

Executive Board or the Instruction Team. Considerations to exempt categorically funded positions will include the position's impact on the College's Faculty Obligation Number, the commitment scope, ongoing stability and duration commitment of the funding source to the College, the duration and scope of funding, and the expected impact, if any, upon the college's resources, programs, facilities, and/or students, including addressing the specific educational needs of students and regulatory requirements, as well as other relevant factors as determined by AMAC. The priorities for the Academic Senate and Instruction Team will be brought to Academic Mutual Agreement Council (AMAC) for the development of a single list to represent the faculty positions priorities for the College. The prioritized list shall be submitted to the College President/CEO for a decision regarding the number of positions approved for hire in for the following academic year.

The College President/CEO will issue instructions to Human Resources regarding filling the open positions based on the following procedures listed under Recruitment below.

2. Replacement Positions: When a faculty member submits a formal notice of resignation or retirement after prioritization occurs, but before the end of the Fall semester, a replacement for the vacancy must be requested by the department and the area administrator using the forms developed for requesting a faculty position. The determination will be made by AMAC, after consultation with the department chair and area administrator, whether to replace, to open recruitment for the next on the list, or to not fill the position. If the position is not filled, it will remain a vacancy for reconsideration the following year.
3. Emergency Replacement: When a department experiences an unexpected vacancy, other than retirement, the decision to replace will be made by mutual agreement in AMAC. The department, in consultation with the area administrator, should submit a request for a faculty position as described under Section 2 (Replacement Positions) above.
4. Following approval by AMAC, the President/CEO will issue instructions to Human Resources using the Request to Fill (RFT) form to fill the open positions based on the procedures listed under section B, Recruitment of Full-Time Tenure Faculty, below.

B. Recruitment of Full-Time Tenure Track Faculty

It is the policy of the College that all full-time position vacancies be advertised in and out of the District inclusive of areas that represent **divers** populations in accordance with the EEO Plan. Human Resources shall consult with the hiring committee chair to determine if additional advertising sites are needed.

The appropriate subject area faculty, together with the area administrator, shall develop the faculty position descriptions, requirements, and preferred qualifications.

The job posting will include all job-related skills, minimum qualifications, occupational licenses or certificates, the College's statement on their commitment to diversity and equity and shall also include student and employee demographics, and any applicable qualifications recommended by faculty when appropriate. Criteria for hiring that

go beyond the minimum qualifications shall be established in compliance with EEO regulations **in order to stress the importance of inclusion.**

The job posting will be approved by the appropriate Vice President and the Academic Senate President. If any changes are recommended which differ from those submitted by the department, consultation with department representation will be held prior to advertising for the position. Every attempt will be made to obtain agreement. If this is not possible, the recommendation of the College President/CEO will be used.

C. Applications for Employment

The employment application form is the document by which standard information about each applicant is obtained. In addition to the standard form, a supplemental questionnaire may be used for certain positions to gather specialized job-related information for use in the screening process. All applicants shall submit completed application forms, **a cover letter or curriculum vitae**, a résumé, and transcripts of all relevant college work completed. Departments, in consultation with their area administrator, will determine whether to require letters of recommendation, **including the number of letters of recommendation**, or whether to make letters of recommendation optional at the time the job posting is prepared, **or a complete and thorough response to the diversity and equity supplemental questions**. Documents will be submitted into the system electronically by the applicant or Human Resources. In addition, the applicant may include other pertinent materials to be used in the screening process. All application materials shall be addressed to Human Resources and will be kept on file in accordance with established rules.

Screening and selection committee members may provide letters of recommendations or be used as a reference for applicants applying for the position(s) for which they are serving as members. In the event that a committee member provided a letter prior to being selected as a committee member, the committee member may elect to remove themselves from the committee. Committee members who write letters of recommendations shall not discuss the contents of their letter with other committee members.

Applications submitted by the initial deadline of the job posting shall be reviewed for complete documentation by Human Resources. Discipline Experts from within the screening and selection committee shall screen for minimum qualifications. Discipline Experts will also forward any applications they believe meets the equivalencies for minimum qualifications to the equivalency committee. Human Resources shall complete a second minimum qualifications review of applications determined by Discipline Experts not to meet minimum qualifications.

State law allows local districts to establish equivalencies to the degree or experience requirements. If the position announcement allows applicants to have equivalent qualifications, they must be verified by documentation. This documentation will be considered part of the application. Human Resources will determine if the applicant meets minimum qualifications. When appropriate or necessary, Human Resources will consult with the Academic Senate President regarding verification of minimum qualifications. The Academic Senate President will review all equivalency requests before including candidates in the applicant pool to be reviewed by the Screening **and Selection** Committee.

- A. Training for Screening and Selection Committee Members – Persons serving on a screening and selection committee will be required to participate in an EEO screening and selection committee training session within two calendar years of the appointment on a committee. Individuals who have not received this training prior to the orientation meeting will not be allowed to serve on screening and selection committees.
- B. Screening and selection committee members who do not complete tasks assigned to the committee or who fail to participate in scheduled meetings will be removed from the committee.

C. Equal Employment Opportunity (EEO) Representatives

EEO Representatives are required to have received specific training in the role of an EEO Representative within two calendar years of the appointment on a committee. EEO Representatives are required to participate in and monitor all phases of the recruitment process, including final interviews. EEO Representatives shall not be under the supervision of the area administrator or committee chair.

Human Resources is responsible for providing the EEO screening and selection committee training. The Campus Equity and Diversity Committee will conduct periodic reviews of the training programs.

Any organization or individual acting on behalf of the District, with regard to the recruitment and screening of personnel, is an agent of the District, and thereby subject to the requirements, stipulations, and provisions of the EEO Plan.

District employees are trained by Human Resources to assist screening and selection committees in ensuring that all applicants receive fair and equitable treatment and to advise on matters related to compliance with Title 5 EEO Regulations. EEO Representatives provide guidelines and instructions regarding equal employment opportunity, and they attend all meetings of the screening and selection committee to ensure that equal employment opportunity principles are applied at each step in the screening and selection processes. EEO Representatives should be individuals who will most likely be viewed by all committee members and applicants as neutral, free of personal motivations and conflicts of interests, and reasonably free from influence in relation to the particular vacant position. EEO Representatives are non-voting members of the screening and selection committees and are appointed by Human Resources.

D. Screening and Selection Committees

The Screening and Selection Committee shall consist of one area administrator, department chair and three faculty persons selected by vote of the department and shall be comprised of a diversity committee representation within the limits allowed by California Community College Chancellor's Office to ensure a variety of perspectives to assess applicants' qualification. The committee shall be diverse and will foster equity-enriched practices by establishing a diverse Committee membership with regard to ethnic group identification, race, color, national origin,

religion, age, gender, disability, ancestry, sexual orientation, language, accept, citizenship status, marital status, economic status, military and veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics, making every effort to achieve a balanced pool of gender and ethnic representation. If the department chair is not available, a fourth faculty person shall be selected by vote of the department. If the department wishes to select faculty persons from outside the department, this is permissible and can aid in the formation of a more divers committee. These five persons will be voting members. All Screening and Selection Committees will include an Equal Employment Opportunity Representative. This individual shall be a non-voting member of the Committee and will be appointed by Human Resources, in consultation with the Academic Senate President. The voting members of the Screening and Selection Committee shall elect the Screening and Selection Committee Chair. The Screening and Selection Committee may appoint two additional non-voting Screening and Selection Committee members who may be managers, industry representatives, faculty, classified staff, and/or students. The Academic Senate President, or designee, shall approve faculty appointments to the Screening and Selection Committee.

G. Applicant Screening - All screening and interview materials (screening criteria, interview questions, writing assignments, teaching demonstrations, etc.) are developed by the screening and selection committee with assistance, as needed, from the Office of Human Resources and are designed to solicit job-related information pertaining to the skills, attitudes, and knowledge of the applicants.

The Office of Human Resources shall review the aggregate data of the applicant pool submitted by the initial screening data, and if the pool is not diverse, Human Resources shall extend the recruitment posting and advertise to draw more diversity. Human Resources shall provide a written explanation for the extension. Human Resources shall provide the Screening and Selection Committee with aggregate demographic data for the applicants who meet minimum qualifications as part of their consideration for the Committee's overall review. The Screening and Selection Committee shall include at least one diversity and one equity minded screening criteria as part of their evaluation for each applicant. Screening and Selection Committee members should reference the application for answers to the supplemental questions on diversity and equity mindedness to evaluate the screening criteria. Screening and Selection Committees may also reference other sections of the application packet as part of their evaluation on diversity and equity mindedness.

The Office of Human Resources shall review applications submitted after the deadline for completeness and minimum qualifications. The discipline expert(s) shall review complete applications that Human Resources has screened out for not meeting minimum qualifications and complete applications that Human Resources are unsure meet minimum qualifications. The discipline expert(s) shall review applications not meeting minimum qualifications and may move those applications forward if the discipline expert(s) deemed the applicant meets minimum qualifications or move them to the equivalency committee if discipline expert(s) believe the applicant may qualify for an equivalency. All equivalencies shall be determined by the Equivalency Committee.

The Screening **and Selection** Committee will electronically screen all applications which meet Minimum Qualifications or locally established equivalencies, as well as other job-related criteria, determine the list of candidates to be interviewed, and conduct the interviews. Any Committee member who does not complete screening tasks assigned to the Committee will be removed from the Committee. Departments shall make an effort to establish a diverse Committee membership with regard to ethnic group identification, race, color, national origin, religion, age, gender, disability, ancestry, sexual orientation, language, accent, citizenship status, marital status, economic status, military and veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics. Each Committee, upon its formation, will coordinate with the ~~Equal Employment Opportunity Officer~~ **Deputy Director, Human Resources** to confirm that the procedures it will be following in screening and interviewing will conform to the College's equal employment and non-discrimination policies. All members of the Screening **and Selection** Committee will have Equal Employment Opportunity training in accordance with Title 5 Section 53003(c)(4).

E. **H. Interviews**

In coordination with the area administrator, Human Resources will make the necessary arrangements for all interviews, which will be conducted by the Screening **and Selection** Committee. Every effort will be made by Human Resources and the Screening **and Selection** Committee Chair to schedule interviews so that they will not conflict with classes taught by Committee members or applicants. Any conflicts will be discussed with Committee members or applicants prior to scheduling. ~~The established College interview procedure shall be used in all interviews. Questions to be asked in the interviews will be developed and agreed upon by the Committee in conjunction with the Chief Human Resources Officer, or designee before applications are released to the Screening Committee. The questions will be subject to approval by the, Chief Human Resources Officer, or designee, to ensure that they are not illegal or discriminatory.~~

After the screening and selection committee has reviewed, evaluated, and determined the applicants moving forward for interviews. The Office of Human Resources shall review the aggregate data of the applicant pool submitted by the Screening and Selection Committee. If the pool is not diverse, Human Resources shall discuss with the Screening and Selection Committee options to include additional diverse applicants for interviews. The Office of Human Resources will make the necessary arrangements for all interviews. The Office of Human Resources shall provide the Screening and Selection Committee with aggregate demographic data for the applicants who were selected for interviews. The established College interview procedures shall be used in all interviews. Interview questions and related interview assignments are developed by the screening and selection committee with assistance from an Office of Human Resources representative. The interview questions and related interview assignments are designed to solicit job-related information relative to the skills, attitudes, and knowledge of the applicants. Interview questions should be developed to assess the applicant's understanding of and commitment to diversity, equity mindedness, and their level of cultural proficiency, specifically interview questions addressing an applicant's soft skills (i.e. effective communication skills, teamwork, dependability, adaptability, conflict resolution, flexibility, leadership, problem-solving). Interview questions and related interview assignments will be approved by

the Deputy Director, Human Resources or designee. The time frame for notification should be at least 14 calendar days to allow applicants time to make necessary arrangements.

The Office of Human Resources representative or the EEO Representative will be available during the interview for any questions or concerns. Members of the screening and selection committee have the professional responsibility of maintaining the confidentiality of all discussions, recommendations, evaluations, rating, and decisions of the committee.

Committee members may provide letters of recommendations or used as a reference for applicants applying for the position(s) for which they are serving as members. In the event that a committee member provided a letter prior to being selected as a committee member, the committee member may elect to remove themselves from the committee. Committee members who write letters of recommendations shall not discuss the contents of their letter with other committee members.

F. I. Final Selection

It will be the Screening and Selection Committee's task to recommend two or more applicants for interview by the College President/CEO and/or their designee(s). The screening and selection committee will draft a summary to the second level committee chair. The summary will include finalist rankings, additional questions, and/or areas the committee would like for the second level committee chair to address with the finalists. Human Resources will provide the summary to the second level committee chair as part of the interview packet for second level interviews. ~~A recommendation of fewer than two candidates must be accompanied by a written explanation.~~ The Screening and Selection Committee's recommendations and all interview materials must be sent to Human Resources. The Screening and Selection Committee's recommendations and evaluation sheets on the finalists will be sent forward to the College President/CEO and/or designee(s) and will be taken into consideration when making the final selection. The College President/CEO will make the final recommendation to the Board of Trustees.

The final interview shall include the College President/CEO or his/her designee, the appropriate Vice President or designee, the chair of the Screening and Selection Committee, and the EEO representative. If the chair of the Screening and Selection Committee is the area administrator, then the faculty department chair or designee will be invited to participate. Likewise, if the Screening and Selection Committee chair is a faculty member, then the area administrator will be invited to participate. The College President/CEO or designee may request additional candidates to be identified by the Screening and Selection Committee if he/she determines that the candidates recommended by the Screening and Selection Committee do not meet Mt. San Antonio College standards. In such cases, the Screening and Selection Committee will reconvene to determine if it will recommend two or more additional candidates for interview or to recommend additional recruitment for additional applicants.

G. Board Approval

The College President/CEO or designee will submit the selected finalist to the Board of Trustees for approval.

- H. Temporary Full-time Positions: Either when a vacancy remains unfilled after the prioritization process because of a failed recruitment or when a department demonstrates a need for a full-time position because of program expansion or loss of faculty after the prioritization process, a department may request a one-year, temporary full-time position. Such requests require the approval of the appropriate Dean and Vice President, who, after consultation with AMAC, will take the request to President's Cabinet for final approval. Candidates for temporary positions may be drawn from applicant pools formed for a tenure-track position or from other sources. If a search is conducted, every effort will be made to notify part-time faculty of the opportunity to apply for the temporary position. Candidates for temporary positions must have the support of the department chair and appropriate administrator.

A Selection Committee will be formed and a formal interview will be held using the processes outlined below.

1. Screening - Temporary Positions: The Screening **and Selection** Committee shall consist of ~~one area administrator, the department chair, and one to three faculty chosen by the department~~ **at least two faculty members, which may include the department chair or program coordinator.** **This committee shall reflect the College's commitment to equity and diversity in accordance with Mt. SAC's EEO Plan.** ~~If the department wishes to select faculty persons from outside the department, this is permissible. These individuals will be voting members of the Committee. The voting members of the Screening Committee shall elect the Screening Committee Chair. The Screening Committee may appoint two additional non-voting Screening Committee members who may be managers, industry representatives, faculty, classified staff, and/or students. The Academic Senate President or **Senate** designee may **shall** approve faculty appointments to the Screening **and Selection** Committee.~~

The Committee will screen all applications meeting job-related criteria, determine the list of candidates to be interviewed, and conduct the interviews. **The Screening and Selection Committee shall include at least one diversity and one equity minded screening criteria as part of their evaluation for each applicant. Screening and Selection Committee members should reference the application for answers to the supplemental questions on diversity and equity mindedness to evaluate the screening criteria. Screening and Selection Committees may also reference other sections of the application packet as part of their evaluation on diversity and equity mindedness.** Departments shall make an effort to establish **include** a diverse ~~Committee~~ membership **within the limits allowed by California Community College Chancellor's Office to ensure a variety of perspectives to assess applicants' qualifications. The committee shall be diverse and will foster equity-enriched practices by establishing a diverse committee membership** with regard to ethnic group identification, race, color, national origin, religion, age, gender, disability, ancestry, sexual orientation, language, accent, citizenship, status, marital status, economic status, military and veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics **making every effort to achieve a balanced pool of gender representation.** Each Committee, upon its formation, will coordinate with the Equal Employment Opportunity Officer to confirm

that the procedures it will be following in screening and interviewing will conform to the College's equal employment and non-discrimination policies.

2. Interviews - Temporary Positions: The Screening **and Selection** Committee Chair will schedule interviews so that they will not conflict with classes taught by Committee members or applicants. Any conflicts will be discussed with Committee members or applicants prior to scheduling. The established College interview procedure shall be used in all interviews. Questions to be asked in the interviews will be developed and agreed upon by the Committee in conjunction with the Chief Human Resources Officer or designee before applications are released to the Screening **and Selection** Committee at least one day before the interviews begin. **The interview questions and related interview assignments shall be designed to solicit job-related information relative to the skills, attitudes, and knowledge of the applicants. Interview questions should be developed to assess the candidate's understanding of and commitment to diversity, equity mindedness, and their level of cultural proficiency, specifically interview questions addressing an applicant's soft skills (i.e. effective communication skills, teamwork, dependability, adaptability, conflict resolution, flexibility, leadership, problem-solving).**
3. Final Selection of Temporary Positions: It will be the Screening **and Selection** Committee's task to recommend one or more candidates for an interview by the appropriate Vice President **final approval by the appropriate administrator**. ~~The final interview shall include the appropriate Vice President, the department chair or designee, and the area administrator or designee. The appropriate Vice President will make the final recommendation to the Board of Trustees.~~

Hourly Academic Employee Selection Procedures

The following provisions are applicable to instructional part-time hourly positions:

A. Vacancy

Appropriate department chairs, program supervisors, or directors will inform the appropriate Division when openings for part-time positions occur and provide updates to job postings.

The job posting will include all job related skills, minimum qualifications, equivalencies, occupational licenses or certificates, **the College's statement on their commitment to diversity and equity and shall also include student and employee demographics**, and any additional qualifications recommended by faculty when appropriate. Criteria for hiring that go beyond the minimum qualifications shall be established in compliance with EEO regulations **inclusive of areas that represent diverse populations in accordance with the EEO Plan. Human Resources shall consult with the appropriate department chairs, program supervisor, or directors to determine if additional advertising sites are needed.**

B. Recruitment

Human Resources will recruit applicants in consultation with the department requesting the hire.

C. Screening

~~Human Resources~~ **Department chairs, program supervisors, directors, or designated full time faculty** will screen the applications to determine candidates who meet the minimum qualifications or equivalencies. Any application for equivalency shall be forwarded to the ~~Academic Senate President~~ **Equivalency Committee** for approval. At least one faculty/program supervisor or department chair from the appropriate discipline will review the resulting group of candidates and select candidates for interviews.

D. Interviews

~~A committee of At least one faculty/program supervisor or~~ **two voting members will include the** department chair, **program supervisor(s), or director(s)** from the appropriate discipline. **If there is no diversity in the committee, a full-time faculty from another department will be added to the committee to** will interview qualified applicants. **The committee shall be diverse and will foster equity-enriched practices by establishing a diverse committee membership with regard to ethnic group identification, race, color, national origin, religion, age, gender, disability, ancestry, sexual orientation, language, accent, citizenship, status, marital status, economic status, military and veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics making every effort to achieve a balanced pool of gender representation. The Academic Senate shall approve a committee makeup.** Based on interview results, the faculty program supervisor or department chair will create a pool of available candidates. A list of these candidates will be sent to Human Resources.

E. Maintaining the Pool

Such a pool will be maintained and updated by Human Resources (with proper notification to the division) on an annual basis in order to be available when hiring is required.

F. Hiring

The department chair, program supervisor, or director will select from the pool a candidate(s) for hire as needed and submit hiring documentation to the appropriate division office, which will forward the information to Human Resources.

G. Emergency Procedures

Whenever a qualified candidate is not available from the pool for a specific position, every effort will be made to apply the aforementioned procedures. When this is not possible, ~~the division dean or division designee will consult with faculty within the discipline before selecting a candidate for hire. If no discipline faculty are available for consultation, the division designee may complete the selection process~~ **a faculty member from the discipline will select the candidate for hire.** Persons selected will be required to go through the hiring procedures before employment can begin.

Faculty Conditions of Employment and Assignment

Required Personnel Records

- A. Academic personnel must provide the following information and records for Human Resources: (1) credentials or verification of minimum qualifications; (2) professional records and official, sealed college transcripts; and (3) verification of freedom from active

tuberculosis (in accordance with prescribed regulations). New employees must secure this verification prior to their first day of employment (results obtained up to 60 days prior to start date are acceptable); continuing employees shall file verification every four years from the previous date of clearance; failure to comply may result in the withholding of next month's payroll warrant until this requirement is satisfied; (5) fingerprint clearance (LiveScan); (6) Employment and/or vocational verifications; and (7) other required employment documents or clearances.

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