
Allan Hancock Joint Community College District
Administrative Procedure
Chapter 7 – Human Resources

AP 7921 FULL-TIME FACULTY HIRING AND RECRUITMENT

I. Faculty Recruitment and Hiring Processes; Definitions

- A. The District shall recruit and hire highly qualified employees who are skilled in serving the needs of a culturally and ethnically diverse student population, are dedicated to the mission of meeting the educational and workforce needs of our community, and who embrace the mission, vision, and values of the college.
- B. The recruitment and selection of faculty will focus on ensuring that the District will select instructors who can teach well in the community college setting and who are experts in the subject matter of their curriculum; and counselors, librarians, and other instructional and student services faculty who can foster community college effectiveness, equity, and inclusion in the classroom, and who are experts in the subject matter of their specialty. In addition to the general processes described above, the recruitment of full-time faculty will follow these procedures:
- C. Identification of Positions to Hire
- D. It is the intent of the District that approval of open positions and initiation of the hiring process be early enough to allow for all procedures to be undertaken in a thorough manner, ensuring that the hiring process is completed during the academic year, whenever possible, and well in advance of employment.
- E. Other than replacements, the identification of faculty positions to hire will be cooperatively determined through a well-defined planning process involving college administrators, the academic senate, and other faculty.
- F. The following procedures will be used for the identification and filling of regular faculty positions:
 - 1. Departments shall identify the need for faculty positions annually. The department chair shall submit the necessary information to the area dean to be placed in the prioritization process.

2. Faculty position requests shall be forwarded to the vice president for academic affairs. These requests will be presented to the Faculty Prioritization Committee. The Faculty Prioritization Committee's recommendations shall be analyzed by the vice president for academic affairs prior to forwarding his or her recommendations to the superintendent/president.
3. The superintendent/president will consider those recommendations and issue a decision on which positions to hire.

II. Job Announcements

- A. Job announcements shall clearly state the job specifications setting forth the knowledge, skills, and abilities necessary to job performance, representative duties of the job, and the educational and experience minimum qualifications for the job.
- B. Job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.
- C. Job specifications, including any "required," "desired," or "preferred" qualifications beyond the state minimum qualifications that the District wishes to utilize, shall be reviewed by the CHRO before the position is announced, to ensure conformity with the requirements of equal employment regulations and state and federal non-discrimination laws, and to be consistent with the District's Equal Employment Opportunity (EEO) Plan.
- D. Before posting a faculty recruitment, faculty job announcements will be drafted by the department chair (or faculty designee if the department does not have a department chair) in consultation with discipline faculty, and with the appropriate administrator. The draft job announcement will include core duties, responsibilities, and professional expectations of all faculty, including the knowledge, skills, and abilities the District requires of all faculty. Job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students. It will include as minimum qualifications the Minimum Qualifications determined locally by the Academic Senate (which supersede the state minimum,) or the standard qualifications listed in the Board of Governors' Minimum Qualifications for Faculty and in the California Community Colleges if no local determination has been made.
- E. The department chair, in consultation with discipline faculty and appropriate administrator, review the job announcement and should include a consideration of the objectives of the hiring department, the courses or areas where the District currently requires expertise or emphasis, and the strengths that an ideal candidate should have. The department reviewers should also consider whether there are

preferred or desired qualifications that should be included in the announcement such as owning a particular license or certificate, having specific prior experience, or being bilingual. In making such recommendations, the department should support its request with evidence that the additional requirements are likely to result in better pools, considering that listing additional requirements may limit the applicant pool, and may limit equal employment opportunities.

- F. The department's written results of this review by the department will be promptly returned to the Human Resources Office, who will be responsible for creating the final announcement to post.
- G. Discipline faculty also should suggest professional organizations, list-serves, conferences, websites, journals, or other sources for posting the job announcements.

III. Recruitment Methods

Consistent with Title 5's requirements for the recruitment and hiring of individuals so that all qualified individuals have an equal opportunity for employment and advancement in employment, the District uses a variety of recruitment efforts to attract qualified applicants to its workforce. The District will continually make efforts to assess outreach success and utilize new recruitment sources that help ensure a broad and diverse pool of candidates.

IV. Open Recruitments

- A. The District actively recruits from both within and outside the District work force to attract qualified applicants for all vacancies. This shall include outreach designed to ensure that all persons are provided the opportunity to seek employment with the District. The requirement of open recruitment shall apply to all full-time and part-time vacancies in all job categories and classifications, including faculty, classified employees, confidential employees, categorically funded positions, and all executive and administrative positions.
- B. Recruitment for regular (not temporary) full-time faculty and educational administrator positions shall be at least statewide and, at a minimum, shall include seeking qualified applicants and posting job announcements with the California Community College Registry.
- C. Recruitment for part-time faculty positions may be conducted separately for each vacancy or by annually establishing a pool of eligible candidates, but in either case full and open recruitment is required consistent with this section.

V. Recruitment Periods

The District shall set its recruitment periods so that it can maximize the opportunity to get a broad, diverse pool of qualified candidates for consideration. The following

guidance will be used to set minimum recruitment periods, though the District will use its experience in recruiting for particular disciplines or positions to shorten or lengthen the time period, with the approval of the Chief Human Resources Officer (CHRO) in order to achieve the above objective. The District also may extend recruitment periods if that objective has not been met by the original recruitment period.

VI. Minimum Recruitment Period

- A. Full-time faculty – 4 weeks
- B. For recruitments that specify a priority recruitment or first review deadline, and state that the recruitment is “open until filled,” the District will consider all applications received before the priority or first review deadline. If no selection is made, the committee will consider applications received after first review deadline, and all applications received prior to commencing second review.

VII. Advertising and Outreach

- A. Recruitment for all open positions will normally include, but not be limited to, placement of job announcements in the following instruments:
 - 1. District career website
 - 2. District social media and other electronic media outlets
 - 3. Local and regional community publications or job boards
 - 4. Publications, including electronic media that are distributed to the general market and to newspapers, publications whose primary audience is comprised of groups found to be underrepresented in the District’s workforce
 - 5. California Community Colleges Registry
 - 6. Publications, including electronic media, that are targeted to the professions and/or disciplines appropriate to the position
 - 7. Recruitment booths at job fairs or conferences oriented to both the public and economically disadvantaged, as well as those events drawing significant participation by groups found to be underrepresented in the District’s workforce

VIII. Job Announcements

- A. Job announcements shall clearly state the job specifications setting forth the knowledge, skills, and abilities necessary to job performance, representative duties of the job, and the educational and experience minimum qualifications for the job.
- B. For faculty and administrative positions, job requirements shall include a demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.

- C. Job specifications, including any “required,” “desired,” or “preferred” qualifications beyond the state minimum qualifications that the District wishes to utilize, shall be reviewed by the CHRO before the position is announced, to ensure conformity with the requirements of equal employment regulations and state and federal nondiscrimination laws, and to be consistent with the District’s Equal Employment Opportunity (EEO) Plan.

IX. Application Requirements

- A. All applications for full-time and part-time faculty, management, classified, and confidential positions shall be submitted to the Human Resources Office through its online applicant tracking system or emailed to HR. A complete application packet must be received by the posted deadline and must include the following:

- A. Completed District applicant profile

- B. Additional specified documentation, which may include:

1. A resume/CV
2. Copies of college transcripts
3. Cover letter for the position
4. Evidence of required licenses/certificates as appropriate
5. A list of professional references, including a recent supervisor
6. Any other requested materials appropriate to the advertised position

- B. Materials submitted but not requested will not be reviewed by the screening committee. Submitted application materials will not be returned to applicants.

- C. Applicants who apply for more than one position must submit an application to each position separately.

- D. Only completed applicant packets/paperwork will be forwarded to the committee.

X. Minimum Qualifications Screening Review of Applicants

- A. The CHRO or designee will validate that the applicant pool is sufficiently qualified and diverse. If it is not, the CHRO may make a recommendation to the superintendent/president to extend or cancel the recruitment, or to proceed with the current pool. For regular full-time faculty recruitments, this process is completed in consultation with the Diversity Resource Specialist (DRS).

- B. If the applicant pool is deemed sufficient, the CHRO or designee will review all applications for minimum qualifications and forward all the names of qualified candidates to the Screening and Interview Committee for consideration. The CHRO or designee will resolve all close cases in favor of inclusion in the final pool of applicants that will be released to the committee.

- C. When a recruitment yields a small pool, in cases where the position is specialized, the CHRO or designee may forward all candidates' names to the committee without review and will inform the committee chair that no initial screening was done.
- D. For full-time faculty hires, the CHRO or designee will forward all completed applications to the committee. The committee, or a subcommittee which shall include at minimum the department chair or designee and an additional faculty member, shall screen for minimum qualifications and determine whether any equivalency determinations are needed. If such is the case, HR shall provide the Academic Senate Professional Standards Committee the application materials in accordance with the timeliness and procedures established in AP 7211.

XI. Screening and Interview Committee

- A. Consistent with Title 5, section 53024, all screening and interview committees should have diverse membership, considering such factors as gender, race, ethnicity, age, sexual orientation, and experience.
- B. The appointing groups and individuals should work with the Human Resources Office prior to making appointments, to further the District's obligations to have diverse membership on its committees. Committee members will come from the regular District workforce, though the CHRO can make exceptions in compelling circumstances, as outlined below.

XII. Committee Composition:

- A. Full-time Faculty:

The number of voting members on the hiring committee shall not be fewer than six or more than eleven unless approved by the superintendent/president. The committee shall be chaired by the department chair or designee. In the event that there is no department chair, a designee will be appointed by the Academic Senate Executive committee. The committee composition shall be:

- B. One (1) administrator, who is the dean of the area or designee,
- C. Three (3) to six (6) full-time faculty:
 - 1. Department chair or designee (who will act as the chair of the hiring committee).
 - 2. Discipline expert(s)
 - 3. Diversity Resource Specialist (DRS)
 - 4. Remaining faculty shall be appointed by the Academic Senate.

- D. Student selected by the department chair and approved by the Associated Student Body Board.

And may include:

1. One (1) part-time faculty member
2. One (1) classified staff member

- E. Requests for an additional administrator to serve on the screening and interview committee shall be approved by agreement between the department chair or designee (with consultation from the department) and the superintendent/president. The Diversity Resource Specialist (DRS) is selected by the department chair or designee, in consultation with human resources, from a pool of trained faculty members. The DRS should not be a member of the department that is hiring. To the greatest extent possible, the Academic Senate should seek faculty participation from outside the discipline when selecting committee members.

XIII. Additional Considerations:

- A. The CHRO also may appoint committee members from outside the District's workforce where it serves the District's interests to do so. For faculty hires any changes to committee membership must be jointly agreed to by the faculty chair or designee.
- B. If the appointing bodies or individuals, after being given adequate notice and opportunity to make an appointment, are not able to make an appointment in a timely manner, the CHRO, in consultation with appropriate area administrators, and the committee chair or designee will select members to serve on a committee. A determination of "adequate notice" shall consider the urgency of the timeline of the recruitment and hire and shall be at least five working days.
- C. Except where a different minimum size of committee is stated, the minimum size of a screening and interview committee for regular college positions is three (3) people. Larger committees are allowed.

XIV. Obligations of Screening and Interview Committee Members

- A. Employees must have received anti-bias, diversity hiring training within the last two years to be qualified to serve on a hiring committee. The Human Resources Office shall track the date of the training of all employees.
- B. Committee members must attend all meetings of the hiring committee, including the committee orientation, final screening, interview sessions, and the deliberation

meeting. Failure to attend all meetings and interviews disqualifies the member from further service on the committee.

- C. Committee members must understand and agree to all confidentiality and conflict of interest rules and requirements. All committee members will sign a statement acknowledging the understanding of their duties as committee members.
- D. Committee members will review the job description and announcement, including the minimum qualifications and preferred or desired qualifications. With the guidance of the CHRO or designee to limit its screening and inquiries to job-related criteria, and under the leadership of the committee chair, members are responsible to develop screening criteria, scales, rubrics, and forms to use during the screening process, and questions, scales, rubrics, and forms to use during the interviews. The committee also should agree on an appropriate follow-up questions procedure. All screening criteria will be decided on before any applications are reviewed by the committee.
- E. The committee also will determine whether the position requires any pre-employment tests or demonstration of skills and will recommend the content and format of such tests.
- F. All pre-employment testing and demonstration of skills will be approved, conducted, and monitored by the Human Resources Office, except that teaching demonstrations will be conducted by the committee, and monitored by the committee chair.
- G. The committee will establish its timelines for screening and interviews, with a goal of completing the tasks in as short a time frame as is consistent with a thorough and careful review, and consistent with best practices.
- H. The committee will determine the number of candidates to invite for interview, using a natural break in scores as one of its guides. After interviews, the committee will determine which candidates to forward to the superintendent/president for final interviews. In any case, where no recommendation is made to forward or hire, the chair shall consult with the CHRO to discuss options for moving forward.

XV. Remote Interviews

A. Remote Interview as an Individual Accommodation

- 1. Candidates may request a remote interview to accommodate geographic or other barriers to traveling for interviews. Such accommodations may be made for first-round initial interviews, and teaching demonstrations; however, candidates may be required to travel for final interviews.

B. Remote Interview as Initial/First round/Screening

2. Remote interviewing may be used for an “initial” or “first-round” interview whereby all initially selected candidates receive a remote interview to determine who shall proceed to the next process. These distance interviews should be technical (discipline/expertise specific) in nature and may not include teaching demonstrations or presentations. The decision to conduct *Initial/First-round* interviews remotely for all candidates shall be made by committee consensus at the committee orientation.

XVI. Skills and Teaching Demonstrations and Writing Samples

- A. Committees may require that candidates provide some performance indicator that they have the skills, knowledge, and ability to perform the job. The candidate shall be apprised in advance if such additional performance indicators are to be part of the interviewing process. Writing samples and/or performance indicators, if any, shall be developed by the committee.
- B. All evaluation procedures, including teaching demonstrations (if appropriate), writing samples, and/or other performance indicators, will be reviewed by the Chief Human Resources Officer/Equal Employment Officer for conformance with EEO principles. When the final candidates are forwarded to the superintendent/president for final interview, the CHRO/EEO Officer will confirm in writing that the evaluation procedures were in conformance.

XVII. Recommendation of Candidates for Final Interview

- A. At the conclusion of all interviews and teaching demonstrations, the committee chair will lead the committee on a discussion of candidates, to arrive at a list of two to four candidates, unranked, that the committee recommends for final consideration by the superintendent/president. The selection of these finalists is an endorsement that any of the forwarded finalists would be acceptable hires.

XVIII. Screening of the Final Candidates; Job Offer

- A. The superintendent/president will conduct a final interview of the recommended candidates with the committee chair, appropriate vice president and the immediate supervisor of the position in recruitment and make his or her selection of the top candidate or candidates. The superintendent/president or their designee(s) will conduct checks of references of candidates being considered, keeping in mind the district's staff diversity/equal employment opportunity commitment. The superintendent/president may also involve the chair of the screening and interview committee in this process. The district does not authorize informal reference checks or contacts with applicants' colleagues by anyone else on the committee.
- B. After reviewing the reference checks and the salary recommendation made by the Human Resources Office (according to education and experience as laid out in the collective bargaining agreement), the superintendent/president or designee will

make an offer to the top candidate and instruct the Human Resources Office to initiate the job offer letter and acceptance process.

- C. The offer letter will announce the position, the recommended salary, which is certified after the receipt of original transcripts and verification of prior employment, and that the offer is conditioned on the results of a Department of Justice background check and ratification of hire by the Board of Trustees.
- D. If, after the selection processes are completed, the superintendent/president does not recommend the hire of any candidate forwarded for consideration, they will discuss next steps with the CHRO and the committee chair, which steps may include going back further into the pool, reopening the search, hiring an interim, or declaring the search a failed search. Before reopening a failed search, the immediate supervisor of the position in recruitment should review the job announcement and recommend any adjustments they deem advisable to attract a pool better suited for the position.

XIX. Procedures For Transferring Certificated Personnel

- A. The superintendent/president has the responsibility, through the authority of the board of trustees and the California Education Code, of determining and filling positions at Allan Hancock College. These positions are filled by hiring new personnel or by transferring properly certificated personnel from their present work assignments to the new positions. The procedure for hiring new personnel is described in the faculty handbook.
- B. In transferring certificated personnel into an academic department from a work assignment outside that department, or in transferring faculty from one teaching or non-teaching area to another, the following procedure shall be followed:
 - 1. At least one month before the intended transfer, the appropriate administrator(s) shall notify in writing the appropriate department heads of the intended action.
 - 2. During the next two weeks the appropriate dean shall meet with the affected department to discuss the proposed transfer. During this period input can be forwarded by the President of the Academic Senate to the superintendent/president.
 - 3. The superintendent/ president shall consider all input received before rendering a decision. This analysis will be based on instructional needs, economic considerations, contractual obligations, personnel requirements and the overall impact on the college community.
 - 4. At least one week before the intended transfer, the appropriate dean shall notify, in writing, the appropriate department head(s) of the decision concerning the proposed transfer.

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