

# CITRUS COMMUNITY COLLEGE DISTRICT REGULATION

R-4107  
Page 1 of 9

## HIRING PROCEDURES FOR FULL-TIME FACULTY

These hiring procedures have been developed to include the thoughtful participation of faculty and management. The procedures cover the hiring process from the point of identifying the faculty positions to be filled to the presentation of candidates to the Superintendent/President for recommendation to the Board of Trustees.

### 1. Identifying Full-Time Faculty Positions

The Faculty Needs Identification Committee shall be composed of the Superintendent/President, two instructional administrators, one Vice President of Student Services, and three faculty members. The three faculty members are appointed by the Academic Senate President with approval of the Academic Senate Council. It is the intent that both vocational and academic areas be represented by faculty.

By early October, the Faculty Needs Identification Committee shall meet and establish a list of criteria that will be used to determine the order of faculty positions on the Faculty Hiring Priority List. Examples of such possible criteria are: retirement and resignations, non-availability of part-time instructors in a subject area, no full-time instructors in a subject area, a low full-time/part-time ratio in a subject area, matriculation needs, response to legislation, and response to community needs.

By mid-October, the Vice President of Instruction and the Vice President of Student Services shall send a notice to each Department Chair (or head of department) that lists the criteria and asks that each department's request for staffing for the following year be submitted by early November.

The Faculty Needs Identification Committee shall meet soon after the requests are received and, after reviewing all requests for staffing, establish the final list of criteria that will be used to determine the order of faculty positions on the faculty hiring priority list. These criteria may change from year to year. If any of these final criteria were not on the list distributed in October to all heads of departments, a notice listing the additional criteria will be sent to all heads of departments and each one department will be allowed several days to appropriately amend his/her request for staff, if necessary.

Based on the final list of criteria, the Faculty Needs Identification Committee shall consider all requests for staffing and then establish the faculty hiring priority list.

The order of faculty positions on the previous year's faculty hiring priority list shall not be a consideration during this process. By the end of November, the faculty hiring priority list should be completed. The committee will submit the priority list on the Board agenda for consideration by the Board of Trustees.

By the first Board meeting in December, the Board of Trustees should decide the number of faculty positions to be opened. Once the Board of Trustees determines the number of new positions for hiring, the faculty hiring priority list will recommend what positions will be opened, starting at the top of the list and counting down. Once this decision has been made, copies of the faculty hiring priority list and the final list of criteria shall be distributed to all heads of departments, the appropriate administrators (including the Vice President of Human Resources), and the Academic Senate President.

Faculty, administrators, and the Board of Trustees shall make every effort to comply with the time line of the above process in order to allow the advertising period of each new position to be approximately two months, and still ensure, whenever possible, that the hiring process is completed during the academic year. Ample time for recruitment and applicant response will help to obtain a larger and more diverse pool of applicants and better enable Citrus College to improve diversity among faculty.

In the event of retirements, resignations, or reassignments that occur after the faculty hiring priority list has been established, the Faculty Needs Identification Committee will reconvene. The chairman of the department having the retirement, resignation, or reassignment will be given the opportunity to justify the need for hiring a new faculty member for the same department. The committee will then decide whether or not to place that faculty position on the faculty hiring priority list for that year. If it is decided to place the position on the priority list, the faculty position will be inserted where it is deemed appropriate, based on the previously established criteria. The revised faculty hiring priority list will be submitted to the Board of Trustees on the agenda for consideration. If the Board approves filling an additional position(s), copies of the revised priority list will be sent to all heads of departments, the appropriate administrators, and the Academic Senate President. The Faculty Needs Identification Committee would then recommend to the Board of Trustees that the next position on the faculty hiring priority list be filled.

Several part-time instructors or a one-semester temporary full-time instructor, with approval of the Superintendent/President, may need to be hired when special circumstances prevent hiring a full-time faculty member for a position identified by the above process. Examples where this may occur include retirements, resignations, or reassignments that are announced late in the academic year or positions where the applicant pool is insufficient and there is not enough time to re-advertise the position.

2. The Job Announcement and Recruitment

Based on the Faculty Hiring Priority List and the number of positions authorized by the Board of Trustees to be filled, the Vice President of Human Resources shall initiate the first draft of the job announcement and send it to the appropriate Vice President and Department Chair. The Vice President and the Department Chair (with input from the department), shall review and revise the draft. The revised draft will be returned to the Vice President of Human Resources. If the proposed changes are appropriate, the revised draft will be reviewed by the Diversity Officer for further input to correct those items which might adversely impact applicants from underrepresented groups. The final version of the job announcement must be approved by the Department Chair, the appropriate Vice President, and the Diversity Officer. Job announcements shall clearly state the knowledge, skills, and abilities required to perform the essential functions of the position.

Along with the first draft of the job announcement, the Vice President of Human Resources shall send a memo to the Department Chair seeking input from the department regarding recruitment ideas unique to the position being advertised (for example, advertising in a journal specializing in that subject area).

The closing date on the job announcement should generally be at least six to eight weeks from the date that advertising will begin in order to allow ample time for recruitment and applicant response, but should still allow the hiring process to be completed during the academic year. Before the screening process begins, the composition of the applicant pool shall be assessed to ensure that members of historically underrepresented groups are not adversely impacted. If this is not the case, the Diversity Officer shall take effective steps to address the adverse impact before the screening process has begun. Such steps may include, but are not limited to, extending the deadline date and undertaking additional and broader recruitment efforts. In special circumstances (such as the reopening of a position) it may be necessary to advertise the position for less than six to eight weeks, with the approval of the appropriate Vice President, the Department Chair, and the Diversity Officer.

The District's Human Resources Committee may consult with the Vice President of Human Resources and make recommendations regarding the job announcement and recruitment for faculty positions. This committee will serve as the avenue through which any faculty member may channel suggestions or concerns regarding the recruiting process and job announcements (appearance, college information, readability, standardization of application requirements, etc.).

3. The Hiring Panel

The hiring process shall focus on ensuring that Citrus College will select instructors who can teach 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 and who are experts in the subject matter of their specialty. Accordingly, persons involved with the screening or interviewing of job applicants shall be selected based on these goals. Additionally, all selection panels shall include members of underrepresented groups whenever possible.

The Hiring Panel shall be composed of the Department Chair and two other faculty members (tenured, whenever possible), two administrators (one appropriate Vice President and one other appropriate administrator to be chosen from the list of those positions designated as having retreat rights), and a Diversity Representative (non-voting). The Diversity Representative will be a faculty member, whenever possible. The two other faculty members shall be selected (by ballot) by the department where the position exists. The department may decide to select faculty members from other departments. This practice is especially encouraged if it will allow for the inclusion of one panel member from an underrepresented group. Selecting faculty members from other departments is also encouraged when the primary responsibility of the new faculty member (such as librarian or college nurse) will not be direct instruction or counseling. In the event the department does not have a sufficient number of faculty with expertise in the discipline, one of the faculty members may be invited from another college or university, as determined by the department. The Hiring Panel members will decide whether the visiting faculty member will be a voting or non-voting member.

A faculty member may be appointed by the department and an appropriate administrator may be appointed by the Vice President as alternates in the interview process

Members of the Hiring Panel shall have appropriate training in diversity sensitivity. Before the hiring process may proceed to the paper screening level, the Diversity Officer must confirm that all members of the Hiring Panel have received this training. The Diversity Officer must also confirm that the Hiring Panel has at least one member from an underrepresented group or state in writing why this expectation is unreasonable. Without these confirmations, the hiring process may not continue.

#### 4. Paper Screening

The appropriate Vice President and the appropriate Department Chair shall arrange the date and time for the Hiring Panel to begin the paper screening process. The paper screening should occur as soon as possible after the closing date of the position and will only include completed application packets as determined by the Vice President of Human Resources. If the initial pool of applicants does not contain a sufficient number of underrepresented candidates (as determined by the Chancellor's Office demographic statistics for the Citrus

College geographical area), the screening process shall continue only if the Diversity Officer verifies that all reasonable efforts were made to recruit a large diverse pool of applicants and that the pool had realistic potential to include applicants from underrepresented groups. If that verification cannot be made by reviewing where the position was advertised, the position will be re-advertised.

Prior to the paper screening the Hiring Panel shall:

- discuss and sign statements of confidentiality;
- discuss duties of a chair, then select a chair;
- discuss the hiring procedures of the district,
  - including the role of the Diversity Representative;
- discuss the underrepresented balance of the applicant pool;
- receive instructions regarding the equivalency process;
- list criteria, based on the job announcement, to be used for screening applications, including minimum qualifications.

Once these preliminary procedures have been completed, the Hiring Panel will review all applications, verify minimum qualifications, and select those applicants for an interview who best meet the qualifications listed on the job announcement as determined by the panel's paper screening criteria, including the Diversity Officer's verification that the screening process did not adversely impact the remaining pool of applicants. Evidence of professional qualifications, training, educational background and experiences, or other qualities which enhance a faculty member's effectiveness with students may be included in the paper screening criteria if it has been included on the job announcement.

The panel shall agree on the number of affirmative votes needed to retain an applicant for further consideration. In no instance will a candidate be advanced to the next level without the endorsement of the majority of the panel. The panel may agree to use a preliminary telephone interview to further screen candidates to be invited for personal interview. Telephone interviews will be conducted in the presence of the entire panel.

If underrepresented candidates remaining in the pool have been adversely impacted, the Diversity Officer may request that the panel reconsider its evaluation criteria. The Hiring Panel may decide to re-advertise the position if the pool of applicants is deemed too small or in some other way inadequate.

Before the Hiring Panel adjourns, the following items must also be completed:

- develop questions to be asked during the interview and decide if any questions will be shared with the applicant prior to the interview;
- decide on the details of any other interview requirements, such as a

teaching demonstration and its topic(s) [to be shared with candidates prior to the interview], a writing sample and/or other skills demonstration(s) related to the subject area.

## 5. Equivalency

Any applicant selected for interview who does not meet the stated minimum qualifications, but is claiming equivalency, shall have his/her application packet referred to an appropriate equivalency panel for approval before the candidate is invited to an interview. Denial of equivalency disqualifies that candidate from the interview process.

## 6. Interviewing

Before the Hiring Panel begins the interview process, the Diversity Representative will review the remaining steps in the hiring procedure.

After the paper screening, the Hiring Panel shall conduct interviews of the candidates selected. Each candidate shall be apprised in advance if any performance requirements are to be part of the interviewing process. At the option of the Hiring Panel, each candidate may be given a list of all or some of the interview questions (questions to be returned to the panel) prior to meeting with the Hiring Panel. During the interviews, all candidates shall be asked the same job-related questions by the panel. Individual panel members must be present for each interview and demonstration in order to participate in the evaluation of the candidates. Absences shall disqualify the panel member from continued participation. The panel members will decide how long to wait for a member who is late. Alternates not needed will be excused prior to the evaluation discussion of the candidates. Alternates will be reminded of their obligation of confidentiality.

At the conclusion of all interviews, a brief discussion and a poll will determine which candidates will remain under consideration. The Diversity Representative will give each panel member a list of the candidates. Candidates receiving at least one affirmative vote will remain under consideration. Candidates receiving all negative votes will no longer be considered. If the percentage of underrepresented candidates remaining in the pool has been adversely impacted, the Diversity Representative in consultation with the Diversity Officer may request that the panel reconsider its evaluation criteria.

When all panel members have had an opportunity to express their thoughts regarding the strengths and weaknesses of each remaining candidate, a second poll will be taken on the remaining candidates.

The Diversity Representative will inform the panel members which of the candidates received four or more affirmative responses. Should more three or

candidates receive at least four affirmative votes (or a majority with a panel of less than five), this group of candidates will continue to be considered. If less than three of the candidates interviewed receive the required four affirmative votes, the panel may request the Vice President of Human Resources and the Diversity Representative to approach the Superintendent/President to accept fewer than three finalists. Otherwise, the process will be abandoned and the position re-advertised.

A discussion will be held in an attempt to reach consensus in designating three finalists to be sent to the Superintendent/President for a final interview. If three finalists do not emerge from the discussion, the panel members will cast a Borda vote (three points will be given for each member's first choice, two points for each member's second choice, and one point for each member's third choice) on all active candidates. Each panel member will vote for up to three candidates. The Diversity Representative will tally the results of the Borda vote and inform the panel of the candidates with the highest number of votes. At no time will the Diversity Representative indicate to the panel a ranking of the candidates. Only the finalists' names in alphabetical order will be revealed.

The names of the finalists will be forwarded unranked to the Superintendent/President and final interviews will be arranged. Along with the finalists' names, each panel member may submit to the Vice President of Human Resources through the Diversity Representative his/her evaluation of the strengths and weaknesses of each of the finalists to be forwarded to the Superintendent/President. These evaluations will be written before the panel adjourns. The Diversity Representative should advise panel members that the strengths and weaknesses forms should reflect only strengths and weaknesses, based solely on job related criteria. The Diversity Representative will consult with the Diversity Officer to review the strengths and weaknesses to see that they comply with equal opportunity employment guidelines prior to their submission to the Superintendent/President.

## 7. Final Selection

The final interviews shall be conducted by the Superintendent/President in the presence of the Chair of the Hiring Panel and the Diversity Representative. These final interviews shall be held as soon as possible after the conclusion of the initial interviews.

The Superintendent/President may request reference/background checks on one or more of the finalists before making a final selection. All reference/background checks will be conducted by the Vice President of Human Resources or designee and the information shared only with the Superintendent/President. Reference/background checks should solicit only job-related information which may include academic background, professional experience, and personal qualities relative to performance in the faculty position.

If none of the finalists is acceptable to the Superintendent/President for reasons that are shared with the panel, additional finalists may be requested. The Hiring Panel will be reconvened to decide which, if any, additional candidates will be forwarded to the Superintendent/President. If none of the candidates is found to be acceptable by the Superintendent/President, and the panel declines to send any additional candidate(s), the process will be abandoned and the position re-advertised.

8. Confidentiality and Integrity of the Hiring Procedure

All persons involved in the hiring process, from the point of receipt of applications through Board approval of the recommended candidate, will be charged with the responsibility of maintaining the highest level of professional ethics and confidentiality.

Prior to paper screening the following statement of confidentiality will be signed by those participating in the hiring process:

*My signature not only serves to indicate the author of the above notes but also indicates my agreement to keep confidential all information I have read or heard regarding all of the candidates for this position including information on the application, the candidate's answers to the interview questions, and any and all verbal information during the evaluation discussion of the candidates, including the results of the voting process. I understand that a breach of this confidentiality will result in a letter of reprimand which will be placed in my personnel file and I will have no future participation in the hiring process, at the discretion of the Diversity Officer.*

In addition, the Diversity Representative, at the conclusion of the final interviews, will remind the Superintendent/President of the importance of confidentiality.

Written allegations stating violations of these procedures shall be investigated by the Diversity Officer and the Vice President of Human Resources. Allegations without proven merit shall be dismissed with written notice provided to the members of the Hiring Panel. Allegations with proven merit shall be considered cause for abandonment of the process, at the determination of the Diversity Officer and the Vice President of Human Resources.

General concerns and questions from members of the Hiring Panel should be discussed with the Vice President of Human Resources and/or the Diversity Officer.

9. Evaluation of Hiring Procedure

All stages of the hiring procedure which might adversely impact applicants from underrepresented groups shall be reviewed by the Diversity Officer. The Diversity Officer shall confirm that equal opportunity employment procedures were followed. If the Diversity Officer finds a violation at any stage of the process, sufficient enough to create an adverse impact, it is his/her responsibility to stop the process and suggest solutions which might correct the violation. If the violation cannot be corrected, the Diversity Officer can cause the process to be abandoned and the position to be re-advertised.

This hiring procedure is subject to review and revision at the request of the Human Resources sub-committee on faculty hiring procedures which consists of up to five administrators (which includes the Vice President of Human Resources) and up to five faculty (which includes the Academic Senate President). The subcommittee on faculty hiring procedures will develop a confidential evaluation form to be filled out by each participant (except the applicants) in the hiring process for new full-time faculty positions. Revised procedures shall be mutually agreed upon by the Academic Senate and the Board of Trustees.

Adopted: 12/6/95  
Revised: 02/17/04