



**SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT**

**ADMINISTRATIVE & CLASSIFIED STAFF  
SELECTION PROCEDURES**

**SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT  
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## GENERAL PRINCIPLES

The following principles shall guide all activities related to the screening and selection of new employees:

1. San Mateo County Community College District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, color, national origin, gender, sexual orientation, religion or marital status. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.
2. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect and sensitivity that will enable them to effectively work in a multi-cultural, multi-lingual educational environment. The Board of Trustees, managers, faculty and classified staff share the responsibility for assuring equal opportunity practices throughout the screening and selection process.
3. Emphasis is placed on the responsibility of the classified staff and managers to ensure the quality of their classified staff and manager peers.
4. Clear efforts are made to comply with Federal, State and local laws, and the District commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
5. Classified staff, managers and administrators participate effectively in their respective roles throughout the process.
6. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.
7. All participants in the selection process receive appropriate training in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals can be assured.
8. Individuals, regardless of race, ethnicity, language group or ability, who are knowledgeable about and responsive to the College and District commitment to equal opportunity, are included on Screening Committees. Whenever possible, screening committee membership is diverse in order to broaden perspectives and to better represent the District commitment to equal opportunity.
9. Final hiring decisions, whenever reasonably possible, are made during the regular academic year and promptly communicated to the classified staff and managers. Only candidates who are recommended by the screening committee will be hired.
10. The screening committees and hiring managers shall maintain confidentiality throughout, and following completion of, the selection process.

## **IDENTIFICATION OF VACANT POSITIONS**

The College President (Chancellor-Superintendent or designee for the District Office) is responsible for identifying classified staff and management positions to be filled, through use of a thoughtful, well-defined and widely-disseminated planning process. The planning process shall be described in writing and involve classified staff, managers and administrative staff.

The process of identifying positions to be filled shall include the following:

- a. Involvement of managers and classified staff at the division/department level
- b. Involvement of the Academic Senate President (or designee) at appropriate times within the process
  - To review the general criteria established by the College for identifying positions to be filled; and
  - To review the positions that are identified.
- c. A clear statement of rationale used to identify full time classified staff and manager positions to be filled.

## **DEVELOPMENT OF THE JOB ANNOUNCEMENT**

The appropriate sections of the job announcement (a general statement, duties and responsibilities, requirements, and desirable skills and abilities [knowledge, skills, and abilities]) will be developed by the Office of Human Resources to assure compliance with any applicable laws. The announcement will be reviewed by the hiring manager, and if appropriate, review may take place by the Vice-President and College Equal Employment Opportunity (EEO) Committee (within the scope of their respective responsibilities), and College President or her/his designee (Chancellor or his/her designee for the District Office) before being finalized by the Office of Human Resources.

The College EEO Committee (if applicable) may recommend changes in the announcement draft to assure equal employment opportunity and the absence of “desirable qualifications” listed in the job announcement that may adversely impact individuals based on race, ethnicity, language group, national origin, gender, sexual orientation, religion and/or marital status.

Staff in the Office of Human Resources will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities, and screening /selection process (criteria, forms and documentation) comply with applicable current laws and regulations, as well as District policies and procedures.

## **ELEMENTS OF THE JOB ANNOUNCEMENT**

The job announcement shall include the following information:

1. Description of the primary duties and responsibilities (essential functions) of the position.

2. State-mandated requirements (Board-approved local qualifications are used as applicable).
3. A state-mandated requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students.
4. Additional, job-related (bona fide occupational qualifications) “desirable skills and abilities” such as:
  - a. Additional degrees, licenses or certificates
  - b. Special fields of training and/or experience
  - c. Specific experience
  - d. Other job-related knowledge, skills and/or abilities as appropriate
  - e. Standard (template) job announcement text that includes:
    - i. Educational criteria
    - ii. Legally-mandated statements
    - iii. The completion of an employment application or resume
    - iv. General information concerning compensation, benefits, terms and conditions of employment
    - v. District statement of commitment to equal employment opportunity and respect for diversity

## **THE SCREENING COMMITTEE**

### **SELECTION OF SCREENING COMMITTEE MEMBERS**

The selection of screening committee members is a collaborative process. The hiring manager recommends committee members and notifies the Human Resources Manager of the selections. For all classified positions, the Human Resources Manager will notify CSEA of the hiring manager’s recommendations of appointments to the committee. For all other positions involving classified staff as selection committee members, CSEA also reviews the hiring manager’s committee recommendations. CSEA will notify the Human Resources Manager of approval of classified appointees or suggest alternatives within 7 working days of initial notice to CSEA. If CSEA does not respond within this period of time, the screening process may commence without formal CSEA approval of the screening committee members.

For administrative positions, members are proposed by the hiring manager, approved by the appropriate Vice President, and appointed by the College President or his/her designee or Chancellor or his/her designee for District positions. The Presidents of the Associated Students may appoint two student representatives to screening committees for high-level positions, such as Vice President, President, Vice Chancellor, and Chancellor.

### **SCREENING COMMITTEE SIZE AND MEMBERSHIP**

For classified positions advertised internally, the screening committee will consist of no more than three (3) members and may not include the hiring manager. The in-house selection process should conclude no more than four weeks after the internal closing date. The committee size may be expanded to five (5) members if the position is advertised externally.

For administrative positions, the screening committee may consist of at least three (3) and no more than nine (9) members, with representatives from classified and administrative staff, and faculty members as appropriate. A representative from Human Resources will assist the logistical management of the screening process.

The screening committee will:

- a. whenever possible, include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications;
- b. include permanent (non probationary) employees who possess sufficient knowledge regarding the position being filled;
- c. require members to attend all Committee meetings;
- d. include all members in votes that are taken and decisions that are made throughout the Committee process; and
- e. preserve and respect the confidentiality of the screening and selection process at all times. If confidentiality is breached, or if prejudicial statements are repeated after a warning, the Screening Committee Chair may, in consultation with the College President or Vice Chancellor of Human Resources & Employee Relations, disband the Committee.

### **SCREENING COMMITTEE ORIENTATION**

Members of the screening committee will receive an orientation at the beginning of the process that will include the following types of information:

- a. Importance of confidentiality throughout the process.
- b. The District commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoidance of adverse impact, and the inclusion of qualified candidates regardless of race, ethnicity, language group, color, national origin, age, gender, sexual orientation, religion and/or marital status.

- c. The respective roles, contributions and responsibilities of each Screening Committee member in assuring fair, objective and equal treatment of all candidates.
- d. Review of the selection process, its steps, projected timelines, and requirements for legal documentation of the Committee screening and selection of candidates.
- e. Technical aspects of the process, including review of the desirable skills and abilities (KSAs) that will be used to pre-determine Committee paper screening criteria, procedures, interview questions and skills demonstrations; rating criteria, appropriate forms and documentation (the Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process).
- f. The procedures related to the selection of candidates as “finalists.”
- g. Guidelines regarding the procedures, confidentiality and documentation required for reference checking.
- h. Training related to reviewing applications and supporting documentation stored in the District’s online employment system.

## **ROLE OF THE HUMAN RESOURCES REPRESENTATIVE**

Each screening committee member has the responsibility for compliance with the spirit, laws and practices related to the District’s commitment to equal opportunity.

The Human Resources representative will serve as an advisor to the committee, and its role will be to:

- Work in partnership with the screening committee chair to provide a structured orientation and training in District selection procedures, committee confidentiality, equal opportunity practices and selection techniques.
- Make available to the screening committee as necessary written resource materials and/or other media on applicable legal information; and incorporation of equal opportunity principles and practices into the selection process.
- Reinforce the importance of confidentiality, non-bias, equal employment opportunity, respect and sensitivity to all cultures, language groups, both genders, and other candidate demographics throughout the process and at its conclusion.
- Provide leadership, in conjunction with the committee chair, in analyzing position requirements and developing appropriate screening forms, rating criteria and other committee tools to assure that all candidates are rated objectively, fairly, and without bias (either favorable or unfavorable).

- Confer with the chair and Office of Human Resources regarding Committee membership, training, and orientation; recruitment resources; skill demonstrations; documentation; timelines, and other matters as appropriate.
- Confer with chair, committee members and hiring manager if a breach of policy/procedure occurs.
- Review all final documentation for completeness, accuracy, job-relatedness, non-discrimination, objectivity and compliance with District policies and procedures.
- Follow up on the notification of the selection in preparation for inclusion on the earliest possible report to the Board of Trustees.

## **DEVELOPMENT OF THE ASSESSMENT PLAN**

### **PAPER SCREENING GUIDELINES**

Prior to receiving any application materials from candidates, the screening committee shall again review the desirable skills and abilities (KSAs) that are stated on the job announcement and determine which of the KSAs will be most appropriate to use as criteria in screening the application materials. The committee may also pre-determine the appropriate weighting of the KSAs, the procedures for rating, the form that will be used, and the procedure that will be used to select candidates for subsequent steps in the process.

### **INTERVIEW AND SKILLS DEMONSTRATION GUIDELINES**

Interview questions and skills demonstrations will be based solely on bona fide, job-related knowledge, skills and abilities (KSAs) as stated in the job announcement; and will be appropriate to the subject matter. Each screening committee member shall document the quality of the candidates' responses using the pre-determined set of KSAs, rating system and form.

Interview questions and skill demonstrations must be job-related, based on the required knowledge, skills and abilities, unbiased, and should have the following characteristics:

- Questions are open ended in order to prompt full and complete responses from the candidate.
- Include pre-determined "Key Response Elements" (KREs) that can be used by the screening committee to evaluate the quality of the candidate's responses. "Key Response Elements" are lists of desired responses that the screening committee can listen for in order to guide their rating and documentation of candidate responses to each interview question. "KREs" are derived from the knowledge, skills and abilities being "tested" by each interview question.

The screening committee may include the following as part of its assessment plan:

- Interview questions related to candidates' experience with, and sensitivity to diversity of cultures, language groups and abilities within the student body and staff as a measure of preparedness to work in a multi-cultural, multi-lingual environment.
- Assessment of supplemental information such as examples of job-related, professional work that may be requested of, and provided by each candidate.
- Skill demonstration(s): a practical, job-related test of professional competence; written composition exercise; demonstration on job-related use of technology.

## **CLOSE OF THE RECRUITMENT PROCESS**

At the close of recruitment and when the screening committee has completed preparation of screening materials, the Office of Human Resources will release access to the online employment site for the particular position (by providing a guest user name and password).

Pursuant to Title 5, the Office of Human Resources will implement the following guidelines relative to applicant pools and the selection process:

1. The application for employment shall afford each applicant an opportunity to voluntarily identify his or her gender, ethnic group identification and, if applicable, his or her disability. This information shall be kept confidential and shall be used only in research, validation, monitoring, evaluating the effectiveness of the District's equal employment opportunity program, or any other purpose specifically authorized in Title 5, or by any applicable statute or regulation.
2. After the recruitment has closed, the composition of the initial applicant pool shall be analyzed by the Office of Human Resources to ensure that any failure to obtain projected representation for any monitored group (defined in Title 5, as an ethnic group, gender, or persons with disabilities that are employed by the District but whose percentage relative to other groups is below 80% of the projected representation for that group in the specific job category) is not due to discriminatory recruitment procedures. If necessary, the recruitment deadline shall be extended and additional recruitment shall be conducted that eliminates discriminatory recruitment procedures and ensures that recruitment efforts provide a full and fair opportunity for participation to a wide diversity of potential applicants. When recruitment efforts have offered an opportunity for participation to a wide diversity of potential applicants or further recruitment efforts would be futile, applications shall be screen to determine which candidates satisfy job specifications set forth in the job announcement.
3. The Office of Human Resources shall analyze the composition of the qualified applicant pool to ensure that no monitored group is adversely impacted pursuant to Title 5 regulations. If adverse impact is found to exist, the College President (or designee) or Chancellor (or designee, for Chancellor's Office job openings) shall take effective steps to

address the adverse impact before the selection process continues. Such steps may include, but are not limited to:

- a. extending the recruitment deadline and undertaking inclusive outreach efforts to ensure that members of the adversely impacted monitored group have equal opportunity to seek employment with the District;
  - b. including all applicants who were screened out on the basis of any locally established qualification beyond minimum qualifications, which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of Federal law or which are not among those which the California community college Board of Governors has found to be job-related and consistent with business necessity throughout the community college system.
4. If adverse impact persists after taking required remediation steps, the selection may proceed only:
- a. if the job announcement does not require qualifications beyond the Statewide minimum qualifications; or,
  - b. locally established qualifications beyond State minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of Federal law and suitable alternative selection procedures to reduce the adverse impact were unavailable; or,
  - c. the particular qualification beyond the Statewide minimum qualifications which are used in the job announcement are among those which the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system;
5. The District may not advertise or utilize in future hiring processes for the same position or a substantially similar position any locally established qualifications beyond State minimum qualifications that the District was unable to verify unless such qualifications are so verified in advance of commencing any such future hiring process.

## **SCREENING OF APPLICATION MATERIALS**

### **PAPER SCREENING PROCESS**

Using the pre-determined rating criteria, form and rating methodology, all members of the screening committee shall review all completed application materials and shall then select for interview those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.

Following the screening of application materials and the selection of interviewees, the Office of Human Resources shall be responsible for notifying applicants who were not selected. Such notification will be made (via e-mail) as soon as possible upon completion of the application materials screening and upon notification of the screening committee chair.

## **SCREENING OF INTERVIEWEES**

All pre-determined interview questions and skill demonstrations with key response elements, and other screening components of the selection process, must be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions (and skill demonstrations) shall be used to screen each candidate. The Committee may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, Committee members must assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

All members of the Screening Committee must be present during all of the interviews. If a Committee member is unavoidably absent and subsequent interviews cannot be rescheduled, the remaining Committee members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the Screening Committee membership, the Chair and hiring manager will decide on a course of action.

### **INTERVIEW DOCUMENTATION**

An interview/skill demonstration rating form must be completed and signed by each member of the Screening Committee in order to document the quality of each candidate's responses. The Screening Committee Chair is responsible for reviewing all of the completed rating forms to assure that comments made by Committee members relate only to job-related criteria.

At the conclusion of the interviews and skill demonstrations, the Committee Chair shall compile all of the rating forms, Committee member notes and other written documentation of the process into a final and confidential Committee record that will be sealed and maintained in a designated location at the College for a period of three (3) years as required by law.

The Office of Human Resources shall be responsible for notifying unsuccessful interviewees using a standard e-mail developed by the Office of Human Resources. Such notification will be sent as soon as possible upon completion of the Committee selection of finalists.

### **CRITERIA FOR THE RECOMMENDATION OF FINALISTS**

Several factors are to be considered by the Committee in selecting interviewees who will be forwarded as finalists. The selection should be based on a combination of the information contained in the candidates' application materials, the interview performance, and results of the skill demonstration or other pre-determined, job-related Committee assessment tool. Such factors as the following shall be considered:

- demonstrated professional competence
- scope and quality of professional preparation
- experience and skills related to the position
- demonstrated skill and preparation to work in a multicultural, multilingual educational environment
- sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students

The Screening Committee will select as finalists those candidates who most closely meet the selection criteria, are well qualified in the opinion of the committee, and would be most likely to be successful if selected for the position. Finalists' names shall be forwarded, unranked, to the hiring manager.

The following items also shall be forwarded to the hiring manager along with the finalists' names:

- a list of the interview questions and key response elements used to interview candidates;
- committee comments regarding the strengths of each finalist, and information about any job-related issues that can more effectively be discussed during the final interview; and
- copies of each finalist's application or resume.

The hiring manager may also request the committee interview and skill demonstration rating forms or other documentation from the screening committee process.

If only one candidate is deemed acceptable as a finalist, the committee will also submit its reasons in writing and forward them to the hiring manager, who will review the screening process with the screening committee chair and Human Resources representative.

### **FINAL INTERVIEWS AND REFERENCE CHECKS**

Reference checks will be conducted by the hiring manager.

The person who is eventually selected for hire will be from among the finalists who were recommended by the screening committee. If the hiring manager does not select one of the recommended finalists, the manager will meet with the screening committee to explain the decision. The committee may elect to review the pool of candidates and recommend additional finalists, or the hiring manager may reopen the hiring process.

### **CANDIDATE APPROVAL PROCESS**

Following selection of the final candidate, the hiring manager shall submit formal notification of the selection to the Office of Human Resources for submission to the Board of Trustees for approval.