



AP 7120

RECRUITMENT AND SELECTION

References

Education Code Sections 87100 et seq., 87400, and 88003;
ACCJC Accreditation Standard III.A.1 (formerly III.A)

Faculty

Determination of Need

The determination of need for faculty positions is a consultative process which involves faculty and administration. Specific responsibilities are delineated below:

- A. **Chief Instructional Officer** - Determines the District's faculty obligation number (FON) for faculty positions and, in consultation with the President of the Academic Senate, establishes a schedule for review and recommendation of new and replacement positions.
- B. **Faculty** - Consult, advise, and assist in the determination of need for new or replacement faculty positions in department or area.
- C. **Department Chairperson** - Coordinates the preparation of requests for new or replacement faculty positions and forwards same to the Office of Educational Programs.
- D. **Chief Instructional Officer** - Collates and forwards all requests for faculty positions (including supporting data) to the Academic Senate.
- E. **Chief Instructional Officer** - In consultation with area deans, analyzes positions and supporting data (such as WSCH, FTEs, enrollment trends, departmental goals and objectives, Educational Master Plan). Input from area deans and the Chief Instructional Officer is presented to the Academic Senate during the Senate ranking process.
- F. **Academic Senate** - Reviews requests and hears departmental presentations regarding requested positions, prior to ranking. Senate recommendations regarding priorities for faculty positions are submitted to the Superintendent/President.
- G. **Superintendent/President** - Approves/disapproves or modifies recommendations of the Academic Senate and forwards to the Board of Trustees. If disapproved or modified in any way, the Superintendent/President discusses the modifications with the Academic Senate prior to making a final recommendation to the Board of Trustees.



Faculty Recruitment and Selection Procedures

- A. In order for a faculty vacancy to be considered for regular (tenured) replacement for the following academic year, notification of the anticipated vacancy must be reported to the Office of Educational Programs no later than the deadline set by the Chief Instructional Officer, in consultation with the Academic Senate President.
Faculty vacancies identified after the established deadline will be deferred for replacement consideration until the following year's faculty hiring cycle.
- B. The Academic Senate, in making its recommendations for the hiring of regular (tenured) faculty positions, shall consider the replacement of faculty positions vacated as a result of retirement, resignation, or other causes, as well as the district's needs for new and/or expanding programs.
- C. Faculty vacancies not recommended for permanent replacement as described above may be replaced by part-time faculty for the following academic year.

Selection of Candidates for Regular (Tenured) or Temporary Contract Faculty

Recruitment

The Human Resources Department shall recruit for positions and process applications in accordance with the District's Equal Employment Opportunity (EEO) Plan.

Announcement of Position

Upon approval of the Academic Senate recommendations, the department chairperson (or equivalent) in consultation with the area dean and the Chief Human Resources Officer, shall prepare a job announcement, job related evaluation factors, and interview questions which are consistent with the District's EEO Plan. These selection materials must be prepared before the selection process may commence and shall include as a desirable qualification, experience working with the diverse academic, socio-economic, cultural, and ethnic backgrounds and disabilities of community college students.

Screening, Minimum Qualifications, Equivalency

Department chairs and area deans are responsible for ensuring that all regular (tenured) or temporary contract faculty members meet the minimum qualifications for the discipline in which they are hired; or possess valid credential for the discipline; or qualifications which are equivalent to the state minimum qualifications. (Also see AP 7211 Faculty Service Areas, Minimum Qualifications, and Equivalencies.)



The selection committee, after studying the applications, will select the best-qualified candidates to be interviewed. Additional qualified candidates may be selected for interview by the Chief Human Resources Officer/EEO Officer. The EEO Officer and the committee will jointly determine if the District EEO Plan has been followed during the screening process. If there is a reasonable doubt about whether or not equal employment opportunity processes have been followed, the Superintendent/President may direct that the selection process be reinitiated at any prior level.

When selecting the best-qualified candidates for interviews, the committee shall review all applications, transcripts, and other materials submitted by the candidates to make a preliminary determination that each has met minimum qualifications for hire for that discipline; or has an appropriate valid credential; or has qualifications that are at least equivalent to the state minimum qualifications. The burden of proof rests with the candidate.

The top candidates resulting from the interview process who possess the minimum qualifications and/or equivalent of the minimum qualifications shall be forwarded to the Superintendent/President. The verification of equivalency and/or minimum qualifications shall first be completed by the department chairperson and returned to the Human Resources Office.

The Board of Trustees shall be informed of the equivalency determination, if used to meet minimum qualifications, when the appointment is presented for approval.

Composition of Selection Committee

The selection committee shall be comprised of the department chairperson (or equivalent), three to five full-time regular (tenured) members of the department (or closely related discipline) to be chosen by the department, and the area dean. With the approval of the department chair, area dean and the Chief Instructional Officer, contract (probationary) faculty may serve on the committee. The committee shall include an Equal Employment Opportunity representative; the committee may be increased by no more than two members, if necessary, to meet District EEO requirements. The Chief Human Resources Officer/EEO Officer may serve as an ex officio member of the committee but shall have no vote.

The department may select other qualified persons, not necessarily restricted to members of the Santa Barbara City College faculty, to participate on the committee.



The committee shall determine if additional members are voting or advisory. Such selection shall be subject to approval by the area dean.

The department chair (or equivalent), or designee, shall serve as chair of the selection committee.

Interviewing

Each interview committee shall receive legal/EEO orientation prior to the commencement of interviews as deemed appropriate by the Chief Human Resources Officer/EEO Officer. The selection committee shall both screen and interview applicants. The selection committee shall interview only those candidates who are qualified for the position. Arrangements for interviews shall be made by the Human Resources Department. Upon conclusion of the interviews, the selection committee shall meet and vote to determine the three best-qualified candidates to forward to the Superintendent/President. At this time, the chair of the committee shall meet with the Superintendent/President to state the committee's preferences concerning the candidates.

The department chairperson (or equivalent) will meet again with the Chief Human Resources Officer/EEO Officer to ensure that the District EEO Plan has been followed during the interviewing and voting. If there is a reasonable doubt about whether or not EEO policies have been followed, the Superintendent/President may direct that the selection process be reinitiated at any prior level. The recommended candidates may be interviewed by the Superintendent/President.

Selection

When the Superintendent/President interviews the recommended candidates, the following shall be invited: Chief Instructional Officer; dean from committee; and department chairperson or chair of selection committee.

The Superintendent/President will discuss with the department chairperson or chair of the selection committee, area dean, and the Chief Instructional Officer the qualifications of the recommended candidates. The Superintendent/President will ensure that EEO requirements have been met in the screening and interviewing process. The Superintendent/President shall meet with the Chief Instructional Officer, dean, and department chair or chair of the selection committee to discuss the final selection before an offer of employment is extended. If a candidate is to be appointed, the



Superintendent/President shall make a recommendation of the best-qualified candidate to the Board of Trustees.

Part-Time Faculty

Non Discrimination Statement

Selection of candidates for part-time positions shall be made by each department chair in accordance with non-discriminatory procedures.

Minimum Qualifications and Equivalency

Department chairs and area deans are responsible for ensuring that all part-time faculty members meet the minimum qualifications for the discipline in which they are hired; or possess valid credential for the discipline; or qualifications which are equivalent to the state minimum qualifications. (See AP 7211 Faculty Service Areas, Minimum Qualifications, and Equivalencies)

Part-Time Faculty Sixty-Seven Percent Employment Rule

Part-time faculty normally will not be allowed to work over 67 percent of the hours per week considered to be a full-time assignment. Prior to employment of any part-time faculty over 67 percent, express authorization to do so must be obtained from the Superintendent/ President.

Under no circumstances shall any part-time faculty be employed by the District in assignments of over 67 percent for more than two semesters within any period of three consecutive academic years. In computing 67 percent employment, both credit and noncredit hours of instruction will be added together. As well, the provisions of Education Code 87482.5 will be factored into the compilation of 67 percent.

The Chief Instructional Officer is responsible for ensuring that the provisions of this section are followed.

Classified and Classified Management Positions

As classified vacancies occur, it is incumbent on the hiring supervisor to consider current and future program and department needs to ensure that limited resources are being used most effectively and efficiently to advance the institutional mission, Equal Employment Opportunity Plan/Title 5 regulations, and program and department goals before initiating recruitment activities for a replacement position.



The outgoing incumbent shall not participate in any aspect of the recruitment and selection process of his/her replacement.

Once recruitment begins, job announcements are developed based on the Board-approved classification description and the employment system is enabled to accept applications for the position. The recruitment period extends for a minimum of two weeks.

If needed, the hiring supervisor shall submit preferred qualifications for each position prior to posting. The Chief Human Resources Officer shall review the preferred qualifications to ensure they are job-related, aligned with Title 5 non-discrimination laws, and will serve to identify the best-qualified candidates. At this time, the hiring supervisor will also determine whether or not an additional assessment of qualifications will be incorporated into the process. This assessment may be a pre-employment exam of knowledge, skills, and abilities, a performance exam, or supplemental questions on the application. The assessment tools will be determined jointly with the human resources office and reviewed for compliance with EEO guidelines. The Chief Human Resources Officer shall also review the composition of the hiring committee and interview questions before they are used.

Minimum requirements for education and experience are established in accordance with the job description, and are intended to represent the minimum required to be able to perform the essential functions of the position, and are also intended to attract a well-qualified and diverse applicant pool.

The hiring committee should include the following:

- A. A chairperson, either a manager or classified staff member, selected by the hiring supervisor.
- B. A subject-matter expert or person with similar job duties selected by the hiring supervisor.
- C. A trained EEO representative (non-voting) selected by Human Resources in consultation with the hiring supervisor.
- D. A classified bargaining unit member selected by the CSEA president or designee.
- E. A management team member selected by Advancing Leadership Association (ALA).



The Chief Human Resources Officer, who also serves as the EEO Officer, shall ensure there is gender and ethnic balance on the Committee. The Chief Human Resources Officer shall assign additional panel members, in consultation with the hiring supervisor, as deemed necessary to attain compliance with the EEO Plan and Title 5 regulations.

Prior to the commencement of the selection process, Human Resources conducts a committee orientation to review and emphasize the issues of confidentiality, equal employment opportunity, and the need for objectivity throughout the process.

At the conclusion of the recruitment period, the hiring supervisor meets with the committee and may share additional details and answer questions from the committee regarding hiring needs prior to screening. The hiring supervisor and the selection committee conduct the initial screening of all applications received during the recruitment period based on the minimum requirements for experience, education, and preferred qualifications as stated in the job announcement. The hiring supervisor and the selection committee are responsible for identifying who will be invited for a preliminary interview; the hiring supervisor does not participate in the preliminary interviews.

The committee identifies the candidates who are best qualified for the position. The hiring supervisor interviews the finalists, conducts reference checks, and makes the final selection.

In the event that fewer than four candidates are invited for a preliminary interview, a single interview process shall be followed. In this situation, the hiring supervisor and the committee members conduct the single round of interviews together.

The new employee is expected to complete all paperwork processing required by the Human Resources and Payroll Offices prior to beginning work. This includes, but is not limited to, completing the fingerprint process as required by Education Code Section 87013, undergoing an examination for freedom from tuberculosis (except as otherwise provided in Education Code Section 87408.6(g), concerning exemption for persons who adhere to the faith or teachings of any well-recognized religious sect), and providing documents satisfying the I-9 requirements (verification of identity and right to work in the United States).

Appointments to classified and classified management positions are made only by the Board of Trustees.



Educational Administrators

As educational administrator vacancies occur, it is incumbent on the hiring supervisor to consider current and future program and department needs to ensure that limited resources are being used most effectively and efficiently to advance the institutional mission and program and department goals before initiating recruitment activities for a replacement position. The time period between incumbents is the ideal and appropriate time to assess and evaluate current and future needs, reflecting any necessary updates and adjustments to the classification description before preparing the job announcement. Major proposed changes in administrative responsibilities are referred to the Academic Senate for input before recruitment is initiated.

Once recruitment begins, job announcements are developed based on the Board-approved classification description and the employment system is enabled to accept applications for the position. Minimum education and experience requirements for educational administrators as established by the State Chancellor's Office are included on the job announcement, along with desirable qualifications, which are developed locally and are customized for each recruitment. The recruitment period extends for a minimum of four weeks.

Composition of Selection Committee

The committee shall include at least the following:

- 1) A chairperson selected by the Superintendent/President or designee.
- 2) An educational administrator in a similar role selected by the Superintendent/President or designee.
- 3) A management team member selected by Advancing Leadership Association (ALA).
- 4) Three faculty members selected by the Academic Senate.
- 5) Two classified bargaining unit members selected by the California School Employees Association (CSEA).
- 6) A student representative selected by the Associated Student Government.

The individuals invited to participate have area expertise related to the area of responsibility of the new administrator. The committee may be increased, as necessary, to meet District EEO requirements. The Chief Human Resources Officer/EEO Officer may serve as an ex officio member of the committee but shall have no vote.

Prior to the commencement of interviews, Human Resources conducts a committee orientation to review and emphasize the issues of confidentiality, equal employment



opportunity, and the need for objectivity throughout the process. Through the use of a rubric instrument, the committee identifies the three candidates who are best qualified for the position. The hiring supervisor and the Superintendent/President interview the three finalists, conduct reference checks, and make the final selection. Appointments to Educational Administrator positions are only made by the Board of Trustees.

Executive Management (Vice Presidents)

Executive Management positions will be filled in consultation with the Superintendent/President. The selection process will include a panel screening, preliminary interview, and final interview aligned with Title 5 regulations regarding Equal Employment Opportunity.

Composition of Selection Committee

The committee shall include at least the following:

- 1) A chairperson selected by the Superintendent/President.
- 2) A management team member selected by the Superintendent/President.
- 3) A trained EEO representative (non-voting) selected by Human Resources in consultation with the Superintendent/President.
- 4) Three classified bargaining unit members selected by the CSEA President.
- 5) A faculty member selected by the Faculty Association.
- 6) Two Faculty members selected by the Academic Senate.
- 7) Two management team members selected by the Advancing Leadership Association (ALA).
- 8) A student representative selected by the Associated Student Government.

The individuals invited to participate have area expertise related to the area of responsibility of the new administrator. A subject matter expert (either internal or external) may be added by the Superintendent/President. The committee may be increased, as necessary, to meet District EEO requirements. The Chief Human Resources Officer/EEO Officer may serve as an ex officio member of the committee but shall have no vote.

Each selection committee shall receive legal/EEO orientation prior to the commencement of screening applicants pursuant to the Equal Employment Opportunity Plan and as deemed appropriate by the Chief Human Resources/EEO Officer.



Paper Screening

The Superintendent/President may discuss with the selection committee the job-related attributes sought in the ideal candidates. After studying the applications, the committee will select the best-qualified candidates to be interviewed based on job-related criteria. Additional qualified candidates may be selected for interview by the Chief Human Resources/EEO Officer. The Chief Human Resources /EEO Officer and the committee will jointly determine if the District EEO Plan has been followed during the screening process. If there is a reasonable doubt about whether or not equal employment opportunity processes have been followed, the Superintendent/President may direct that the selection process be reinitiated at any prior level.

When selecting the best-qualified candidates for interviews, the committee shall review all applications and supporting documentation submitted by the candidates to make a preliminary determination that each has qualifications that are at least equivalent to the state minimum qualifications. The burden of proof rests with the candidate.

Preliminary Interviews

Preliminary interviews will be conducted by the selection committee. Questions will be developed by the committee in consultation with Human Resources. The Chief Human Resources/EEO Officer shall review the questions to ensure they are aligned with Equal Employee Opportunity guidelines. The top candidates resulting from the interview process who possess the minimum qualifications shall be forwarded to the Superintendent/President for final interview.

Final Selection

When the Superintendent/President interviews the recommended candidates, the Superintendent/President will include at least one member of the selection committee and, at the discretion of the Superintendent/President, other college stakeholders.

The Superintendent/President will ensure that EEO requirements have been met in the final interview process. Potential appointees shall be subject to reference checks completed by the Superintendent/President or designee. If a candidate is to be appointed, the Superintendent/President shall make a recommendation of the best-qualified candidate to the Board of Trustees.

Alternative Recruitment Process

At the discretion of the Superintendent/President, an external consultant experienced in executive searches may be contracted. The consultant may complete the recruitment



process in collaboration with the Human Resources Office. Selection committee composition and interview processes will remain consistent with the procedures outlined in this document.

Application of the Equal Employment Opportunity (EEO) Plan (Also see BP/AP 3420 Equal Employment Opportunity)

At all stages of selection of candidates for all positions, the District EEO Plan shall apply. Applicable procedures for implementing this Plan shall be followed.

Approval of Appointments

Appointments to all positions are made only by the Board of Trustees.

Appointment and Notification

Upon approval by the Board of Trustees of an appointment to a position, the appointee shall be notified by the Human Resources Department. Each appointee shall be provided with a written statement of his/her status of employment.

Employment Requirements

Prior to assuming duties as an employee, appointees shall meet the following requirements:

- A. For academic employees, meet the minimum qualifications for the subject desired, or have an appropriate valid credential, or possess qualifications that are at least equivalent to the minimum qualifications for the discipline.
- B. Sign the Oath of Office.
- C. Undergo an examination for freedom from tuberculosis (except as otherwise provided in Education Code Section 87408.6(g), concerning exemption for persons who adhere to the faith or teachings of any well-recognized religious sect). In order to continue employment with the District, the employee must provide, every four years, evidence of a chest x-ray or an approved intradermal tuberculin test demonstrating freedom from tuberculosis.
- D. Complete the fingerprinting process as required by Education Code Section 87013. E. Complete all paperwork processing required by the Human Resources and Payroll Offices.

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