

Full-Time Faculty Hiring Procedures Agreement

Between

The Academic Senate of Victor Valley Community College

and

The Victor Valley Community College District

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FULL-TIME FACULTY HIRING PROCEDURES AGREEMENT

I. Philosophy

1. It is the policy of the Victor Valley Community College District that faculty hiring procedures and guidelines be established to provide for college faculties of highly qualified people who are experts in their subject areas, who are skilled in teaching and serving the needs of varied student populations, who can foster overall college effectiveness, and who are sensitive to the racial and cultural diversity of the adult population of the District.
2. The governing board of Victor Valley Community College District, represented by the administration, has the principal legal and public responsibility for ensuring an effective hiring process. The Faculty, represented by the Academic Senate, has an inherent professional responsibility in the development and implementation of policies and procedures governing the hiring process to ensure the quality of its faculty peers.
3. District hiring procedures are based on recognition that responsibility for selecting these well-qualified people is shared cooperatively by both faculty members and college administrators, participating effectively in all appropriate phases of the hiring process. The responsibilities of these individuals include:
 - a. identifying positions,
 - b. following the District's equal opportunity policy,
 - c. reviewing and formulating job descriptions,
 - d. advertising positions,
 - e. screening,
 - f. interviewing,
 - g. and selecting recommended candidates.

All procedures relative to faculty hiring shall be characterized by the strictest confidentiality by all parties involved.

II. Equal Opportunity Procedures:

1. All participants in the hiring process will be given appropriate training in equal opportunity procedures. At each level, nominating entities and selection committee members have the responsibility to ensure that individuals who are knowledgeable about and responsible to the College's equal opportunity program are included on all selection committees or similar groups. The Academic Senate shall regularly seek out faculty representatives to become Fair Employment Representatives. The Fair Employment Representatives shall receive appropriate training and shall be

expected to serve as members on selection committees. The Fair Employment Representative shall serve as a consultant on district and state guidelines and be responsible for monitoring the District's equal opportunity procedures including but not limited to a review of the job descriptions and announcements and the composition and procedures of the Selection Committees.

2. District practices will be carefully reviewed to ensure that equity and access are assured in the employment process to enable the District to select the most qualified candidate for appointment from the largest application pool possible.

3. The Board of Trustees as policy makers, the Superintendent/President, the District Fair Employment Representative, the administrators, and the Academic Senate will provide the leadership necessary to achieve the goals mandated in AB1725. It will be the responsibility of each segment to ensure active participation and success in the District's efforts to realize the goal of equal opportunity for all candidates and educational programs reflecting the needs of the communities served.

4. The following standards are consistent with the District's employment process:

- a. Application forms will be in compliance with local, state, and federal statutes regarding employment discrimination.
- b. Questions concerning marital status, dependency or child-care obligations will neither be asked of the applicant nor investigated.
- c. Assumptions about a particular individual's willingness or ability to relocate will not be made.
- d. Personnel involved in reviewing applicants will be routinely instructed that information about race, age, sex, religion, political affiliation, ethnicity, disability, or sexual orientation will not be considered as part of an applicant's evaluation.
- e. Questions asked of applicants are limited to those relating to specific job qualifications and performance requirements such as experience, skills, and educational background appropriate to the specific position for which the individual is applying.
- f. An interview summary for all applicants who are interviewed is maintained indicating recruiting source, dates(s) of interviews(s), and the names of the individuals involved in the screening and selection process.
- g. Selection of unqualified/overqualified persons on grounds of age, ancestry, color, religious creed, disability, marital status, medical condition, genetic information, military and veteran status, national origin, race, sex, gender and sexual orientation is prohibited. Similarly, to terminate, demote, or displace a person on these grounds in the name of fair employment is also discriminatory and prohibited.

- h. The District Fair Employment Representative or designee will provide training to ensure full compliance with all district, state, and federal regulations in regard to ~~Equal Opportunity~~ Fair Employment.
- i. Each Selection Committee establishes criteria that includes review of qualifications for appointment and the development of a set of job-related questions to be used during the interview process. For each position qualifications will vary, however, there can be no disqualification based on age, ancestry, color, religious creed, disability, marital status, medical condition, genetic information, military and veteran status, national origin, race, sex, gender and sexual orientation. Fair Employment does not require either the consideration of applicants of lesser qualifications or of applicants who are not qualified or physically incapable of assuming the responsibilities of the position.

III. Hiring Procedures Guidelines

The hiring procedures Guidelines should be consistent with the process set forth in AP7120. For nonstandard years, an agreement between the Academic Senate and the Vice President of Instruction should be established.

Programs submit their PRAISE reports with justifications and explanations of their hiring needs by the December deadline. Upon PRAISE report submissions, the following steps should then be followed in a timely manner:

- Divisions prioritize hiring needs in the Division Summaries. These requests are then reviewed by the committees/bodies outlined in AP 1202.
- The Academic Senate prioritizes the list of possible full-time permanent faculty positions for the following academic year and submits the recommendations to the Administration, based on PRAISE reports submitted by the December deadline.
- The list of full-time permanent hires for the following academic year is mutually agreed upon by the Academic Senate and the Administration. The Administration should rely primarily on the advice of the Academic Senate. The Selection Committee Chairpersons are chosen by departments on the hiring list.
- The Department and/or Selection Committee Chair canvases possible Selection Committee members for positions on committee. The preliminary job description and announcement are reviewed by the Selection Committee Chair.
- The Selection Committee is formed with at least one alternate and the Fair Employment Representative. The preliminary job description is sent to the Selection Committee members with instructions to review and suggest modifications and clarification if needed. The draft job description is then sent to Human Resources.
- The Selection Committee has its first meetings; one, for introductions, rules and regulations regarding the Hiring Process, and one for feedback from committee members regarding job description, paper screening criteria, interview questions, possible job announcement locations, timeline to complete the selection process,

and other matters related to the interview of candidates. The final job description/announcement material is sent to Human Resources.

- The position is announced internally in accordance with Article 18 of the VVCFA contract.
- Applications for the general public are accepted for positions in accordance with Article 18 of the VVCFA contract.
- Paper screening begins by the Selection Committee. The Chair and FER (committee members optional) will meet to determine the candidates who are selected for interviews. The selection is based on scores, not names. The candidates selected for interview are notified of upcoming interview. Those not selected are notified, also. References of the selected candidates are checked.
- The interviews of the candidates take place. Final candidates are moved forward for review by the Superintendent/President or his/her designee. The review by the Superintendent/President will be accomplished in a timely but reasonable manner to avoid rushing a decision.
- Selected candidates are notified of an employment offer. Unsuccessful candidates are also promptly notified. The goal is to have the selected candidates' names presented at the first possible Board of Trustees meeting.

IV. Position Identification Procedures

The timely and effective selection of new faculty, whether replacement or new hires, is the most important decision made by the college, affecting student success and program development for many years to come. The decision to hire, whether replacement or new hires, must be made in a consistent manner.

Departments/programs will bring forth requests for rehires or new hires based upon the current Program Review process. The list of requested rehires and new hires will be prioritized by a process and criteria developed jointly by the Academic Senate and the college administration. The priority hire list will be sent by the Academic Senate to the College administration. There will be communication and feedback between the divisions, Academic Senate and College administration. It is anticipated that the priority hire list should be developed based on long-term planning. A schedule will be developed permitting departments and programs to be prepared for future growth in a timely and efficient manner.

Emergency hires, i.e., when positions are made vacant due to catastrophic causes such as the death of a faculty member, may be filled utilizing a streamlined form of the process through mutual agreement between the Academic Senate and the College administration.

V. Search Procedures

1. Advertising and Recruiting: The Selection Committee will be involved as standard practice in the development of advertising copy to ensure that the copy is clear in its intent, honest in its representation, and friendly to diverse populations. The Committee shall review and approve the advertising copy before it is published.

- a. The Selection Committee shall work with Human Resources to select

the most appropriate publications in which to advertise the position based on the Committee's Advertising and Recruitment Plan (see attached) keeping in mind the following sources:

1. Announcements sent to the Chancellor's Office Registry.
 2. Announcements sent to the appropriate discipline departments of California Community Colleges, California State Universities, University of California campuses, and private California universities.
 3. Announcements sent to national discipline organizations.
 4. Announcements on e-mail and the Internet to inform potential pools of applicants who can register online to receive employment announcements.
 5. Any other channels that the committee shall deem appropriate.
2. The Selection Committee shall approve the job announcement before any promotional material is distributed.
 3. The length of the promotional period shall be at least 6 (six) weeks to allow for adequate distribution and response and to help obtain larger pools of candidates. The following wording could also be used: "Applications will be accepted and reviewed until filled."

VI. Selection Committee Procedures

1. Composition of the Committee: The Committee shall consist of five voting members and a nonvoting Faculty Fair Employment Representative (FER). Faculty members will be selected by the Academic Senate Executive Board in consultation with the faculty of the hiring Department or related Departments where appropriate. They will be confirmed by Human Resources. Members of the Committee shall consist of:
 - a. The Department Chairperson: In cases where the Department Chair and the division dean are the same person an additional faculty member will be appointed by the President of the Academic Senate. This member must be a full-time member of the hiring department or a full-time member of another related discipline.
 - b. Two faculty members from the hiring department or from a related discipline: If necessary, the District with Academic Senate approval, may secure experts from industry or faculty from other colleges in order to achieve the necessary expertise required.
 - c. One faculty member from another department.

- d. The area administrator.
 - e. The Faculty Fair Employment Representative. This representative shall be selected by the President of the Academic Senate from a pool of trained Faculty FERs. If there are no faculty volunteers for FERs, the President of the Academic Senate shall request the Vice President of Human Resources or his/her designee to serve as the Faculty FER.
 - f. One alternate faculty member. This person shall replace any regular member who is unable to attend committee meetings or interviews.
2. Chair of the Selection Committee: The hiring Department chairperson or the area administrator will chair the Selection Committee. Where it is deemed appropriate, another member of the hiring Department may serve as chair of the Committee subject to Department, Academic Senate, and District approval.
3. Exceptions:
- a. An alternate Committee member shall be assigned to serve on the Selection Committee in the event a Committee member is unable to participate fully in every single aspect of the selection process including but not limited to pre- and post- paper screening, interviewing, and Committee discussions. The alternate's vote will only be counted, however, upon replacing a member of the Committee.
 - b. With District and Academic Senate approval, a classified staff member may be asked to serve on the Committee if his/her work is connected to the department or a related department in a significant manner.
 - c. Only in emergency situations with Academic Senate and Administration approval can a Committee continue the selection process with fewer than five voting members.
4. Review of Applications: The Selection Committee shall review all applications and shall select those applicants for an interview who best meet the desirable qualifications listed on the job description as measured by evidence of professional qualifications, including, but not limited to, educational background and experience. All relevant academic information shall be submitted to the Selection Committee including transcripts and letters of recommendation.
- a. The Selection Committee will establish criteria for screening, formulating and weighing of questions and developing a scoring system for candidate evaluation prior to screening the applicants.
 - b. The Faculty Fair Employment Representative (FER) will monitor all selection procedures to assure equal treatment of all applicants.
 - c. Human Resources shall make the determination whether applicants

meet the desired qualifications, the state minimum qualifications, or when applicable, their equivalents. If there's a question, Human Resources shall consult with the Selection Committee Chairperson to make the determination of qualification. If it's a question of equivalency, then Human Resources would begin the equivalency process.

- d. During this review process, the applications received shall in no way be contaminated. Contamination consists of rearranging the order of an applicant's response to questions or omitting parts of the application.
 - e. Complete applications shall be available for review by all members of the Selection Committee.
5. Evaluation of Candidates: The Selection Committee shall evaluate candidates in regard to subject area knowledge and competence, teaching and communication skills, commitment to professional growth and service, potential for effective participation in the College's governance and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disabled and ethnic backgrounds of the District's students. The Selection Committee may require candidates to submit portfolios. These may include, but are not limited to, recorded teaching demonstrations, publications, websites and other creative work. Selection Committees are encouraged to be creative in establishing interviewing and evaluation techniques that meet the specific and unique requirements of the position being hired. The overriding criterion is that all candidates be treated equitably in the evaluation process. Equity is a key word. Candidates should receive the same kind of treatment, which might not necessarily be "equal". A committee is hiring a colleague in addition to a teacher, and this should be kept in mind when designing the interview process and/or questions. Follow-up questions during an interview may be needed to fully understand the candidate, though sometimes these should be limited in order to ensure there is enough time to complete an interview. The Selection Committee shall decide in advance how the questions may be handled.
- a. Paper Screening: The Committee shall paper screen all of the applications using a rating system of their construction to select for an interview those candidates who best meet the desirable qualifications. The Chair and FER (committee members optional) will meet to determine the cut score which determines those who are selected for an interview. The selection is based on scores, not names. Human Resources may recommend that the committee goes deeper into the candidate pool to ensure that pool has adequate protected group representation.
 - b. Interview Questions: The Committee shall formulate interview questions (including an appropriate follow-up question procedure) to ensure a thorough assessment of the candidate's qualifications. Human Resources shall make available a composite list of questions used by other committees. A committee could wait until after paper-screening

to either write or review interview questions.

- c. **Teaching Demonstrations:** Recognizing that teaching is “performance-based,” the Committee shall provide for appropriate teaching demonstrations, portfolio presentations, coaching or directing or conducting demonstrations, and/or other performance indicators related to the subject area. Whenever possible, these demonstrations should be conducted with actual classes of students. Evaluation of these demonstrations may be done using video equipment or direct observation. Student input via score sheets or evaluations may be considered.
 - d. **Reference Checks:** Those to be interviewed will be subjected to reference checks. Reference checks may be completed before interviews take place. The Reference checks may be divided between the area administrator and Committee chair, provided the same script is followed. These reference checks shall be conducted by the area administrator and the Committee chair and be shared with the Committee before names are forwarded to the Superintendent President. Reference checks shall include academic background, professional experience, and personal qualities relevant to performance in the faculty position. The Committee shall draft the reference check questions.
 - e. The Committee shall establish interview dates for flexibility and conduct interviews using a rating system of its own design to evaluate the responses. Individual Committee members must be present for each interview in order to participate in the evaluation of candidates. All evaluation procedures shall be reviewed by the FER of the Committee.
 - f. After the interviews and the teaching demonstration and/or performance demonstrations, the Committee chair shall lead the Committee in a discussion regarding strengths and weaknesses of the candidates and summarize the Committee’s rankings. The Committee may include ranking and/or written comments for each candidate as a further means of communicating its recommendations. In case the list of applicants to be interviewed is large, the Selection Committee may wish to schedule second stage interviews for those considered best qualified. Teaching demonstrations or other performance tasks may be deferred to this time.
6. **Selection of the Final Candidate:** The Selection Committee may recommend up to three candidates to the Superintendent President for final consideration. The Committee may come to a consensus on the candidates to be forwarded. The candidates whose names are forwarded shall be the best qualified to fulfill the requirements of the faculty position. If the Committee deems only one candidate qualified to fill the position, then only the one candidate shall be recommended. If the Committee cannot recommend any of the applicants, the hiring process shall end and be reopened.

- a. The Superintendent President or his/her designee shall review the Selection Committee's recommendations, the qualifications, and the reference checks on the final candidates. The Superintendent President (or designee) may interview the finalists and conduct additional reference checks. The Selection Committee chair and the appropriate area dean will be part of the final interview process of questions and input discussion.
- b. The Superintendent President in joint consultation with the Selection Committee chair, the area administrator, and the Academic Senate president, will select the finalist who will be recommended to the Board of Trustees.
- c. If exceptional circumstances and compelling reasons exist why the Superintendent President cannot choose any of the final candidates recommended, then the Superintendent President shall meet with the entire Selection Committee to discuss these issues. If the Selection Committee and the Superintendent President cannot reach an agreement as to a candidate, then the Superintendent President shall put his/her objections in writing to the Selection Committee and the Academic Senate president, and the position shall be reopened.

VII. Welcoming and Mentoring Newly Hired Faculty

1. The Academic Senate will establish, as dependent upon negotiations, a one-year orientation program for newly hired faculty that will include orientation sessions with representatives from the Office of Instruction, student services, the Academic Senate, and the bargaining unit for the purpose of college-wide orientation. The newly hired faculty members will receive compensation for these sessions, in conjunction with the bargaining units. The nature and scheduling of these sessions will be the responsibility of the Academic Affairs committee.

2. Each newly hired faculty member will be provided the opportunity to have a Mentor assigned, a full-time tenured faculty member from the newly hired member's department or division to address the practical and pedagogical concerns of the newly hired faculty member and to build confidence and trust. The department chair, in conjunction with the full-time faculty in the department, will make the recommendation of the Mentor jointly with the appropriate dean.

The Mentor will not be a member of the newly hired member's Tenure Committee and will serve for one year.

The Mentor shall be compensated, dependent upon negotiations with the appropriate bargaining units, to accomplish the process of mentoring including, but not limited to, classroom visits, video-taping, mentoring sessions, syllabus development, teaching techniques, and the like.

VIII. Review and Revision

1. This hiring policy and its procedures are subject to review and revision at the request of either the Academic Senate or the Board of Trustees. Such revised policy or procedures shall be mutually agreed upon by both parties before it replaces the previously agreed upon policy or procedures.