

Administrative Regulation
Chapter 7 – Human Resources

AR 7120 RECRUITMENT AND SELECTION

AR 7120.1 Procedure for Hiring Full-Time Contract Faculty

1. Importance of Diversity in the Hiring Process

The Santa Monica Community College District is committed to employing qualified employees who are dedicated to student learning and success. The District recognizes that diversity in the academic environment fosters awareness, promotes mutual understanding and respect, and provides role models for all students. The District is committed to hiring and staff development processes that support the goals of equal opportunity and diversity, and provide consideration for all qualified candidates. For more detailed information, see BP 3420 EEO and BP 3410 and SMC EEO and Diversity Plan.

2. Position Identification

- A. Following the guidelines and procedures contained in the *Faculty Position Prioritization Committee Handbook*, the Faculty Position Prioritization Committee (FPPC) will prepare a ranked list of recommended positions, in accordance with specified criteria each academic year.
- B. The FPPC shall have as its chair the Academic Senate President, or designee, and as its vice-chair an administrator named by the Superintendent/President. The Committee chair and vice-chair, and the Vice Presidents of Academic Affairs and Student Success, shall be the non-voting members of the Committee. The voting members of the Committee shall be 9 faculty members named by the Academic Senate President, and 4 administrators named by the Superintendent/President.
- C. Each department shall conduct a new contract faculty needs assessment and shall submit a list of requested new faculty positions along with its assessment for these requests to the FPPC. Refer to the *Faculty Position Prioritization Committee Handbook for details*.
- D. The Vice President of Academic Affairs and Institutional Research (IR) will provide Department Chairs seeking positions clear and current data related to all sections of the *FPPC Handbook* as well as definitions for packet elements.

E. The FPPC shall review department requests, assessments, and justifications along with budgetary and enrollment information provided by the Vice Presidents of Academic Affairs and Student Success.

F. The FPPC shall prepare a prioritized list of recommended new contract faculty positions to be submitted to the Superintendent/President. Department chairs and faculty chairs shall also receive the Committee's list of recommended new contract faculty positions by the end of April.

G. The Superintendent/President shall review the recommendations with the Academic Senate President and submit a list of new faculty positions to the Board of Trustees for its final determination. The Superintendent/President shall also send the recommendations to the District Planning and Advisory Council (DPAC) and department chairs and faculty chairs as an information item.

H. Any modifications to the FPPC list made by the Superintendent/President will be communicated to the Academic Senate President along with their rationale.

3. Search Procedures

A. The department chair or faculty chair, or their designee, shall be one of the faculty members on the screening committee and shall chair the committee. The screening committee chair, appropriate area Vice President or designee, and representatives from the Office of Human Resources (HR) shall jointly develop a clear and complete position announcement, including all job-related requirements and any additional qualifications recommended by the faculty for each position, in order to create an official position announcement. The position announcement shall be informed by the requests, assessments, and justifications submitted by the department to the FPPC.

B. The Office of Human Resources shall ensure conformity with the District's equal employment opportunity (EEO) and non-discrimination commitments before each position is advertised.

C. It is the intent of the District that approval of open positions and initiation of the hiring process be early enough in the academic year to allow for all procedures to be undertaken in a thorough and thoughtful manner, ensuring that the hiring process is completed during that academic year, whenever possible, and well in advance of employment. The advertising period shall last a minimum of four weeks, and it shall allow for adequate distribution to obtain a diversified pool of applicants consistent with the District's EEO Plan.

D. The application closing date shall be developed by the Office of Human Resources after consultation with the appropriate department chair or faculty chair or designee.

E. Applications shall be accepted and maintained online by the Office of Human Resources.

F. Candidate applications must include the following: a completed SMC academic application form; a cover letter; a curriculum vitae or resume; unofficial copies of all post-secondary educational transcripts; and professional references. The position announcement may specify other required supplemental materials. Letters of recommendation will not be accepted.

4. Screening Committee

A. The screening committee shall consist of no fewer than four (when possible) and no more than six full-time faculty members from the discipline of the position to be filled. One of the faculty members may be a retired faculty volunteer. In cases where there are fewer than four faculty members from the relevant discipline available or willing to serve, faculty members from a reasonably related discipline may serve to fill the screening committee. Faculty committee members shall be appointed by the department chair or faculty chair (together with the designee, if applicable) in consultation with the Office of Human Resources and the appropriate area Vice-President. The committee shall be composed of diverse membership in compliance with the District's EEO plan.

B. Two administrators shall also be members of the committee, and as representatives of Human Resources, they are responsible for ensuring compliance with the District's personnel policies and procedures. The administrators shall ensure that the following are performed: lists of questions and information for candidates are forwarded to the Office of Human Resources; the District's personnel policies and procedures are observed by the screening committee; the list of candidates is forwarded to the Office of Human Resources; and results of application screening votes are recorded.

C. In addition the Office of Human Resources shall assign an EEO representative to each screening committee. The EEO representative shall be a voting full-time faculty member from outside the department and be recommended by the Academic Senate President to the Office of Human Resources. As a representative of the District's staff diversity efforts, this member shall monitor the screening process for adherence to equal employment opportunity/diversity laws, regulations and policies on behalf of the District. If questions or concerns arise, the EEO representative shall inform the Vice President of Human Resources or designee.

D. The screening committee may supplement its membership with subject matter experts. These additional members shall be non-voting.

E. Students may be included in observing teaching demonstrations to provide feedback to the committee.

F. In order to serve on a screening committee, members must complete an HR/EEO training program presented by the Office of Human Resources in accordance with the District's EEO Plan. Members must also complete a confidentiality statement. As a condition to retaining the right to serve on the screening committee or future screening committees, each committee member agrees to maintain as confidential all information obtained about a candidate, such as information obtained from the application materials, the interview and all discussion during a screening committee meeting to evaluate the candidates, and to follow all procedures regarding confidentiality and security developed by the Office of Human Resources.

G. Individual committee members are required to be present, either in person or remotely, for each committee meeting and to be fully prepared by having read the appropriate materials. In the event that a committee member becomes unable to serve the remainder of their duties, the Office of Human Resources and the committee chair shall determine whether to replace the committee member.

H. Utilizing the position announcement, the committee shall formulate a list of criteria on which applicants are evaluated. Prior to the reading of applications and evaluation of candidates, the screening committee shall agree upon criteria and a rubric with which applicants are evaluated. The committee shall also formulate interview questions and, where applicable, a range of appropriate responses to ensure a thorough assessment of the candidates' qualifications. The committee shall determine the extent to which each applicant satisfies the criteria.

5. Review of Application Materials

A. After the application deadline, the Office of Human Resources shall release online applications designated as complete to the screening committee via an electronic process. The screening committee shall review the materials submitted by applicants to determine whether each applicant either has met the minimum qualifications for hire in that discipline or has qualifications at least equivalent to the minimum qualifications determined by the Board of Governors.

B. The screening committee shall use the Guidelines for Determining Minimum Qualifications specified in AR 7211 Faculty Service Areas, Minimum Qualifications, and Equivalencies, in line with descriptions as delineated in the Handbook: Minimum

Qualifications for Faculty and Administrators in California Community Colleges, published by the Academic Affairs Division of the California Community Colleges Chancellor's Office, and in consultation with the Office of Human Resources.

C. All screening committee members shall review the qualifying applications in a timely manner. In making their determination as to which candidates will be selected for an interview, committee members may not review or rely on any material that is not part of the candidates' applications and available to all members of the screening committee. The committee shall select for an interview those candidates who best meet the qualifications listed on the position announcement, as measured by the screening committee's previously determined criteria and rubric.

6. Evaluation of Candidates

A. The screening committee shall create a collegial environment for all candidates and treat all candidates uniformly, giving each equal time to answer the interview questions.

B. The screening committee shall evaluate candidates interviewed using agreed upon criteria and a rubric. The committee may require teaching/student services demonstrations, writing samples, and/or other performance indicators related to the subject area. The criteria and rubric, in accordance with the District's EEO Plan, shall at the minimum evaluate candidates in regard to the following: subject area knowledge and competence, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the socioeconomic, academic, cultural and ethnic diversity within the college student population, including students with physical and/or learning disabilities.

C. The committee shall develop a procedure for formulating their recommendations on the selection of the final candidates. The screening committee chair shall lead the committee discussion regarding strengths and weaknesses of the candidates and summarize the final committee findings. The decision as to whether a candidate is to be recommended for a final interview shall be based exclusively on information obtained from the candidate application, supplemental materials, and the interview of the candidate.

D. If a candidate selected for an interview has qualified for the position through the equivalency process, one of the administrative representatives on the screening committee shall forward the Equivalency Certification form to the Office of Human Resources before the interview. If a candidate is recommended for a final interview, this form shall be forwarded to the Superintendent/President before the final interview.

7. Recommendation for Final Interview

A. If the screening committee determines that there are candidates they wish to recommend to the Superintendent/President, they shall recommend two or three candidates per position for final consideration. If the screening committee would like to send only one or more than three finalists, the administrative representative should contact the Office of Human Resources. If the committee is considering multiple positions under the same job description, a minimum of one (1) additional finalist will be forwarded for each additional position. After the recommendations are made, the administrators on the committee shall ensure that all committee documents and notes related to the screening process are forwarded to the Office of Human Resources.

B. Reference checks on the final candidates shall be conducted by the Human Resources administrator or designee, and they shall include academic background, professional experience, and other information relevant to performance in the faculty position. In addition, the Human Resources administrator or designee may perform online and social media research on candidates.

8. Selection of the Final Candidate

A. The Superintendent/President shall review the screening committee's recommendations and the qualifications and reference checks on the final candidates.

B. The Superintendent/President or designee(s), in the presence of a Human Resources administrator, shall interview the finalists and may conduct additional reference checks. The Superintendent/President may invite the chair of the screening committee and/or other members of the college community to participate in the final interview.

C. Final selection decisions by the Superintendent/President are made, whenever reasonably possible, during the regular academic year and the selection of the finalist to be recommended to the Board of Trustees shall be made by the Superintendent/President after informing the screening committee chair.

9. Special Circumstances in the Hiring Process

A. In instances where the Vice President of Human Resources, in consultation, where appropriate, with the EEO representative, determines that the position's applicant pool does not provide sufficient diversity or that violations of the District's equal employment opportunity regulations have occurred, or in the event the screening committee is unable to identify at least two candidates to be recommended to the Superintendent/President, or in the event that the Superintendent/President decides not to recommend a final candidate to the Board of Trustees for its election, the Superintendent/President shall consult with the screening committee chair and the Academic Senate President before determining whether to do any of the following:

1. re-open the recruitment and selection process;
2. fill the position with a long-term substitute;
3. take other appropriate action.

B. When the Superintendent/President has determined to recommend to the Board of Trustees an increase in the number of authorized positions, the Superintendent/President shall consult with the screening committee chair before placing the item on the Board's agenda for action.

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