Planning, Recruiting, and Selecting Full-time and Part-time Academic Positions

STEP 1 – PLANNING

I. Preliminary Hiring Decisions: New Regular and Full-time Temporary Academic Positions only

A. The Shared Governance Council will conduct and complete a faculty hiring prioritization process for all regular (tenure track) and/or full-time temporary academic positions each Fall semester.

B. The outcome of the faculty hiring prioritization process will be the Council’s prioritized recommendations for new regular and full-time temporary faculty positions.

C. The Planning and Budget Committee will determine the allocation of funds, if any, that may or may not be used for new regular and full-time temporary faculty positions.

D. The President/Superintendent will make the final decision for the funding of faculty positions as recommended by the Shared Governance Council and the Planning and Budget Committee.

E. The Office of Academic Affairs will report all new regular and full-time temporary faculty positions that will be funded by the college to the Office of Human Resources and the Academic Senate by the end of the Fall semester.

F. Recommended new positions shall be included in the proposed district budget for the following school year.

II. Initial Planning Actions – Human Resources

A. Upon notification of a part-time temporary, a full-time regular, or a full-time temporary position(s), the Executive Director of Human Resources will assign a Human Resources staff member to complete the following actions for each position:

1. Generate and obtain an academic director’s or division chair’s signature on a Cuesta College Personnel Action Form;

2. Determine with the academic director or division chair the initial Selection Committee meeting date to discuss the selection process;

3. Review Equal Employment Opportunity (EEO) practices with academic director or division chair; and

4. Send the academic director or division chair the following documents, who will then be responsible for handing these documents to the Selection Committee chair when chosen at the initial Selection Committee meeting:
   a) Cuesta College Planning Sheet
b) Draft of job announcement previously used by division (if any)
c) Draft of interview questions previously used by division (if any)

B. The Human Resources staff member will assist the academic director or division chair with the formation of the Selection Committee in accordance with the below, after which the Selection Committee Chair will submit the names of the committee members to the Human Resources staff member:

1. Each faculty Selection Committee shall consist of:
   a) Vice President (whenever possible);
   b) Dean;
   c) Division Chair or Academic Director;
   d) At least two regular or contract faculty members selected by their division or service area;
   e) An EEO-trained faculty member, which could be one of the above; and
   f) Other faculty members or industry professionals, if and as needed, to be determined by the committee.

2. The Selection Committee chair will be selected by the members of the committee.

III. Initial Planning Actions – Selection Committee Members

A. The Selection Committee members will determine the chair of the committee, and this committee chair may be the division chair or another faculty member on the committee.

B. The Selection Committee chair is the person responsible for calling, scheduling, and chairing the selection committee meeting(s).

C. The Selection Committee chair may invite the Human Resources staff member to the initial selection committee meeting to address questions about any element of the hiring process.

D. The Selection Committee chair will review the responsibilities of the committee and the screening process with the other members of the Selection Committee.

E. The Selection Committee will review and/or revise the job announcement with consideration of the following:

   1. Specific items that will be included with the application (i.e. resume, cover letter, additional references or letters of recommendation, etc.)
   2. The recruitment timeline: closing date, screening period, first interview dates, and final interview dates.
   3. The minimum qualifications based on the Minimum Qualifications for Faculty and Administrators In California Community College, or, when applicable, their equivalents.
4. The desired qualifications, including but not limited to the following:
   a) subject area knowledge and competency;
   b) demonstrated commitment to professional growth and service;
   c) currency in the discipline;
   d) potential for contributions to overall college effectiveness; and
   e) sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the district’s students and employees.

5. The logistics and/or topic of the teaching demonstration.

F. The Selection Committee will be responsible for updating all documents, including the Planning Sheet and interview questions, if necessary, at this initial meeting or meetings.

G. The Selection Committee chair will submit interview questions to Human Resources staff member to be reviewed for compliance with Equal Employment Opportunity (EEO) laws by the Executive Director of Human Resources.

H. The Selection Committee chair will submit the completed Planning Sheet and all other updated documents to the Human Resources staff member.

IV. Final Pre-screening Actions – Human Resources

   A. The Human Resources staff member will review the documents submitted by the Selection Committee chair for completeness and maintain communication with the Selection Committee chair during this process.

   B. The Human Resources staff member will submit the job announcement to the Assistant Superintendent/Vice President of Academic Affairs or Vice President of Student Services as appropriate, who will review and make recommendations, if any, regarding the job announcement within five work days and return the announcement to the Human Resources staff member.

   C. If any recommendations were made to update the job announcement, the Human Resources staff member will contact the Selection Committee chair to convene a meeting for final editing and approval of the job announcement by the members of the Selection Committee, who will submit the final version to the Human Resources staff member.

   D. The Human Resources staff member will do the following upon receipt of completed job announcement, Cuesta College Personnel Action Form, and Planning Sheet:

      1. Schedule date and time of final interviews (if applicable) with President/Superintendent, Assistant Superintendent/Vice President and others as appropriate;
2. Edit the job announcement according to the revisions of the Selection Committee; and
3. Forward the final draft of the job announcement to the Selection Committee chair for review and final approval and begin recruitment.

STEP 2 – RECRUITMENT

I. Recruitment – Selection Committee Members
   A. The Selection Committee may recommend to Human Resources staff member specific listservs, journals, professional associations, departments, etc., to which job announcements could be sent for recruitment purposes.
   B. The Selection Committee members may ask fellow Cuesta faculty/staff to assist in the recruitment of potential candidates from affiliated colleges, universities, and institutions.
   C. The Selection Committee chair may report a list of potential candidates with contact information to the Human Resources staff member, who will contact the potential candidate(s) identified by the committee members.

II. Recruitment – Human Resources
   A. Individuals who have submitted an interest sheet to Human Resources indicating they are interested in the position will be contacted by the Human Resources staff member.
   B. The following are possible locations for posting and/or publishing printed recruitment material:
      1. North County Campus, San Luis Obispo Campus Receptionist/Telephone Operator, and local governmental agencies;
      2. Various California high schools, community colleges, and universities as appropriate;
      3. Local newspaper and other print advertising;
      4. Chronicle of Higher Education as appropriate (i.e. academic tenure-track positions); and
      5. Discipline-specific publications as suggested by the committee chair in consultation with the discipline’s faculty.
   C. The following are possible locations for electronic recruitment:
      1. The Cuesta College web site, CalJobs, Employment Development Department (EDD), Ed-Join, the Chancellor’s Office website, and The Registry;
      2. EEO Job Registry;
      3. Position-specific web sites and other media are used upon request;
      4. Listservs as recommended by managers and committee members; and
5. The Cuesta College Job Line.

D. Other recruitment locations will be determined by the Office of Human Resources and/or the Selection Committee based on criteria recommended by the EEO advisory committee.

STEP 3 – SELECTION & HIRING

I. Pre-Screening Review of Applicants – Human Resources

A. Human Resources staff member creates an All Applicant Pool Data Chart\(^1\) listing all candidates, their addresses, and information from the application demographic survey for review and approval by the President/Superintendent or designee.

B. Regular full-time or full-time temporary faculty position – Once the position has closed, the Human Resources staff member screens all regular full-time or full-time temporary faculty applications for completeness, legibility, and inclusion of the following:
   1. Correct application;
   2. Cover letter;
   3. Resume;
   4. Transcripts (copies acceptable);
   5. Three letters of recommendation (at least one from a supervisor or graduate professor);
   6. Three references, in addition to those used for letters of recommendation;
   7. Statement of philosophy reflecting an approach to teaching a widely diverse population of students in a classroom setting or other appropriate work setting depending on faculty position being filled. Areas of diversity pertain, but are not limited to, academic background, socio-economic background, ancestry, religious beliefs, ideology, gender, national origin, ethnicity, age, mental or physical disabilities, veteran status, sexual orientation, marital status, or gender identity/expression; and
   8. Additional requested material (portfolios, slides, etc.)

C. Part-time Temporary faculty position – Once the position has closed, the Human Resources staff member screens all part-time temporary faculty applications for completeness, legibility, and inclusion of the following:
   1. Correct application;
   2. Cover letter;
   3. Resume;
   4. Transcripts (copies acceptable); and

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\(^1\) The All Applicant Pool Data Chart is a document created from the application and the demographic survey page applicants may complete. However, not all applicants complete the demographic survey.
5. Two letters of recommendation.

D. The President/Superintendent or designee must approve the Applicant Pool Data Chart prior to the Selection Committee’s screening process.

1. If the Applicant Pool Data is not approved by the President/Superintendent due to an insufficient applicant pool size and/or declared diversity, then the Human Resources staff member will inform the Selection Committee chair so that the committee may determine whether to revise the job announcement, re-open the search, announce the position again, postpone, and/or cancel the process. The Selection Committee chair will communicate the committee decision to the Human Resources staff member.

2. If the Applicant Pool Data is approved by the President/Superintendent, then the Selection Committee may begin the committee screening process.

E. The Human Resources staff member prepares the applications for the screening committee with the following actions:

1. Creates a screening chart listing the applicants with complete application materials, including the required and desired qualifications specified in the job announcement and any additional qualifications requested by the Selection Committee chair;

2. Attaches the job announcement to the screening chart for reference;

3. Notifies the Selection Committee chair that the applications are ready for screening; and

4. Prepares the room for the Selection Committee screening meeting with electronic and/or hard copies of the candidate applications for deliberation purposes.

II. Screening of Applicants – Selection Committee Members

A. The Selection Committee members each review all complete applications electronically based on requirements set forth in the job announcement.

B. The members of the Selection Committee have approximately two weeks to review all applications online.

C. The Selection Committee chair convenes and chairs a screening meeting to do the following:

1. Determine which candidates, if any, to recommend for an interview;

2. Confirm interview date(s), time(s), location, teaching demonstration or presentation, and other specific needs for the interview;

3. Determine interview dates so that candidates have at least a one-week advance notice to prepare travel arrangements and/or the teaching demonstration or presentation; and
4. Determine interview dates so that the Equivalency Committee may review the applications of those candidates, if any, who require equivalency judgment in a timely fashion.

D. After the screening meeting, the Selection Committee chair will notify the Human Resources staff member of the screening meeting results, including the following:
   1. A list of the candidates to contact for interviews; and
   2. A list of the candidates that require equivalency judgment, if any.
   3. If the Selection Committee cannot recommend any candidates, then the Selection Committee will determine whether to revise the job announcement, re-open the search, announce the position again, postpone, and/or cancel the process. The Selection Committee chair will communicate the committee decision to the Human Resources staff member.

III. Preparation for First Interviews – Human Resources

A. The Human Resources staff member performs the following duties in preparation for first interviews:
   1. Prepares First Interview Applicant Pool Data Chart\(^2\) and submits to the President/Superintendent for approval;
   2. If First Interview Applicant Pool Data is approved, creates an interview schedule.
   3. If First Interview Applicant Pool Data is not approved, informs the Selection Committee chair so that the Selection Committee may determine whether to revise the job announcement, re-open the search, announce the position again, postpone, and/or cancel the process. The Selection Committee chair will communicate the committee decision to the Human Resources staff member.
   4. Calls candidates to invite them for and schedule interviews.
   5. Informs candidates of the protocol for reporting to the Office of Human Resources first to pick up parking permits and confirm arrival.
   6. Informs candidates of any additional materials and the teaching demonstration, if any, required for the interview.
   7. Confirms interview with candidates via e-mail or by regular mail (if time allows).
   8. Reserves room(s) for interviews.
   9. Reserves classrooms for teaching demonstrations with assistance of division chair (full-time candidates only).

\(^2\)The First Interview Applicant Pool Data Chart is prepared from the Complete Applicant Pool Data Chart. Applicants not selected for an interview are deleted.
10. Orders all required equipment for the interview.

11. Notifies Selection Committee chair when all interviews have been confirmed.

12. Prepares and mails informational packet of materials (if time allows) for candidates. Otherwise, upon arrival, an appropriate information packet is given to the candidates.

13. Notifies candidates not selected for an interview by postcard. On-campus staff or faculty not selected are personally notified.

14. Consults the All Applicant Pool Data Chart for creating mailing labels to notify the applicants of further actions for the position (i.e. position closed, deadline extended) and for updating recruitment statistics used in various reports.

B. Once the interviews are scheduled, the Human Resources staff member prepares an interview package for each Selection Committee member with the following materials:

1. Interview schedule;
2. Job announcement; and
3. Interview questions.

C. The Human Resources staff member prepares an interview package with the following to present to each of the candidates upon arrival:

1. Job announcement;
2. Fringe benefit information;
3. Parking permit;
4. Map of the College (if needed or if requested); and
5. College information packet if not mailed previously.

IV. First Interviews – Selection Committee Members

A. Interviews shall be conducted by the members of the Selection Committee only.

B. It is the responsibility of the Selection Committee to arrange for a campus/department tour, if any. Candidates may be scheduled for a campus tour either prior to their interview time or immediately following their interview.

C. The Selection Committee must have access to the interview candidate job applications either in electronic or hard copy format during deliberations after final interviews are conducted.

D. The Selection Committee will determine and recommend to the President/Superintendent the top candidate(s), if any, who are best qualified to fill the position. The Selection Committee chair will communicate the committee decision to the Human Resources staff member.
E. If the Selection Committee cannot recommend a candidate after conducting first interviews, then the Selection Committee will determine whether to revise the job announcement, re-open the search, announce the position again, postpone, and/or cancel the process. The Selection Committee chair will communicate the committee decision to the Human Resources staff member.

F. First interview candidates not selected for final interviews will be notified as determined by the Selection Committee.

G. The Selection Committee chair will return all interview materials to the Human Resources staff member.

V. Preparation for Final Interviews: Full-time Regular or Temporary Positions

A. The Final Interview Committee will consist of the Dean or the Director, the Selection Committee chair, the Vice President, and the President/Superintendent.

B. The Final Interview Applicant Pool Data Chart is created by the Human Resources staff member and forwarded to the President/Superintendent for approval prior to calling candidate(s) to schedule final interview(s).

C. If the Final Interview Applicant Pool Data is approved by the President/Superintendent, the Human Resources staff member will call the candidates, schedule final interviews, and communicate the final interview schedule with the members of the Final Interview Committee.

D. If the Final Interview Applicant Pool Data is not approved, the Selection Committee chair will be informed so that the committee may determine whether to review the All Applicant Pool Data again and submit new recommendations, to re-open and announce the position again, to postpone, and/or to cancel the process. The Selection Committee chair will communicate the committee decision to the Human Resources staff member and the President/Superintendent.

E. Reference checks on the finalists will be conducted by two representatives of the committee: 1) the Selection Committee chair (or another faculty representative from the Selection Committee); and 2) the Dean or Director, using standard procedures.

F. The Selection Committee chair will write an overview of the strengths and weaknesses of the final candidates.

G. The Human Resources staff member will update the President/Superintendent and Final Interview Committee members with the candidate names and interview times.

H. The Human Resources staff member will provide the following materials for the Final Interview Committee:

1. All Applicant Pool Data Charts;
2. Applications;
3. Written overview;
4. Job announcement;
5. First interview questions; and
6. Interview schedule.

VI. After the Final Interviews: Full-time Regular or Temporary Positions

A. Following the final interviews, the President/Superintendent will make the final hiring decision.
B. If the President/Superintendent decides to hire one or more final interview candidate(s), the name(s) of the candidate(s) who have received teaching assignments will be submitted on the next Board of Trustees agenda for final employment approval.
C. If the President/Superintendent decides not to hire a final interview candidate, he or she will notify the Selection Committee chair in writing of the reason(s) for the decision so that the Selection Committee may determine whether to revise the job announcement, re-open the search, announce the position again, postpone, and/or cancel the process. The Selection Committee chair will communicate the committee decision to the Human Resources staff member and the President/Superintendent.
D. The President/Superintendent or appointee will negotiate salary schedule placement and offer the candidate(s) the position(s), subject to Board of Trustee approval.
E. The Human Resources staff member is notified of the President/Superintendent’s hiring decision and will prepare letter(s) of offer.
F. Upon the acceptance of the position(s) by the candidate(s), personnel file(s) is/are created, appropriate campus notifications and mainframe entries are made, and hiring materials are mailed for the new academic employee to complete and submit to the appropriate offices.
G. Candidates not selected are notified as mutually agreed by the Selection Committee chair and Human Resources staff member. On campus staff or faculty candidates not selected will be personally notified.
H. All interview materials are returned to the Human Resources staff member after the final interview.
I. Academic employees will be invited to attend New Faculty Orientation(s) presented by Vice President of Academic Affairs, Vice President of Student Services, and/or the Executive Dean, North County Campus.

VII. At the conclusion of the interview process: Part-time Temporary Positions

A. The Selection Committee chair will forward in writing to the appropriate dean or vice president for review, and inclusion in the placement pool, the following: (a) the name of the selected candidate(s) who have not been
employed by the District during the last four semesters; and (b) specific subject areas for which the candidate(s) is/are approved for teaching or other academic services.

B. All candidates in the placement pool will be informed in writing of their inclusion in the pool and of the specific subject areas for which they are approved to teach or to provide academic services.

C. Candidates not selected are notified as mutually agreed by the Selection Committee chair and Human Resources staff member. On campus staff or faculty candidates not selected will be personally notified.

D. Reference checks are conducted by the Selection Committee chair and/or designee.

E. All interview materials are returned to the Human Resources staff member.

F. Candidates in the placement pool may be assigned by the appropriate Dean or Vice President to teach classes, or to provide other services after consultation with the Division Chair or Director consistent with the procedures and criteria described in the pertinent sections of the collective bargaining agreement.

G. The Human Resources staff member will create a personnel file, appropriate campus notifications, and mainframe database entries for each new faculty member.

H. Application materials for all candidates in the placement pool are kept on file in the Human Resources Office for two years.

I. Salary placement is projected and submitted by the Human Resources staff member to the Executive Director of Human Resources for approval.

J. The name(s) of candidate(s) who have received teaching assignments are placed on the next Board of Trustees agenda for employment approval by the Human Resources staff member.

K. Academic employees will be invited to attend New Faculty Orientation(s) presented by Vice President of Academic Affairs, Vice President of Student Services, and/or the Executive Dean, North County Campus.

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