BUTTE-GLENN COMMUNITY COLLEGE DISTRICT

Department of Human Resources

SCREENING/INTERVIEW COMMITTEE HANDBOOK

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**COMMITTEE MEMBER ROLES AND RESPONSIBILITIES**

*Note:* Although the majority of the enclosed material is applicable to all employment classifications, variances exist within the Academic Procedures. Please refer to BP 5.14 for explicit information related to process and timelines.

**COMMITTEE OVERVIEW**

Screening and Interview committees are selected in accordance with the associated Board Policies. All members of the various committees are required to attend all applicable committee meetings and must have completed Hiring Committee training. All committees are comprised of a Chairperson, an EEO Representative, and various general members.

**CHAIRPERSON**

Every committee will be assigned a Chairperson. The Chair coordinates the hiring process and directs committee members in how to carry out their responsibilities. The Chair answers questions posed by both committee members and candidates and works closely with the assigned Equal Employment Opportunity Representative and the Department of Human Resources in carrying out the recruitment process. The chairperson serves as a liaison with the Department of Human Resources.

Chairs need to be good planners, organizers, and facilitators. The recruitment process is most efficient when timelines are set well in advance, schedules are communicated to members, and those schedules are followed.

**EEO REPRESENTATIVE**

The Equal Employment Opportunity Representative (EEO Rep) serves as an extension of the Equal Employment Opportunity Officer (EEO Officer) in monitoring the selection process for new employees. The task is both important and complex. The role is appointed by the District’s EEO Officer. It is important because the EEO Rep monitors the fairness of the process; complex because there are any number of ways that the process can slip into unfairness.

Although the EEO Representative has the responsibility for monitoring the conduct of the process, it is the Equal Employment Opportunity Officer who has the authority to intercede if the fellow committee members continue to operate outside of the rules. The Chairperson of the screening/interviewing committee should be the EEO Rep’s ally in this process. If something occurs that should not be allowed, allow the Chairperson a moment to correct it. If the correction does not come, suggest to the Chairperson that what is happening is not appropriate.
The EEO Rep and the Chair need to work in concert to make the selection process work efficiently. The EEO Representative needs to be present during every part of the process.

The EEO Representative has the following responsibilities:

- Monitor the hiring process to ensure that no candidate is unlawfully discriminated against
- Bring an awareness and education of EEO goals and objectives to the committee
- Ensure full participation of all committee members
- Ensure fair and equitable treatment for all applicants
- Provide information to the committee on acceptable and unacceptable inquiries
- Serve as liaison to District’s EEO Officer
- Report all allegations of noncompliance to the EEO Officer
- Interview timekeeper
- Certification of the hiring process
- Ensure that confidentiality is being maintained

EEO Representatives are permitted to participate on committees only after they have attended comprehensive EEO Training.

COMMITTEE MEMBER

All Committee members have the following responsibilities:

- Support the mission, vision, and values of the District
- Participate in mandatory Hiring Committee training at least once every 12 months
- Fully participate in all committee meetings
- Demonstrate objectivity, fairness, and equality of treatment for all applicants
- Maintain strict confidentiality during and after the search
- Assist and contribute in the development of interview questions/topics
- Evaluate candidates with relation to minimum requirements/qualifications and desirable criteria
- Report any and all allegations of noncompliance to Committee Chairperson or EEO Officer

COMMITTEE TRAINING

All committee members are required to participate in Screening/Interview committee training. This training shall include the requirements of the Title 5 regulations on equal employment opportunity (section 53000 et. seq.); the requirements of federal and state nondiscrimination laws; the requirements of the District’s Equal Employment Opportunity Plan; the District’s policies on nondiscrimination, recruitment, and hiring; principles of diversity, and the value of a diverse workforce. Persons serving in the above capacities will be required to receive training within the 12 months prior to service. This training is mandatory; individuals who have not received this training will not be allowed to serve on Screening/Interview committees. The Equal Employment Opportunity Office is responsible for providing the required training.
CONFIDENTIALITY

The recruitment/hiring process is a highly sensitive and confidential process. It is critical that all screening/interview committee members, and those associated with this activity, maintain the highest degree of confidentiality in order to preserve the integrity of the process. The Confidentiality Statements are broke into two parts. Part 1 will be completed at the first committee meeting and Part 2 will be completed prior to screening applicants.

Failure to maintain confidentiality may result in personnel action taken against you.

RECRUITMENT PROCESS OUTLINE

STEP BY STEP PROCESS OUTLINE

Step 1: P2 initiated by Hiring Manager and approved by President’s Leadership Team

Step 2: The Department of Human Resources coordinates with Hiring Manager to:
- Confirm Hiring Committee make-up, including Chairperson and EEO Representative
- Review Draft Job Announcement to provide any necessary changes
- Establish Recruitment timeline

Step 3: The Department of Human Resources coordinates with the Committee Chairperson to begin the committee process.

Step 4: Position is posted for recruitment period

Step 5: Committee meets for the first time to sign Confidentiality Statements, develop screening criteria, review EEO requirements, and develop interview questions

Step 6: Confidentiality Statements, screening criteria, and interview questions are reviewed by Director for Human Resources to ensure that no bias exists. Committee membership is confirmed (Each of the above must be completed prior to committee screening)

Step 7: Position Closes

Step 8: Office of Human Resources verifies pool in accordance with EEO Plan

Step 9: Committee members screen applicants following the provided instructions

Step 10: Finalists are selected and contacted for interviews.

Step 11: Interviews occur

Step 12: Second Interviews (if applicable) occur

Step 13: References Checked
Step 14: Board Approval

On average, the entire recruitment and interviewing process takes approximately 7 – 8 weeks before a recommendation is forwarded to the Board of Trustees for approval. A successful candidate cannot begin employment without Board of Trustees approval.

PRE-EMPLOYMENT INQUIRIES

It is the district’s policy to ensure that all qualified applicants for employment and employees have full and equal access to employment opportunity, and are not subjected to discrimination in any program or activity of the district on the basis of ethnic group identification, race, color, national origin, religion, age, sex, physical disability, mental disability, ancestry, sexual orientation, language, accent, citizenship status, transgender status, parental status, marital status, economic status, veteran status, medical condition, or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

The Fair Employment and Housing Act prohibits an employer from refusing to hire or employ a person on the grounds of any of the above characteristics.

PAPER SCREENING PROCESS

The development of screening criteria represents a “test” under the law. Therefore, the criteria used in paper screening and interviews, including the questions themselves, must be job-related and predictive of future job success.

The task in paper screening is to make certain that only job-related elements are considered or evaluated. Screening criteria must be predictive of future job success. The simple test is whether or not the criteria is in the position announcement/job flier. The position announcement/job flier captures the important elements, knowledge, skills, abilities, aptitudes or behaviors related to the job. If the college is looking for a Custodian, it is not appropriate to screen candidates as to the length of their military service. If there was validating statistical evidence that military service was an indicator of success in doing custodial work, then using that criteria would be permissible. There is no such evidence and therefore it isn’t listed on the job flier.

In developing these criteria it is important to involve all members of the screening committee. Encourage opinions of what is job-related, what is important, and what will help ensure job success. Again, these criteria should flow from the position announcement. If the committee does not understand the relationship of a criterion to the job, they should ask the proposer to explain how it relates. If that is a difficult task for the proposer, the criterion probably should not be used.
All applications that meet minimum qualifications are forwarded to the screening committee for consideration. The screening committee’s job is to review the contents of these applications against pre-established, job-related criteria and assign a value/score. The development of this job-related screening criteria is facilitated by the Chair.

The committee chair will be notified that applications meeting minimum qualifications are available for review. Committee members will visit the Department of Human Resources to screen applications. Please pull your screening folder and follow the directions below:

1. Go to website: [https://secure.neogov.com/insight/login.cfm](https://secure.neogov.com/insight/login.cfm)
2. Key in the assigned USERNAME and PASSWORD. Choose the “Online Hiring Center – Departments” button. Select Login.
3. From the Dashboard page in the Online Hiring Center (OHC), click on MY SME REVIEW (top of screen).
4. Select the Exam Plan that you wish to review the applications for.
5. Under the Application Column, click on the VIEW link to view the applications for the candidates. Utilizing the Applicant Screening Criteria, please complete the Applicant Screening Workbook to tally your assessment scores for each candidate.
6. Review the application, then click on the SHOW CANDIDATE DISPOSITION link to change the disposition for this applicant.
7. Under the SCORED section please key in the total value (from the Applicant Screening Workbook) for the applicant. Once you are done scoring the applicant, click on the Save & View Next App button to go to the next application. You will continue with this same process of viewing the applications, changing the disposition, and saving and viewing the next application until you have reached the end of your application list.
8. To view the dispositions that you’ve just updated click on the MY SME REVIEW link. Select the exam plan that you wish to review the applications for. You can now view these applications, including the date and time stamp and the disposition.
9. Once you have finished with your SME review, you should notify the HR STAFF and return your screening folder.

**INTERVIEW PROCESS**

**DEVELOPING INTERVIEW QUESTIONS**

An interview represents a test under the law. Therefore, the criteria used in the interview, including the questions themselves, must be job-related and predictive of future job success.

In developing questions, the committee must be able to distinguish an applicant’s ability to do the job from their ability to get the job.
It is important to establish job-related criteria for interview questions before the questions are written. Again, these criteria should flow from the position announcement. If a committee member does not understand the relationship of a criterion to the job, ask the proposer to explain how it relates. If that is a difficult task for the proposer, usually signified by an ambiguous or vague response, the criterion probably should not be used.

Shift the focus from experience to results:
- Job performance in a former position, accomplishments, and productivity.
- Be less concerned with years experience and more concerned with what they have done.
- Past performance is the best predictor of future performance.

Interview questions should be behavioral based. Create questions that make the candidate tell the committee about specific work experience and their professional accomplishments.

All interviews must contain at least one question that explores the candidate’s knowledge of and sensitivity to diversity. This type of question is best posed as a “how would you” question. For example, “Butte College serves an increasingly diverse student and staff population. Describe any experiences and/or training which have prepared you to work with and support individual from diverse backgrounds. Please provide specific examples.”

This type of examination tests an applicant's knowledge of subject matter determined relevant to the position applied for. The exam is structured, which essentially means it is like a written essay test, given orally. Each applicant will be asked to answer the same set of questions. Follow-up questions are only permitted to clarify the candidate's answer to a previous question. Otherwise, every candidate is asked exactly the same question in exactly the same manner as all other candidates.

ORIENTATION OF THE ORAL INTERVIEW COMMITTEE

An orientation for committee members will be conducted prior to the start of the first interview. Rating standards, methods used in rating, equal employment concepts and the interview questions will be discussed.

Committee members will be performing a critical function in this process. Based on information obtained from the interview, committee members will be evaluating the merit of the applicants. Evaluations will be based on the candidate’s job-related skills and knowledge. A committee member’s rating will be used as part of a candidate's final score, which will determine his/her rank on an eligibility list and potential for employment.

Committee members should rate candidates based solely on their presentation of their skills, knowledge, abilities, relevant educational and professional background, and overall suitability for the position, in comparison with specifications written in the job announcement.

Objectives of an effective interview include:
- The gathering of information which reasonably might predict the ability of a candidate to perform in the position.
- Providing each candidate with a realist picture of the job for which they have applied.
• Assuring each candidate that he/she has received an unbiased, thorough and unhurried opportunity to present his/her qualification for the position under consideration.
• Provide all candidates with a positive image of Butte-Glenn Community College – creating a desire to accept the job, if offered, to the candidate.

THE INTERVIEW PROCEDURE

To ensure consistency and fairness, each interview is structured the same way. In letters inviting candidates to the oral examination, they are told the following information:

• They should be prepared to "sell" themselves to the committee. The committee members will ask the questions, but it is the candidates’ responsibility to present their qualifications in a logical and understandable manner.

• They should be prepared to give the committee a "thumb nail" sketch of their education and experience which has prepared them for this position. In fact, the candidates are told that this will be the first question asked. This helps to get them past the nervousness of interviewing.

• They should review the job flier for this position. The flier provides a clear picture of the requirements and duties of the position. In addition, the flier outlines the subjects to be tested.

• They should be themselves. Candidates are told that the interview committee realizes that this type of examination is not a daily occurrence and that it is quite natural to be nervous. Candidates are also notified that the committee will be making notes as they speak, and that they shouldn't be nervous about a lack of eye contact.

• If they have a physical or mental condition which requires us to make a reasonable accommodation for the testing process, they are to contact Human Resources immediately. It is the applicant's responsibility to notify us in a reasonable timeframe if such assistance is needed. If the committee is asked to make an accommodation in the interview, the candidate has failed to reasonably notify us and we are not, therefore, required to make any accommodation. However, the best course of action is to halt the interview and call in someone from the Human Resources Office to make that decision.

• They will be given 15 minutes to preview the Interview questions that will be asked during the oral interview.

• A committee member escorts the candidate into the room at the time of the interview and introduces the candidate to the committee members, then begins the interview by asking the first question.

• The committee members then ask a series of job-related questions developed through a cooperative effort involving the committee and Human Resources. Committee members are permitted to ask follow-up questions, but only to seek clarification of something
mentioned by the candidate, not to elicit responses or lead the candidate into the right answer.

- Before the interview ends, the candidate is given an opportunity to ask questions or add any information that he/she feels would be helpful to the committee in making an evaluation of his/her skills and knowledge.

- Once the interview has concluded and the candidate has left the room, each committee member will individually rate the candidate's responses on a provided rating form.

The interview date(s) must take into consideration the time needed to contact candidates. The Human Resources Office will notify each candidate of the interview date and time. To do this, the interview date can be no sooner than **two work weeks** from the date you request the HR Office to begin notifying candidates.

The Chair is responsible for:

1. facilitating the interviews,
2. for calling those candidates who were not selected and
3. for scheduling 2nd interviews if applicable.

**When planning and preparing for the interviews, please refer to the guidelines below:**

- You will need to find and reserve a room for the preview and a room for the interview.

- You will need an additional 3rd room if you are requiring a writing assignment or test that will take place after the interview.

- We suggest that if you are requiring a writing assignment or test, schedule it to follow the preview and before the interview; so that you can use the same room for both the preview and the writing assignment/test.

- Confidentiality - Choose an interview room that doesn’t have portable walls or is not adjacent to where the other candidates or other people might be meeting.

- Schedule the preview in a quiet room where the candidate will be able to concentrate and not be distracted.

- Except for emergencies, do not disturb the candidates during the preview time or writing assignment until their time is up.

**When calling those candidates who were not selected:**

- Please refer to the suggested script included in the information forwarded to you with the interview folders. (Appendix A)

- Please let the Recruitment Specialist know when all “not selected” candidates have been notified
When scheduling 2nd interviews:

Please refer to the sample memo (Appendix A) in drafting your notice to the appropriate Vice President and HR.

WHAT IF QUESTIONS

What If” – Questions & Answers

1) What do I do if a committee member refuses to attend any training-related committee meetings?
   The Chair should ask the committee member not to participate and continue the process without that member, if there are enough voting members; otherwise identify an alternate committee member.

2) How do I ensure that screening committee members use the agreed criteria and scoring methods?
   Committee members should hold one another accountable and be able to justify their scoring relative to the criteria established by a consensus of the committee. When analyzing the paper screening scores, it’s very helpful to rank each screeners scores/candidates individually, as well as a group. That way, “outliers” are readily identified, and the group can discuss the unusual scores. Frequently this discussion will highlight information that other committee members missed (either pro or con,) or the screener with the unusual score may decide that they were off in their scoring.

3) What do I do if, during interviews, a committee member fails to show up for one or more of the interviews?
   If a committee member misses an interview, s/he automatically becomes a non-voting member. Therefore, chairs should ensure that the committee has at least one more member than the minimum required for the respective hiring procedures.

4) What do I do if, during interviews, a committee member asks a question other than those already approved?
   The Chair or EEO Rep should call a time out and assess the question. The Chair and/or EEO Rep has the authority to make a ruling as to whether the question is acceptable. The intent of asking additional questions should be to probe further for clarification on a response to an approved question. **NO**, this does not mean you now have to ask every candidate the additional question. If the “unapproved question” does not meet this criteria, the EEO Rep and/or Chair should instruct the candidate not to answer the question, or help to rephrase the question so that it is a legitimate follow-up question.

5) What if, at the last minute, unforeseen circumstances prevent the EEO Rep from attending the interviews?
   The Chair is responsible for working with the Dean and HR to identify a substitute EEO Rep.
**INTERVIEWING THE CANDIDATE**

The committee chairperson serves as the facilitator of the interview process. The chairperson should coordinate which committee member will ask what questions and provide the guidance for introductions, etc. In addition, the chairperson should do the following:

1. Get the first candidate, introduce yourself and get their name (including correct pronunciation), and then take him/her to the interview room. Show them where to sit.
2. Introduce the candidate to the committee and ask the committee members to introduce themselves.
3. Explain to the candidate the following:
   - number of questions
   - allotted interview time
   - there will be time at the end for the candidate to ask questions of the committee if they didn’t use all of their allowed time.
4. Begin interview.
5. After interview, ask the candidate if he/she has any questions for the committee. Watch out! This close to the ‘finish line” committee members may relax and, being off-guard, say something inappropriate or promise something not theirs to promise. You should actively listen and interrupt if necessary.
6. Thank the candidate for their time and interest and show them to the door.
7. Return to the interview room immediately and remind the committee members not to discuss individual candidates until all the interviews have been completed. Direct them to score or finalize their notes for the last candidate and to prepare for the next candidate.

While interviewing, the committee should function as a relaxed, informal team. This will help the candidate make a good presentation of his/her qualifications for the job. Committee members should always base their ratings on the information being provided at the time, not on assumptions.

It is important that the committee try to keep the interviews on schedule. However, if the committee falls behind, no interview should be unduly shortened in order to return to the schedule. Often a later candidate will withdraw or take less interviewing time than others. This helps get the interviews back on schedule.

During the interview, committee members will be asking questions designed to assist in evaluating whether the candidate possesses the knowledge and skills necessary for satisfactory job performance. Open ended questions, phrased so that the desired answer is not revealed, are best suited to this process.

A committee member should not hesitate to repeat a question if the candidate fails to fully comprehend it. Be alert to follow up on leads by asking a candidate to explain or elaborate on any answer given. Do not, however, "dig" for an answer that obviously isn't there.

Remember that the oral interview is an examination of qualifications, not a hiring interview. The committee need not be concerned with gaps in employment, reasons for leaving a job, or a candidate's willingness to accept various conditions of employment. These issues will be covered in the final
selection interview. The committee’s job is to sort out the candidates on the basis of most to least qualified based upon the presentation of their qualifications.

Occasionally, a committee member may be in a position of rating a candidate who they know personally. The rating could, as a result, appear biased either for or against the candidate. Professionalism is key; however, committee members must disqualify themselves from the process if they possess an intimate or familial relationship with a candidate.

RATING A CANDIDATE

After the interview, committee members evaluate the candidate on each category in the appropriate space on the rating sheet. Ratings must be based on information brought out during the interview and upon the candidate’s observable behavior in the interview. The ratings you assign should measure the candidate’s qualifications against the requirements of the job. This rating is a prediction of the candidate’s potential for satisfactory job performance.

Committee members should rate the candidate independently of the other panel members. At the end of the day members will compare and discuss their ratings with other committee members to determine if the same factors were considered and to be certain significant aspects are not being overlooked. Ratings are tentative and, if there is good reason to do so, may be changed. Often a comparison of candidates throughout the day will require adjustments to be made in earlier ratings.

If a committee member assigns a failing score, the specific reasons must be documented in the members notes to determine if the same factors are being considered for all candidates, and be certain significant aspects are not being overlooked.

Ideally, comments should be made for all assigned ratings, please use a separate sheet of paper. It is particularly important for members to write the specific reason a candidate was rated very high or very low.

All notes and forms must be turned over to the Chair at the end of the interviews. Copies are not allowed to be made for committee member files. As such, consider that whatever is written down will be seen by a reviewing official and shouldn’t contain any inappropriate entry that a committee member would not want a judge or jury to potentially see later.

COMMUNICATION DURING INTERVIEWS

The hiring process, when handled incorrectly, can be extremely costly for employers. The expenses associated with turnover of a position are approximately 30% of the annual salary, and potential legal outlays which can result from an improper interview can be huge. The interview is the most important step in the hiring process. Committee members play a critical role in effective, successful, and legal interviewing.

Doing a good job of conducting employment interviews and evaluating applicants takes more than having an informal conversation. It requires training in the skills, techniques and requirements of successful interviewing. The following provides some basic concepts of proper interviewing.
**DO's**

1. Feel free to let the applicant know about the college if they ask. Relate information about the college. Discuss your background with the college or what caused you to join the college. Remember, don’t “oversell” the organization or a particular job. And don’t use too much time giving information.

2. Develop good interview questions.

   Review the specific job requirements and all available information about the job. Decide what information you need and what the candidates should know about the job. Make sure questions allow for “measurable” results.

3. Schedule the interview so that you have enough time. Situate it in an accessible location.

   Too many interviews are too short which result in obtaining only superficial information. Don’t allow interruptions during the interview. Don’t schedule too many in succession—this makes it difficult to maintain a high level of concentration.

4. Work at making the applicant feel at ease.

   Remove any unnecessary physical barriers. Establish rapport. If the candidate is nervous or ill at ease, it is probable that you are only going to get surface level information and not the true picture of attitudes, feelings, motivation, etc.

5. Be aware of the biases or preferences that may unduly influence your decision.

   Some people tend to accept or reject someone automatically because of a certain background factor or personal characteristic. Avoid bias.

6. Let the applicant do most of the talking.

   If you are doing much of the talking, you will learn very little about the candidate. Rule of Thumb: The interviewer should talk no more than 25% of the interview.

7. Phrase questions in such a way that they do not suggest an answer that you would like.

   Candidates want to please you. If your point of view is implied in the question, you may not get a totally frank response. Watch your non-verbal questions: Don’t nod your head, shrug your shoulders, smile/frown, etc., when such an action would logically indicate to the applicant they are or are not on the right track in their response.

8. Avoid asking questions that can be answered “yes” or “no” unless this type of answer is sufficient.

9. Pause a few seconds after the candidate appears to have completed a response.
Use silence effectively. This pause may encourage the candidate to continue and reveal useful information he/she might have withheld, or allow an opportunity to inject more information that just came to mind.

10. Take the time to evaluate the candidate immediately after the interview.

Too often, especially when several candidates are interviewed, the interviewer will compare candidates before rating, confuse one applicant’s answers with those of another, or allow someone else’s opinion to prejudice theirs. Confirm your thoughts immediately on paper.

DON’TS

1. Prejudge a candidate.

This occurs when the interviewer develops positive or negative ideas about the applicant before the interview based upon the application form, resume, letters of recommendation, or a verbal comment from someone else. Where a judgment is job related, it is appropriate. Otherwise, it is not.

2. Rely on first impression.

Some people unconsciously “lock in” their first impression and, during the interview, look only for the information that will back up that initial impression.

3. Compare candidates with each other.

Research has found that if you rate an “average” candidate after evaluating 3-4 unfavorable candidates, you tend to rate the average one very high. Rate each candidate against the pre-established standard.

4. Make the “Horn/Halo Effect” effort.

The “Horn/Halo Effect” occurs when the interviewer is overly impressed by one positive or negative factor and then judges all other factors in the same light.

5. Rely on your intuition.

Some interviewers feel that their “intuitive feel” is more reliable than objective factors or evidence. Research has shown that this is not a desirable practice—our memory conveniently allows us to forget the number of times our intuition let us down. Look, however, for a correlation of intuition and fact.

6. Waste time by asking questions that are already answered on the application or other written information, unless clarification is needed.

7. Ask trick questions or questions designed to trap the candidate.
8. Ask questions that violate the candidate’s civil rights.

Individual rights can be violated when questions are asked regarding information, characteristics and/or behavior that are not job-related or intrude into areas of privacy.

9. Contradict or argue with the candidate or appear to cross-examine him or her.

This does not mean that you should not seek to have the candidate reconcile ambiguities or perceived contradictions. Just be careful to keep follow-up questions appropriate and job-related.

10. Ask questions or pursue answers that are not clearly job-related or that deal with race, color, religion, sex, disability, or national origin. Any question you ask must be legal. Your questions should not offend and should be designed to help you establish the applicant’s qualifications for the job.

11. Ask a person with a disability about:

- the nature of a disability,
- the severity of a disability,
- the condition causing a disability,
- any prognosis or expectation regarding a disability, or
- whether or not the person will need treatment or special leave because of a disability.

RECOMMENDING CANDIDATES FOR SECOND INTERVIEW

In selecting finalists for recommendation, it is important to assess the strength and weakness of each applicant and to use a consensus approach. As a reminder, the interview committee is not hiring the individual, they are making a recommendation for hiring consideration.

**Note:** Never share personal or professional experiences involving a candidate. This can create bias and influence the judgments of other committee members. By doing so, a committee member also subjects themselves to personal liabilities. Committee Members may **ONLY** use the application materials and interview in assessing each candidate. Any issues regarding a candidate will surface during the reference check process.

The committee, through the Chair, will submit in alphabetical, un-ranked order the names of a minimum of three candidates to the appropriate vice president or designee. The vice president or designee has the discretion to conduct second interviews. If no second interviews will be conducted, the interview Committee Chair and the appropriate vice president or designees will meet to discuss the committee’s rankings and recommendations.

Following a second interview, or not, the vice president or appropriate designee will conduct reference checks. (See Appendix B)
Ultimately, the Vice President has the responsibility to select his or her divisional staff and recommend employment to the President, who in turn has the responsibility to recommend employment to the Board of Trustees. The Board of Trustees in all cases is the hiring authority.

BOARD POLICIES: HIRING

BP – 7120 – RECRUITMENT AND SELECTION

Reference: Education Code Section 70901.2, 70901(b)(7), 87100 et seq., Title 5, Section 53000, et seq., 51023.5

The Superintendent/President or designee shall establish procedures for the recruitment and selection of employees including, but limited to the following criteria.

1. An Equal Employment Opportunity plan shall be implemented according to Title 5 and Board Policy 3420.

2. Academic employees shall possess the minimum qualifications prescribed for their positions by the Board of Governors.

3. The criteria and procedures for hiring academic employees shall be established and implemented in accordance with board policies and procedures regarding the Academic Senate’s role in local decision making.

4. The criteria and procedures for hiring classified employees shall be established after first affording the California School Employees Association (CSEA) an opportunity to participate in the decisions under the Board’s policies regarding local decision making.

Last Board Review/Adoption: November 12, 2008

5.1 PHILOSOPHY OF HIRING

The Board of Trustees of the Butte-Glenn Community College District will consistently strive for a premium quality program of higher education. In implementing this goal, all personnel appointments will reflect the District’s desire and ability to attract, retain, and provide for the growth and development of employees who will contribute to educational excellence at Butte College.

It will be the policy of the Board of Trustees to encourage participation of a broad segment of the college personnel in the advisement and consultation process.

It is the intent of the Board of Trustees of the Butte-Glenn Community College District to:
1. Recruit and appoint personnel who demonstrate the potential to attain the goals and objectives of the District; and

2. Implement the Affirmative Action policies and procedures of the District in the recruitment and selection of personnel.

Whenever a staff position becomes vacant or a new staff position is created, the Board directs the Superintendent/President to conduct a comprehensive search for suitable candidates for recommendation to the Board.

The Superintendent/President is directed to develop appropriate procedures to implement this policy.

Code Reference: Title 5 Sections 551010, 53000-53005, 53020-53034
Last Board Review: & Adoption: February 28, 1996

5.1.1 – EMPLOYMENT OF SUPERINTENDENT/PRESIDENT

Pending Data

5.1.2 – EMPLOYMENT OF ADMINISTRATIVE MANAGEMENT PERSONNEL – VPS

Pending Data

5.1.3 – EMPLOYMENT OF ADMINISTRATIVE MANAGEMENT PERSONNEL (Confidential, Supervisors, Managers) – EXCEPTING VPS

1. When a position opening occurs, the Superintendent/President or his/her designee will meet with the appropriate supervisor and the appropriate Vice President to review the position requirements and develop a job description for the vacant position.

2. The job description will be distributed to the Academic Senate, Classified Senate, Management Association and Associated Students for input if interested. The Superintendent/President or his/her designee will prepare the job description and develop a job announcement for the vacant position.

3. The Superintendent/President will request the Academic Senate, the Classified Senate, the Management Association, and the Associated Students to submit at least three names of individuals who would be willing to serve on a screening and/or interviewing committee.

4. In order to provide balance of experience, expertise and diversity, the Superintendent/President will appoint one representative from the names submitted by each constituent group to the Screening and/or Interviewing Committee. The Superintendent/President will appoint one additional manager and a chair of the committee. If the vacancy is for an instructional dean, the Academic Senate will appoint one additional faculty member. An Affirmative Action representative will be the only non-voting member.
5. The Screening Committee will complete paper screening and recommend candidates for interview. The Interviewing Committee will conduct interviews and make a recommendation of no less than five individuals in unranked order to the Superintendent/President or his/her designee. The Screening Committee and the Interviewing Committee may be the same committee or the Screening Committee may be a sub-committee of the Interviewing Committee.

6. The Superintendent/President, or his/her designee, and the Supervisor of the position will serve as the Selection Committee. If the position reports to the Superintendent/President, he/she may appoint a second person to the Selection Committee.

7. The Superintendent/President or his/her designee(s) will conduct reference checks on the finalist(s) as appropriate.

8. The Superintendent/President will make a recommendation to the Board of Trustees for final approval and appointment.

Last Staff Review: October, 1996

5.1.4 – EMPLOYMENT OF ACADEMIC PERSONNEL

1. Position Authorization

   a) Following the opening either of an existing position or a new position that has been approved by the Governing Board, a search for suitable candidates shall be conducted in accordance with existing Federal, State and District rules, regulations, personnel procedures, and Board policies.

   b) The Office of Human Resources shall provide the appropriate vice president with a generic position announcement along with any other pertinent information (e.g., salary schedule, minimum qualifications). This generic position announcement and all subsequent versions will include “the equivalent” as one of the categories under which an applicant can apply for the position. It will also include a description of equivalency and an explanation of documentation required for application under this category.

   c) The generic position announcement and all subsequent versions shall articulate the District’s commitment to equal employment opportunity and specifically encourage women and minorities (and other protected group members) to apply.

2. Committee Composition: Job Specifications, Screening and Interview Committees

   a) The department head, the appropriate dean, and the Affirmative Action Officer, in consultation with the full-time faculty of the teaching discipline where the position exists, shall select a chairperson, affirmative action representative from outside the instructional area (i.e. I, II and III) (the chairperson may serve in this capacity), and a minimum of three faculty members to each of three committees: Job Specifications, Screening, and Interview. Committees may have
members in common. Chairpersons of the Screening and Interview committees shall preferably be selected from outside the discipline and shall be non-voting members who shall serve in a facilitative role.

b) Each committee shall consist of at least three full-time faculty members of the discipline. If the discipline where the position exists has fewer than three full-time faculty members, the remaining faculty of the committee will be solicited in writing from associate faculty members from the discipline who are not applying for the position and full-time faculty from the area in which the discipline exists.

c) In constituting all committees, faculty and administrators have the responsibility to include individuals who are knowledgeable about, and dedicated to, achieving the Butte-Glenn’s affirmative action goals. Whenever possible, these committees should include minorities, the disabled, and women.

d) All phases of the hiring procedure are confidential. Each hiring committee member shall accept the responsibility for maintaining confidentiality.

e) The appropriate vice president shall make the final determination of the committees’ membership upon the recommendation of the appropriate dean.

f) Once the committee chairperson and members have been selected, they shall be educated as to affirmative action policies, procedures, goals, and timetables by the Affirmative Action Officer.

g) Committee membership on the Screening and Interview committees (which may have members in common) shall remain constant throughout their respective processes. Committee members who for any reason cannot fulfill their responsibilities shall be excused from their committee assignments. Their partial input shall not be used to either evaluate or rank candidates.

h) Members of the Screening and Interview committees who perceive that they have a conflict of interest in one or more applicants shall withdraw from the committee(s).

i) Any changes in committee composition shall be documented by the chairperson with notification to the appropriate vice president. If at any point there are fewer than three voting members of any committee, new members shall be selected by following the procedure outlined in 5.3.2.a.

3. Development of Position Announcement/Recruitment

a) The vice president shall provide the Job Specifications Committee with the material which the Office of Human Resources has made available. This committee shall identify any additional job responsibilities, establish the criteria for selection for the position, and write a preliminary position announcement.

b) The Job Specifications Committee shall provide the preliminary position announcement to the appropriate supervisor (e.g., dean) for review by the appropriate vice president. If the vice president either wants clarification of the preliminary position announcement or disagrees with its content, he/she should consult with the Job Specifications Committee in order to resolve the concern.
c) After his/her approval of the preliminary position announcement, the appropriate vice president shall forward the document to the Office of Human Resources for creation of a draft position announcement.

d) The Affirmative Action Officer shall review the draft position announcement to ensure conformity with the college’s affirmative action and nondiscrimination policies. No substantive changes, however, shall be made without first consulting with the appropriate vice president and the Job Specifications Committee. If there are no changes, this draft position announcement becomes the final position announcement.

e) The appropriate vice president shall forward the final position announcement to the Director of Human Resources. The final position announcement shall then be distributed on campus and widely circulated to community colleges, placement agencies, and other recruitment sources. The minimum recruitment period shall be eight weeks. Exceptions may be approved by the Director of Human Resources in consultation with the Job Specifications Committee.

f) Affirmative Action populations shall be targeted for maximum exposure. For each position, a recruitment program shall be developed to attract underrepresented applicants. The District shall recruit from the widest geographic range feasible. For specifics, see the Butte Community College Staff Diversity/Affirmative Action Plan (Section VIII.C.5).

4. Office of Human Resources: Application and Initial Screening

a) The Office of Human Resources shall prepare all forms needed for the application, screening, and interviewing process.

b) As complete applications are received, the Office of Human Resources shall sort all applications into two categories: those applying under the minimum qualifications guidelines and those requesting equivalency consideration.

c) The Office of Human Resources shall receive all applications for vacancies within the contract staff, and shall record receipt of such applications. Complete application packages of individuals requesting equivalency consideration shall be forwarded to the Equivalency Committee as soon as possible.

d) The Office of Human Resources shall make a reasonable effort to inform all candidates of incomplete applications in a timely manner. All applications which remain incomplete at the end of the recruitment period shall be rejected and applicants so notified.

e) The Office of Human Resources shall screen the applications of individuals stating they meet minimum qualifications. Those clearly not meeting minimum qualifications shall be rejected and shall be so notified by the Office of Human Resources.

f) The applications of those individuals who clearly meet the minimum qualification standards shall be held by the Office of Human Resources until the Equivalency Committee has assessed questionable minimum qualification applications and applications of those individuals applying under equivalency.
g) When the Office of Human Resources is uncertain (e.g., when an applicant possesses a seemingly applicable degree and/or experience, but not in the area listed under minimum qualifications) the application shall be considered under equivalency.

5. Screening for Equivalency

a) The Office of Human Resources shall periodically forward to the Equivalency Committee the applications of those candidates who request equivalency consideration and of those applicants whose qualifications are uncertain. The Equivalency Committee shall be composed of three individuals, designated by the Academic Senate. In those cases in which additional expertise from the discipline is needed to make a decision, the committee will consult with members of the department of hire.

b) The Equivalency Committee shall meet in a timely manner to evaluate applicants with questionable qualifications and to recommend either granting or denying equivalency to those who applied under this provision. This committee shall follow the policies and procedures as stated in the Butte College Policy on Equivalence to the Minimum Qualifications for Hire.

c) All judgments of the Equivalency Committee are final. In cases in which the committee has denied equivalency and subsequently receives additional documentation on the applicant before the position’s closing date, the Equivalency Committee shall review the new information and reconsider its decision.

d) The applications of those individuals who are denied equivalency by the Equivalency Committee shall be sent to the Office of Human Resources, which shall so inform the applicants.

e) Applications which possess the equivalent to the minimum qualifications are sent to the Office of Human Resources to be placed in the pool with other qualified applicants. It is from this pool that candidates shall be screened.

6. Qualified Applicant Pool Screened for Diversity

a) Prior to evaluation by the Screening Committee, the Affirmative Action Officer shall review the data collected via the Confidential Affirmative Action Program Information Sheet and generate numbers and percentages by category in order to assess the diversity of the qualified applicant pool. Only the Affirmative Action Officer shall have access to the specific information revealed via the Confidential Affirmative Action Program Information Sheet. Other individuals involved in the search process shall be provided only with numbers and percentages by category.

b) The pool of qualified applicants shall be reviewed by the Affirmative Action Officer and the Director of Human Resources, in consultation with the appropriate vice president(s). They shall review the pool of applicants to ensure that it is sufficiently large and appropriately diverse. Actual composition of the pool will be compared with the current affirmative action candidate percent goal, unless such a goal is not consistent with actual minority representation in the target population.
c) If satisfied with the size and diversity of the pool, the Affirmative Action Officer shall sign off to attest to the appropriateness of the recruitment procedure to date.

d) If the Affirmative Action Officer is dissatisfied with the diversity of the pool, the position shall be reopened and the search extended. If the position is reopened, all applicants who had previously submitted incomplete applications shall be informed that the position is being reopened and encouraged to submit materials needed to complete their applications. The Director of Human Resources, in cooperation with the appropriate vice president, may do additional recruitment to address the deficiency in the pool’s diversity.

7. Screening Committee Evaluates Diverse Pool of Qualified Applicants

a) The Office of Human Resources shall provide the Screening Committee with a standardized, job-related rating scale to be used in assessing each applicant (see attachment).

b) The Screening Committee shall develop written definitions and guidelines with respect to the standardized rating scale which shall be subject to the approval of the Affirmative Action Officer. The Screening Committee shall review all applications to determine those candidates who best meet the qualifications listed on the job description.

c) The qualifications of the district may be higher than, but may not fall below, the state’s minimum qualifications and must be consistent with the criteria included in the approved position announcement.

d) After all applications have been screened, the Office of Human Resources shall tabulate all ratings. The Screening Committee chair shall lead committee discussion regarding strengths and weaknesses of the candidates. Affirmative Action goals shall be one of the priorities considered. The committee shall then rank the candidates to determine which candidates shall be interviewed.

e) Upon completion of the screening process, the Screening Committee chairperson (together with the assigned Affirmative Action representative, if other than the chairperson) shall meet with the Affirmative Action Officer to discuss the procedures used and outcomes of the committee process. Given his/her satisfaction that the Affirmative Action policies and procedures have been followed, the Affirmative Action Officer shall sign off on the process.

f) At this time, the Screening Committee chairperson shall forward to the Director of Human Resources (1) a list of candidates to be interviewed, and (2) the screened applications and required documentation.

g) If the Affirmative Action Officer has reason to believe that a violation of Affirmative Action policies or procedures has taken place, he/she shall first meet with the Screening Committee to discuss the matter. If a violation appears to be corroborated, he/she can recommend to the Superintendent/President that the results of the Screening Committee be set aside, the committee be dissolved, another formed, and the screening process reinitiated. Specific violations of the college’s policies or procedures and/or specific violation of appropriate state or federal laws must be documented and shall be the only grounds for such action. Appeals to such a recommendation shall be heard by the Superintendent/President.
h) The Office of Human Resources shall confer with the Interview Committee chair in order to establish a timeframe for interviews.

i) The Office of Human Resources shall notify all candidates to be interviewed as to the time, place, and format of their interviews.

8. Interview Committee Interviews and Evaluates Candidates

a) The Interview Committee shall develop uniform, job-related questions to be asked of all candidates interviewed and a rating system to evaluate responses. Candidates should be evaluated as to their subject area knowledge and competency, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and contribution to diversity.

b) The Interview Committee shall also provide for appropriate teaching demonstrations and/or writing samples and/or other performance indicators related to the subject area.

c) Before beginning to interview candidates, all evaluation procedures and interview questions must be reviewed and approved by the Affirmative Action Officer.

d) The committee shall conduct interviews and use the rating system to evaluate responses. Committee members may ask appropriate clarifying questions at the discretion of the committee chair.

e) After all candidates have been interviewed, each Interview Committee member shall independently tabulate his/her scores and rank the candidates.

f) The Interview Committee shall discuss strengths and weaknesses of the candidates. Affirmative Action goals shall be one of the priorities considered. The committee shall then rank all interviewed candidates in order of preference.

g) Except when the applicant has indicated that references should not be contacted, members of the interview committee shall use a standardized format to conduct reference checks for the top candidates. Written results of the reference checks shall then be presented to the interview committee and the vice president(s) for their consideration.

h) Upon completion of the reference checks, the Interview Committee shall again meet to consider the results and to either reconsider or confirm its original rankings. The committee chairperson shall provide the Affirmative Action Officer with the Interview Committee’s ranked list of the top candidates, a written report of the Interview Committee’s findings including specific rationale for the rankings, and written comments regarding each of the top candidates. The chairperson shall also return all application materials to the Office of Human Resources.

i) If the Interview Committee cannot recommend any of the interviewed applicants, the committee either shall conduct additional interviews from the existing qualified applicant pool or shall ask that the search process be reopened.
j) The Affirmative Action Officer shall conduct a process review to assess all forms and procedures and certify in writing that all district Affirmative Action policies have been followed throughout the selection process.

k) If the Affirmative Action Officer has reason to believe that a violation of Affirmative Action policies or procedures has taken place, he/she shall first meet with the Interview Committee to discuss the matter. If a violation appears to be corroborated, he/she can recommend to the Superintendent/President that the results of the Interview Committee be set aside, the committee be dissolved, another formed, and the interview process reinitiated. Specific violations of the college’s policies or procedures and/or specific violation of appropriate state or federal laws must be documented and shall be the only grounds for such action. Appeals to such a recommendation shall be heard by the Superintendent/President.

9. Recommendation

a) The chairperson of the Interview Committee, following the process review by the Affirmative Action Officer, shall provide the names of a minimum of three candidates to the appropriate vice president. Although the finalists will have been ranked, such rankings shall not be made known to the vice president until after he/she has independently interviewed and ranked the finalists.

b) Using standardized questions approved by the Affirmative Action Officer, the vice president and the Affirmative Action Officer or his/her designee shall interview the finalists. The direct supervisor (e.g., dean) shall also be included in these interviews if he/she is not a member of the interview committee.

c) The appropriate vice president shall use a standardized format to conduct reference checks for the top candidates.

d) The Vice President for Instruction shall consult with the appropriate line supervisor/s (e.g., dean) prior to determining his/her top choice.

e) For positions which may involve assignments that include more than one college program, all appropriate vice presidents shall review the recommendation of the Interview Committee and interview the finalists.

f) The appropriate vice president(s) shall then receive from the Affirmative Action Officer and review the rankings of the Interview Committee, including written rationale. If the top choice of the vice president(s) differs from that of the committee, then the vice president(s) shall meet with the committee in an attempt to achieve consensus. If no consensus is reached, the Interview Committee, direct supervisor (e.g., dean), and appropriate vice president(s) shall discuss and decide on options including: reinterviewing some or all of the finalists; interviewing other candidates from the qualified applicant pool; or reinitiating the search process.

g) After consensus is reached, the vice president(s) shall forward the final recommendation to the Superintendent/President. If the Interview Committee and appropriate vice president(s) agree to do so, they may forward the names of more than one recommended candidate.
h) The Superintendent/President shall review the recommendation and have final authority for hiring recommendations to the Governing Board. If exceptional circumstances and compelling reasons exist, and the Superintendent/President cannot approve the candidate recommended by the Interview Committee and appropriate vice president(s) and wishes to consider an alternate candidate, the Superintendent/President shall meet with the vice president(s) and the Interview Committee to discuss the issue and attempt to achieve consensus. If no consensus is reached, the Interview Committee, direct supervisor (e.g., dean) appropriate vice president(s), and Superintendent/President shall discuss and decide on options including: re-interviewing some or all of the finalists, interviewing other candidates from the qualified applicant pool, or reinitiating the search process.

i) In no case shall a candidate be recommended for hire by the Superintendent/President to the Board who is not endorsed by the majority of the Interview Committee and the appropriate vice president(s), in consultation with the direct line supervisor.

j) The Office of Human Resources shall contact the recommended individual, reaffirm the candidate’s interest in employment with the district, and inform the candidate that the recommendation that he/she be hired shall be presented to the Governing Board.

k) If the selected candidate no longer desires employment with the district, the Interview Committee shall reconvene either to make an alternate selection or to reopen the search.

l) The Office of Human Resources shall send letters, as soon as reasonably possible, to all other applicants to inform them that they are no longer being considered for the position.

10. Final Approval

The authority to employ personnel rests solely with the Governing Board.

11. Review and Revision

These hiring procedures are subject to review and revision at the request of either the Academic Senate or the Administration. Changes in the procedures require the joint agreement of the Academic Senate and the Administration. Until there is joint agreement to change them, the existing procedures shall remain in effect.

Last Council of President’s Review: September 1996

INITIAL SCREENING GUIDELINES
The purpose of having the committee write guidelines for screening is to develop consensus among the screeners as to the priorities for the position and to develop a high degree of consistency and inter-rater reliability.

It is important to have all members of the committee agree to the criteria and to evaluate information consistently. In addition to defining the actual rating criteria, committees may also want to develop an overview and statement of priorities.

Each committee would be responsible for determining what criteria are appropriate for each of the following broad guidelines and for defining what constitutes a “superior,” “well qualified,” “qualified” or “unacceptable” score for each guideline.

**Indication of Teaching Skills and Abilities**
(methodology, innovation, creativity, organization, accuracy, leadership ability)

In evaluating each candidate for each of the following criteria be sure to consider not only their application and resume, but also evaluate the quality of their answers to the supplemental questions and any additional information gleaned from their cover letter.

In determining whether or not the candidates possess the required KSA try to ascertain the level of responsibility and judgment required in the jobs previously held, as well as the variety of students the candidate worked with. Keep in mind the diverse nature of community college students. (Broad experience is probably more valuable than experience with a narrow group of students.)

**Related Experience - Paid and Unpaid**
(internships, teaching experience, additional experience likely to have prepared a candidate for this position)

In evaluating candidates’ experience, length and quality of experience should both be considered. The quality of the experience, and particularly the variety and level of responsibility may be more important than the length of experience.

Candidates, for example, who have worked with community college students doing this exact job for a short time may still be more highly valued than someone with lengthy experience with a single type of student at, for example, a University of California. Someone who has had several related jobs at several different types of schools (high school, adult ed., and a CSU campus for example) might also be highly valued.

**Educational Training and Background**
(degrees, course work, workshops, memberships)

In evaluating the applicants’ training and education a committee may want to look at level of degree, relatedness of major and/or additional course work and recency of training. Evidence of continuing education through workshops, seminars and conferences related to teaching techniques or recent developments in the body of knowledge of the subject area should also be considered. A Doctorate (academic areas) granted fifteen years ago, for example, may not be as valuable as a Masters Degree with continuing education courses completed within the last two years.
In a vocational area (non-Masters) a committee may want to consider formal education at an institution of higher education as well as industry-sponsored training, apprenticeships, etc.

**Contribution to Diversity**
A goal of the Butte-Glenn Community College District is to hire people who are sensitive to, and able to contribute to the cultural diversity of the campus community. In order to ascertain a candidate’s ability to contribute to diversity, the following guidelines (cited from The Academic Senate for the California Community Colleges’ “The Ramifications and Implications of Affirmative Action on Hiring”) may be helpful:

Demonstrated:

1. Cultural awareness of the diverse population served by the college. For instance, the completion of courses and/or directed study, which focused upon other cultures, languages, and the disabled.
2. Teaching techniques that display knowledge of racial, ethnic, gender, disability, and cultural diversity of learning styles. The teaching technique should convey an understanding of the cultural values inherent in the various cultures; approach to learning.
3. Active involvement within those programs designed to provide information and special training concerning areas of student and staff diversity: staff development programs, faculty development programs, seminars, sessions, etc.
4. Ability to work cooperatively with staff from different cultures to ensure that diversity and positive role modeling exist for the college community.
5. Utilization of methodologies, which reflect a pedagogy that entails cultural diversity, including, but not limited to course content, learning materials and speakers.
6. Active participation within those groups and organizations that cultivate the understanding of the diversity of national and international cultures.

**NOTE THAT UNDER THE ABOVE GUIDELINES, AN APPLICANT NOT FROM AN UNDERREPRESENTED POPULATION CAN MAKE SIGNIFICANT CONTRIBUTIONS TO CULTURAL DIVERSITY.**

**Additional Job Related Criteria**
The screening committee may want to identify and define an additional criterion. This should not be something vague, such as “general” or “overall impression.” If an additional criterion is used it should be specific, measurable, and related to successful performance in the position. Such criterion might include involvement with professional organizations, academic senate or other campus organizations, professional research and/or publications, etc.

**5.1.5 – CLASSIFIED HIRING PROCEDURES**

A. Position Authorization

1. To fill existing positions approval of the appropriate vice president or chief business officer is required. New positions must be approved by the appropriate vice president or chief business officer with final approval from the Board of Trustees.
2. The Office of Human Resources provides the appropriate vice president, chief business officer or designee with a draft position announcement and supplemental application. The position announcement will be prepared using the standard job description for the position.

3. The vice president, chief business officer, dean or designee may include additional questions to the standard supplemental application.

B. Committee Composition

1. There will be a minimum of four (4) voting members on any committee, including a chair who has the option of being a voting or a non-voting member. The affirmative action representative, who may also be the chair, will be a non-voting member. The affirmative action representative will be appointed by the Office of Human Resources.

2. The appropriate vice president, chief business officer or designee will make the final determination of the committee’s membership.

3. Committee membership on the screening and interview committees (which may have members in common) will remain constant throughout their respective processes.

4. Committee meetings will not take place without the affirmative action representative in attendance.

5. All phases of the hiring procedures are confidential. Each member of a hiring committee will accept the responsibility for maintaining confidentiality.

C. Position Announcement and Recruitment

1. After the announcement has been approved by the appropriate vice president or chief business officer and the Director of Human Resources, the position announcement will be advertised for a minimum of four (4) weeks, including advertising for five (5) working days on campus. If an adequate number of applicants is not received or if the composition of the pool is not adequate, the final filing date may be extended by the Director of Human Resources.

   *It must be understood that all information related to the individual applicant and the selection process for any position is confidential and participation requires adherence to this standard.

2. The Department of Human Resources will provide consultation to the hiring department in developing a recruitment plan. The District’s “Recruitment Request” (P-2) form serves to facilitate this process (see attached). Hiring departments must submit a properly completed P-2 form before a recruitment can be authorized.

D. Paper Screening

1. The Office of Human Resources will do the initial screening of all applications to ensure that they meet the minimum requirements, have submitted a complete application, and the application has been filed timely.
2. The screening committee will establish the criteria for screening with approval from the affirmative action representative and the Director of Human Resources. The screening committee will verify that they have reviewed and agreed to the criteria that will be used; and that members have been trained as to affirmative action policies and procedures by the affirmative action representative.

3. A component of the criteria for screening will include any experiences and/or training of an applicant which involves working and supporting individuals from diverse cultural or ethnic backgrounds.

4. Applicants who are currently employed in a benefited position with the District are referred to as “in house” applicants. An in house applicant must satisfy the minimum qualifications announced for a position and follow the same application procedure required for all other applicants. In house applicants meeting these criteria will be given the opportunity to interview.

5. In the event the applications determined minimally qualified by the Department of Human Resources are substantially large in number, the Screening Committee may direct the Department of Human Resources to further screen the applicants based upon the committee’s developed screening criteria, in order to establish a smaller applicant group meeting the committee’s desirable qualifications.

6. Using the screening criteria developed, the committee members will independently screen and rate each remaining application.

7. The Department of Human Resources will tabulate the Screening Committee’s individual scores, and the Director of Human Resources will establish an interview group, considering the range of scores, diversity and other relevant group demographic factors. This list of candidates will be forwarded to the Interview Committee in unranked, alphabetical order.

E. Interviews

1. The Interview Committee will develop uniform, job-related questions and a rating system for evaluating each candidate (see page 7 for example of uniform rating system form). A copy of the interview questions will be submitted to the Department of Human Resources for placement in the official recruitment file.

2. The interviews will be conducted in a manner ensuring compliance with the Uniform Guidelines for Employee Selection and in a manner ensuring that all candidates are given an equal opportunity to present their qualifications and skills for the position.

3. Each committee member will independently tabulate his or her ranking of the candidates.

4. The committee will next discuss the strengths and weaknesses of the candidates and, through consensus and as a committee will rank all the candidates. The names of the top three (3) candidates will then be forwarded to the appropriate vice president, chief business officer or designee in alphabetical, unranked order.
5. The affirmative action representative will verify to the Director of Human Resources that affirmative action interviewing guidelines were adhered to during the interview, or will, in written narrative form, outline instances or incidents where guidelines were not followed. The Director of Human Resources may, in such instances and following a thorough investigation, either end the process or allow the recruitment to proceed.

F. Recommendation

1. The chair will submit a letter recommending the top three (3) candidates (in alphabetical, unranked order) to the appropriate vice president, chief business officer or designee who at his/her discretion may conduct second interviews. If no second interviews will be conducted, the Interview Committee Chair and the appropriate vice president, chief business officer or designee will meet to discuss the committee’s rankings and recommendations.

2. The appropriate vice president, chief business officer or designee may review the official recruitment file at any time following the completion of the initial interviews for the purpose of preparing for subsequent interviews and/or selection.

3. No selection will be recommended by the Superintendent/President without confirmation and documented proof of proper reference checks performed on at least the candidate proposed for employment. The recommended format for reference documentation is the “Waiver of Release of Personnel Reference Information To the Butte/Glenn Community College District” form (attached).

4. The Superintendent/President will review the recommendation and has final authority for hiring recommendations to the Board of Trustees.

Last Staff Review: September 29, 1997

G. Initial Screening Guidelines

The purpose of having the committee write guidelines for screening is to develop consensus among the screeners as to the priorities for the position and to develop a high degree of consistency and inter-rater reliability. It is important to have all members of the committee agree to the criteria and to evaluate information consistently. In addition to defining the actual rating criteria, committees may also want to develop an overview and statement of priorities.

Each committee is responsible for determining what criteria are appropriate for each of the following broad guidelines and for defining what constitutes a “superior,” “well qualified,” “qualified” or “unacceptable” score for each guideline.

In ranking candidates, specific evidence of future potential should be considered along with actual experience. Superb training and skill are usually preferable to mediocre experience.

In evaluating candidates for each of the following criteria, be sure to consider not only their applications and resumes, but also evaluate the quality of their answers to the supplemental questions and any additional information gleaned from their cover letter.
**Educational Training and Background**  
(degrees, course work, workshops, memberships)

In evaluating candidates’ training and education, a committee may want to look at level of degree, relatedness of major and/or additional course work, recency of training, and grades earned in relevant courses.

Evidence of education (through workshops, seminars and conferences, industry-sponsored training, apprenticeships, etc.) related to techniques or recent developments, specific to the position, should also be considered.

**Experience - Paid and Unpaid**  
(internships, work experience, additional experience of any kind likely to have prepared a candidate for this position)

In evaluating candidates’ experience, length and quality of experience should both be considered. The quality of the experience, and particularly the variety and level of responsibility may be more important than the length of experience. Apparently unrelated experience which may have nevertheless helped prepare a candidate (e.g., part-time jobs or volunteer work with heavy contact with the public) should not be ignored.

**Indication of Job-Related Skills, Abilities and Attitudes**  
(initiative, creativity, organization, accuracy, cooperative relationships, attitudes toward students, etc.)

In determining whether or not the candidates possess the required job-related skills, abilities, and attitudes, scrutinize their application materials (including any letters of reference) in an attempt to ascertain their basic values and general abilities and interests as related to the position in a community college setting. Do they appear to possess the skills, abilities, qualities and attitudes we would hope to find among the best Butte College employees? In considering this criterion, try to look beyond the factors considered in evaluating the first two criteria (Educational Training and Background; Experience).

**Contribution to Diversity**

A goal of the Butte-Glenn Community College District is to hire people who are sensitive to, and able to contribute to the cultural diversity of the campus community. In order to ascertain a candidate’s ability to contribute to diversity, the following guidelines (cited from The Academic Senate for the California Community Colleges’ “The Ramifications and Implications of Affirmative Action on Hiring”) may be helpful:

Demonstrated:
1. Cultural awareness of the diverse population served by the college. For instance, the completion of courses and/or directed study, which focused upon other cultures, languages, and the disabled.
2. Active involvement within those programs designed to provide information and special training concerning areas of student and staff diversity: staff development programs, faculty development programs, seminars, sessions, etc.
3. Ability to work cooperatively with staff from different cultures to ensure that diversity and positive role modeling exist for the college community.
4. Active participation within those groups and organizations that cultivate the understanding of the diversity of national and international cultures.

NOTE THAT UNDER THE ABOVE GUIDELINES, AN APPLICANT NOT FROM AN UNDERREPRESENTED POPULATION CAN MAKE SIGNIFICANT CONTRIBUTIONS TO CULTURAL DIVERSITY.

Additional Job Related Criteria
The screening committee may want to identify and define an additional criterion. This should not be something vague, such as “general” or “overall impression.” If an additional criterion is used it should be specific, measurable, and related to successful performance in the position.
BUTTE COLLEGE

Initial Screening

Position: ________________________________

Applicant’s Name: ___________________________ Date: ___________________________

SCORING CRITERIA:

Superior = 17-20 points
Well Qualified = 9-16 points
Qualified = 1-8 points
Unacceptable = 0 points

EDUCATIONAL TRAINING AND BACKGROUND (20 points possible)

POINT VALUE ___________________________

EXPERIENCE - PAID AND UNPAID (20 points possible)

POINT VALUE ___________________________

INDICATION OF JOB RELATED SKILLS, ABILITIES AND ATTITUDES (20 points possible)

POINT VALUE ___________________________

CONTRIBUTION TO CULTURAL DIVERSITY (20 points possible)

POINT VALUE ___________________________

ADDITIONAL JOB RELATED CRITERIA (20 points possible)

POINT VALUE ___________________________

Rater’s Signature ______________________________________  TOTAL POINTS ______
BUTTE COLLEGE

H. Interview Screening

Position: ________________________________

Applicant’s Name: _____ Date:____________________

SCORING CRITERIA:

- Superior = 17-20 points
- Well Qualified = 9-16 points
- Qualified = 1-8 points
- Unacceptable = 0 points

KNOWLEDGE, SKILLS, AND ABILITIES (20 points possible)

POINT VALUE _____

Proficiency, expertness, acquired knowledge, talent

EXPERIENCE (20 points possible)

POINT VALUE _____

Length and quality of experience

Variety and level of responsibility

TRAINING AND BACKGROUND (20 points possible)

POINT VALUE _____

Level of degree/relatedness

Recency of training

Evidence of continuing education
## CONTRIBUTION TO CULTURAL DIVERSITY (20 points possible)

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- Cultural awareness via coursework/personal experience
- Active involvement via staff development/activities
- Active participation within groups or organizations that cultivate the understanding of diversity

## PRESENCE/COMMUNICATION (20 points possible)

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- Depth of understanding
- Verbal skills
- Poise and delivery of information

Rater’s Signature

TOTAL POINTS
APPENDIX A

2\textsuperscript{nd} Interviews

Sorry No Interview Notice
If 2\textsuperscript{nd} INTERVIEWS (or Not)
MSC
Classified

If 2\textsuperscript{nd} interviews will be held:

1. Contact and schedule the candidates selected for a second interview.
2. Let them know when/where they need to go for their 2nd interview.
3. Send a memo to the 2\textsuperscript{nd} interview committee, the appropriate secretary and Cheryl Pustejovsky. The memo should contain the schedule/names of applicants going forward to 2\textsuperscript{nd} interviews (sample memo included).
4. Contact those NOT going forward (sample script included).
5. Take 2\textsuperscript{nd} interview candidate applications to the appropriate Vice President or Supervisor/Manager as soon as possible so he can review the applications.
6. Return to Human Resources:
   a. Applications of those not going forward to 2\textsuperscript{nd} interview.
   b. All interview folders

If 2\textsuperscript{nd} interviews will NOT be held:

After the finalist has been selected.

1. Return to HR:
   a. ALL interview folders
2. Forward to the hiring manager:
   a. The instructions and questions (How to contact references) included in this packet.
   b. The hiring manager should be contacting the references.
3. After receiving positive responses from the reference contacts, the hiring manager or committee chair sends a memo (email) to the appropriate Vice President, requesting approval of the finalist selected (sample memo included).
   a. Copy the memo to Cheryl Pustejovsky.
   b. In the memo, request that the approval is sent to Cheryl also.
4. The hiring manager calls the finalist and offers position (script included). Let him/her know that HR will be sending an offer letter.
5. After the finalist has accepted:
   a. Call the candidates who were not selected (script included).
6. Forward a memo to Cheryl Pustejovsky to include:
   b. Start date
   c. Finalist has been offered and accepted the position.

All candidates who were NOT selected have been contacted
TO: Hiring Manager of the position

FROM: Human Resources

RE: SCRIPT FOR EXTENDING OFFERS

Classified / MSC positions

When a candidate has been identified to fill a position and the VP of the position has been given approval of the finalist an offer can be made. The following steps should be followed:

- Inform Human Resources that a candidate has been identified.
- Contact Human Resources to determine salary placement.
- Extend the offer using the script below.

“Congratulations (candidate’s name)! I am pleased to offer you the position of (name of position). The salary placement for this position is ($ _______) and reports to (Supervisor/Manger’s name).

Your start date will be ________________. Please come to __________ on your first day and see__________________.

This offer is contingent upon Board approval, proof of eligibility to work in the U.S. and completion of reference checks. Should you accept this offer, your name will be submitted at the next board meeting, which usually meets the 4th Wednesday of each month.

Once you have accepted the offer, I will notify Human Resources and you should receive an offer letter soon after.

Once again, we are pleased to offer you this position and look forward to you joining the Butte family.”
Dear Hiring Chair:

Some of you have asked for guidelines to use when notifying the candidates after the interviews have been completed.

DO NOT LEAVE A MESSAGE WHEN CALLING THOSE NOT SELECTED FOR A 2ND INTERVIEW AND/OR NOT SELECTED FOR THE POSITION. Leave a message to return your phone call.

For those NOT selected and if 2nd interviews will NOT be held:

"Hello, Ms. Brown, this is ____________ calling from Butte College. I am the Chair of the Hiring Committee for the ____________ position.

The committee has met and made a decision on the finalist. Unfortunately, you have not been selected. We appreciate the time and effort in assembling your application materials and preparing for the interview. We also appreciate your interest in Butte College and encourage you to apply again as positions become vacant. Good luck to you in your future endeavors."

For those SELECTED for a 2nd interview:

"Hello, Ms. Brown, this is ____________ calling from Butte College. I am the Chair of the Hiring Committee for the ____________ position. I have good news for you. You have been selected as one of the candidates for a 2nd interview.

Your interview is scheduled for (day / time) and will take place in ____________’s office. Please come to ____________. We look forward to meeting with you tomorrow and wish you good luck."

For those NOT selected for 2nd interview:

"Hello, Ms. Brown, this is ____________ calling from Butte College. I am the Chair of the Hiring Committee for the ____________ position.

The committee has met and made a decision on those going forward to a 2nd interview. Unfortunately, you have not been selected. We appreciate the time and effort in assembling your application materials and preparing for the interview. We also appreciate your interest in Butte College and encourage you to apply again as positions become vacant. Good luck to you in your future endeavors."

IMPORTANT:

If the candidate asks, "Why I didn't get the job?" avoid any detailed specific explanations. Try to stick to general comments, such as: "The pool of candidates was very competitive." Although there is a tendency to want to be helpful and offer advice, we recommend against this practice. It could present potential liability for the District. You can refer them to HR.
APPENDIX B

REFERENCE CHECKS
HOW TO CONDUCT REFERENCE CHECKS

When you do a reference check, you are actually conducting an interview. For example, don’t appear to be threatening or overly assertive. Listen carefully for what is and isn’t said. Explore ambiguities. Get the references talking. Consider the following guidelines:

- **Introduction:** Begin the conversation by introducing yourself, “Hi my name is Jim Brown calling from Butte College. I am the department chair for the Math department. Mary Smith is a finalist for our Math Instructor position and she has indicated that she worked with/for you. I would like to ask you a few questions about what she did, how she performed her job and who she interacted with. Is this a good time to talk?”

- **Applicant’s Authority:** First of all, make it clear that you have been authorized by the applicant to make the inquiry. (Our application includes this authorization and we also have the applicants sign a release form as part of the interview process.) If a reference then tries to avoid answering questions, you can suggest that they are not doing the applicant a favor; the assumption might be that no news is bad news.

- **The Right Person:** Make sure that you are talking to the “right” person. If possible, talk to the applicant’s prior or current supervisor. Try to avoid dealing with someone who may only have a written record of the applicant’s performance.

- **Network:** Ask the references listed if they know of anyone else that the applicant worked with that would have information relative to job performance.

- **Below are several guidelines that should be followed:**

  1. Ask open-ended questions.
  2. Evaluate the information both in light of what the applicant has already told you, and your own impressions of him or her.
  3. Ask for copies of past performance evaluations.
  4. Ask the reference how he/she believes the person would perform in the position we are considering them for.
➢ Remember to ask several questions about areas where the applicant could grow or further develop professionally. (If you ask it this way rather than “what are the applicants weaknesses”, you are more likely to get feedback.)

This area is often overlooked or ignored and is one of the most troublesome areas when looking back at problem hire.

➢ Ask questions that are related to the performance of their job and their interpersonal skills on the job. DO NOT ask questions that could be construed as discriminatory, e.g.: Do they go to church? Are they married? Do you think they are too old to perform the job?, Do they need any cultural accommodations?, etc.
Reference Contacts
Return all notes to HR

Applicant: ____________________________  Position: ____________________________

Reference Name: _____________________  Telephone #: ________________________

1. How long have you known ____________________, and in what capacity?

2. What position(s) did ____________________ hold? How long?

3. What were ____________________’s duties and responsibilities in that position?

4. What was ____________________’s reporting chain?

5. (If reference was a supervisor)
   What was your working relationship & supervisory style with ____________________?
   Was ____________________ self-motivated or need a lot of supervision/direction, etc?

6. How would you characterize ____________________’s knowledge of his/her subject matter/duties and responsibilities?

7. How would you characterize ____________________’s quality of work?
8. How would you characterize ________________’s interpersonal skills? Any specific highlights or examples?

9. How would you characterize ________________’s approachability?

10. How would you characterize ________________’s organizational skills?

11. How would you characterize ________________’s attitude towards job? Attitude towards undesirable duties?

12. Is ________________ reliable and her/his attendance acceptable?

13. How would you characterize ________________’s ability to take suggestions and criticism?

14. What was ________________’s breadth of supervisory responsibilities?

15. Did you ever have any reason to question or concern for ________________’s integrity or character?

16. Do you have any advice you could give me for maximizing ________________’s job performance?

17. In your opinion, what would be the ideal job path for ________________?

18. Would you hire (or work for) ________________ again?
19. Can you describe any activities that ______________ may have been involved with or experiences they may have had related to working or interacting in a diverse environment?

20. Is there anyone else that you suggest I speak to, regarding ______________?

Reference check completed by: ________________________________ Date: _______________
DISCLOSURE & CONFIDENTIALITY STATEMENTS
PROCEDURES FOR USE OF THE CONFIDENTIALITY/EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

A. The College’s Director HR/EEO will provide all members of the Search Committee with the Confidentiality/Equal Employment Opportunity Statement at the committee’s first meeting.

B. All members of the committee must complete PART 1 of the statement at the first meeting. The committee may not begin developing screening criteria until this form is complete.

C. Once an applicant pool has been approved for committee review, all members of the committee must complete PART 2 of the statement and return the form to the Director HR/EEO.

D. The Director HR/EEO, in consultation with the Recommending Administrator, will assess the discloser statements to ensure that the committee’s composition is, to the extent possible, free from implied bias. Any disagreements between the Director HR/EEO and the Recommending Administrator will be referred to the college’s Superintendent/President for final determination. The committee’s composition may be altered to remove the appearance of implied bias. Replacements will be appointed by the appropriate senates, Superintendent/President, and Recommending Administrator.

E. After these processes are complete, the committee may begin their applicant screening.
PART 1
SEARCH COMMITTEE
CONFIDENTIALITY AND EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

As a member of the selection/interviewing process for the BUTTE-GLENN COMMUNITY COLLEGE DISTRICT, I am acting as an agent of the District and I understand that I am participating in a confidential process. All of my actions related to this process are subject to the laws and regulations relating to equal and fair employment practices. Failure to maintain confidentiality could result in violation of Federal or State regulations and incur liability on behalf of the District.

Specifically, I agree not to release information to any non-authorized person regarding:

- Number of applicants who applied.
- Number of applicants who have been selected for an interview.
- Names of applicants who have applied or are interviewing.
- Criteria/scoring and Interview questions/scoring.
- Information concerning applicant qualifications and ratings.
- Any information obtained from candidates’ application materials.
- Interview ratings.
- Conversations that take place during committee meetings and interviews.

I understand that I may be held personally responsible for any unauthorized disclosure of information. If I am asked questions about the process, I will refer them to the Director, Human Resources/Equal Opportunity Officer.

I agree to comply with Equal Employment Opportunity policies and procedures assuring compliance with the selection process. I understand that the faculty and staff diversity/equal employment opportunity representative may stop the paper screening or interviewing process at any time based on alleged discrimination against one or more candidates, or if deviation from District employment procedures has occurred.

___________________________________________________
Committee Member Name (print)

___________________________________________________
Committee Member Title (print)

___________________________________________________
Signature of Committee Member Date

___________________________________________________
Position being screened
PART 2
BUTTE-GLENN COMMUNITY COLLEGE DISTRICT
EQUAL EMPLOYMENT OPPORTUNITY
DISCLOSURE STATEMENT

Date________________________________________

Committee Member’s Name:_______________________________________________

Search Committee for: ____________________________________________________  
Title of Position

The following information is required of each member of the Committee. Please complete after review of the applicant pool. If a relationship with more than one applicant exists, please use additional forms.

1. Do you know any of the applicants for this position?
   [ ] yes       [ ] no

   If “no”, sign and return form to Human Resources.

   If “yes”, complete remaining items, sign and return to Human Resources.

2. Name of applicant ________________________________

3. What is the length of your acquaintance?_________________________

3. Check the areas which best indicate the nature of your relationship with the applicant(s)

   A. [ ] Close or intimate friends.
   B. [ ] Familial relationships
   C. [ ] Private Business relations (Non-BUTTE)
   D. [ ] Casual relationships only (explain)
   E. [ ] Butte College employee
   F. [ ] Other (explain)

   Explanation: __________________________________________________________

   __________________________________________________________

   __________________________________________________________

Signature ____________________________ Date ________________________
In most cases, relationship as described in cases A, B and C will not permit the committee member to participate in the interviewing and ranking of candidates. A relationship as described in case D may allow continued and full participation in the search process.

Due to the limited number of faculty and staff available to serve on committees, if a relationship exists between a committee member and a respective candidate that is deemed close, (close or intimate friends, familial relationships, private business relations) that committee member shall remain an ex-officio member of the committee and shall not vote or participate in discussions on the candidacy of any applicants. Once the candidates to be interviewed are determined, if a close relationship still exists, then the committee member shall resign from the committee and will be replaced in the regular way by the committee appointment process. If not, the committee member may resume full participation on the committee. In the event that a committee member, for the purposes of technical expertise, must remain on the committee, that person shall remain as an ex-officio member of the committee only through the interviews and shall not score the candidate or vote. In that event, an additional faculty, staff or student member shall be added to the committee to maintain the same faculty, staff or student representation.

-------------------------------------------------------------------------------------------------

FOR DIRECTOR HR/EEO AND RECOMMENDING ADMINISTRATOR USE ONLY

IMPLIED BIAS ASSESSMENT

[ ] Acceptable

[ ] Unacceptable (explain)

__________________________________________________________________

__________________________________________________________________

[ ] Committee member risks charge of implied bias (but remains in ex-officio status, for the technical expertise)

[ ] To resign from committee if candidate with the close relationship is selected for interview

__________________________________________Direct P H R / E E O

Signature

__________________________________________Recommending Administrator

Signature

Signature required only if referred for final determination:

__________________________________________Superintendent/President

Signature