

LOS ANGELES MISSION COLLEGE

FACULTY HIRING PROCEDURES

Approved by the Los Angeles Mission College Academic Senate October 6, 2005 and executed October 10, 2005

A. Background

The Board of Trustees at its regular meeting on February 14, 2001 amended the Board Rules, Chapter X *Human Resources*, Article III *Selection Policies*, Sections 10301–10304. The adopted language was the work of a joint District Academic Senate/Management task force. The most significant elements of the new policy are as follows:

1. Establishment and clarification of the hierarchy for board rules, personnel guides, and college procedures on faculty hiring;
2. Adoption of the statewide minimum qualifications for faculty hiring as the District minimum qualifications;
3. Elimination of the out-dated District continuous pools of qualified applicants, shifting the responsibility of recruitment and reference checking to the selection committee.
4. Provision for individual college-defined processes to be used as the college adheres to the new board rules and personnel guides.

The following local hiring procedures are in keeping with the new Board Rules and have been agreed to by the Los Angeles Mission College Academic Senate and College President of Mission College, as required by Section 87360(b) of the California Education Code and Section 10304 of Board Rules. The College President and the Academic Senate hold joint responsibility for assuring that the District and the local hiring policies and procedures are observed. Both parties retain the right to review and, if necessary, propose revisions of these procedures.

These procedures become effective on October 10, 2005.

B. Understanding Concepts and Board Intent

1. The Board has the primary legal and public responsibility for ensuring an effective hiring process. As reflected in State law, faculty have an inherent professional responsibility in the development and maintenance of the quality of the District's and the colleges' educational programs and services. For that reason, significant and meaningful faculty participation in the hiring process is essential, and it is the Board's expectation that faculty recommendations regarding the qualifications, experience, and desirability of candidates for faculty positions will normally be accepted [Board Rule 10304].

2. The local college procedures shall incorporate provisions that ensure that the responsibility for recruiting and selecting well-qualified faculty is a joint responsibility of the faculty and the administration. The procedures shall also require all those involved in the hiring process to adhere to the following fundamental criteria when reviewing application materials, conducting interviews, or otherwise evaluating candidates:

- The extent to which the candidate has command of, or brings expertise in, the discipline or subject area in which he or she will be employed;
- The candidate's demonstrated ability as, or potential to become, a skilled teacher, counselor, librarian, or other support professional; and
- The degree to which the candidate will contribute, directly or indirectly, to the diversity of the college, division, and discipline in which he or she will be employed. [Board Rule, 10304.1 §2.1]

3. The President of the Academic Senate, working in collaboration with the College President, shall develop college procedures specifying how proposals to fill contract faculty positions at the college will be prepared, the criteria that will be used to evaluate the proposals, and the process by which proposals will be reviewed and approved.

The procedures adopted by each college should be designed and implemented in a way that will permit a thorough and deliberate search to be completed, and a hiring decision to be made, well before the new contract faculty member will begin work. [Board Rule 10304.1 §1.0]

4. The local college procedures shall specifically require that all recruitment, screening, and selection procedures be monitored to ensure that they do not have an adverse impact on any group defined in terms of ethnic group identification, gender, or disability. The Compliance Officer or his/her designee is charged with the responsibility for monitoring faculty-hiring procedures. [Title 5, Section 53020(a) & (b)]

5. "In-house or promotional only" recruitment shall not be used to fill any new opening except when the position is being filled on an interim basis for the minimum time necessary to allow for full and open recruitment; provided however, that no interim appointment or series of interim appointments exceed one year in duration. The State Chancellor may approve an extension of up to one additional year if the district demonstrates "business necessity." [Title 5 §53022(b)].

6. It is simply the case that the best hiring practices take time; there are no shortcuts.

C. Deciding to Hire—Identifying Which Positions to Fill

1. Department chairs and vice chairs, the College Academic Senate, the Educational Planning Committee, and the College President or designee may submit proposals for faculty positions.

All requests for faculty positions are submitted to the Faculty Hiring Prioritization Committee (FHPC), which reviews and prioritizes them and forwards them to the Resource Analysis (Budget) Committee. 2. The Resource Analysis or Budget Committee after reviewing submitted proposals and consulting with the College President or designee, recommends to the Mission College Council the number of faculty positions to be filled in a given year. **Recommendations are subject to final approval by the College President.**

3. By the first week of **November of each year**, the FHPC's recommendations, along with supporting justification, are forwarded to the Academic Senate, the Council of Instruction, the Mission College Council, the Office of the Vice President of Academic Affairs, AFT, and the Office of the Vice President of Student Services for review and comment. By the first week of **December of each year**, after due deliberation of any concerns of the other bodies, the Senate forwards its reconsidered recommendation along with any written concerns of the other bodies to the college President for final approval.

4. If the President cannot accept the recommendations of the Senate, then he or she shall consult with the Executive Committees of the Senate. If the Executive Committee and the President cannot reach agreement, then the President shall submit his or her rationale in writing to the Senate. Final approval rests with the President.

5. The President or his/her designee shall forward an *Intent to Fill* form for each position to the Vice Chancellor of Human Resources.

D. Evaluating Eligibility for Employment of Faculty

The process of evaluating individuals for eligibility for employment as faculty members shall be in accordance with hiring procedures that meet the standards and requirements set forth in Board Rule 10304; relevant District Personnel Guides; the LACCD collective bargaining agreement for faculty; applicable provisions of the California Education Code; and Title 5 of the California Code of Regulations.

E. Establishing the Hiring Committee

1. The hiring committees shall be formed under the direction of the President of the Academic Senate and the appropriate Vice President. The committee members shall meet at the outset of the search process to clarify roles, objectives, and expectations.

2. The members of each committee shall have participated in a hiring-workshop session which includes a comprehensive review of the process, goals, and objectives, and training in the following: (a) nondiscrimination and equal employment opportunity principles; (b) development of position announcements; (c) evaluation of applications for minimum qualifications for hiring or equivalency; (d) interview techniques including appropriate use of follow-up questions. The training shall be conducted by the Academic Senate in concert with the Compliance Officer. [Hiring committee participants shall complete appropriate training in equal employment opportunity and affirmative action principles. Board Rule 10304.1, §1.0.] [District Plan (c)...the plan shall include all of the following... (4) A process for ensuring that district employees who are to participate on screening or selection committees shall

receive appropriate training on the requirements of this Subchapter and of state and federal nondiscrimination laws;... Title 5 §53003.]

3. Whenever possible, hiring committees shall include a diverse membership that will bring a variety of perspectives to the assessment of applicant qualifications. [Title 5 § 53024(f)]

4. The minimum composition of each hiring committee shall be as follows:

(a) The department chair or designee, a voting member.

(b) One voting tenured faculty member, selected from the discipline or subject area, recommended by the faculty of the discipline or subject area and appointed by the Academic Senate. Should there be no tenured faculty in the discipline where the vacancy exists, the Senate, in consultation with the faculty in the department, will appoint a colleague from the same discipline who works at another college or a colleague from a related discipline at the college;

(c) One voting Academic Senate representative, appointed by the Academic Senate President or designee.

(d) One voting AFT representative, appointed by the AFT Chapter President.

(e) One administrator appointed by the appropriate Vice President;

(f) One non-voting member who shall be the Compliance Officer and is trained in equal employment opportunity and nondiscrimination principles and policies. [Title 5 §53020; Board Rule 10304 & 10304.1 §2.2]

5. The Academic Senate, upon the request of the department where the vacancy exists, may appoint additional members. The department will agree upon the voting status of any additional members before the search process begins. Additional members may include but are not limited to representatives from the same or another discipline, classified staff members that work in the department, and members of industry or professional groups.

6. The voting members of the hiring committee shall select the chair of the committee.

F. Creating the Position Announcement

As required by LACCD Board Rule 10304.1, section 2.2 the job announcement shall describe at a minimum:

- The duties and responsibilities the contract faculty member will be expected to assume;
- The minimum qualifications for the position established by the Board of Governors of the California Community Colleges;
- The knowledge, skill, and ability a successful candidate should possess; and
- Other characteristics the college determines to be desirable including, but not limited to, a sensitivity to and understanding of the special populations the college serves.

1. The appropriate discipline or subject-area faculty together with an administrator appointed by the appropriate Vice President shall develop and mutually agree upon the faculty job description, requirements, and desirable qualifications. The minimum qualifications may not be reduced by this process. However, through this process the minimum qualifications may be broadened or raised through the addition of desirable qualifications. Such practice is expected and encouraged. The Vice President shall be responsible for the posting and advertisement of the position on the District website and elsewhere.

2. Desirable qualifications include the following:

(a) Desirable qualifications shall be included that establish as a qualification *sensitivity to and*

understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students. [Title 5 §53022]

(b) Desirable qualifications may be included that establish the following:

(1) Academic qualifications beyond the minimum set by law and regulation if these qualifications would (a) ensure the excellence of discipline preparation, (b) ensure the possession of extensive knowledge of the discipline, and/or (c) provide the basis for better teaching and other services;

(2) Evidence of overall potential for creativity, innovation, and teaching effectiveness: Candidates should be evaluated on their overall teaching potential and related skills, rather than merely screened for previous experience. In every case, the *quality* of any experience as well as the length of experience must be ascertained and evaluated. Teaching experience at the community college level may be desirable, but is not necessary for new faculty.

Experience in teaching in other institutions or contexts may be valuable preparation for a teaching career in the community colleges. Talented newcomers who have not had the opportunity to become experienced must not be overlooked. To do so may shortchange the college as well as the candidate. Performance during the interview process on teaching demonstrations can be used to assess teaching potential.

The application and interview process could be designed so that a candidate is able to demonstrate creativity, innovation, and teaching potential through any one or any combination of the following: (a) situational questions; (b) role playing; (c) teaching demonstrations, mock counseling sessions, or simulated work activities for librarians or other support faculty; (d) student response to the above simulations; (e) materials or demonstrations prepared by the candidate that show creativity and innovation.

(3) Measures of communication and other interpersonal skills such as (a) ability to explain ideas clearly in ways that students can understand; (b) respect for students' varying styles of communication; (c) ability to express oneself easily in clear, effective, expressive language;

(d) Ability to help students learn to express themselves clearly; (e) working knowledge of a variety of communication styles that are effective with various student populations; (f) respect for the individual, regardless of differences in opinion and background; (g) ability to create an environment conducive to learning.

(4) Specific preparation to offer instruction or other service narrower in scope than a discipline. (For example, when hiring someone to teach piano, the college would require not only qualifications to teach music, but specific qualifications to teach piano.)

(5) Assessment of potential for overall college effectiveness and leadership. The committee could, for example, consider any one or any combination of the following: (a) potential for leadership, as well as actual leadership activities, as evidenced in references or reference checking; (b) experiences in roles of responsibility in professional organizations and activities related to the candidate's discipline; (c) leadership experience in areas outside the candidate's discipline; (d) fostering leadership among students; (e) information supplied by the candidate related to leadership experience, as well as potential for leadership

3. Care must be taken to ensure that desirable qualifications are clearly job-related, and do not function in an exclusionary manner for candidates otherwise qualified for the position. If desirable qualifications are used as a necessary condition for employment, then the effect on the applicant pool of such a requirement must be reviewed by the compliance officer for adverse impact.

4. If adverse impact is found, the Compliance Officer shall take effective steps to address the adverse impact before the selection process continues. Such steps may include, but are not limited to: (a) extending the deadline and undertaking additional recruitment, and (b) including all applicants who were screened out on the basis of any locally established qualifications beyond state minimum qualifications

which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of federal law or which are not among those which the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system. [Title 5 §53023].

G. Advertising the Position and Recruiting Candidates

The recruitment period for each search should be several months long (preferably beginning in the early spring for positions that are anticipated to be filled for the subsequent fall term, or at least a full semester in advance of the start of the assignment for other positions) but the procedures shall specify a recruitment period of no fewer than six weeks. [Board Rule 10304.1 §2.4]

1. Job announcements and specifications shall be reviewed by the Compliance Officer before the position is announced to ensure conformity with Title 5 regulations and state and federal nondiscrimination laws. [Title 5 §53022]

2. The college shall conduct a **general recruitment campaign**, starting no later than mid-December for all probationary positions to be filled for the beginning of the next academic year. The positions shall be advertised for at least eight weeks. This process shall be an inclusive outreach and recruitment effort to ensure equal employment opportunity. The college should work with local, state, and national organizations to develop further targeted recruitment efforts. The position openings shall also be posted on the college web site. The appropriate Vice President will conduct the general recruitment campaign.

3. Two weeks before the Hiring Workshop training session, the appropriate Vice President in conjunction with the department and the Compliance Officer shall develop a **position-specific recruitment campaign** to begin no later than January for a position to be filled for the subsequent fall term. The plan shall include sending announcements to potential candidates in the California Community Colleges Registry (<http://registry.yosemite.cc.ca.us/>). The plan should also include distributing the job announcement to discipline departments in area colleges and local and national professional organizations related to the field where the vacancy exists and advertisements in publications of such organizations. The plan should also make effective use of e-mail and the Internet including making available electronic versions of the job announcement and the appropriate application forms. Beyond these publication mechanisms, faculty should consider face-to-face opportunities at local or regional job fairs, education placement fairs, meetings of professional organizations, or other such creative venues. The position shall be advertised for at least eight weeks.

4. The recruitment period may be shortened to a minimum of six weeks [Board Rule 10304.1 §2.4] upon recommendation of the Academic Senate Executive Committee to the College President after an assessment of the discipline interest pool where the vacancy exists indicates that the pool is sufficient.

H. Accepting Applications and Screening Submitted Material

1. Each potential applicant shall be asked to submit the following items either in hard copy or in electronic form to the college's Office of the appropriate Vice President during a designated filing period for purposes of creating the applicant file:

- a cover letter of interest and a copy of a current resume summarizing how the candidate meets the qualifications for the position and containing a brief account of professional and/or work experience;
- a completed Los Angeles Community College job application form which shall include a validation form affording each applicant an opportunity to voluntarily identify his or her gender, ethnic group identification, and, if applicable, his or her disability. This information shall be kept separate and confidential and shall be used only in research, validation, monitoring, and evaluating the effectiveness of the college's equal opportunity and diversity in employment program;
- copies of transcripts from accredited institutions (official transcripts are required at the time of hiring);
- confidential letters of reference solicited by the candidate from at least 3 current references, and sent under separate cover directly to the college by each referee;

any other relevant information specified in the job announcement.

2. The applicant files shall be compiled and collected by the college Office of the appropriate Vice President. The files shall be held in a confidential manner until the committee is ready to review them. The Office of the appropriate Vice President shall:

- review materials provided by each applicant for completeness of submission of requested information and documentation;
- notify in a timely manner applicants whose files are incomplete so that the needed material can be provided to the committee.

3. After the application deadline has passed but before candidates are screened for satisfaction of job specifications, the composition of the initial applicant pool, including all applicants regardless of the completeness of their application materials, shall be analyzed by the compliance officer and committee chair to ensure that expected representation has been achieved for underrepresented groups. If necessary the application deadline shall be extended and additional recruitment shall be conducted to ensure that recruitment efforts provide an opportunity for participation to a wide diversity of potential applicants. [Title 5 §53023]

4. All information resulting from the hiring process shall be held in a confidential manner among the committee members and members of the Office the appropriate Vice President.

5. The faculty members on the hiring committee from the given discipline or subject area shall make the determination whether applicants meet the minimum qualifications. Those applications that do not meet minimum qualifications are set aside. If any committee member believes that any of the applications set aside in fact meets minimum qualifications, those applications are returned to the pool for the review of the entire hiring committee, which then collectively makes the final decision. Determination of equivalency to the minimum qualifications shall follow the procedures prescribed in Board Rule 10305 and any relevant district personnel guide.

I. Selecting the Interview Candidates

The invited candidates will be those who, as determined by the search/selection committee, best meet the qualifications for the position; possess the highest degree of knowledge, skill, and ability relevant to the position; and most closely match the desirable characteristics specified in the announcement for the position. Meeting the state minimum qualifications will not guarantee an interview. [Board Rule 10304.1 §2.7]

1. The administrator assigned to the committee will arrange for viewing of the files in a place and manner agreed upon with the committee. Each member of the committee must then review and evaluate every qualified applicant's file.

2. The committee chair shall convene the committee to select candidates to interview. Hiring-committee members should allot time for a full discussion of their responses to candidates' applications. Whereas initial scores on the screening instrument are clearly helpful in the decision making process, they are an inadequate substitute to a full and informed discussion, with give and take among various members' perspectives. Members should be encouraged to reach consensus in the light of insights gained through discussion. A group-screening instrument shall be used to record the overall group's assessment of the candidates and the group's decision as to which candidates to interview. Both the individual and the group screening instruments shall be submitted as part of the legal record of the process.

3. Before the selection process continues, the compliance officer shall analyze the composition of the qualified pool to ensure that no group, defined in terms of ethnic group identification, gender, or disability, is adversely impacted. [Title 5 §53023]

4. Once the decision has been made as to which candidates to interview, the committee shall establish a tentative interview schedule. At that time, the administrator will work with the committee chair to draft a notification letter to each *unsuccessful* candidate.

5. Also at that time, the administrator will work with the committee chair to draft a letter to invite candidates for interviews. This letter will give candidates an overview of how the process will be conducted, what they should bring to the interview, what multimedia and other resources will be available, and what, if any, expenses will be covered.

6. The Office of the appropriate Vice President shall notify in a timely manner both successful and unsuccessful candidates.

J. Conducting Interviews

1. The hiring committee shall convene prior to the start of the interviews to accomplish the following tasks:

a. Formulate an interview process that is humane and creates a relaxed atmosphere conducive to the candidate's doing his or her best. To this end, the chair might begin by telling the candidate, "We are aware that we are not the only ones making an important decision today, but that you, too, are deciding whether you would want to work here. So we thought that, in the process of introducing ourselves, each of us would describe something about what we like about Mission College."

b. Develop a set of interview questions (including an appropriate follow-up question procedure) and/or activities to ensure a thorough assessment of the degree to which each candidate meets the qualifications described in the position announcement.

(1) The key to relaxing what can become a stiff and awkward process is the committee's approach to follow-up questions. The committee should work closely with the Compliance Officer to set boundaries that will ensure fairness to all candidates. In general, follow-up questions will take the form of requesting the candidate to clarify or expand something he or she has said; they should never involve coaching or leading the candidate.

(2) Activities could include writing samples; portfolios; teaching demonstrations, mock counseling sessions, or simulated work activities for librarians or other support faculty; role playing; performances of skills; and/or other performance indicators related to the subject area.

c. Provide a copy of the interview questions to the Compliance Officer for review before the interviews commence.

d. Agree on the schedule and format to conduct the interview process, including the following: the process to escort each candidate to the interview location; arrangements for a campus tour if desired; and considerations to treat all candidates in a professional, respectful, and friendly manner.

e. The hiring committee may schedule second-stage interviews for those considered best qualified.

2. The committee will use a rating process and forms agreed upon before beginning the interviews. The completed forms shall be kept by the Compliance Officer who shall forward them to the President and Vice President to be used as part of the final interview and selection process.

3. The committee will be reminded by the Compliance Officer prior to the start of the interviews of the confidential nature of the task at hand and the need to adhere to the principles and guidelines of nondiscrimination and equal employment opportunity in asking questions and evaluating candidate qualifications.

K. Selecting the Finalists

1. Once the interviews are over, the committee should give themselves time for a full, open, and professional discussion. The discussion should progress, under the chair's direction, toward consensus on the top candidates, or lacking consensus, until the requisite number of first-rank candidates emerge from the post-discussion rankings.

2. Before the selection process proceeds, the names of the candidates chosen by the selection committee for final consideration by the President and the appropriate Vice President shall be provided to the Compliance Officer who shall analyze the process of selection of the finalists for compliance with local, state, and federal laws and regulations.

3. The committee shall forward three candidates to the President and appropriate Vice President for final consideration. The candidates whose names are forwarded shall be the best qualified to fulfill the requirements of the position. Each shall be deemed able and capable of performing the job at the level of excellence expected of all faculty members at the college. The committee may choose to rank the candidates, with the understanding that such ranking is non-binding.

4. If circumstances exist that the committee can forward only two candidate names, then the committee shall provide a written rationale for this exception to section K.3. If exceptional circumstances and compelling reasons exist that the committee can forward only one candidate's name, then the committee will meet with the President and explain its rationale for why an exception should be made in this case. It is understood that the exceptional circumstances and compelling reasons would be rare and unusual.

5. If the committee cannot recommend any of the applicants, the hiring process shall be reopened.

L. Conducting Reference Checks

Reference and background checks on the finalists shall be conducted by the administrator and a faculty member selected by the committee and shared with the hiring committee before names are forwarded to the President. Reference checks shall include academic background, professional experience, and personal qualities relevant to performance in the faculty position.

M. Interviewing the Finalists

1. The appropriate Vice President shall participate in the final interview. The committee shall include the College President and the hiring committee chair or designee, to participate in the final interview process. The role of the hiring committee members will be to ask questions, when appropriate, during the final round of interviews, and advise the President regarding previous discussions of the hiring committee and issues requiring subject-area expertise. The selection of the finalist to be recommended to the Chancellor and the Board of Trustees shall be made by the President in joint consultation with the appropriate Vice President and the member of the hiring committee, recognizing fully that the ultimate decision rests with the President.

2. If exceptional circumstances and compelling reasons exist that the President cannot accept any of the final candidates recommended, then he or she shall meet with the hiring committee to discuss these issues. If the hiring committee and the President cannot reach an agreement as to a candidate, then the President shall put his or her objections in writing to the hiring committee and to the Academic Senate President, and the position shall be reopened. It is understood that the exceptional circumstances and compelling reasons would be rare and unusual.

3. If exceptional circumstances and compelling reasons exist that the President must change the recommendation from hiring a probationary instructor to another status of instructor, then the President shall provide a written explanation of the reasons to the hiring committee and to the Academic Senate President.

N. Completing the Hiring Selection

1. Every effort will be made to make the final selection within two weeks of the final interview. It is understood by all that once a selection is made, the name of the preferred candidate shall be forwarded to the District Division of Human Resources for final clearance.

2. To officially conclude the search, the Office of the appropriate Vice President shall forward to the District Division of Human Resources the name of the recommended candidate and a request to employ

that candidate as a faculty member. Accompanying the request shall be the following materials *in the order listed below*:

- A copy of the position announcement.
 - A search committee roster
 - A copy of the applicant pool statistics
 - The completed rating forms (or other screening instrument) each search committee member used during the review of applications to determine which candidates to invite to an interview
 - A copy of interview questions, skills demonstration, and other assessment materials the search committee used
 - The completed interview rating forms (or other instrument) each search committee member used during interviews
 - The documents or other materials that were produced or created in connection with any skills demonstration or other assessment process
 - A copy of all correspondence sent to candidates
 - The original application materials of all candidates in alphabetical order
3. Once final clearance is received, the President or designee shall notify the candidate of the job offer. After the successful candidate has accepted, the unsuccessful candidates shall also be informed in writing and in a timely manner as to the outcome of the process.
4. The job offer shall be confirmed in writing, instructing the candidate how to begin the process for assignment to the position. Copies of these *Mission College Faculty Hiring Procedures*, signed by the College President and the College Academic Senate President, shall be on file in the Office of Academic Affairs.
5. The Office of the appropriate Vice President shall be responsible for the completion of the processing of the candidate and setting up the new assignment.

COLLEGE PRESIDENT DATE: Signed by President Adriana Barrera 10/13/2005

SENATE PRESIDENT DATE: Signed by Academic Senate President Angela Echeverri 10/10/2005