

Contra Costa Community College District

**UNIFORM
EMPLOYMENT
SELECTION GUIDE**

CONTENTS

I.	THE SELECTION SYSTEM: AN OVERVIEW OF THE EMPLOYEE HIRING PROCESS	1
	A. The Applicant Pool	
	B. Preliminary Evaluation	
	C. Screening Interview	
	D. Additional Selection Procedures	
	E. Hiring Interview	
	F. The Final Phase	
II.	OUTLINE OF SELECTION PROCESS	2
III.	DESCRIPTION OF SELECTION PROCESS OPEN RECRUITMENT	3
	A. Authorization to Fill a Position	
	B. Job Evaluation	
	C. Review of the Job Description	
	D. Develop Selection Procedures and Job Announcement	
	E. Develop Supplemental Job Information Questionnaire	
	F. Submit to President or Vice Chancellor for Approval	
	G. Advertising the Position	
	H. Evaluation of Applications and Supplemental Questionnaire	
	I. Administration of Written Tests or Job Performance Tests	
	J. Administration of Screening and Hiring Interviews	
	K. Administer Final (Hiring) Interview	
	L. Check References	
	M. Final Hiring Decision	
	N. Communication with Applicants	
	O. Confidentiality	
	P. Documentation	
	Q. Carryover of Top Applicants	

APPENDIX: EMPLOYEE GROUP RECRUITMENT REFERENCES

FACULTY

Appendix A: Policy for Hiring Full-Time and Part-Time Faculty	Appendix A-1
Policy for Hiring Full-time Faculty	
Policy for Hiring Part-time Faculty	
Emergency Hiring for Part-time Instructors	
Excerpts regarding Hiring, CCCC-UF Agreement	
Appendix B: Equivalency Policy and Process for Faculty Applicants	Appendix B-1
Philosophy	
Criteria	
Requirements for Disciplines Requiring the Master's	
Requirements for Disciplines Not Requiring the Master's	
Evidence	
Selection Procedures	
Education Code Reference	

CONTRACT ADMINISTRATORS

Appendix C: See Board Policy 2057, HR1010.06, Hiring of Contract Administrators

CLASSIFIED STAFF

Appendix D: See Public Employees Union Local 1 Collective Bargaining Agreement

MANAGERS, SUPERVISORS, AND CONFIDENTIAL STAFF

Appendix E. See Management, Supervisory, and Confidential Employees Personnel Manual

HISTORICAL ANNOTATION

THE SELECTION SYSTEM: AN OVERVIEW

The Uniform Employment Selection Guide encompasses all regular employee groups unless otherwise noted.

The selection system or selection procedure is the process or sequence of steps that an applicant goes through in an attempt to obtain employment in the Contra Costa Community College District. Each step consists of an evaluation of some aspect of the applicant's skills, knowledge, abilities or personal characteristics which are sufficient, or more than sufficient, to successfully perform the job in question. The selection system, as put forth in this guide, consists of the following major components:

A. The Applicant Pool

After receiving authorization for a position, the applicant pool is developed by preparing the job announcement and supplemental job information questionnaire, advertising the position, responding to applicants and preparing a file on each applicant. The result should be an applicant pool which is broadly representative of the diversity of the relevant labor market.

B. Preliminary Evaluation

Generally, the applicant pool includes a large number, so some attempt must be made to eliminate those applicants who are least qualified for the position. This preliminary evaluation consists of examining each applicant's qualifications, in a systematic and structured fashion, then eliminating the least qualified from further evaluation. This step is sometimes known as "paper screening" and involves two steps: screening for minimum qualifications and rating the remaining applications.

C. Screening Interview

This is a structured personal interview, with a committee, of the most qualified applicants remaining in the competition. It is designed to further evaluate applicants and recommend the most qualified applicants for further consideration within the selection process.

D. Additional Screening Procedures

This component is optional and may be completed either prior to, in conjunction with, or after the screening interview. It consists of a further examination of the applicants by management, using written tests or job performance tests (i.e., keyboarding or typing test, teaching demonstration, etc.).

E. Hiring Interview

The second interview, or hiring interview, is an in-depth evaluation of the remaining applicants (finalists) to determine who will be considered for the position.

F. The Final Phase

The final phase consists of checking job references, summarizing the outcome of the total selection process and making an offer of employment to an applicant. How complex and how detailed the selection system will be is basically a management decision made in light of the nature of the particular position, the number of positions open, the number of expected applicants, financial and human resources available and the demands of applicable federal and state laws and guidelines covering equal employment opportunity and employment discrimination.

OUTLINE OF SELECTION PROCESS

Prior to distribution of the job announcement and advertisement of the position opening, formal, written approval of the selection system and evaluation criteria should be obtained from the College President or the Chief Human Resources Officer for District Office openings. At a minimum, for each recruitment the following should be on file:

- Job Announcement
- Supplemental Job Information Questionnaire
- Application Review Rating Sheets and names of reviewers
- Interview Questions, rating sheets and names of interviewers
- any additional selection procedures

An outline of the employment process in this District appears below; each letter corresponds to a step in the process. "Policy for Hiring Full- and Part-time Faculty," pages 20-29 contains explicit procedures for faculty hires.

- A. Obtain Chancellor or designee's authorization to fill position.
- B. Review job to be performed. Determine desirable qualifications.
- C. Review job description.
- D. Develop selection procedure; job announcement (faculty and management only); and calendar of activities.
- E. Develop supplemental job information questionnaire.
- F. Submit job announcement and supplemental job information questionnaire to District Human Resources Office.
- G. Develop and implement Equal Employment Opportunity Plan.
- H. Evaluate applications and supplemental job information questionnaires (minimum qualifications and desirable qualifications).
- I. Conduct tests, if appropriate.
- J. Conduct structured screening interviews.
- K. Conduct hiring interviews.
- L. Check references.
- M. Make final decision.
- N. Communication with applicants.
- O. Confidentiality.
- P. Documentation.
- Q. Carryover of top applicants.

DESCRIPTION OF SELECTION PROCESS OPEN RECRUITMENT

A. Authorization to Fill a Position

Whenever a permanent or temporary position (other than hourly or C-contract) is to be filled, prior authorization from the Chancellor for District Office positions, or College President for college positions, is required. After authorization, the President or Director of Business Services forwards a completed Position Authorization Request (academic or classified position) to the District Human Resources Office. Once the request is processed, a copy of the request will be forwarded to the College Human Resources Assistant.

B. Job Evaluation

The purpose of an evaluation of the job or position is to provide a job-related basis for decisions affecting the selection process. The information from the job evaluation ties together the process of establishing and documenting the "job relatedness" of selection procedures.

For all vacancies, there should be a review of each critical job duty and/or task and the relative importance of the knowledge, skills, abilities and personal characteristics associated with successful performance. It is also essential that these characteristics be identified and verified by individuals who thoroughly understand the work performed; be clearly linked to the work performed; and be stated in as specific and measurable terms as possible. (There shall be no artificial barriers in the position requirements.)

In all cases, care must be taken to ensure that the description of the position accurately reflects the job in question. A selection process should never screen for applicant qualities which are not described in the position description.

If the job evaluation process verifies the need for a position not appropriately described in the current description, it may be necessary to seek authorization to officially create a new position or revise the existing position description. In this case, the request should be discussed with the Chief Human Resources Officer. (Revision of classified unit positions requires Local 1 approval.) In order to evaluate a non-faculty position, the appropriate manager should:

1. Review existing job description.
2. Meet with incumbent(s) and/or supervisor(s) to determine the following:
 - a. What are the major responsibilities and tasks of the job?
 - b. What constitutes effective/ineffective job performance?
 - c. How does this job relate to other jobs?
 - d. What equipment or materials are used? How?
 - e. What are the working conditions? How do they affect the work?
 - f. For each task, what skills are required? Helpful?
 - g. For each task, what knowledge is required? Helpful?
 - h. For each task, what abilities are required? Helpful?
 - i. For each task, what personal characteristics are required? Helpful?

Job evaluation for faculty positions occurs during the process of developing job announcements for open positions as described in Section D.

Based on his/her review of the job description and job evaluation, the appropriate manager should determine the minimum and desirable qualifications for the position, as explained under "D." The minimum qualifications (MQs) and the desirable qualifications (DQs) will be used in the

job announcement and are the basis for developing questions for the supplemental questionnaire. (Note: The minimum qualifications for classified unit positions are included in the official District job description and cannot be changed without Local 1's approval. However, the above mentioned items may be stated in desirable qualifications.)

C. Review of the Job Description

The evaluation of the written job description should be completed prior to determining the selection process. This is a basic requirement in documenting the "job relatedness" of the selection process.

D. Develop Selection Procedures and Job Announcement

As noted earlier, selection procedures may vary according to the circumstances of the vacancy, availability of staff to participate and relevant provisions in the collective bargaining agreements with employee organizations (Local 1 and United Faculty).

Regardless of the selection procedure, the format for the job announcement must be organized according to the following outline.

1. Job Title
2. Salary range; fringe benefit information; work schedule (classified); bargaining unit dues/fees.
3. Brief Description of the Position:
 - a. Geographical and organizational location
 - b. Major responsibilities
 - c. Example of duties and tasks
 - d. Reporting relationships
4. Minimum Qualifications. A minimum qualification is any characteristic or attribute of an individual that is necessary to perform the job. It is a specification of the kind of experience, training and/or education that provides appropriate job-related evidence that an applicant possesses the minimum required knowledge, skill, ability or personal characteristics for performing the tasks and duties of a job. The minimum qualifications for each position other than a faculty position are set forth in the official District job description. These may include minimum qualifications dictated by legal requirements, such as the need for certain approved credentials and licenses. In general, minimum qualifications should be the lowest qualifications needed for successful job performance (e.g., individuals who do not possess these requirements have little hope of successfully performing the job). Note: Minimum qualifications for non-faculty positions can only be changed with the approval of the Chief Human Resources Officer.

Education Code 87356 authorizes the State Board of Governors to establish the minimum qualifications for hire as a faculty member or educational manager. Any person who possesses a credential shall be entitled to serve under the terms of that credential until it terminates, and during the period the credential is effective shall not be required to meet the minimum qualifications which are applicable effective July 1, 1990. The State minimum qualifications for hiring new academic employees (faculty and educational managers) and the list of disciplines adopted by the State is available at: <http://www.asccc.org/LocalSenates/Discipline-list.htm>

5. Desirable Qualifications. In addition to minimum requirements, various desirable qualifications may also be established and should be submitted to District Human

Resources with the position authorization request for classified non-management positions. All desirable qualifications must relate the knowledge, skills, abilities and personal characteristics needed to perform the tasks, duties and responsibilities as stated in the official District position description.

Desirable qualifications should be established to assist in predicting which applicants will be able to perform satisfactorily from the beginning of their employment and survive a competitive selection process where varying levels of knowledge, skills, abilities and personal characteristics are assessed. In addition, desirable qualifications:

- should not include kinds of experience, education or training that reflect knowledge, skills, abilities and personal characteristics that normally are acquired on the job after appointment
- should be specific enough to be evaluated objectively.

Desirable qualifications should be listed separately on the job announcement.

6. Brief Description of the Selection Procedure, including any testing requirement.
7. Brief Description of the Application Procedure.
8. Filing Period Information (including the time and date for receipt of completed applications). Classified positions should be open for a minimum of two weeks; three to four weeks are preferable. Faculty and management positions are usually open for at least one month. A lengthy recruitment period is advisable in order to get a diverse applicant pool. Positions for which there is an inadequate applicant pool should be reopened.
9. General information about the College and/or the District.
10. Equal Employment Opportunity Statement.
11. Any other information required by law or deemed appropriate by the District Office or College for inclusion in order to attract the best qualified applicants for employment.

E. Develop Supplemental Job Information Questionnaire

The supplemental job information questionnaire should be prepared from the qualifications listed in the job announcement. There should be separate headings for minimum qualifications and desirable qualifications - this approach allows an evaluator to easily determine whether the applicant meets the MQs and is eligible to continue the selection process. Each question should be phrased so as to evaluate one of the job-related knowledges, constructed so that they are "measurable," that is, the evaluators can determine the quality of the answer (strong to weak) and assign points accordingly. The District Human Resources Office will review all supplemental questionnaires in order to assure that the questions are appropriate. Potential problems with the supplemental questionnaires will be referred back to the appropriate manager.

F. Submit to President or Vice Chancellor for Approval

The selection procedures and completed job announcement and supplemental questionnaires for a faculty or management vacancy must be submitted to the President (college positions) or Vice Chancellor (District Office positions) for approval. The information is then forwarded to the District Human Resources Office.

G. Advertising the Position

In addition to the District website, job postings will appear on selected job posting websites and in newspapers. Career fairs will be utilized for faculty positions, as appropriate.

In certain circumstances, supervisors, managers or any other persons may be aware of specific recruitment sources not ordinarily utilized. In addition, the use of personal contacts to disseminate information about position vacancies is encouraged. "Word of mouth" is always an effective recruiting tool.

Every attempt should be made to get out information about openings to "protected class" groups (i.e., ethnic minorities, women, disabled, Viet Nam Veterans, etc.). Recruiting, such as advertising in publications designed to reach a specific group is particularly important when underrepresentation of a particular, protected class has been identified. In any case, all advertising and other recruiting activities should be designed to produce a diverse applicant pool.

H. Evaluation of Applications and Supplemental Questionnaires

The preliminary evaluation of the applicant begins with the District application form and a supplemental job information questionnaire.

1. District Application Forms. There are two separate District application forms (one for classified employees and one for academic employees). All applicants for District employment must complete the appropriate District application form. This form must be completed and signed by the applicant before any employment consideration can be made. In some cases, the College/ District may require that a resume also be submitted with the application. A resume, however, may not be utilized in lieu of the regular application or the supplemental questionnaire.
2. Supplemental Job Information Questionnaire. A supplemental job information questionnaire is required to gather information from applicants which are (1) related to some of the knowledge, skills, abilities and personal characteristics which are important in the selection processes and/or (2) information about an applicant's suitability for a specific position or the particular aspects of the position as identified in the desirable qualifications.

The supplemental job information questionnaire must be evaluated to make the first selection decisions. This process is commonly known as "paper screening" or "application screening" and results in some applicants being rejected and others being designated for interviews. This process is a selection practice and, as such, must be shown to be job related and completed in a systematic fashion. The paper screening committee should consist of one to five members who have a thorough understanding of the job in question. Every attempt should be made to include members of protected groups in the process.

Applications should first be screened for the minimum qualifications which establish training, experience, degree, license or certificate requirements. Applicants who do not meet these MQs will be eliminated from consideration. The remaining applications will then be evaluated on the basis of the responses to the other supplemental application questions and points assigned accordingly.

The application screening process will result in rejection of some applicants and a decision to interview the most qualified applicants. Those applicants not chosen to be interviewed will receive a routine letter of rejection from the President, Director of Business Services, Chief Human Resources Officer or designee immediately following the process.

All requests from applicants for specific information surrounding the screening of their applications should be forwarded to the Chief Human Resources Officer for review and response.

I. Administration of Written Tests or Job Performance Tests

The two other traditional types of selection procedures are written job knowledge tests and job performance (work sample) tests.

1. **Written Job Knowledge Tests.** A job knowledge test is a measure of essential knowledge required for the successful performance of some jobs. It usually is administered to experienced job applicants and measures the individual's knowledge or skill in a particular occupational area in which the applicant has had either experience or specific training. Through thorough job evaluation, the essential knowledge required for doing a job is determined and a test is then constructed to evaluate this knowledge.

To develop job knowledge tests, the job evaluation must focus heavily upon what a successful employee needs to know to do the job. A very highly concrete degree of detail is required and many specific examples of what the employee does must be obtained in the job analysis. The difficulty level of these tasks must be assessed. To whatever degree possible, the test must be a faithful reproduction of what the employee must know to do the job. If a job knowledge test is to be used, it should be approved by the Chief Human Resources Officer.

2. **Job Performance Tests.** A job performance test is one in which job tasks are simulated to a relatively high degree. It measures an applicant's ability to perform a specific job task or set of tasks. Typical job performance tests would be such things as keyboarding, giving a class lecture, or handling office procedures.

In developing a performance test, one must first decide what part of the job should be measured and then how to simulate it. Simulations involve two dimensions. (1) "realism" is the degree of actual job environment detail in the simulation, and (2) "scope" is the degree to which the various aspects of the job are simulated. These aspects must be critical to successful job performance.

J. Administration of Screening and Hiring Interviews

There are two basic types of interviews typically used in the selection process. The first is called a structured "screening" interview; the second is the "final" or "hiring" interview.

Prior to screening interviews, the location EEO Officer (or designee) reviews the confidential applicant flow data on those selected for a screening interview. The EEO officer will ensure that EEO policies are met, and take action, if required, based on District policy. For faculty positions, this determination is made in consultation with the screening committee and Division Dean. The screening interview provides additional information on the qualifications of the applicants and assists in designating what predetermined minimum number will be recommended for the hiring interview (usually at least three for classified and management positions). If there are not at least three well qualified finalists, the hiring manager should consult with the Chief Human Resources Officer on how to proceed.

The "final" or "hiring" interview is conducted in order to identify the one applicant who will be appointed to the position. Since interview development principles apply equally to both interviews, the following section is applicable to both types of interviews. Each interview committee member should receive training in the process.

1. **Screening Interview Committee.** When using a screening interview committee, it is

recommended that there be three to six members. The chairperson may or may not be a voting member of the committee. The members should have a thorough understanding of the position and, if feasible, be representative of the various "protected" groups. The members of the screening interview committee shall not be the same individuals who were members of the application screening committee or who will serve on the hiring interview committee. Management may choose to ask classified staff members to serve on interview committee for non-unit positions. If so, the Local 1 contact requires notification of the union. If a committee member has a "conflict of interest" regarding any applicant, she/he should withdraw from the process. All Local 1 unit members who wish to participate in the application review or screening interview process should attend a formal training session or workshop offered by the District Human Resources Office.

2. Guidelines for Structuring the Interview Process.

- a. Structured interviews, where a relatively set pattern is followed, are best.
- b. Evaluate no more than five to eight well-defined dimensions of behavior in the interview. Use other selection techniques when appropriate, such as job knowledge and/or performance tests.
- c. Use a rating scale which defines numerical anchor points on the scale, e.g., one point for a very weak response through five points for a very strong response.
- d. Discuss with interviewers what they are supposed to be measuring and how to look for it.
- e. Plan the interview from the introduction to the finish well ahead of time. Sufficient time must be allocated to obtain the amount of information needed to identify the most qualified candidates.

3. Interview Content. Interviews are time consuming and costly, and applicant characteristics to be evaluated and rated must be carefully chosen. Do not try to measure such ambiguous qualities as "personality" or "intelligence."

Do try to define carefully in behavioral terms, the crucial knowledge, skills, abilities and personal characteristics which cannot be evaluated by looking at an applicant's experience, letters of recommendation or references.

The exact factors that will be evaluated in the interview should have been identified in a job evaluation of the position. Choose factors that are suitable only for assessment by the interview process.

4. Rating Scales. Develop rating scales for use by all interviewers. Each rating scale should have:

- a. a brief description of the factor being evaluated (using the question), and
- b. a description of each level of the rating scale.

5. Interview Guide and Rating Form. Devise a form which can be used by the interviewers to (a) reinforce rating factors and scale in question; (b) make their rating of the applicants; (c) record the reason for ratings; (d) record any other comments the interviewer might wish to make about the applicant or interview process itself; and (e) record numerical scores.

6. Design Interview Procedure. Careful attention to the actual interview procedure and the physical surroundings are important.

- a. Choose an interview location that is comfortable and far from distraction. Avoid any type of interruption.
- b. Decide how, and by whom, the applicant will be greeted and escorted to the