

**MONTEREY PENINSULA COLLEGE
GOVERNING BOARD POLICIES**

Appendix 5005A Procedures for Screening and Selection of Contract Certificated Personnel

1. Establishing the Position

- A. Position replacements must be approved by the President's Cabinet. Forms are available in the Human Resources Office.
- B. New positions must be requested through the Institutional Priorities Committee (IPC). IPC makes recommendations to the President, and Governing Board action is required for authorization of new positions. Governing Board action is required for authorization of new positions. Governing Board personnel action items are to be prepared, or signed off, by the Director of Human Resources and Assistant Superintendent/Vice President for Instruction and Student Services (hereinafter referred to as Vice President).
- C. MPCTA is to be notified by the Human Resources Office 10 (ten) days prior to announcing the position externally in accordance with Article 20.1 of the Agreement between MPCCD and MPCTA.

2. Screening Committee

- A. A Screening Committee is to be established as follows: The Division Chair and/or the Administrator in charge of the area in consultation with the Chair of the Senate Committee on Committees will select members of the committee. In the case of a dispute over faculty representation, the Senate shall make the appointment within a week of the dispute. The recommendations for membership must be approved by the Superintendent/President. The Committee, while not limited in number or composition, must be composed of at least four persons as follows:
 - 1. Division Chair or Designee
 - 2. Appropriate Administrator
 - 3. In addition to the Division Chair or Designee, one or more full-time certificated staff members familiar with the field. If no staff member is available, a committee member may be recruited from another institution or from the field.
 - 4. One ethnic minority and one female from the certificated staff. These may be represented by a., b., or c. Either the minority or female member of the Committee is to serve as the affirmative action representative.

The Chair or designee or administrator will chair the committee. The Chair is responsible for following the appropriate screening guidelines as presented in this document.

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2. Screening Committee (continued)

- B. A member or designated representative of the Affirmative Action Committee may serve as a full committee member or as an observer on the Screening Committee. The Director of Human Resources/Affirmative Action Officer (hereafter referred to as the Affirmative Action Officer) will make this appointment.
- C. Names of the Screening Committee members are to be forwarded to the Human Resources Office and to the Senate Committee on Committees upon formation of the Committee.

3. Preparation for Announcement and Process

The Screening Committee Chair and Affirmative Action Representative are to meet with the Affirmative Action Officer to:

- A. Review affirmative action goals
- B. Determine the job-related responsibilities and requirements for the position.
- C. Certify that the minimum qualifications for each position are at least the following:
 - 1. Possess a lifetime credential authorizing service in the discipline or be eligible for such a credential and apply for it through the District by or before July 1, 1990.

or

Meet the new state-determined minimum qualifications.

- 2. Other locally established minimum qualifications may be developed by the campus screening committee, but will be reviewed by the campus Affirmative Action Officer and approved by the College President.
- D. Prepare a position announcement. (See 8 a, b, c.) All job descriptions should indicate that successful candidates must demonstrate sensitivity to the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of community college students.

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3. Preparation for Announcement and Process (continued)

- E. Review instructions for developing screening procedures based on the announcement. (Written guidelines are attached.) The paper screening instrument must be approved by the Affirmative Action Officer.
- F. Review instructions for confidentiality, interviewing, rating and recommending finalists.
- G. Identify appropriate places for sending announcements and for recruiting.
- H. Establish a time line for the screening process.
- I. Arrange for training for the screening committee.
- J. Develop paper screening, interviewing, and rating documents. The Affirmative Action Officer must approve these documents.

4. Position Announcement

The Human Resources Office will finalize the position announcement and will advertise as follows:

- A. Place classified ads in The Herald, Santa Cruz Sentinel, San Jose Mercury, the Californian, other local papers where appropriate, and the Chronicle of Higher Education.
- B. Send announcements to California Community Colleges, UC and CSU placement offices, affirmative action resources, and others on the standard mailing list.
- C. Send special letters and additional announcements appropriate for the position, including those identified in 7g. above.

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5. Application Procedure

The application procedure is as follows:

- A. Applications are to include: a completed MPC application form, a resume, a letter of application, confidential placement file and/or three confidential letters of recommendation, copies of transcripts of all college level course work or a listing of all courses taken related to the qualifications for the position and grades received from accredited colleges and universities. In some cases, a supplemental application will be required.

Each announcement will state that an applicant who does not meet the stated minimum requirements but believes that he/she has equivalent qualifications must state this in the letter of application and describe how his/her background, training, education, experience is equivalent.

- B. The following must be received on campus by the stated deadline in order for the application to be considered: a completed MPC application form and supplemental application form where applicable, a resume, a letter of application, copies of transcripts or a listing of relevant courses taken and grades received.

Letters of recommendation or a confidential placement file must be received before the date and time of the interview. The Personnel Office will notify candidates invited to interview if they must have letters or confidential file to complete their applications. Official transcripts must be received before the date of hire.

- C. All ads, announcements, and answers to inquiries are to cite the deadline and indicate what must be submitted by the deadline.
- D. Applicants who applied to MPC within the past year for the same position will be notified of the opening, and their applications will be activated if they so choose.

6. Affirmative Action

Affirmative action related to the screening committee will include:

- A. Review of the affirmative action goal for the department with Committee Chair and The Affirmative Action Representative.

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6. Affirmative Action (continued)

- B. Special recruitment efforts will be identified and implemented to assure a representative pool of applicants. These efforts will be recommended by the Committee Chair, the Affirmative Action Representative, and the Affirmative Action Officer.

- C. An applicant flow analysis will be conducted by the Human Resources Office. If an insufficient number of female or ethnic minority applicants is among the initial pool, the Affirmative Action Officer may extend the deadline and undertake special recruitment procedures.

- D. Before any interviews are scheduled, the Affirmative Action Officer and the Affirmative Action Representative will review the pool to determine whether the minority and female representation of the interviewees reflects the entire pool. If it does not, the Affirmative Action Officer may direct that the pool be re-assessed and/or that further recruitment efforts be made.

- E. The Affirmative Action Officer will review the representation of the candidates recommended to the Superintendent/President. If there is no representation of minorities or females, the Officer may direct that the interviewees be re-assessed by the Committee and/or that further recruitment efforts be made.

- F. Before the Affirmative Action Officer directs further recruitment for affirmative action purposes at any stage, the Officer must establish that there is a reasonable chance for increasing the number of minorities and females represented in the pool.

7. Equivalency

The Screening Committee is to review each application in which the applicant has indicated that he/she possesses the equivalent minimum qualifications. The committee will determine whether the candidate does have qualifications equivalent to the minimums prior to any further consideration in the selection process.

If the Screening Committee determines that a candidate does possess equivalent qualifications, the committee's determination will be sent to the Academic Senate Subcommittee on Equivalency which will meet on call to expedite the process. If the Subcommittee agrees with the recommendation, the Screening Committee will be so notified and the candidate is to be accepted as meeting the minimum qualifications.

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7. Equivalency (continued)

If the Senate Subcommittee does not agree that the candidate possesses equivalent qualifications, the Screening Committee is to be so notified and the applicant is not to be considered a qualified applicant.

The Affirmative Action Officer and/or Affirmative Action Officer and/or Affirmative Action representative on the Screening Committee shall have the power to ask for a Senate Subcommittee review of any recommendation to deny equivalency of a candidate made by the Screening Committee. This review shall occur before the interview process begins.

Any disagreements between the Senate Subcommittee and the Screening Committee or the Affirmative Action Officer or Affirmative Action Representative shall be resolved by the Senate as a whole, which will submit to the Superintendent/President its decision in writing.

Should the Senate deny equivalency to a prospective candidate after the College Affirmative Action Officer has recommended equivalency, the College Superintendent/President, acting as the agent of the Governing Board, shall either affirm that recommendation or override the decision. In either case, the Superintendent/President shall state his/her reasons for the decision to the Senate. In the event that the President overrides the Senate's decision on denial of equivalency, the applicant will be advanced as a candidate to the Screening Committee.

Should the applicant be recommended for employment, the Superintendent/President shall inform the Board that the Senate's recommendation on denial of equivalency had been overridden. Before the Governing Board takes action on equivalency and the recommendation for employment, the Senate shall be given an opportunity in closed session to present its view in writing and orally on equivalency of the candidate's qualifications. In accordance with AB 1725, the Governing Board is to rely primarily on the advice and judgement of the Academic Senate to assure that each individual employed possesses equivalent qualifications.

8. Paper Screening

The Screening Committee will screen applicants based on their application materials as follows:

- A. The screening process involves two steps. The first step is to review all applications for minimum requirements. Anyone who does not meet the stated minimum requirements and does not claim equivalency shall be

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8. Paper Screening

removed from consideration. A rating form is to be used and a notation on that form must specify how the applicant fails to meet the minimum requirement. Minimum qualifications generally include: credentialing, the minimum level of education or equivalency, and licensing (if required). Experience may be required if it can be established that it is required to assume the responsibilities.

B. The second step is to rate all of the job-related information that is revealed in the application. Such job-related requirements may include the following:

1. Education. (e.g. degrees)
2. Work Experience. (e.g. classroom teaching, including internships)
3. Volunteer experience. (e.g. tutoring)
4. Experience in working/associating with diverse groups.
5. Training. (e.g. workshops, conferences, etc.)

C. The criteria to be rated should be stated in the job announcement under required and desirable qualifications. The rating scale should be specific in specifying how the criteria are to be rated. For example, if education is rated, a Committee might determine that a Master's degree deserves a higher rating than a bachelor's degree or that a degree in Basic Skills deserves a higher rating than one in English.

An example of a rating form is attached.

D. Rating forms are to be returned to the Human Resources Office for review and filing.

9. Interviews

The applicants with the highest ratings based on their applications shall be invited for interviews, to be arranged through the Human Resources Office. The following govern the interview procedure:

A. Usually, about ten persons are to be interviewed. If ratings are close, the number may be expanded. If several applicants are rated much higher than the others, fewer than ten may be interviewed.

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9. Interviews (continued)

- B. The same questions must be asked of each applicant, and each applicant must be rated on the same criteria. Questions along with acceptable answers must be placed in writing and approved by the Affirmative Action Office in advance of their use.

- C. The first question should be asked by the Committee Chair and be non-threatening, e.g. "We have reviewed your application materials, but we would like you to tell us how you believe that your education, training, and experience relate to this position."

The other questions should test the pre-established criteria which are job related and believed to be predictors of job performance.

- D. Each committee member should rate the answers to each question. Comments should also be noted indicating the strength or weakness of the response. It is usually most convenient to make short notes on the form during the interview and then complete the notes and the ratings after the interview.

10. Teaching Demonstration

Teaching positions require a teaching demonstration. Each applicant to be interviewed is to be given directions for this demonstration prior to the interview. A time parameter should be established for the demonstration, usually 15 minutes. The directions should specify the topic to be taught and the kinds of students who will be in the class. Members of the Committee may pretend to be the students during the demonstration. The Committee is to rate the demonstration on at least the following: knowledge of the subject, skill in presenting the knowledge, skill in making the topic interesting, sensitivity to students, and ability to involve the students in the learning process. Where Committee members are not qualified to judge the content of the presentation, because of the technical nature of the subject, that rating is to be assigned to the member(s) who is (are) qualified.

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11. Rating

After all of the candidates have been screened and interviewed, each candidate is to be given an overall rating based on all job-related information available, including the paper screening ratings, the interviews, any of the application materials, the teaching demonstration, and the following criteria:

- A. Sensitivity to the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of community college students.
- B. Education and experience expected for successful job performance.
- C. Knowledge of teaching subject (area) or field (e.g. counseling).
- D. The ability to work with and relate to people in a tactful, pleasant, and cooperative manner; ability to establish rapport with students, faculty, and staff; and sensitivity to feelings.
- E. The ability to clearly, concisely and effectively convey information which can be easily understood and acted upon by others.
- F. A commitment to community college principles of open door, student diversity, responsiveness to community, excellence in teaching, and low cost to students.

A candidate must have a committee rating of at least "satisfactory" on each criterion in order to be recommended for final interviews.

The Committee may discuss the applicants prior to making their individual ratings. This discussion should permit members to ask questions and raise concerns. Advocacy will not be a factor in this discussion; rather, clarification and insights about the interviews should be sought.

After that discussion, each member will independently complete the overall rating form. The individual members will add up their scores, and these will be rechecked by another committee member. The total scores for all of the applicants will be tallied, and the applicants will be rank ordered. That rank ordering, which will be confidential, shall be final and shared with the committee.

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11. Rating (continued)

The Committee Chair and Affirmative Action Representative will review all of the ratings to determine if there are any unusual factors in the ratings. For example, did anyone rate one applicant very high on all aspects while rating all other applicants low? If so this will be brought to the attention of the Affirmative Action Officer who will decide whether the rating should be eliminated.

If there are no inconsistencies in the ratings, the names of at least the top three (where possible) ranked applicants will be returned to the Human Resources Office along with all of the forms and application materials.

12. Reference Checks

The Human Resources Office, the Committee Chair, and/or the Administration shall conduct reference checks regarding the top applicants; these may include telephone calls and/or on-site visitations. A reference guide furnished by the Affirmative Action Officer will be used in making the reference checks.

A summary of the responses of the references will be written and attached to the applications for review by the Superintendent/President.

13. Final Interview

The Human Resources Office will forward, unranked, the names and applications of the top three (where possible) candidates to the College Superintendent/President. The Superintendent/President and Assistant Superintendent/Vice President shall develop job-related questions to be asked of each applicant and will use those in rating the applicants. The Superintendent/President and the Assistant Superintendent/Vice President will interview each applicant separately and may then meet and confer. They will file their rating sheets with the Human Resources Office.

The Superintendent/President and Assistant Superintendent/Vice President will meet with the Screening Committee when possible or the Committee Chair and Affirmative Action Representative to discuss the candidates and to make a final selection. The Superintendent/President shall carry the final recommendation to the Board.

The Superintendent/President has the authority to reopen the search because of irregularities in the screening process, lack of minority and female representation in the pool or recommended candidates, or other considerations.

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14. Finalizing the Selection

- A. The Assistant Superintendent/Vice President will contact the successful candidate and notify the person that he/she is being recommended for employment to the Board, indicating that details of salary and benefits must be reviewed with the Human Resources Office and that the offer is contingent upon Board approval. The Superintendent/President or designee will consult with the Committee Chair when a candidate requests placement above Step 5.

The Director of Human Resources shall prepare a Board agenda item recommending the hiring of the top candidate as soon as the applicant accepts the position.

- B. The Assistant Superintendent/Vice President will notify each unsuccessful interviewee by telephone and the Human Resources Office will notify all other unsuccessful applicants by letter.

OVERALL CERTIFICATED CANDIDATE RATING FORM

Candidate _____ Date _____

Circle one number. i.e. circle 3 for "Satisfactory".

"Satisfactory" = Expectation for successful job performance.

1. **Knowledge, Education and Experience - Cooperative Work Experience Program**

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

2. **Knowledge, Education and Experience - Business and/or Real Estate and/or Hospitality Programs**

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

3. **Interpersonal Skills:** The ability to work with and relate to people in a tactful, pleasant, and cooperative manner. Ability to establish rapport with students, faculty, and staff; and sensitivity to their feelings.

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

4. **Communications Skills:** The ability to clearly, concisely, and effectively convey information which can be easily understood and acted upon by others.

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

5. **Teaching Skill:** (Teaching Demonstration)

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

6. **Commitment to the Community College:** A commitment of community college principles of open door, student diversity, responsiveness to community, excellence in teaching, and low cost to students.

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

7. **Sensitivity to Diversity:** Sensitivity to the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of community college students.

Poor	Less than satisfactory	Satisfactory	Good	Excellent	Weight	Total
1	2	3	4	5		

Comments: _____

Signature of Rater _____ Total Score: _____

- COMMENTS CONTINUED -

1.

2.

3.

4.

5.

6.

7.
