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**Administrative Regulation**  
Chapter 7 – Human Resources

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**AR 7120 RECRUITMENT AND SELECTION**

**AR 7120.1 Procedure for Hiring Full-Time Contract Faculty**

**1. Position Identification**

- A. Each department shall conduct a new contract faculty needs assessment and shall submit a list of requested new faculty positions along with its assessment and justification for these requests to the Academic Senate Joint Committee on New Contract Faculty Position Ranking (“Ranking Committee”). In the event that a department submits a request for multiple positions with different but overlapping assignments, the department shall submit a list that is prioritized.
- B. The Ranking Committee, shall review department requests, assessments, and justifications in light of budgetary, enrollment, and program review information provided by the Vice Presidents of Academic Affairs and Student Affairs-
- C. The Ranking Committee shall have as its chair the Academic Senate President, or designee, and as its vice-chair an administrator named by the Superintendent/President. The Committee chair and vice-chair, and the Vice Presidents of Academic Affairs and Student Affairs, shall be the non-voting members of the Committee. The voting members of the Committee shall be 11 faculty members named by the Academic Senate President and five administrators named by the Superintendent/President.
- D. The Ranking Committee shall prepare a prioritized list of recommended new contract faculty positions to be submitted to the Superintendent/President. Department chairs and faculty chairs shall also receive the Committee’s list of recommended new contract faculty positions.
- E. The Superintendent/President shall review the recommendations with the Academic Senate President and submit a list of new faculty positions to the Board of Trustees for its final determination. The Superintendent/President shall also send the recommendations to the District Planning and Advisory Council (DPAC) and department and faculty chairs as an information item.

**2. Search Procedures**

- A. The department chair or faculty chair, or their designee, shall be one of the faculty members on the screening committee and shall chair the committee. The screening committee chair, appropriate area Vice President or designee, and representatives from the Office of Human Resources (HR) shall jointly develop a clear and complete job description, including all job-related requirements and any additional qualifications recommended by the faculty for each position, in order to create an official position announcement. The position announcement shall be informed by the requests, assessments, and justifications submitted by the department to the Ranking Committee, if applicable.

- B. The Office of Human Resources shall ensure conformity with the District's equal employment opportunity ("*EEO*") and non-discrimination commitments before each position is advertised.
- C. It is the intent of the District that approval of open positions and initiation of the hiring process be early enough in the academic year to allow for all procedures to be undertaken in a thorough and thoughtful manner, ensuring that the hiring process is completed during that academic year, whenever possible, and well in advance of employment. The advertising period shall last a minimum of four weeks, and it shall allow for adequate distribution to obtain a diversified pool of applicants consistent with the District's EEO Plan.
- D. The application closing date shall be developed by the Office of Human Resources after consultation with the appropriate department chair or faculty chair or designee.
- E. Applications shall be accepted and maintained online by the Office of Human Resources.
- F. Candidate applications must include the following: a completed SMC academic application form; a cover letter; a minimum of two recommendation letters; a curriculum vitae or resume; and unofficial copies of all post-secondary educational transcripts. The position announcement may specify other required materials.

### **3. Screening Committee**

- A. The screening committee shall consist of no fewer than four (when possible) and no more than six full-time faculty members from the discipline of the position to be filled. One of the faculty members may be a retired faculty volunteer. In cases where there are fewer than four faculty members from the relevant discipline available or willing to serve, faculty members from a reasonably related discipline may serve to fill the screening committee. Faculty committee members shall be appointed by the department chair or faculty chair (together with the designee, if applicable) in consultation with the Office of Human Resources and the appropriate area Vice-President.
- B. Two administrators shall also be members of the committee, and as representatives of Human Resources. They are responsible for ensuring compliance with the District's personnel policies and procedures. The administrators shall ensure that the following are performed: lists of questions and information for candidates are forwarded to the Office of Human Resources; the District's personnel policies and procedures are observed by the screening committee; the list of candidates is forwarded to the Office of Human Resources; and results of paper screening votes are recorded.
- C. In addition, the Office of Human Resources shall assign an EEO representative to each screening committee. The EEO representative shall be a full-time faculty member from outside the department and be recommended by the Academic Senate President to the Office of Human Resources. The EEO representative shall be responsible, in cooperation with the Human Resources representative on the committee, for ensuring that the screening process is conducted in a manner consistent with the District's commitment and regulations relating to equal employment opportunity. The EEO representative shall be a non-voting member of the screening committee.
- D. The screening committee may supplement its membership with other persons whose expertise is needed to make an appropriate selection. These additional persons shall be non-voting.
- E. The committee shall be composed of diverse membership in compliance with the District's EEO plan.
- F. In order to serve on a screening committee, members must complete an HR/EEO training program presented by the Office of Human Resources in accordance with the District's EEO Plan, which includes, but is not limited to, the educational benefits of workforce diversity and practice of equity.
- G. Individual committee members are required to be present, either in person or remotely, for each committee meeting and to be fully prepared by having read the appropriate materials. In the event that a committee member becomes unable to serve the remainder of their duties, the Office of Human Resources and the committee chair shall determine whether to replace the committee member.

- H. Committee members may choose to submit letters of recommendation provided there is no potential conflict of interest or breach of confidentiality.
- I. Informed by the position announcement, the committee shall formulate a list of criteria on which applicants are evaluated. Prior to the reading of applications and evaluation of candidates, the screening committee shall formulate interview questions and, where applicable, a range of appropriate responses to ensure a thorough assessment of the candidates' qualifications. The administrators on the committee shall ensure that the interview questions are forwarded to Human Resources prior to the release of the applications. The committee shall determine the extent to which each applicant satisfies the criteria.

### **3. Review of Application Materials**

- A. After the application deadline, the Office of Human Resources shall release online applications designated as complete to the screening committee via an electronic process. The screening committee shall review the materials submitted by applicants to determine whether each applicant either has met the minimum qualifications for hire in that discipline or has qualifications at least equivalent to the minimum qualifications determined by the Board of Governors.
- B. The screening committee shall use the Guidelines for Determining Minimum Qualifications specified in AR 7211 Faculty Service Areas, Minimum Qualifications, and Equivalencies, in line with descriptions as delineated in the Handbook: Minimum Qualifications for Faculty and Administrators in California Community Colleges, published by the Academic Affairs Division of the California Community Colleges Chancellor's Office, and in consultation with the Office of Human Resources.
- C. All screening committee members shall review the qualifying applications in a timely manner. In making their determination as to which candidates will be selected for an interview, committee members may not review or rely on any material that is not part of the candidate applications and available to all members of the screening committee. The committee shall select for an interview those candidates who best meet the qualifications listed on the position announcement, as measured by evidence of relevant experience and educational background.

### **5. Evaluation of Candidates**

- A. The screening committee, in accordance with the District's EEO Plan shall evaluate candidates in regard to the following: subject area knowledge and competence, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the socioeconomic, academic, cultural and ethnic diversity within the college student population, including students with physical and/or learning disabilities, as these factors relate to differences in learning styles.
- B. The committee may require teaching/student services demonstrations, writing samples, and/or other performance indicators related to the subject area. The committee shall develop a procedure for formulating their recommendations on the selection of the final candidates.
- C. If a candidate selected for an interview has qualified for the position through the equivalency process, the Human Resources representative on the screening committee shall forward the Equivalency Certification form to the Office of Human Resources before the interview. In the event that a candidate is recommended for a final interview, this form shall be forwarded to the Superintendent/President before the final interview.
- D. The screening committee chair shall lead the committee discussion regarding strengths and weaknesses of the candidates and summarize the final committee findings. At the request of any committee member and with the approval of a majority of the committee, votes for candidates to be interviewed and to be recommended to the Superintendent/President may be conducted by secret ballot. The decision as to whether a candidate is to be recommended for a final interview shall be based exclusively on information obtained by a committee member from the candidate application and the committee interview of the candidate.

- E. As a condition to retaining the right to serve on the screening committee or future screening committees, each committee member agrees to maintain as confidential all information obtained about a candidate, such as information obtained from the application materials outlined in 2F, the interview and all discussion during a screening committee meeting to evaluate the candidates, and to follow all procedures regarding confidentiality and security developed by the Office of Human Resources.

**6. Recommendation for Final Interview**

- A. If the screening committee determines that there are candidates they wish to recommend to the Superintendent/President, they shall recommend two or three candidates per position for final consideration, unless specifically approved by the Superintendent/ President. After the recommendations are made, the administrators on the committee shall ensure that all committee documents and notes related to the screening process are forwarded to the Office of Human Resources.
- B. Reference checks on the final candidates shall be conducted by the Human Resources administrator or designee, and they shall include academic background, professional experience, other information relevant to performance in the faculty position. In addition, the Human Resources administrator or designee may perform online and social media research on candidates.

**7. Selection of the Final Candidate**

- A. The Superintendent/President shall review the screening committee's recommendations and the qualifications and reference checks on the final candidates.
- B. The Superintendent/President or designee(s), in the presence of a Human Resources administrator, shall interview the finalists and may conduct additional reference checks. The Superintendent/President may invite the chair of the screening committee and/or other members of the college community to participate in the final interview.
- C. Final selection decisions by the Superintendent/President are made, whenever reasonably possible, during the regular academic year and the selection of the finalist to be recommended to the Board of Trustees shall be made by the Superintendent/ President after informing the screening committee chair.

**8. Special Circumstances in the Hiring Process**

- A. In instances where the Vice President, Human Resources, in consultation, where appropriate, with the EEO representative, determines that the position's applicant pool does not provide sufficient diversity or that violations of the District's equal employment opportunity regulations have occurred, or in the event the screening committee is unable to identify at least two candidates to be recommended to the Superintendent/President, or in the event that the Superintendent/President decides not to recommend a final candidate to the Board of Trustees for its election, the Superintendent/President shall consult with the screening committee chair and the Academic Senate President before determining whether to do any of the following:
  - 1. re-open the recruitment and selection process;
  - 2. fill the position with a long-term substitute;
  - 3. take other appropriate action.
- B. When the Superintendent/President has determined to recommend to the Board of Trustees an increase in the number of authorized positions, the Superintendent/ President shall consult with the screening committee chair and the Academic Senate President before placing the item on the Board's agenda for action.

**AR 7120.2 Procedure for Hiring Temporary Faculty**

1. Position Identification

To the extent possible, each department shall draft a tentative annual schedule of course offerings projecting summer, fall, winter and spring terms. A staffing proposal for these sessions will be projected to identify areas that may need to be filled with temporary assignments.

2. Establishment of Candidate Pool

Position announcements will be prepared semiannually or as requested by the departments pursuant to the temporary faculty needs analysis and consistent with the District's Equal Employment Opportunity ("EEO") Plan.

A. Search Procedures

All applications for temporary employment are accepted on an ongoing basis. Applications shall be accepted and maintained online by the Office of Human Resources. Every effort will be made to recruit broadly so as to attract a diverse candidate pool. All applications will be received and entered into the application tracking system by the Office of Human Resources.

B. Selection Process

During each academic year, the department chair/faculty *chair* shall convene a selection committee to identify a pool of candidates qualified to be hired and to screen and interview potential temporary faculty.

The selection committee will consist of at least: the department chair/faculty chair or designee, who will chair the committee; a probationary or tenured faculty member, preferably from the subject area or program area; and a probationary or tenured faculty member serving as an EEO representative. Any retired SMC faculty member employed, by the District as a temporary faculty member may request to serve on the selection committee. The chair may choose to include on the committee other people with expertise in the subject area. Only the EEO representative will be non-voting.

Prior to selecting an applicant, the committee determines if the applicant meets minimum qualifications (as determined by the California Community Colleges Board of Governors) or the equivalent. (Refer to AR 3231 for equivalency guidelines.) After a candidate is selected, the application and supporting documentation is forwarded to the appropriate Vice-President or designee for ~~or~~ approval.

All applicants must have an online application on file with the District before they are formally offered a temporary position.

The selection committee chair may choose to eliminate the interview step in the case of a candidate who has previously taught in the department, received only "Satisfactory" evaluations, and left the District for their own reasons. If that person desires to be considered for a future appointment, they may be required to submit an updated application.

In an emergency situation, when the applicant pool has been exhausted and consequently the full process cannot be completed before the assignment is to begin, an interview will be conducted by the selection committee chair, the EEO representative and, when possible, one other member of the selection committee.

The assignment for hourly temporary faculty will not exceed sixty-seven percent of the assignment for a full-time faculty member, except as permitted by the Education Code. This policy does not apply to the hiring of long-term substitutes.

Persons chosen for hourly faculty positions will be recommended to the Board of Trustees at the salary rate determined by the appropriate adopted hourly salary schedule. Persons chosen for long term substitute positions will be recommended to the Board of Trustees at the salary rate determined by the appropriate adopted full-time faculty salary schedule.

#### C. Equal Employment Opportunity Provisions

The EEO representative, in cooperation with the selection committee chair, shall ensure that the screening process is conducted in a manner consistent with the District's commitment and regulations relating to equal employment opportunity. In order to serve as an EEO representative, the faculty member must complete an HR/EEO training program presented by the Office of Human Resources in accordance with the District's EEO Plan, which includes but is not limited to, the educational benefits of workforce diversity and practice of equity. The committee shall be composed of diverse membership in compliance with the District's EEO Plan.

#### **References:**

Education Code Sections 87100 et seq., 87355, 87356, 87357, 87358, 87359.5, 87360, 87400, 87454, 87457, 87458, 87482.6, 87600-87612, and 88003;  
ACCJC Accreditation Standard III.A.1

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