

**Hiring Manual
For
Classified/ALG/Confidential
Employees**



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September 2019 Edition

Classified/ALG/Confidential Employees Hiring Manual

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Introduction

Per California Education Code 87360, the Solano Community College District (SCCD) is committed to establish and maintain a classified employee hiring process, per California Administrative Code, Title 5, Section 51010.

Background

The Classified employee hiring process is administered by Solano Community College District Governing Board Policy 4000:

The objective of the District is to recruit and employ the best-qualified applicants available for any vacant position consistent with Title 5 regulations.

Applicants shall be evaluated for a position on the basis of meeting educational background and experience qualifications, the possession of skills and professional knowledge, and any other job-related criteria applicable to the position consistent with approved job descriptions.

Diversity

Per SCCD Board Policies 4035 and 4037, SCCD is committed to employing qualified classified staff members including educational administrators, management, confidential staff and classified staff members who are dedicated to student success.

SCCD recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students. SCCD is committed to hiring and staff development processes that support the goals of equal opportunity and diversity, and provide equal consideration for all qualified candidates.

Statement of Ethics and Confidentiality

- The entire selection process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality
- The rights and reputations of the candidates must be protected; ratings and comments made by committee members must never be shared
- All selection team members must complete EEO training (and/or Implicit Bias training) in order to serve on a screening and interview committee
- To provide equal opportunities for all candidates, strict confidentiality must be maintained regarding the interview questions and the topic(s) of the work sample(s) and/or teaching demonstrations
- All selection team members will be required to sign a confidentiality statement for each committee on which they serve

Hiring Manual Review

This hiring manual shall be reviewed and revised periodically, with the goal of review at least every three years (or more frequently), as necessary.

Recruitment

At this point in the hiring process, the position being opened/posted has already been vetted completely through the classified hiring prioritization process.

Personnel Requisition

The hiring manager opening the position is responsible for completing the ***Personnel Requisition form***. Prior to submission to Human Resources, the hiring manager should obtain all required signatures including the Superintendent-President, as well as a budget code and a position number from Fiscal Services.

Once the completed Personnel Form has been submitted to Human Resources with all signatures, the recruitment process will begin.

- Existing job description (JD) is forwarded to the hiring manager for review and updated as applicable (note that union represented positions must be approved by the appropriate union prior to finalizing any changes)
- New position descriptions must be approved by the appropriate union and go to the SCCD Governing Board for final approval
- Hiring manager and/or committee chair provide Human Resources with an estimated timeline for the selection process

Human Resources Roles & Responsibilities

Once all documentation has been received, the class specifications of the position will be posted in NEOGOV, and a new recruitment established.

Each position type has a minimum posting period as established per Board Policy:

- Educational Management – 30 Days
- Classified management/confidential – 15 days
- CSEA – 6 days internal, at the same time open to the public total of 15 days
- Local 39 – 15 days internal and external recruitment going at the same time

For all open positions represented by CSEA and Local 39, Human Resources will provide position announcements via email to District employees represented by the applicable union. All other positions (ALG/Confidentials) are posted in NEOGOV; however, no notification is sent out regarding the recruitment to existing employees.

When the job posting has closed, the screening and interview committee formed, and Human Resources is preparing to release candidates to the committee, Human Resources will need the committee's screening criteria and updated Interview questions. These should be sent to Human Resources by the committee chair. Human Resources will review candidate slates for diversity.

Human Resources will release candidates for review by the selection committee within two business days of the position closing, provided Human Resources receives the screening criteria and interview questions. Notification will be sent via email, reminding committee members not to make any changes in NEOGOV, and to use paper screening forms, which should be attached to the notification along with a confidentiality form.

The committee chair will collect all screening forms once the committee has selected candidates for interviews; no committee member should leave the meeting with screening forms in hand.

Human Resources will schedule interviews and when all interview schedule slots are filled, a final email will be sent to the entire committee with the interview schedule.

Screening for Minimum Qualifications

All SCCD positions are subject to having minimum qualifications that each candidate must meet in order to move on to the screening process by the interview selection team.

Minimum qualifications define the most basic requirements that the candidate must possess in order to perform the job duties of the posted position. It can include the requirement of a specific degree, work experience, credentials and licensing, or a combination of training, experience, and/or education that provides the required knowledge, skills, and abilities.

Human Resources will review all applications for minimum qualifications. Any candidate whose minimum qualifications are in question will be marked as “pass” and the application reviewed by the selection team to make the final evaluation.

Please Note: Internal CSEA candidates are guaranteed an interview if they pass minimum qualifications. It is not necessary for the committee to screen those candidates.

Should candidates submit multiple applications for the same recruitment, Human Resources will check to insure that the most recent application on file has all required attachments and will mark the remaining as duplicates.

Interview Selection Committee

While the position is open for recruitment, the committee chair (often the hiring manager, or management designee) will convene the interview committee.

Committee Selection

Each recruitment position type requires a different composition for the screening and interview selection committee:

- Vice President: 3 managers appointed by Superintendent/President (one Vice President and two other managers); 4 faculty appointed by the senate, 2 classified (one appointed by CSEA, one appointed by Operating Engineers) and 2 students appointed by the ASSC.
- Deans: 3 managers (one of whom is a classified manager, supervisor or confidential employee) appointed by appropriate Vice President, 5 faculty appointed by the Academic Senate, 2 classified representatives (1 appointed by CSEA and 1 appointed by Operating Engineers) and 2 students appointed by ASSC.
- Other Educational Administrators: 3 managers (one of whom is a classified manager, supervisory or confidential employee) appointed by the appropriate Vice President; 4 faculty appointed by the Academic Senate, 2 classified (1 appointed by CSEA and one appointed by Operating Engineers); and 2 students appointed by the ASSC.
- Classified Managers: 4 managers (one of whom is an educational administrator) appointed by the appropriate Vice President or Superintendent/President; 2 faculty appointed by the Academic Senate; 2 classified (1 appointed by CSEA and one appointed by Operating Engineers); 2 students appointed by the ASSC; and 1-2 outside experts in the field (optional-selected by reporting manager).
- Supervisors and Confidential Employees: 1 manager from the department appointed by the appropriate Vice President or Superintendent/President; 1 classified employee from the department appointed by the union representative; 1 faculty appointed by the Academic Senate; 1 additional person from faculty, classified or management appointed by the appropriate Vice President or Superintendent/President; and outside expert in the field (optional- selected by reporting manager).
- Classified (CSEA/Local 39): Three to five members with at least 1/3 classified employee members with one from outside the division/department. The immediate supervisor will serve on the committee. Additional committee members may be added based on a

particular need subject to approval of the Director of Human Resources.

For positions requiring faculty representation on the screening and interview committees, the chairperson should work directly with the President of the Academic Senate. For positions requiring CSEA or Local 39 participation, employees should be vetted through the appropriate union president or representative.

When building the screening and interview committee, always be mindful of diversity and consider race, ethnicity, cultural background, gender/sex, etc. When soliciting potential appointments from union leadership or the Academic Senate, always send the proposed schedule of when interview meetings will occur. This allows prospective faculty interviewers to understand the time requirement in advance. If you have an appointed committee member that cannot fulfill the duties required at the time needed, it is acceptable to reach out to the appropriate union leader or senate president and ask for a replacement that can meet the time requirement.

****Note: ALL interview committees require an EEO officer assigned by Human Resources (see page 12 for details)***

Confidentiality

The entire screening and interview process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality in perpetuity.

The rights and reputations of the candidates must be protected. Ratings and comments made by committee members must not be discussed or shared outside the process.

In order to provide equal opportunities for all candidates, strict confidentiality must be maintained regarding the interview questions and the topic(s) of the work sample(s). Each committee member is responsible for integrity concerning any known conflicts of interests. For example, a committee member who is related to an applicant may not serve on the committee. If a committee member feels that he/she cannot be objective, he/she should step down from the committee.

Developing Screening Criteria

The screening and interview committee will meet to discuss and develop the scoring rubric as the screening criteria is developed. This rubric will be used when assigning scores to the candidates for screening.

EXAMPLE: The screening criteria below is representative of admissions and records experience with a scale up to 5 points:

- 5 points = two years in California Community College
- 4 points = two years at a California four year public university
- 3 points = two years at a college outside California or private college
- 2 points = two years of experience at a college but not in admissions and records
- 1 point = two years K-12 experience
- 0 points = no admission and records experience or education experience

All screening criteria must be related to the job description. You need at minimum 3 people on the committee to screen candidates. Not every committee member must screen, but all committee members must interview all candidates.

The committee should meet to form interview questions, and to discuss the answers the committee is looking for. The interview questions must be related to the job description, but do not need to focus on the same areas of the job description that the screening criteria is focused on.

Interview Questions

The screening and interview committee will prepare the questions which are to be asked at the interview. Their relative scoring values will be included on the rating sheets used by committee members. Space for ratings of the work sample and/or the writing sample will also be provided on the rating sheet.

Once agreed upon by the committee, questions shall not be altered without the consent of the committee. The committee chair is responsible for submitting the final questions and rating sheets to Human Resources.

To provide as much objectivity as possible, the same questions should be asked of each candidate by the same committee member and in the same sequence. Follow-up questions should not be asked of the candidates unless for clarification purposes only.

The committee should decide in advance how much assistance would be offered to a candidate who appears to have misunderstood the intent of a question or who answers only a portion of a multi-part question. If it is decided to rephrase or restate the question, the same assistance must be provided to other candidates if needed.

Effective questions have these qualities:

- They are open-ended to allow the candidates to reveal themselves to the committee
- The desired "right" answer should not be obvious or apparent from the question; avoid leading questions
- Even though the topic or problem may be complex, the language of the question should be clear and easy to understand
- Performance and/or behavior-based questions are encouraged as they solicit the candidates' best practices, a key indicator of future performance

Every set of interview questions should include at least one question that specifically addresses issues of diversity and equity at Solano Community College. Generally, six to ten questions maximum can be completed in the 30 to 50 minute interview time frame. If the questions are broad and follow-up questions are planned, fewer questions might be asked.

Other Interview Activities

In addition to interview questions, some positions may require additional examples of a candidate's strengths:

- **Writing Sample:** a simple assignment (memo, spreadsheet, email, etc., up to 30 minutes) to be completed prior to or following the interview. All committee members should receive a copy of the writing sample and score it as part of the overall interview score.
- **Presentation:** a 10 to 15 minute presentation on a topic that does not include SCC protocol, business, practices, etc., and allows the committee to get a sense of the candidate's presentation style, organization, creativity, and ability to get a point across.

Interview Requirements for ALG Management Positions

The following should be included for a Director position and higher:

- **Writing Sample:** a simple assignment (memo, email, etc.) to be completed within 30 minutes prior to or following the interview. The committee should receive the writing sample and score it as part of the interview score.
- **Presentation:** a 10 minute presentation on a topic that does not include SCC protocol, business, practices, etc., and allows the committee to get a sense of the candidate's presentation style, organization, creativity, and ability to get a point across.
- **Interview Questions:** 8-10 questions relevant to the primary duties, desired characteristics, and relevant skills of the position. Test questions for clarity by asking each committee member to consider what would be an acceptable response. If there are multiple questions within questions, make sure to allow sufficient time.

Allow 50 minutes for each interview for management positions; 3-5 minutes per question is reasonable. Leave a few minutes in between candidates for scoring.

The Interview Packet

Human Resources will create the interview packet, which will be ready at least one day prior to the scheduled interviews for pick up in the Human Resources office. The interview packet will contain the following:

One folder for the committee chair, which will include:

- Interview schedule
- Copies of confirmation emails to the candidates
- One set of job applications for the candidates
- Candidate rating forms
- Confidentiality form

- Two copies of job description for the chair, in plastic (one for the candidate, one for the chair)
- Two copies of the interview questions, in plastic (one for the candidate, one for the chair)
- Name plates for selection committee members
- Recommendation for Employment form
- Reference check forms

One folder for each committee member, which will include:

- Interview schedule
- Confidentiality form
- Candidate rating forms

First Level Interviews

Interviews should be scheduled within 3 weeks following the close of a posting; include in the position announcements the timeline for interviews.

***Please note: The greeter should have a pad of paper and pen available for the candidates to take notes.**

Committee Chair Responsibilities

Committee Chairs will be the primary contact between the selection team and Human Resources and have the following responsibilities:

- Make/Solicit recommendations for members to serve on the committee from the employee group's leadership; the committee must have diversity in gender and ethnicity
- The chair must work with appropriate VP to secure dates and times for second interviews if needed
- The committee chair will act as the facilitator of the interview process:
 - Appoints a timekeeper and/or give a time-check during the interview
 - The chair delivers the open remarks in the interview:

- ✓ Have the committee introduce themselves
 - ✓ Confirm the job title
 - ✓ Confirm that the candidate has had the opportunity to preview the interview questions
 - ✓ Briefly describe the process (we will have xx minutes for the interview., how questions will be asked, let the candidate know the committee will be taking notes so eye contact may not be constant)
 - ✓ It is acceptable for the candidate to bring notes to the interview
- After all the questions have been asked, the chair should make closing remarks. Give the candidate the estimated timeline for completion of the process, starting date, if there is a second interview etc., and thank the candidate for taking the time to interview with the college; always remember candidates are interviewing us while we are interviewing them
 - Collect all interview ratings sheets once the interviews are complete, and tabulate the scores. Overall scores should never be shared with the entire committee; only the EEO officer and committee chair should see all the committee members' scores
 - Once scores are tabulated, the top 3-5 candidates should be listed on the board in ***alphabetical*** order
 - The committee will then discuss strengths and opportunities of the top candidates, and any additional questions that the committee would like addressed in the second interview; this discussion should be focused on the candidate's performance in the oral interview only
 - The chair will send finalist names to Human Resources to schedule second interviews; all candidates start over in terms of scoring in the second interview; all previous rankings are no longer used
 - The Committee Chair will relay additional questions the committee would like addressed to the second interviewer so they may be asked in the second interview; the chair maybe asked to participate in second interviews

EEO Representative Responsibilities

Every selection committee must have an EEO officer; all EEO officers must have completed the appropriate training in advance of serving on a selection committee in that capacity. The EEO officer is assigned by Human Resources.

- One member must be EEO trained, and serve as the equity officer on the committee

- The EEO officer is there to remind committee of the proper procedures during the interview process; no discussion should take place while the interviews are in progress
- Review final scores from the committee with the chair to ensure proper tabulation of total scores; EEO officer and Chair will be the only committee members to see final scores of candidates from the entire committee
- The EEO officer ensures that final names are listed in alphabetical order when presented to the committee for discussion
- The EEO officer ensures that discussions are limited to strengths and additional questions that need to be addressed in a second interview

Interview Committee Responsibilities

Each committee member plays an integral role in the hiring process. Below is a list of expectations for success:

- Commitment to the process: objectivity, fairness, and equality of treatment
- Maintain strict confidentiality throughout the interview process
- Adherence to the timeline
- Assist in the development of screening criteria and interview questions
- Participate in the panel interviews
- Integrity of process
- Submission of completed rating sheets to the committee chair

Candidate Ratings

During the interview process, committee members should take notes and assess candidate performance using the candidate rating form, based on information presented in the candidate's application packet and interview only. No perceived personal attributes (i.e., "glasses," "red hair," "older") should be on the rating sheet.

At the conclusion of all interviews, committee members have the opportunity to adjust their ratings based on the performance of all candidates, and will calculate their rankings and provide to the committee chair. No ties are allowed in the ranking of candidates. The EEO officer and committee chair are the only two who will see all of the committee members' rankings.

Candidate Rankings

At the conclusion of the interview process, the committee chair will collect all interview rating sheets and tabulate the scores with the assistance of the EEO officer.

Overall scores should never be shared with the entire committee; only the EEO officer and committee chair should see all the committee members' scores.

Once scores are tabulated, the top 3-5 candidates should be listed on the board in *alphabetical* order

- The committee will then discuss strengths and opportunities they would like clarified in the second interview
- The discussion will focus on how the candidate performed during the oral interview, as well as any presentation or written assignment
- Clarification questions will be forwarded to the second level interviewers
- Committee members with additional information about the candidate may request to be contacted during the reference check process

Second Level Interviews

Second level interviews give an opportunity for the appointed Vice President to ask the clarification questions forwarded by the committee. It is also an opportunity to have a less formal conversation different than the first level interview in order to find out if the candidate would be a good fit.

Human Resources Preparation & Scheduling

At the conclusion of first interviews, three to five candidates will be selected to go forward with second level interviews. Finalist names will be forwarded by the committee chair to Human Resources for scheduling interviews with the appropriate second level manager. All second level interview candidates will advance to the without any rankings, and any candidate may be selected to fill the position.

- For ALG and Classified Management, Human Resources will work with the Superintendent-Presidents' Executive Coordinator to schedule second level interviews
- For all other classifications, the committee chair is responsible for setting up dates and times with the appropriate second level interview manager
- Questions in second level interviews may be different for each candidate and address comments from the initial interview committee, as well areas of concern identified by the second level interviewer
- If no candidates are selected from the second level interviews, the position may be reopened as a new recruitment

Committee Chair Reference Checks

Checking references of the candidates is a vital and required step in the selection process. It is important to obtain objective, detailed, accurate, and thorough reference check information to inform the hiring decision.

- Reference checks are conducted for the selected finalists only by the committee chair or designate at the conclusion of second level interviews
- At least three reference checks with former/immediate supervisors should be made on each potential finalist
- The chair/designate contacts the references supplied by the finalists; if necessary, additional references may be requested of the candidate through Human Resources; committee members should not contact the finalist directly
- Immediate supervisors of the candidate(s) listed on the "Experience" section on the application form are to be contacted unless candidate(s) specify otherwise
- Professional references may be used for character corroboration but are not meant to be used in lieu of former/immediate supervisors' references.

Selection of Final Candidate

The top candidate selected from the second level interview will be initially contacted by the committee chair.

All job offers are subject to Governing Board approval and receipt of negative Tuberculosis test results and Fingerprint/Live Scan clearance.

Committee Chair Final Steps

The committee chair will submit the Recommendation for Employment form to Human Resources upon selection of the final candidate. The committee chair or designee will contact the successful candidate to advise that they have been selected for the position and to expect a follow up call from Human Resources with the formal offer in writing to include salary placement and discussion of benefits and start date. Committee chairs should also notify all internal candidates via telephone that they were not the successful candidate; Human Resources will contact all external candidates. No additional information regarding the hiring process should be shared with candidates. For example, if a candidate inquires how she/he could improve her/his interview performance, explain that our hiring process is confidential, and we cannot discuss the process details.

At the conclusion of the interview process, the committee chair will need to return all documentation including the following to Human Resources to close out the recruitment:

- Completed **Recommendation for Employment** form, legible, with all required signatures; if not completed will be returned to committee chair
- Completed **Reference Check** forms (can be sent via email if no phone response)
- Name plates
- All completed candidate screening forms or spreadsheets by committed members who screened
- All completed rating sheets (signed)
- Signed confidentiality forms, signed by all committee members

Human Resources Final Steps

The Human Resources office will contact the candidate as a follow up to the initial conversation with the committee chair. They will also contact the external candidates notifying them that they were not selected. The final steps for processing a new hire are:

- Phone call discussing pay rate, start date, and orientation date
- Formal Offer Letter created and emailed to new hire
- After acceptance from new hire, another email with paperwork for orientation
- Place new hire on the board agenda
- Close out recruitment folder in NEOGOV and paper folder

Solano Community College Hiring Process

Step 1: Requisition for Hire Received

HR receives the hiring requisition

- Budget input by manager (approved by fiscal)
- Position assigned (new or replacement)
- Must be signed by VP/President

If form not filled out or is missing signatures; return to requestor for completion

Step 2: Job Posting

Job is posted in NEOGOV

- Selection Committee is formed (working with unions)
- Calendar, screening criteria and interview questions are developed (in consultation with all committee members)
- HR reviews & approves screening criteria and questions
- Recruitment closes, interviews must be scheduled within three weeks of the close date

Step 3: Posting Closes

Minimum Qualification screening has been conducted:

- HR releases candidates to committee within 48 hours
- Committee conducts screening (not all members must screen; need a minimum of 3)
- Chair submits an Interview Recommendation form to HR no later than 10 days prior to the interview date
- Chair is responsible for booking room and greeter
- HR will provide interview packets to the chair at least 1 day prior to interviews

If no candidates are selected for interviews, the recruitment is halted; position can be reposted

Step 4: 1st Interviews

Prior to the start of the interview:

- Candidates check in with greeter and receive 15 minutes to review the interview questions
- Candidates receive a pre-determined time frame to complete a writing or other assignment (if applicable)

At the start of the interviews:

- The committee chair will provide information overview to committee members and advise each candidate of the interview process
- EEO rep ensures that no discussion takes place between interviews
- Only chair and EEO rep will be privy to all committee scores for each candidate
- Top candidates will be totaled and presented to committee in alpha order
- Committee discusses strengths and opportunities (if applicable)

Step 5: 2nd Interviews

Committee chair sends list of 2nd level interview candidates and interview schedule to HR

- Interviews are schedule and conducted
- Final Recommendation for Employment form is sent to HR

If no candidates are selected for a job offer, the recruitment is halted

Step 6: Job Offer

- Hiring manager contacts successful candidate to make oral offer; HR will follow up with a formal offer including salary, benefits and start date
- Hiring manager also contacts all internal SCC candidates not selected – no discussion of interview performance
- HR presents the formal job offer
- HR submits the candidate for board approval