

GLENDALE ACADEMIC SENATE

**TENURE TRACK FACULTY HIRING PROCEDURES
GCC DISCIPLINES LIST
EQUIVALENCIES POLICIES
STAFF EQUAL EMPLOYMENT OPPORTUNITY PLAN**

The Glendale Community College District is an Equal Employment Opportunity employer. The Faculty Hiring Procedures, GCC Disciplines List, Equivalencies Policies, and Staff Diversity Plan are written and implemented in accordance with state and federal laws and regulations. The employment procedures shown below follow these regulations, the policy of the Board of Trustees, and appropriate Administrative Regulations. These employment procedures have been developed by Human Resources and the Academic Senate and adopted by the Senate and Campus Executive. (These procedures fit the provisions of AB 1725 and GCC Governance.)

TENURE TRACK FACULTY HIRING PROCEDURES

It is the intent of the district that approval of open positions and initiation of the hiring process occur early enough in the year to allow for all procedures to be undertaken in a thorough and thoughtful manner and ensure that the hiring process be completed during the academic year. The academic year begins on the first day of classes in the fall semester and ends the last day of finals in the spring semester.

I. Overview of the Hiring Process:

- A.** Identify staffing needs as determined by the Hiring allocations Committee and the Budget Process.
- B.** Develop documents essential to the hiring process, including the job announcement that details the necessary qualifications for a position.
- C.** Establish a committee of faculty and administration with the responsibilities for hiring faculty.
- D.** Develop and use screening procedures to establish eligibility for the position and to select a hiring pool.
- E.** Recruit qualified candidates.
- F.** Interview and select candidates to recommend to the Superintendent/President for hiring.
- G.** Notify the candidate and offer a contract of employment.

II. The steps of the process:

A. Identifying staffs needs and the notification of a position:

1. When a vacancy occurs for an academic position, it is the responsibility of the supervisor of record to notify the Vice President of Instruction or the

Glendale Community College District

7120

Administrative Regulation

Vice President of College Services, (hereafter known as the appropriate Vice President) of the vacancy.

7120

Administrative Regulation

2. When hiring to replace or in response to a newly created position:
 - The assignment of the position to a division must follow the criteria set forth in the Hiring Allocations Policy and the budget process and
 - must meet the approval of the Superintendent/President and the appropriate Vice President.
3. Notification to appropriate offices: Prior to initiating the hiring process, the appropriate Vice President shall send written notification of the allocation of a position to the Office of Human Resources, the appropriate Division Chair, Dean or Associate Dean, the Equal Employment Opportunity Coordinator, and the President of the Academic Senate.

B. Definition and essential documents for the hiring process:

A fair hiring procedure is a shared responsibility of the college administration and faculty. To assist the faculty, administration and staff involved in candidate selection, specific instruments shall be used in the process. These forms will be included in the adopted hiring procedures.

1. The *Job Announcement* is the main advertisement tool Glendale Community College uses to advertise/announce the position. It will include a description of the job, the minimum and desirable qualifications, job duties, the closing date, salary range, and the materials required to apply. For further information see “Developing and using screening procedures” in Section D, No. 1 and Recruiting Qualified Candidates, Section E.
2. *District Application Forms*, which may be obtained from the Office of Human Resources or via the Internet, must be completed by the applicant.
3. *Supplementary Application Form* is an optional form that elicits additional information about the candidates’ qualifications. For further information see “Supplemental Application Materials” in Section D No. 2.
4. A *Paper Screening Rating Grid* is the matrix developed by Human Resources based on criteria in the job announcement which is developed by the Hiring Committee. The Hiring Committee will supply Human Resources with the items it wants to include on this grid. This matrix will be used in the paper screening process for rating the candidates, and will be used to record the evaluation of each candidate’s application packet. For further information see Paper screening in Section F No. 2.
5. The *Oral Interview Rating Form* lists oral interview questions, along with a Likert rating scale, from one (low) to ten (high), for each question. The committee shall use this instrument to rate each interviewee on each of the questions. For further information see Developing the Questions and Agreeing upon the Demonstration in Section F No. 3.

C. The Hiring Committee

1. Creation of the Hiring Committee:
 - If a discipline is allocated multiple positions with identical job announcements, then one hiring committee will be formed.
 - If a discipline is allocated multiple positions with different job announcements, then multiple committees shall be formed.
2. The Hiring Committee Composition:

Glendale Community College District

7120

Administrative Regulation

- The Hiring Committee Chair shall be the Division Chair or his or her faculty designee, except in the cases where the law requires an administrator fulfill the functions of division chair. If a designee chairs the committee, the designee should possess the minimum qualifications in the discipline in which the hiring is done.
- The committee shall consist of:
 - the Chair
 - An Academic Senate representative (appointed by the Senate Executive)
 - An Administrative representative (appointed by the appropriate GCC Vice President)
 - An Equal Employment Opportunity representative who shall be a non-voting member. (Appointed by the EEO Officer or the EEO Coordinator, the EEO representative shall not be employed in the same division as the open position.)
 - A minimum of three to a maximum of five faculty representatives in the same or related discipline.
 - A College Services faculty member when hiring an Instructional Services faculty member.
 - ▶ In selecting the representative from College Services, the Committee Chair from the hiring division of Instructional Services shall contact the Division Chair of College Services, and together they shall agree on the member of that division who shall be asked to serve on the hiring committee.

OR An Instructional Services faculty member when hiring in College Services.

- ▶ In selecting the representative from Instructional Services, the Committee Chair from the division of College Services shall contact the Employee Services Manager in the Office of Human Resources. This manager shall maintain an alphabetical list of the instructional divisions and shall inform the Committee Chair from the College Services Division which Instructional division is next on the list. That Committee Chair shall consult with the Chair of the assigned Division and together they shall agree on the member of the Instructional Division who shall be asked to serve on the hiring committee.
 - ▶ Any requests for exceptions to this rule must be reviewed and approved by the Executive Committee of the GCC Senate.
- No committee member may be assigned to represent more than one position on the committee.
 - Membership on consecutive hiring committees shall vary if there are more than three tenured faculty within the discipline.

- Any requests for exceptions to these rules shall be reviewed and approved by the Executive Committee of the GCC Academic Senate Executive.
3. Role of the Hiring Committee Members and guidelines that apply to all committee members:
- With the exception of the Equal Employment Opportunity representative, all members shall have the right to vote.
 - Must be tenured.
 - Exceptions to this policy must be reviewed and approved by the Senate Executive.
 - Will maintain confidentiality regarding all aspects of the hiring process and will sign a confidentiality statement to this effect.
 - Work in a collegial manner with fellow Hiring Committee members.
 - Agree upon a date(s), time(s), and location(s), for the meetings of the committee, including the organizational sessions and interviews and the Office of Human Resources notifies the candidates.
 - Attend all scheduled meetings.
 - Make objective decisions without bias.
 - Rate candidates based only on the established rating criteria both for the paper screening and interview portions of the hiring process. These criteria are to be taken from the minimum and desirable qualifications shown on the job announcement. (The EEO rep is excluded from this duty to evaluate and rank.)
 - Refer all questions posed by or regarding the applicants to the Office of Human Resources.

Dismissal of a committee member—If any Hiring Committee member is found to have egregiously interfered and/or tampered with the hiring process, that member shall be removed from the committee and may be subject to further discipline by the appropriate GCC Vice President.

4. Specific duties of committee members:
- The Hiring Committee Chair:
 - In addition to the roles and responsibilities of a committee member, the Chair shall:
 - Communicate directly with committee members after they have been appointed.
 - Make every effort to ensure when possible, that the Hiring Committee represents the diversity of the District.
 - Coordinate the activity of the committee.
 - Ensure that the Hiring Committee follows appropriate equal employment opportunity guidelines.
 - Adhere to the established timeline developed in collaboration with the Office of Human Resources.
 - Ensure the security and integrity of application materials and screening materials, if these are released to the committee chair.

- ▶ The Hiring Committee chair shall notify all Hiring Committee members of the location of these materials.
- Revise and/or create the position announcement using the procedures detailed in Section D 1, Writing the job description.
- Develop a supplemental questionnaire, if desired, as detailed above in Section D 2 Supplemental Application Materials.
- Prescreen applications to determine if the candidate has met the minimum qualifications as stated in the position announcement. If the candidate claims to have met equivalent minimum qualifications, then the Committee Chair shall convene the Division's Hiring Equivalencies Committee to screen the applicant's dossier using the provisions of the Glendale Community College Equivalency Policy, administrative Regulation 4160. (See the GCC Equivalencies Policy.)
- Develop, in collaboration with the Hiring Committee and using the job qualifications specified on the job announcement,
 - ▶ the list of criteria to be used for the paper screening.
 - ▶ the list of questions to be used in the oral interview.
- Determine, in collaboration with the Hiring Committee whether a demonstration of work place expertise is necessary or desirable, and if so, what its content will be.
- Establish a procedure for using the screening criteria and communicate the meanings of the ratings to the committee so they will all use the same criteria in selecting the candidates.
- Ensure that all voting committee members have rated each applicant
- and have completed the rating sheets used in determining who to invite to the oral interviews.
- Notify Human Resources of the candidates selected for oral interviews.
- Arrange room reservations and coordinate committee member schedules for the oral interviews and any other meetings of the committee, including follow up to ensure that ratings for the oral interview are complete.
- Check references on final candidates. If necessary, the committee chair shall appoint a designee to perform this task.
- Notify Human Resources of the candidates selected for a final interview.
- Role of the Senate representative:

In addition to the responsibilities of a committee member, the Senate representative shall (See Section C No.3):

 - Report any deviations from these Hiring Procedures and Policies to the Senate President.
 - Review the minimum qualifications working with the chair of the Hiring Committee.
 - Refer all questions posed by or regarding applicants to the Office of Human Resources.

- Role of the EEO representative
 - Is a non-voting committee member.
In addition to the roles and responsibilities of a committee member, (See Section C No.3) the EEO rep shall:
 - Provides EEO training for the entire committee.
 - Reviews all screening criteria and interview questions created by the Hiring Committee to ensure fairness.
 - Reports behavior that is considered egregious and interfering or tampering with the hiring process to the EEO officer.
- Role of Human Resources
The Human Resources staff shall:
 - Send any previous job announcement to the Hiring Committee Chair for revision in a timely manner.
 - Prepare revised job announcement and advertise the position upon approval by the GCC Senate, EEO Representative, and Division Chair.
 - Develop timeline in collaboration with the Hiring Committee Chair.
 - Notify the Hiring Committee Chair of the individual appointed to serve as the EEO representative.
 - Prepare the paper screening rating forms and oral interview rating forms based on criteria provided by the Hiring Committee.
 - Communicate pertinent information either by telephone or in writing with all applicants throughout the hiring process and notify candidate of final disposition.
 - Forward final candidates' names to the GCC President's office.
 - Schedule final interviews.
 - Notify the Hiring Committee Chair when the candidate has accepted the position.
 - Maintain confidentiality regarding the hiring process.
 - Maintain security of all applicants' materials.

D. Developing and using screening procedures:

Listed below is an outline of the sequence of events involved in the hiring process.

1. Writing the job description

After receiving written notification of a position,

- The Hiring Committee Chair and HR shall make mutual contact to establish the criteria that must appear in the job announcement. Human Resources will supply the Hiring Committee Chair with any previous job announcement(s) to serve as a guide in preparing the new job announcement.
- The Hiring Committee Chair, using the Disciplines List, and previous job announcements, and consulting with appropriate division members with expertise in the disciplines, shall produce a draft of the job announcement based on the Minimum Qualifications as specified in GCC Disciplines List.
- The job announcement may not establish standards that fall below the Minimum Qualifications as specified in the GCC Disciplines List, which

has been mutually agreed upon by the Academic Senate and the Board of Trustees of GCC.

- The Hiring Committee Chair, in collaboration with experts in the division or discipline, shall also determine the desirable qualifications for the position. Examples of possible desirable qualifications include:
 - Academic qualifications, beyond the Minimum Qualifications as set by GCC that would provide the basis for better teaching or better service.
 - Measures of pedagogical skill such as evaluations of prior experience, education in pedagogy, or demonstrations of effectiveness as a teacher, counselor, librarian, or other faculty member.
 - Specialized preparation to offer instruction or other service narrower in scope than a discipline. (For example, when hiring someone to teach piano, the college would require not only qualifications to teach music, but also specific qualifications to teach piano.)
 - Prior community college teaching experience.
 - Current technological knowledge.
 - Prior work experience with a diverse population.
 - The Hiring Committee Chair will send the draft of the job announcement to HR who will type the modifications made by the chair. HR will send the draft copy by email to the Hiring Committee Chair, the Senate Vice President, and the Equal Employment Opportunity Faculty Coordinator. If all parties approve the draft, then the copy will be returned to HR for production. If further modifications are necessary, then the parties (Hiring Committee Chair, the Senate Vice President, and the Equal Employment Opportunity Faculty Coordinator) shall meet to review and approve the final announcement.
2. Supplemental Application Materials
- If a supplemental application is desired, then it shall be developed simultaneously with the job announcement.
 - If a supplemental application is desired, then the Hiring Chair, in collaboration with faculty in the discipline, and/or experts from the Advisory Committee, develops the application and the criteria for its evaluation. The questionnaire shall be structured to measure expected competency for that discipline. These criteria for evaluation of the supplemental application shall be supplied to all members of the hiring committee.
3. Setting a time line and advertising:
- The Hiring Committee Chair shall meet with the HR technician to develop the hiring process timeline. This timeline shall establish all benchmark time frames for the hiring process.
- Within five working days after the timeline has been created, Human Resources shall notify the appropriate agencies of
 - the timeline and
 - the need to appoint their representatives.

7120

Administrative Regulation

- Positions are advertised in a variety of print and electronic media agreed upon by the Office of Human Resources and the Hiring Committee Chair. Announcements shall be sent to current adjunct faculty in the appropriate discipline, to the appropriate adjunct pool in HR, and to other appropriate agencies/places.
 - The closing date is set for a minimum of 45 days from the first date advertised. This date may be extended at the request of the committee chair before the closing date.
4. The Pool
- There must be a minimum of 3 qualified applicants to constitute a valid pool.
 - Once the position closes, the Office of Human Resources prescreens applications for completeness. Only those applications that contain all required documents and are received by HR by the deadline printed on the job announcement shall proceed to the committee chair for review of minimum qualifications.
 - All applicants must meet one of the following criteria or their application shall be marked “does not qualify” and shall be omitted from the pool:
 - A valid credential enabling the applicant to teach at the community college level in the discipline.
 - The minimum qualifications for the position.
 - Equivalency to the minimum qualifications that must be determined by the Division’s Hiring Equivalencies Committee to screen the applicant’s dossier using the provisions of the Glendale Community College Equivalency Policy. (See the GCC Equivalencies Policy Administrative Regulations 4160.)

E. Recruiting qualified candidates:

1. When all the revisions are completed and the final job announcement has been produced, HR shall then forward a copy of the job announcement to the appropriate Vice President, the Hiring Committee Chair, and the GCC Senate Vice President for their records.
2. The vacancy may be posted with:
 - CCCRegistry
 - Email contacts
 - Other aggregate digital job boards as recommended by GCCD’s advertising vendor in consultation with the division
 - Other journals or listing as requested by the division

F. Selecting and interviewing candidates to recommend to the Superintendent/President

1. The first meeting
 - Shall be called by the chair of the Hiring Committee
 - The Equal Employment representative shall meet with the committee to provide training.
 - The Hiring Committee shall determine the paper screening process,

7120

Administrative Regulation

using the minimum and the desirable qualifications as listed on the position announcement. These may be based on the following:

- Subject area knowledge and competency
 - Teaching and communications skills
 - Educational background
 - Other objective criteria included on the job announcement. These criteria shall be used in the evaluation of the applicant's letter of application, transcripts, resume/curriculum vita, letters of recommendation, and the Supplemental Application form.
 - The EEO representative must review the hiring criteria to ensure fairness to all applicants.
2. Screening the applications
- Each criterion is rated individually using an objective numeric rating scale with the established meanings determined by the Hiring Committee.
 - Each committee member rates each applicant based on the criteria on the rating sheets.
 - Once all members have rated the applicants, the Hiring Committee shall determine the list of candidates to invite for an interview.
3. Developing the questions and agreeing upon the demonstration
- The Hiring Committee Chair in collaboration with the committee determines the interview questions to be asked. These questions shall be:
 - Free of bias that would prejudice the selection of a candidate.
 - Related to the specific job that is to be performed.
 - The Hiring Committee shall:
 - discuss and determine the acceptable responses to the interview questions.
 - determine the teaching demonstration content. Each candidate shall be asked to present a demonstration assignment (such as a teaching, counseling, reference, or patient care demonstration) to validate competence in the discipline during the interview with the Hiring Committee. The assignment should relate to the position being screened. The criteria for the assignment shall be identical for all candidates.
 - shall develop the criteria for ranking the applicants.
 - choose to request a writing sample, a written response to an oral prompt, and/or an evaluation of a student's work (e.g. an essay, math problem, a lab report)
4. The interview:
- At the interview stage, the Hiring Committee shall consist of the same members as were engaged in the paper screening process.
- Should an emergency arise prior to the beginning of the interview process, then that member shall be replaced in accordance with their role on the committee (e.g. Senate member by the Senate, Administrator by Administration.)
 - Should an emergency situation occur after the interviewing process

- has begun, the committee shall continue less that voting member.
 - Should the EEO representative be unable to continue to serve at any point in the hiring process, the EEO Faculty Coordinator shall appoint a replacement for that representative.
 - Should the Chair of the Hiring Committee be unable to serve after the interviews begin, then the appropriate Vice President shall appoint a new chair or shall suspend the hire.
 - The Selection Committee agrees upon a date(s), time(s), and location(s), for the interviews and the Office of Human Resources notifies the candidates.
 - Invited applicants are interviewed. These interviews may be conducted by a videoconference or teleconferences particularly if there are candidates that may have to travel over 500 hundred miles to participate in the selection process.
 - The Hiring Committee members shall objectively rate the candidates answers to each question using a Likert scale. (See Appendix)
 - After the conclusion of the interviews:
 - The committee shall establish the (list of) candidate(s) for the final interview.
 - The hiring committee may send forward one or more candidates per position to the final interview.
 - The committee may rank the candidates.
 - The committee may also include comments for each candidate on the ranking form as a further means of communicating its recommendations.
 - All members of the committee must sign this form.
 - A majority of the committee members must agree that individuals on the list of candidates being forwarded to the President are acceptable to the committee as potential colleagues.
 - The Office of Human Resources shall immediately notify in writing the remaining candidates whose names are not forwarded to the President for further consideration.
 - The Selection Committee forwards a list of the selected candidates to the President and appropriate GCC Vice President for final review.
5. The final hiring interview
- The Superintendent/President of the College and the appropriate Vice President, or their designees, and the chair of the hiring committee (hereafter the final hiring committee) shall conduct the final interviews of the recommended candidates. The Office of Human Resources shall work with the appropriate administrative offices to set up the final interview schedule. Human Resources shall notify the candidates of their scheduled interviews.
 - No questions shall be asked during the final interview that could violate equal opportunity or civil rights
 - While assigned rankings and written hiring committee comments shall be taken into consideration, the final hiring committee has the final authority to hire any of the forwarded candidates.

7120

Administrative Regulation

- The Chair of the Hiring Committee or his or her designee shall be responsible for checking references. In addition, the appropriate GCC Vice President or President may make the reference checks.
- In the event that the final hiring committee does not choose the forwarded candidates, they will consult with the hiring committee to ascertain whether the committee desires to send forward any additional candidates.
- If no names are forwarded by the Hiring Committee, OR if compelling reasons exist that the President and Vice President cannot choose any of the final candidates recommended, then the position shall be reopened.

G. Notification of the selected candidate

- Upon selection of the candidate to the position, the President or the appropriate Vice President shall notify the Director of Human Resources in writing of the selection. It is the responsibility of the Office of Human Resources to:
 - validate the placement on the salary schedule.
 - prepare the “Notice of Election” to the Board of Trustees.
- After approval by the Board of Trustees, Human Resources shall
 - prepare the appropriate contract.
 - process and orient the new staff person regarding personnel services, fringe benefits, and other information.
 - work with the Academic Senate President, the appropriate Vice President and the Division Chair to identify a tenure review committee for the new faculty member.

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