HUMAN RESOURCES
EMPLOYEE SELECTION
COMMITTEE HANDBOOK

Updated: December 2005

Subject to change based on adoption of revisions to Board Policy 3010, Administrative Procedure 3010.01, Board Policy 4100, and/or Administrative Procedure 4100.01 – Copies of the Board policies will be added to this handbook upon approval.

Please return this booklet to the office of human resources-recruitment, Bldg. U. This handbook is also available on the Intranet – Human Resources.
EMPLOYEE SELECTION COMMITTEE HANDBOOK

Thank you for the valuable assistance you will be contributing as a member of our employee selection committee. You have been asked to serve because your knowledge, experience, and judgment are highly regarded. An orientation to district selection procedures, however, will be of value to you. Whether you are experienced in selecting new staff members or are participating on a selection committee for the first time, this guide is designed to give committee members a common understanding of the college's hiring philosophy and goals.

It has become commonplace to note California is undergoing a momentous social and demographic transformation. Over the next few years California will become the first mainland state with a non-white majority. Sometime between 2005 and 2010, Latinos will constitute over 30 percent of the general population in California, Asians 13 percent, and African Americans eight percent. On a local level, projections from the latest Economic Outlook for Santa Barbara County developed in conjunction with the University of California, Santa Barbara Economic Forecast Project, have projected that by 2010 the population of Santa Barbara County will reach 40 percent Latino.

California community colleges have a long history of commitment to open access. This commitment has led to the belief that we must mirror the rich cultural diversity emerging throughout the state by providing a setting and context in which comparable diversity in faculty, staff, and administration exists. This belief is supported by federal legislation, California education codes, and Board of Governors’ regulations, as well as our district policies. The employee selection process outlined in this booklet is in accordance with these policies and regulations.

The bottom line is that the type and quality of service at Allan Hancock College is directly affected by the kind of people we hire. Therefore, to prepare for the selection process, it is essential you first take the time to understand the type and quality of services the district desires, as well as the job duties that will be assigned, and the knowledge and abilities required to do the job. As an early task in the process, each committee develops a list of expectations, which reflects what the new employee will be expected to accomplish in the first year of employment. This list will help you to identify the kind of employee who will most effectively meet these expectations.

I. CONFIDENTIALITY

The entire employee selection process is a confidential personnel matter. You, as a committee member, should not reveal any information to anyone outside the interview forum regarding persons who applied for district employment, materials submitted in the application/interview process, committee discussions and other employment specific information. You will be asked to sign a confidentiality statement prior to screening and interviewing. Considerate treatment of each candidate and of their privacy rights is good public relations.
II. APPLICATION SCREENING

The application screening process must guarantee access and fairness to all candidates. Each member of the committee, except the student member, is expected to screen applications. Whenever possible, a human resources representative will serve on this committee and coordinate completion of all appropriate screening materials. The immediate supervisor or other department designee will act as chairperson. For faculty positions, the academic department chair acts as committee chairperson.

To assist you in evaluating the applications, you will be supplied with a copy of the job announcement/description, district application, and all other supporting documentation requested in the application process. In addition, prior to screening, each committee member is asked to view the hiring video, “More Than a Gut Feeling.”

Effectively using the information from an application packet will allow you to screen out less qualified candidates as well as potentially dishonest, incompetent, discontent, or poorly performing candidates. You MUST NOT skim over the application packet as a mere formality.

Please allow enough time to review all applications. Give careful consideration to the following:

- Unexplained gaps in employment history
- Reason(s) for leaving previous job(s)
- Conviction of any felony
- Previous experience, or lack of
- Educational level achieved
- Personal references
- Previous employers and supervisors
- Completeness of application

Application Screening Instructions

1. To assure consistency in application screening, uniform screening forms are prepared for each position vacancy.

2. All members of the committee, except the student member, must evaluate each complete application. Incomplete applications may be considered at the committee’s request. Incomplete application packets will usually be forwarded to the committee for a quick review. Letters of recommendation (if applicable) and transcripts are not always readily available to the candidate; therefore, some committees will consider incomplete applications. At the committee’s request, human resources will attempt to notify applicants with incomplete packets and ask them to submit additional materials.

3. The contents of an application packet vary by position, but may contain a district application, position-specific supplemental application, personal letter of qualifications, transcripts, résumé, or recent letters of professional recommendation. If letters of references are not required, any unsolicited letters of reference will be kept separate from the application packets.
4. All applications are evaluated based upon the position requirements, minimum qualifications listed on the screening form, and the candidate’s experience and education. **Reasons and rationale for rankings on the screening sheets must be directly related to the job requirements.**

5. **Do not make any marks or written comments on the application materials submitted by candidates.** Any comments should be noted on the candidate’s separate screening sheet supplied by human resources.

6. Each screening sheet must be completed, indicating the committee member’s recommendation. **All written comments must be job related.**

7. A final screening meeting is held to determine which candidates will be invited for an interview. **Not all candidates that meet minimum qualifications need to be invited for an interview.** Only the most qualified candidates that comprise an adequate pool will be interviewed. Candidates to be interviewed are selected through participation and discussion among all committee members. There is no requirement to interview internal applicants. They should be rated only according to their application packets, not on any outside information.

8. Application materials and screening reports are retained for up to ten years for discrimination complaint investigation purposes. **Therefore, it is imperative that all written comments are job related. All screening sheets must be signed.**

9. **Application materials, screening reports, and committee discussions are confidential.** Committee members must not reveal or discuss who has applied for district employment, viewpoints expressed during selection process meetings, or any other specific information with anyone other than committee members. Discussion of candidates should take place only during meetings of the committee.

III. THE INTERVIEW

One of the most important steps in employee selection is the interview. The interviewing process must guarantee access and fairness to all candidates. To assure this, an interview committee consisting of a minimum of three members is convened. Whenever possible, a human resources representative will serve on this committee and coordinate this process. The immediate supervisor, department chair, or other department designee will act as chairperson and assume responsibility for the interview process.

It is the chairperson’s responsibility, in cooperation with the human resources representative and the equal employment opportunity (EEO) representative – if from outside of human resources – to maintain the interview schedule, introduce committee members to the candidates as they are presented, and monitor the content and procedure of each interview. Attention is also given to ensuring that all subject areas are covered for each applicant, that questions remain job related, and that questions which could be considered discriminatory are not asked. One member of the
committee, sometimes the human resources representative, will act as the EEO monitor. For the most part, however, a committee should function as a relaxed, informal team without obvious leadership.

**Interview Process Instructions**

In order to guarantee each applicant receives a comparable interview, there is a general pattern that is followed to lower the probability of major omissions or additions to the interview process. The interview process is divided into three stages: (1) committee orientation; (2) interview; and (3) post-interview evaluations.

1. **Committee Orientation**
   
   a. All committee members must be familiar with the expectations, duties, and requirements of the position vacancy. This information may be obtained by referring to the job flyer and the list of expectations developed by the committee.

   b. Any scoring or rating system used for paper screening or interviewing must be agreed upon prior to the start of screening and interviewing.

   c. The committee will decide upon the number of questions to be asked, the content of the questions, the teaching demonstration or role play topic (if applicable), and the amount of time allotted for each interview prior to the start of the interview process. Follow-up questions should be developed to give candidates an opportunity to give complete details about previous experience. *Past performance is the best predictor of future performance.*

   d. At this time, any selection committee member who has written a letter of reference for an applicant regarding a specific position is required to withdraw him/herself from the selection committee to avoid potential conflict of interest issues. Any committee member with a close personal relationship or friendship with an applicant must also withdraw. “Close” is defined usually as being entertained in each other’s homes in a social (not business) setting.

   e. The committee should come to consensus upon the method to be used to evaluate the candidates. If there are multiple evaluation criteria (i.e. demonstrations, written exercises, practical tests), the committee determines the importance of each criterion.

2. **Interview**

   a. All committee members must be available to interview all candidates for the specific position vacancy. Occasionally, interviews may take more than a single day. It is expected that all committee members will have viewed the video, “More
Than a Gut Feeling.” The committee chair should remind members of the points made in that video.

b. A time schedule – developed at the committee orientation or at the final screening meeting – governs the amount of time for each interview. Each candidate is given the same amount of time to complete the interview, written or oral exercise, and demonstration (if applicable).

c. Committee members should be aware of their own body language, tone, posture, and the respective impact upon candidates.

d. Committee members should guard against illegal or leading follow-up questions. Follow-up questions are recommended, but must be job related and must be used to clarify or elaborate upon what a person has stated in the interview or written on the application.

e. *Be aware that the candidate’s appearance, speech, and posture may reflect cultural diversity and should be respected.* It is important to consider the positives associated with cultural diversity and recognize the contributions the candidate can make to the faculty, students, and staff.

f. Immediately following each interview, the candidate is rated independently by each committee member, without group discussion. These individual ratings will be used in the post-interview evaluation step of the employee selection process. The progressive ranking sheets are used to tally each committee member’s final ranking of the candidates. Rankings are transferred to the final ranking sheet and signed by each committee member. Most committees find it helpful to spend a few minutes after each interview to ask each member to briefly state one strength of the candidate, and then one possible weakness.

g. It is important to note that intuition alone is not a reliable measure of the candidate’s ability to perform a job. Try to look past any superficial first impressions.

3. **Post-Interview Evaluations**

   a. Upon completion of the final interview, the committee as a group reviews individual committee ratings and the candidate’s qualifications as determined through the interview and written materials.

   b. *The committee is a recommending body.* The recommendation is forwarded in alphabetical order to the superintendent/president and consists of at least three names, with an analysis of strengths and weaknesses of each recommended candidate. Fewer names may be submitted if the committee as a group cannot recommend three. For classified positions, the recommendations are forwarded to the Cabinet-level administrator, who will work with the committee chairperson to
recommend one final candidate to the superintendent/president after checking references. The superintendent/president will sign the final selection form and will recommend the candidate to the Board of Trustees after human resources has made the employment offer and has received a verbal acceptance. Human Resources makes all official employment offers, stating the appropriate salary and determining the start date. For faculty appointments, the applicable vice president will usually informally also contact the prospective employee. All appointments are subject to the approval of the Board of Trustees. Starting date is normally no earlier than the day after the next meeting of the Board of Trustees.

c. If the pool of interviewed candidates does not produce any sufficiently qualified individuals, a recommendation to re-advertise or reopen the position may be submitted to the superintendent/president with appropriate justification.

Allan Hancock College is formally committed to a policy of equal employment opportunity (EEO), which means we will make every effort to locate and interview qualified ethnic minority and female candidates in areas of under-representation. The EEO policy requires the hiring of the best-qualified candidate, while giving special considerations to minorities and women when candidates appear to be equally qualified.