

KERN COMMUNITY COLLEGE DISTRICT

Human Resources Operational Guideline

Hiring Procedures for Classified Personnel

Staff Diversity in the Employment of Classified Personnel

It shall be the policy of the Kern Community College District (KCCD) that equal opportunity to seek, obtain, hold, and advance in the employment at the District shall be offered to all who qualify without discrimination because of race, color, religion, ancestry, national origin, gender, age, disability, sexual orientation, and/or marital status. Appropriate qualifications for the performance of specific duties are the basic criteria for the employment and promotion of personnel. Equal opportunity is a condition and affirmative action is the means by which the condition is achieved. There will be a continuous examination of employment policies and procedures of the KCCD. Additional efforts will be made to recruit, develop, and to promote qualified members of groups that are under-represented in our work force.

Responsibilities

The College Affirmative Action Officer (AAO) shall be responsible and accountable as follows:

- Review and approve all mailings.
- Review and approve all Staff Diversity hiring committee-training programs.
- Review and approve applicant pools.
- The College AAO shall conduct periodic internal auditing, reporting, and evaluation of the effectiveness of the Staff Diversity Program.
- The AAO shall compile an annual report comparing College/District classified employees' ethnic, gender and disability makeup to the local workforce availability. The District's Staff Diversity Committee shall use this data to recommend goals and timetables to the Chancellor's Cabinet.
- The College AAO or designee shall monitor applicant data as well as records concerning placement, transfer, promotion, and termination of all positions on a continual basis.

The College/District Office Director of Human Resources shall be responsible and accountable as follows:

- Administer the Staff Diversity Plan, including the specific task of monitoring all employment processes to ensure full opportunity for the members of historically under-represented groups and to ensure that selection or elimination of candidates for employment is based on job-related criteria; to work with the designated Affirmative Action Officer to correct any identified problems, and to regularly consult with the Assistant Chancellor of Human Resources on problems arising at the District or College level.
- Review and approve all application forms and instruments.
- Review and approve all job announcements.
- Review and approve the Screening Committee process.
- Review all documents after the interview process.
- Complete the Work Force Availability Analysis form.

The Affirmative Action Officer and the College Director of Human Resources shall jointly be responsible and accountable as follows:

- Receive, investigate, and seek resolution of affirmative action/discrimination complaints.
- Review and approve all screening committees.

All staff shall be responsible and accountable as follows:

- Foster and promote a positive environment and overall hospitable atmosphere to staff and students of all cultures and heritage, encouraging the appreciation and value of diversity to the College community.
- Act on behalf of the District in recruitment and selection of personnel. In this capacity, faculty and staff shall comply with all applicable state and federal laws and regulations.

The Colleges and District Office shall each provide in-service training on diversity.

- The District shall have a Staff Diversity Committee whose responsibility is to provide training to all staff on diversity/affirmative action issues.
- The Staff Diversity Committee and Staff Development Committee at each College and the District Office shall communicate internally in order to effectively utilize the College/District Office allocated staff diversity funds and staff development funds.

The Colleges and the District Office shall pursue hiring practices which carry into effect the staff diversity/affirmative action policy. All employment practices will be based on job-related factors.

- Job announcements shall be based upon the job description, and as necessary include desirable qualifications. When the College Human Resources Office receives the pre-authorization to hire a classified employee, a copy of the job description should be sent to the requesting party for review. Any necessary/desirable qualifications should be added and returned to the College Human Resources Office to be included on the job announcement.
- Job announcements will be based on CSEA/District agreed-upon job descriptions.
- Job announcements must contain three (3) statements:
 - a) We are an Equal Opportunity Employer;
 - b) Applicants for certain positions must submit to a pre-placement physical and drug screen; and
 - c) Job related tests may be required.
- If, as a minimum qualification, a college degree or college course work specific to the position is required, transcript(s) must be submitted with the application. Unofficial transcript(s) are acceptable at the time of application.
- A standard District application form shall be required for each position.
- The individual College/District office may require supplementary material.

Recruitment for positions shall include a verifiable staff diversity effort in which the college will:

- Maintain and use a mailing list utilizing staff diversity sources.
- Maintain a log of resources used in each applicant search.

The College Human Resources Officer in consultation with the AAO or designee shall determine the adequacy of the applicant pool. It is recommended that the pool be proportionately representative of the groups in the local work force.

Hiring Procedure

The College/District Office will maintain a standard procedure for selecting qualified applicants:

- Applications will be screened by the College Human Resources Office only for completion. Only applicants meeting the minimum qualifications will be considered by the Screening Committee. Approved tests may be utilized to determine if a qualification is met. All tests must conform to Equal Employment Opportunity Commission regulations. There must be a notification published on the position announcement that a test may be given.
- Screening Committees shall not exceed five (5) members, except when a technical expert is necessary, and will include:
 - The Staff Diversity representative, who will be a diversity trained classified staff member, unless unavailable, then a non-classified Staff Diversity representative will be appointed. (Staff Diversity representative may not be a member of the hiring department).
 - Area Manager/Director.
 - When appropriate, the Vice-President or Supervising Dean, or designee.
 - Two (2) classified staff (one from the division, department, or area and one from outside the department/area; and may include an outside technical expert, when necessary, upon request of Screening Committee. The technical expert will be a voting member.
- Screening Committee members may not serve in more than one capacity on the Screening Committee.

- Screening Committees will be formed for hiring all permanent Classified positions.

If serving on a Screening Committee, the same members will remain throughout the entire process. No new members can be added after the initial screening of applications.

- Screening Committees, whenever possible, are to include members of historically under-represented groups, keeping in mind gender, race and ethnicity.
- Screening Committees are to be trained in appropriate screening and interviewing techniques, including equal opportunity/affirmative action goals and hiring procedures for Classified Staff. Screening and interviewing will conform to these techniques and procedures. Job-related interview questions and questions for reference checking will be prepared in advance by the Screening Committee and approved by the College/District Office Human Resources Officer.
- All materials used in the screening process for a position shall be incorporated into a single file and maintained by the site Human Resources Office for at least three (3) years.
- All documentation required to complete the application file must be in the Human Resources Office by the filing deadline. This must include:
 - a) An application: and when applicable:
 - b) Evidence of certification, education and/or other qualification(s).
 - c) Proof of equivalency.

May include:

 - d) A resume.
 - e) Letters of recommendation
 - f) A letter of interest
- The Screening Committee will conduct at least two reference checks with someone who has the ability to evaluate the applicant's work habits. Reference checks shall be uniform for each position, and may include inquiries regarding professional development, professional experience, and personal characteristics relevant to job performance.

- CSEA contract language will be followed with regard to hiring pools and deadlines.
- The Chairperson of the Screening Committee shall lead the discussion of the qualifications of the candidates.
- If the Screening Committee cannot recommend any of the applicants based on the hiring criteria, the hiring process may be reopened.

The college president/designee shall review the Screening Committee's recommendations and, using uniform questions, may interview all candidates invited by the Screening Committee.

Goals

The College/District Office shall have a Staff Diversity Plan, which establishes expected employee representation from historically under-represented groups.

Recruitment

The College Human Resources office shall work with recruiting sources and organizations to ensure that members of historically under-represented groups are aware of openings and are submitting applications. Some of the agencies contacted may include:

- All Departments and Centers within the College/District Office.
- State Employment Development Department Job Service.
- National Association for the Advancement of Colored People (NAACP)
- Other minority or female oriented organizations.
- Local Schools, Colleges & Universities, Minorities Affairs Office
- Mexican American Opportunity Foundation (MAOF)
- Department of Rehabilitation Division of Vocational Rehabilitation
- Career Services Center

- State Vocational Rehabilitation Agencies/Facilities
- Community Service organizations serving historically under-represented groups.
- Independent Living Center of Kern County.

Utilization Analysis

The Staff Diversity Plan shall include a workforce utilization analysis that indicates whether minorities, women and persons with disabilities are under-represented or under-utilized in any job categories.

The local work force availability statistics provided by the State Chancellor's Office and the local State of California EDD Office will be used to determine workforce availability by gender, race, ethnicity and disability.

Each classified position shall be listed under one of the following job categories:

- Executive/administrative/managerial
- Professional non-faculty
- Secretarial/clerical
- Technical and paraprofessional
- Skills crafts
- Service/Maintenance

CLASSIFIED HIRING PROCEDURES
Supplement A

- I. The College/District Office Human Resources Director will be Responsible for:
- Writing position announcements with suggested changes from the Chairperson of the Screening Committee.
 - Establishing opening and closing dates in consultation with the Chairperson of the Screening Committee.
 - Advertising in all vehicles decided upon by the Screening Committee, the Affirmative Action Officer, and the Director of Human Resources.
 - Screening for completed applications before sending completed files to the Screening Committee.
 - Computing workforce utilization for applicants with completed files.
 - Approving interview pools.
- II. Classified Screening Committee Procedures
- A. The vice-president, dean or designee may serve as Chairperson of the Screening Committee.
- B. The area manager/director, and when appropriate, the supervising dean:
- Establishes the screening committee according to the previously noted requirements.
 - Contacts the Staff Diversity Co-Chair for assignment of a Staff Diversity Representative.
 - Reserves the rooms for the Screening Committee meetings and for the interviews.
- C. The Screening Committee Chair shall notify all Screening Committee members of an initial meeting to:
- Review the role of the Staff Diversity representative

- Review the process for screening applications.
 - Explain the function of the department and position.
 - Discuss method to be used in evaluating applicants and in making a final recommendation of interviewees.
- D. The Screening Committee Chair will schedule subsequent meetings to:
- Determine applicants to be interviewed.
 - Develop interview and reference check questions; one interview question MUST address diversity.
 - Coordinate date(s) and time of interviews, with Screening Committee members. (Testing, if applicable, must be administered before interview).
- E. The Screening Committee will assemble thirty (30) minutes prior to the interview in order to:
- Assign questions to be asked. (Chairperson will explain or answer any questions from applicant during the interview.)
 - Review evaluation process to ensure that all members fully understand.
- F. There is to be no discussion of applicants until after all have been interviewed.
- G. The Screening Committee shall make its recommendation to the area vice-president, dean or designee for selection and notification.
- H. After the recommendation is made, the chairperson shall return to the Human Resources office all applications, interview questions, reference checks and evaluation sheets/notes; and indicate who was interviewed; identify who was selected, and give a reason for not recommending remaining interviewees.
- I. For current Kern Community College District employees, within 24-hours of an in-house interview, each applicant interviewed should be contacted as a professional courtesy by the

chairperson/area supervisor filling the vacant position. An in-house candidate may request that the reason(s) for not being selected for a position be put in writing. (CSEA Contract 9L5B3).



Kern Community College District
2100 Chester Avenue
Bakersfield, CA 93301-4099

- Child Care
- Classified
- Confidential/Management
- Faculty

- Bakersfield College
- Cerro Coso College
- District Office
- Porterville College

Applicant Telephone Reference Check

Position Applied For:	
Applicant's Name	Date
Reference Contact's Name	Title of Reference Contact
Reference Contact Telephone Number	Reference Check Performed By

In what capacity and for how long have you known the applicant?

Capacity:

Length of Time:

How would you characterize the applicant's:

A. Follow through on tasks/projects and meet deadlines

B. Knowledge of technology/computer application

C. Personal qualifications: initiative, integrity, detail oriented, analytical, reliable, etc.

D. Leadership style (collegiality, ability say "no," etc.)

E. Decision-making ability

F. Ability to manage conflict

G. Supervisorial skills

H. Knowledge of curriculum and instructional programs.

I. Knowledge of business principles and processes.

J. Is there any additional position-related information you would like to share?

How well does applicant handle on-the-job stress? What situation causes applicant to become agitated or frustrated on the job?

How would you describe the applicant's ability to work with diverse groups of people (trustees, faculty, etc.)?

How do you rate the applicant in the following areas?

Check applicable rating:

Skills	High	Average	Low
Written Communication			
Oral Communication			
Ability to get along with others			
Competence in her/his field of expertise			

Recap...

What are the applicant's greatest strengths for the position?

What are the applicant's greatest weaknesses for the position?

What is your overall assessment of the applicant for this position

Do you know of anything, which would hinder him/her from being a success in this position?

(If yes, explain):

Would you hire this applicant again?

Yes No

Finally, is there anyone else I should talk to?

Faculty Only

How would characterize the applicant's:

A. Teaching ability and style

B. Personal qualification and commitment to teaching excellence

C. Commitment to students and student-centered teaching/learning

Contact Attempts

1	<input type="checkbox"/> No Answer	<input type="checkbox"/> Left message for return call _____ (date)	<input type="checkbox"/> Other:
2	<input type="checkbox"/> No Answer	<input type="checkbox"/> Left message for return call _____ (date)	<input type="checkbox"/> Other:

Exercise Human Resources Assistant

As part of the interview process, you will be asked to complete two (2) exercises. You will have 20 minutes to complete both exercises.

Please use one (1) excel document and place each exercise on a different tab. **Use formulas on the spreadsheet to assist with the calculations.** You will calculate gross pay only.

Please save the document to the desktop as your name.

Exercise #1

Based on the following details, prepare a Faculty Assignment Special Compensation Agreement spreadsheet to pay this individual for work performed.

John Smith, ID#00001111 will be a temporary Basketball Coach for the Spring Semester beginning January 18, 2011 thru May 15, 2011. He is to be paid in four (4) monthly installments for a total of \$500.00.

Exercise #2

Based on the following details, prepare a Pay Authorization spreadsheet to pay this individual for work performed.

A time sheet has been submitted for Jane Smith, ID #00001212, who is employed as an Adjunct Counselor. She worked 23 hours beginning January 18th thru January 31st at a rate of \$60.00 per hour.

Interview Questions
Human Resources Assistant
(30 Minutes)

1. Please briefly describe how your employment background, experience, and strengths make you qualified for the position of a Human Resource Assistant.
2. A. Please explain your level of proficiency with different software applications including spreadsheets, word processing, and databases.

B. What experience do you have in working with a major information technology system such as Banner, Datatel, or PeopleSoft?
3. Please describe a significant project you were assigned and what approach you used to accomplish it. What was the end result?
4. The Kern Community College District has a student body and workforce that are diverse in ethnicity, culture, socio-economic, disability, age and gender. Please describe your experience in working with such diverse groups.
5. Please describe your experience related to payroll processes.
6. An employee comes into the office upset because they believe their pay is incorrect, how would you handle the situation?
7. Please define confidentiality. What is your experience working in an environment which required a high level of confidentiality? Provide us an example of what you felt was confidential during this experience.
8. The Human Resources Department is extremely busy with constant interruptions, phone calls, projects and deadlines.

A. What strengths do you bring to this job that will allow you to respond effectively in this environment?
B. Can you give us an example of a situation of multiple priorities in a stressful situation and explain how you handled the situation?
9. How do you prioritize daily work assignments and projects?
10. If you are the successful candidate what will be your objectives/goals during your first 90 days of employment?
11. Is there any additional information regarding your skills, knowledge, and abilities for this position that you would like to share with this committee?

Do you have any questions for us?

#	Applicant Name	Education	Experience	Meets Quals	Other Considerations/Notes	Recommendation
1						
2						
3						
4						
5						

Screening Committee and Contact Information
Cerro Coso Community College
Web Content Editor

Natalie Dorrell

Public Relations, Marketing, and Development
Manager

Email: ndorrell@cerrocoso.edu

Office: (760) 384-6260

Michael Campbell

I.T. Manager

Email: michael.campbell@cerrocoso.edu

Office: (760) 384-6159

Jeremy Horton

Technical Support Specialist

Email: jeremy.horton@cerrocoso.edu

Office: (760) 384-6173

Tammy Kinnan

Administrative Assistant

Email: tkinnan@cerrocoso.edu

Office: (760) 384-6201

Candidate's Name:

Confidential/Management Personnel
Vice President, Academic Affairs
Interview Questions

Questions		Comments
Member's Name	1. Please tell us why you are interested in this position at Cerro Coso Community college and why you think you are the best candidate for this position?	
	2. Please discuss your experience as an administrator in your last several positions; for example, what were your duties and responsibilities, what do you feel were your greatest accomplishments, etc.	

	<p>3. Please describe your understanding of and experience with achieving institutional effectiveness.</p>	
	<p>4. What strategies would you implement to improve student success, persistence, and completion?</p>	
	<p>5. Please describe a management situation you consider a success. Explain why you believe it was a success. Please describe a management situation you should have handled differently. What did you learn from it?</p>	

	<p>6. Please give us an example of when you initiated a successful collaboration between Academic Affairs and Student Services.</p>	
	<p>7. Please discuss the concept of participatory governance and elaborate on your experience with participatory governance.</p>	
	<p>8. What direct experiences have you had in the coordination or facilitation of professional development activities? What would you suggest to be a good professional development plan?</p>	

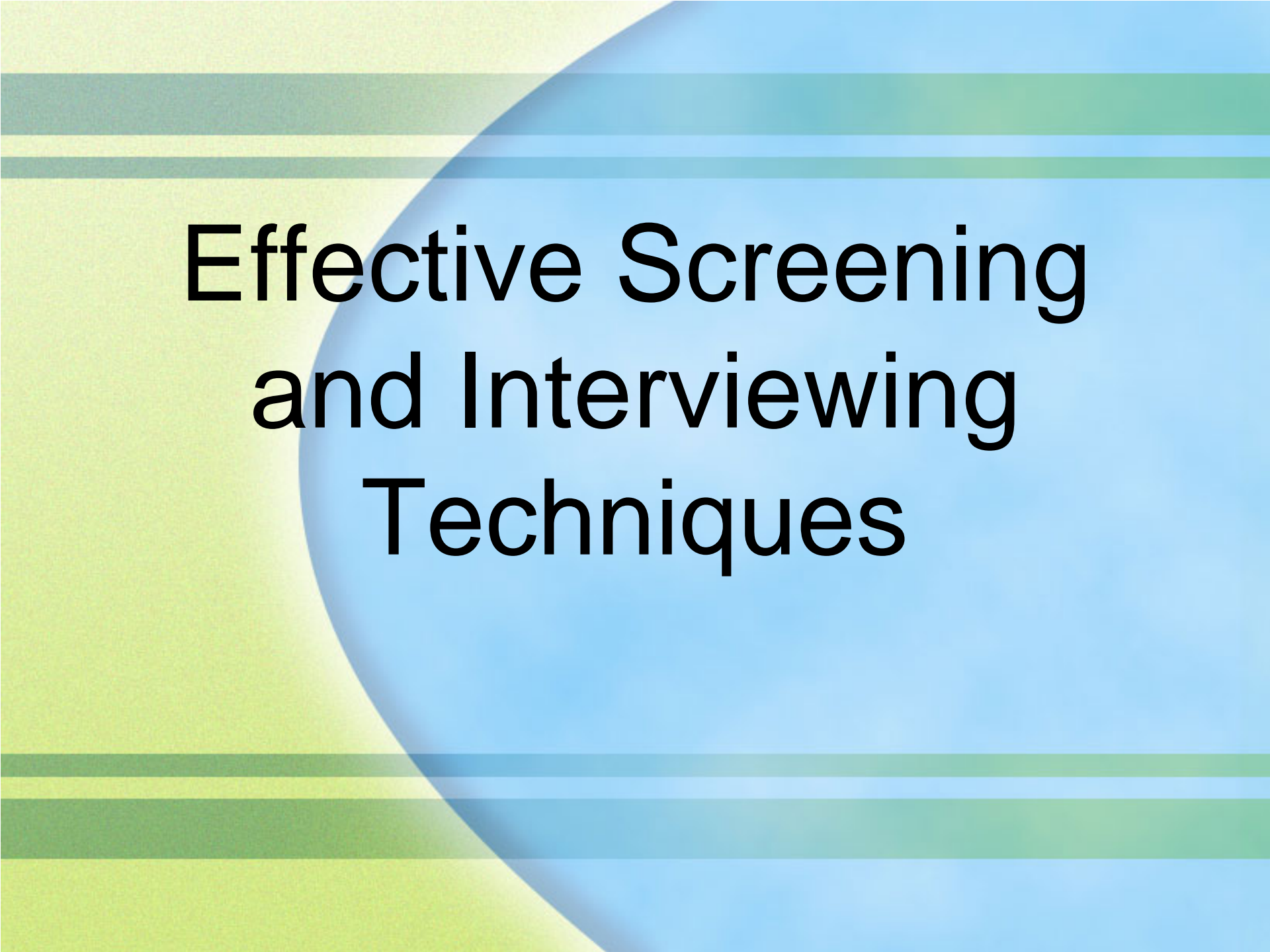
	<p>9. What experience do you have in supporting Career Technical Education programs and promoting local community and economic workforce development?</p>	
	<p>10. Please describe your experience with Enrollment Management and what strategies you would implement to meet the needs of our multiple sites?</p>	
	<p>11. Please discuss the challenges and benefits of distance education.</p>	

	12. In summary, is there any information you would like to share with the committee that has not been elicited from your application materials and this interview process?	
	13. Do you have any questions for us?	

Recommend _____

- 4 = Recommend Highly
- 3 = Recommend
- 1 = Recommend with Reservation
- 0 = Not Recommended

(The number two is purposely omitted to define separation from applicant you definitely want to interview versus the applicant with some reservation)



Effective Screening and Interviewing Techniques

Section I

Introduction

About this course

- Screening and interviewing candidates
 - Application Screening
 - Interviewing
 - Post-interview



Section II

Application Screening

Prework

- Define the position
- Job description

Job description

- Important functions
- Critical skills
- Special knowledge

Job description

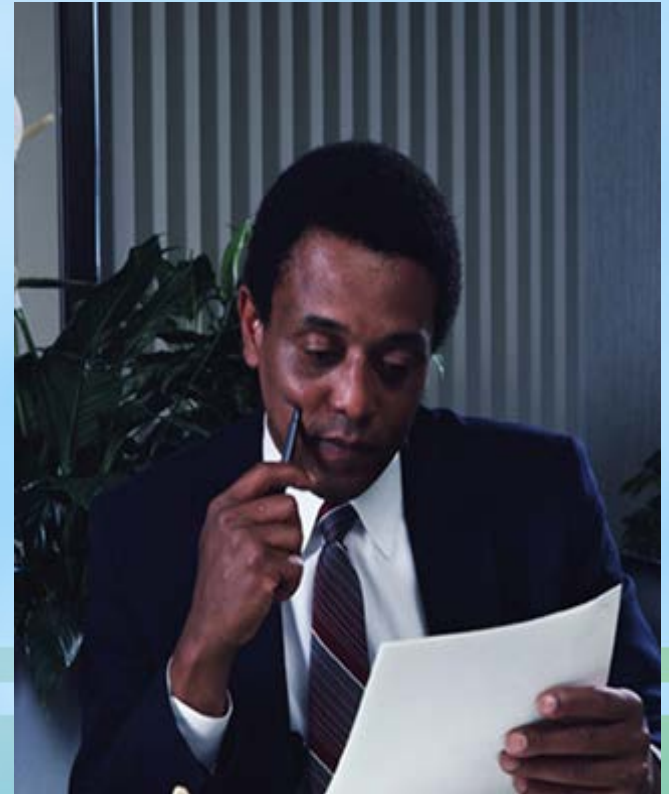
- Physical requirements
- Mental requirements

Use the job description

- Agree on screening criteria and evaluation tool
- Develop interview questions prior to screening applications
- Use screening process to select candidates for interview

Résumés and applications

- Examine résumés closely
- Compare credentials
- Complete applications



Résumés and applications

- Check experience continuity
- Do not request photos
- Every committee member must screen
- Be Consistent

Section III

Interviewing

Conducting an interview

- Put candidate at ease
- Describe the District/College and position
- Verify application information



Conducting an interview

- Pre-planned list of questions and interview evaluation form
- Use the same questions
- Use follow-up questions only to seek clarification in an applicant's answer

Conducting an interview

- Encourage questions from the applicant at the end of the interview
- Take notes
- Don't discuss candidates between interviews



Good questions

- What kind of experience do you have?
- What aspects of your job do you consider most crucial?
- Of all the work you've done, where have you been most successful?



Good questions

- What do you think are the broad responsibilities of this job?
- What are the major qualities of your current job?
- Describe how your job relates to the overall goals of your department and company.

Good questions

- What would you change about your current job or what aspects do you like least?
- What aspects do you like best?
- What are you looking for in your next job?

Don't ask

- Are you married?
- Do you have children?
- Are you pregnant?

Don't ask

- Are you dating anyone right now?
- How old are you?
- What is your nationality or race?

Don't ask

- Are you a citizen?
- Have your wages ever been garnished or have you ever declared bankruptcy?
- Do you own your own home?

Don't ask

- What type of discharge did you receive from the military?
- Do you have a disability?
- Have you undergone a psychiatric evaluation?

Don't ask

- How often do you drink alcoholic beverages or take illegal drugs?
- What is your weight?
- Have you ever filed a workers' compensation claim?

Don't ask

- Have you ever filed a lawsuit/charge regarding Title VII matters?
- What is your religion?
- Have you ever been a member of a union?

Don't ask

- What clubs, societies, and lodges do you belong to?
- What are your political affiliations?
- Are you homosexual?

Interviewing pitfalls

Avoid:

- Viewing a candidate too strongly because he/she followed a weak candidate
- Picking a candidate because of similarities, not because they are best suited for job
- Allowing nonverbal items to influence

Interviewing pitfalls

Avoid:

- Asking drastically different questions
- Stereotyping
- Fixating on one criterion
- Settling for politically correct answers

Section IV

Post-interview

Determine Best Candidate(s)

- Consider all information about the candidates related to the job
- Recommend candidates for second level interview

Background and reference checks

- Check references & previous employers



Section VI

Summary

Summary of main points

- Job description
- Application Screening
- Interviewing
- Post Interview

Questions

10B2 Selection of Confidential Employees *(Revised February 3, 2005)*

10B2A The screening procedures for confidential employees shall be approved by the College President for College positions and the Chancellor for District Office positions.

10B2B The selection of College confidential employees shall be upon the recommendation of the College President. The recommendation will be forwarded to the Chancellor for approval and action by the Board of Trustees.

10B2C The selection of District confidential employees shall be approved by the Chancellor and the Board of Trustees.

10B3 Selection of Management Employees *(Revised February 3, 2005)*

10B3A The selection procedure for classified management employees shall be approved by the College President for College positions and the Chancellor for District Office positions.

10B3B The selection of College classified management shall be upon the recommendation of the College President. The recommendation will be forwarded to the Chancellor for approval and action by the Board of Trustees.

10B3C The selection of District classified management shall be recommended by the Chancellor for action by the Board of Trustees.

10B3D The faculty will be involved in the selection process of candidates for educational administrator positions for which applications are solicited. (See **Policies 10B1C and 10B1D**)

10B3E A joint committee representing all member Colleges shall be involved in the selection of candidates for District educational administrator positions. A joint College committee shall be involved in the selection of candidates for College educational administrator positions.

10B3F Joint committees shall function at all levels in the selection process which includes recommending qualifications and job descriptions, advertising the position, screening and reviewing applications, interviewing candidates, and recommending candidates to the College President or Chancellor.

10B3G A candidate for a position under consideration shall not serve on the joint committee for that position.

10B3H Joint Screening Committee for District Educational

Administrator Positions (Revised February 3, 2005)

10B3H1 The joint screening committee shall include three (3) managers appointed by the Chancellor or the Board of Trustees.

10B3H2 The screening committee shall include a total of three (3) faculty members, to be appointed by the respective College Academic Senates at each of the District Colleges as follows: one (1) from Bakersfield; one (1) from Porterville; one (1) from Cerro Coso].

10B3H3 The screening committee shall include at least one (1) District Office classified or confidential staff member appointed by the Chancellor.

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10B3H4 The screening committee may include a total of three (3) community members to be appointed by the respective College President, one (1) from each District College.

10B3H5 At the discretion of the Chancellor, the screening committee may include the student member(s) of the Board of Trustees.

10B3H6 As appropriate, the Chancellor shall chair the screening committee. At the discretion of the Board of Trustees this function may be assigned to another manager.

10B3H7 The screening committee shall recommend candidates to the Chancellor. The Chancellor shall recommend to the Board of Trustees for appointment one (1) or more of the candidate(s)

10B3I Joint Screening Committee for College Educational Administrator Positions (Revised June 10, 1999)

10B3I1 The joint screening committee shall include the College President or designee, faculty, and management. A representative of the classified staff and a student representative may be involved in the screening process at the discretion of the College President.

10B312 The College President or designee shall chair the joint committee. In addition to the chairperson, there shall be an equal number of faculty and management.

10B313 The College President shall recommend to the Chancellor for Board appointment one (1) or more of the candidates recommended by the joint committee. The joint committee shall recommend at least two (2) candidates to the President.

10B314 Faculty representatives shall be appointed by the academic senate.

10B315 Management representatives will be appointed by the College President.

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10B316

For the position of College President the committee chair shall be the Chancellor or designee. The Chancellor shall recommend for Board appointment one (1) or more of the candidates recommended by the joint committee. The joint committee shall recommend at least two (2) candidates to the Chancellor.

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