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Preamble

The following policy is based on the authority provided under Board Rule, Chapter X Human Resources, Article III Selection Policies, Sections 10301-10304. The local hiring procedures shall be agreed to by the Academic Senate and the president of East Los Angeles College as required by these Board Rules and the California Education Code. The president and the Academic Senate hold joint responsibility for assuring that the district and local hiring policies and procedures are observed.

Though the Board has the primary legal and public responsibility for ensuring an effective hiring process, the faculty has a professional responsibility in the development and maintenance of the quality of the college’s educational programs and services. It is essential that the faculty have significant and meaningful participation in the hiring process and that the president normally accepts faculty recommendations regarding qualifications and experience of candidates for faculty positions.

Local college procedures should ensure that the responsibility of recruiting and selecting well-qualified candidates is a joint responsibility of faculty and administrators. The procedures should require all those involved in the hiring process to adhere to the following fundamental criteria when reviewing application materials, conducting interviews, and evaluating candidates:

1. The extent to which the candidate has command of, or brings expertise in, the discipline or subject area in which the candidate will be employed
2. The candidate’s demonstrated ability or potential to become an engaging instructor, counselor, librarian, or other support professional
3. The degree to which the candidate will contribute, directly or indirectly, to the diversity of the college and discipline in which the candidate will be employed
4. The degree to which the candidate will participate in department and campuswide committees.

The following sections delineate these procedures for East Los Angeles College.

Section I     Initiation of Full-Time Hiring Process

The department chair, acting on behalf of the department, or the president, or his/her designee may apply for faculty positions through the Annual Update Program Review Questionnaire. The following timeline and processes are intended to ensure that departments may normally begin the search for candidates by the end of the fall semester.

Requests for faculty positions shall be submitted in the fall semester with the Annual Update Plan. Spring requests may be submitted for the replacement of late retirements.

1. The Office of Institutional Effectiveness shall forward applications to the Faculty Hiring Prioritization Committee (HPC), preferably no later than the sixth week of the semester.
2. The HPC shall have six weeks to review the applications and forward a prioritized list of faculty positions to be filled to the Academic Senate. The HPC shall provide a written rationale for the prioritization, including qualitative and quantitative justifications.
3. The Academic Senate may accept in whole, or in part, the HPC’s prioritization list and shall forward its recommendation to the president by the end of November.

4. The president shall review the list and determine which faculty positions to fill and notify the Academic Senate president (with a copy to the HPC co-chairs, AFT president, and participating department chairs) of this decision prior to the week of final exams. If the president deviates from the Senate’s recommended prioritization, he or she shall explain the reasons to the Academic Senate president.

5. The president or designee shall submit to the district office Form C902 Notice of Intent to Fill Academic Position (NOI) for each position.

6. The vice president shall notify a department chair to form a selection committee after the NOI has been submitted.

7. If at any time a delay occurs in the process, all of the parties involved must be notified.

Section II  Selection Committee

A. Policy for selection of committee members:
   1. Each department shall formulate a written policy for selecting members to a Selection Committee.
   2. This department policy should be as inclusive as possible. As part of this inclusiveness, the department chair shall notify all full-time faculty members in the department of the formation of a Selection Committee. The chair shall prepare a letter to be signed by each member acknowledging the formation of a Selection Committee. Any member who has a close personal relationship with any of the candidates shall excuse himself or herself from committee service.
   3. This department policy must be approved by the Academic Senate, which shall forward it to the Office of Academic Affairs. In the absence of a department policy, the department shall use a Senate-approved generic policy.

B. The Selection Committee shall consist of
   1. The department chair or his/her designee who shall chair the Selection Committee.
   2. Two or more regular or tenured-track faculty members in the discipline in which the vacancy exists. When there are fewer than two faculty members in the discipline, the department chair shall inform the Academic Senate president. The department chair shall seek faculty members from the same discipline at another community college (if possible, from within the district). If faculty from the same discipline are not available, the department chair in consultation with the Academic Senate president and the administration shall pursue other options such as faculty members from a related discipline at the college or discipline members at a university. The Selection Committee should include faculty members from historically underrepresented groups whenever possible.
   3. An administrator who shall serve as a voting member of the Committee.
   4. A representative from business or industry and/or a faculty emeritus who may serve as a non-voting member on the Committee at the request of the Selection Committee. Such representative shall be designated through consultation with the Academic Senate president and the administration.
   5. An Equal Employment Opportunity Compliance (EEOC) representative who shall serve as a non-voting member.
6. Additional administrators who may serve as non-voting members if agreed upon by the college administration and the Academic Senate.

C. The duties of the Selection Committee shall be to
1. Prepare the job announcement.
2. Develop a recruitment plan, focusing on discipline-related organizations and experts.
3. Review all of the applications from those who have expressed an interest in the position.
4. Select an appropriate number of applicants to be invited for an interview.
5. Create a final list of interview questions.
6. Develop activities, including teaching demonstrations, writing samples, and other performance indicators related to the subject area.
7. Agree on a rating and ranking process of the candidates.
8. Establish a tentative interview schedule, including possible follow-up interviews or activities for those candidates considered best qualified.
9. Participate in the interviews.
10. Determine the candidates whose names shall be forwarded to the president for the final interview.

D. Throughout the hiring process, the Equal Employment Opportunity Compliance (EEOC) representative’s role shall be to
1. Serve as a consultant regarding district and state guidelines.
2. Monitor the district’s diversity procedures, including but not limited to a review of the job description and announcement, composition and procedures of the Selection Committee, and the adequacy of the applicant pool.
3. Conduct hiring workshops for members of a selection committee prior to its first meeting. Topics shall include (but are not limited to) appropriate district and state guidelines, roles of committee members, the confidentiality and integrity of the hiring process, and a basis on which to judge a candidate. Training should be provided for the following:
   a. Committee members who have no prior service on a selection committee
   b. Committee members who are new to East Los Angeles College
   c. Committee members who have not attended a training session in the preceding five years
   d. All committee members after any substantive change in laws, policies, or regulations related to diversity or hiring.

Section III Job Announcement

The appropriate discipline or subject area faculty, whether or not they serve on the Selection Committee, shall develop the faculty job announcement, which shall include the job description and application procedure. The supervising dean shall coordinate the advertising of the position. The job announcement shall be posted on the LACCD website preferably no later than the end of January and circulated for a minimum of eight weeks. The announcement period may be shortened to a minimum of six weeks upon recommendation of the Academic Senate Executive Committee to the president after an assessment of the discipline interest pool where the vacancy exists indicates that the pool is sufficiently diverse.

A. The job announcement shall describe
1. The duties and responsibilities the contract faculty member shall be expected to assume.
2. The minimum qualifications for the position established by the Board of Governors of the California Community Colleges (State Minimum Qualifications).

3. The academic preparation, experience, knowledge, skill, and ability a successful candidate should possess.

4. Other characteristics the college determines to be desirable, such as
   a. Academic qualifications beyond the minimum that demonstrates extensive knowledge of the discipline.
   b. Qualities that demonstrate an ability to create an environment conducive to learning:
      (1) Explaining ideas clearly in ways that students can understand
      (2) Respecting students’ varying styles of learning
      (3) Communicating effectively with various student populations.
      (4) Respecting individuals regardless of differences in opinions and academic, socioeconomic, cultural, and ethnic backgrounds
      (5) Being aware of or having knowledge in effective student-centered engagement
      (6) Conducting activities that provide students with opportunities to reflect on what they are learning.
   c. Potential for overall college leadership based on experience in educational institutions or other fields or areas of service.

B. Application Procedure
1. Each applicant shall be required to submit the following documents in hard copy or in electronic format to the college’s Office of Academic Affairs prior to the stated deadline:
   a. A cover letter and current resume summarizing how the candidate meets the qualifications for the position.
   b. A completed Los Angeles Community College application form.
   c. Unofficial copies of transcripts from accredited institutions (official transcripts are required at the time of hiring).
   d. A list of three references from among current and prior administrators, supervisors, and/or colleagues, including this information:
      (1) Name
      (2) Position title
      (3) Address
      (4) Telephone number
      (5) Relationship to the applicant.
2. Other documents or relevant information requested by the Selection Committee, such as work products, portfolios, or evaluations.

Section IV Recruitment of Applicants

A. To obtain the best-qualified candidates, the department chair, working with the participating administrator, shall initiate a general recruitment campaign for all probationary positions. Whenever possible, if the number of positions equals more than twice the number of deans, one vice president shall determine how to stagger the position opening and closing dates to ensure that a sufficient number of deans are available to serve on selection committees.

B. The department chair, working with the participating administrator, shall actively recruit both within and outside the district to attract qualified applicants for new positions and
include focused outreach to the discipline and to historically underrepresented groups. This process may include but are not limited to

1. Placing advertisements in the *Chronicle of Higher Education, Community College Week, Hispanic Outlook, and Black Issues in Higher Education.*
2. Notifying departments in colleges with large populations of historically underrepresented groups.
3. Notifying national organizations representing historically underrepresented groups.
4. Sending announcements to potential candidates in the LACCD Faculty Interest Pool and the California Community Colleges Registry.

C. The recruitment plan should also make effective use of e-mail and the Internet, including making available electronic versions of the job announcement and application forms. The administration shall ensure a “faculty job openings” link on the college web site. Faculty should take advantage of face-to-face recruiting opportunities at local or regional job fairs, education placement fairs, meetings of professional organizations, or other such creative venues.

D. After the deadline has passed, the Equal Employment Opportunity Compliance (EEOC) Representative shall analyze the composition of the initial application pool to ensure that expected representation has been achieved for historically underrepresented groups. If necessary, the application deadline shall be extended and additional focused recruitment conducted for historically underrepresented groups for which expected representation has not been achieved.

Section V Selection of Candidates and Preparation for the Interview

A. The participating administrator shall

1. Supervise the collection, organization, and preparation of the applicant files, including the required forms, which shall be held in a confidential manner until the Selection Committee is ready to review them.
2. Review the applications for completeness of requested information and documentation.
3. Review with the Selection Committee chair all files to verify minimum qualifications.
4. Arrange in consultation with the Selection Committee chair a procedure for viewing all the files at an agreed upon time and location on the campus or through electronic means.

B. The Selection Committee shall

1. Review and evaluate every applicant’s file. (All members must review all files.)
2. Select those applicants for an interview who best meet the qualifications listed in the job announcement. Unless exceptional circumstances exist (e.g., disciplines with historically small pools or where the department requires a discipline specialist), the Selection Committee shall select an appropriate number of applicants to ensure that a minimum of eight (8) candidates shall be interviewed for each open position.
3. Create a final list of interview questions, including but not limited to those that will not only reveal a candidate’s content expertise, but also his/her potential ability to teach effectively.
4. Develop activities, including teaching demonstrations, writing sample questions, and other performance indicators related to the subject area.
5. Agree on a rating and ranking process of the candidates.
6. Establish a tentative interview schedule, including possible follow-up interviews or activities for those candidates considered best qualified.

C. The Selection Committee chair, working with the participating administrator, shall
   1. Draft an initial letter or email to the candidates who are being invited to the interview. The letter shall include an overview of how the process shall be conducted and what the candidate should bring to the interview. The participating administrator shall send the correspondence.
   2. Draft a second letter if a follow-up interview or activity is required for those candidates to be invited back for further consideration.

Section VI Selection of Finalists

A. Following the conclusion of the interviews, the Selection Committee chair shall direct a full, open, and professional discussion to achieve a consensus on the top candidate(s). The Committee shall use a screening procedure that allows members to rate and ultimately rank each of the candidates.
   1. Ranking should emphasize those qualities most relevant to the candidates’ performance of the work for which they will be hired.
   2. Members may modify their rankings in light of insights gained through discussion.
   3. Because the president relies heavily, sometimes almost exclusively, on the final written comments on the evaluation forms (Form C594 – Campus Interview Committee Evaluation), committee members, especially the faculty, must take as much time as they need to thoroughly explain the strengths and weaknesses of the final candidates and why they ranked them as they have.

B. The Selection Committee chair shall complete Form C193 – Campus Interview Committee Report and indicate the committee’s recommendation of no more than three candidates per position. The form, along with the committee’s evaluation forms, shall be provided to the participating administrator who shall submit it to the president and appropriate vice president for final consideration.

C. If exceptional circumstances and compelling reasons exist that only one candidate is forwarded, the Committee chair shall provide a written rationale.

D. The Committee’s commitment to recommend only the best candidates is essential to the integrity of the faculty hiring process. If the Committee cannot recommend two candidates or one candidate in exceptional circumstances, the hiring process shall be reopened immediately, and the participating-administrator shall notify the Academic Senate president. Note: The discipline is not required to reapply for a position through the Annual Update Plan process.

E. If multiple probationary positions are to be filled in a discipline, a minimum of four (4) ranked candidates shall be forwarded if two positions are open; a minimum of six (6) ranked candidates shall be forwarded if three positions are open. If the Committee cannot recommend the appropriate number of qualified candidates, then one or more of the positions shall be re-opened.

Section VII Final Interview

A. The participating administrator shall present a packet of materials for the president consisting of the following:
   1. A copy of the position announcement
   2. A Selection Committee roster
3. A copy of the applicant pool statistics
4. The completed rating forms each Selection Committee member used during the review of applications to determine which candidates to invite to an interview
5. A copy of the interview questions, skill demonstrations, and other assessment materials the Selection Committee used
6. The completed interview rating forms each Selection Committee member used during the interviews
7. Documents or other materials produced in connection with any skills demonstration or other assessment process
8. A copy of all correspondence with candidates
9. The original application materials of all candidates.

B. The president shall conduct the final interviews with the participation of the appropriate vice president and the Selection Committee chair. The chair shall be able to communicate to the president the Committee’s perceptions of the strengths and weaknesses of each finalist.

C. After completing the final interviews, the president and/or vice president shall conduct final reference checks. The president shall then discuss his/her choice to fill the position with the Selection Committee chair. After this discussion, the president shall notify the Selection Committee chair of the final selected applicant.

D. In exceptional circumstances, there may be compelling reasons why the president cannot choose any of the final candidates. The president shall then meet with the Selection Committee chair to discuss these issues and to consider any evidence justifying a reconsideration of a candidate. If the president still does not wish to hire, the hiring process shall be reopened immediately, and the participating vice president shall notify the Academic Senate president.

E. If compelling reasons exist that the president must change the recommendation from hiring a probationary to a non-probationary instructor, then the president shall inform the Selection Committee chair and the Academic Senate president. A non-probationary instructor may not be reclassified as a probationary hire unless the non-probationary instructor competes with other candidates in a reopening of the position.

F. If a hired probationary instructor is separated from service within one year, then the Selection Committee shall reconvene to review the remaining candidates to consider forwarding an additional finalist for the president to interview.

Section VIII  Finalization of the Hiring Process

A. **Recommendation for Hire** (according to the current *Human Resources Guide HR R-120* dated 10/12/2010)
   1. The college president shall recommend to District Office Human Resources the candidate he/she believes is best qualified for the assignment.
   2. Upon completion of the minimum qualifications and EEO compliance reviews, District Office Human Resources shall provide written notification of approval to hire the recommended candidate. If the recommended candidate does not meet the minimum qualifications review, or the selection process does not meet the EEO compliance review, District Office Human Resources may request an additional candidate recommendation. If no other candidate is available for recommendation, then District Office Human Resources can direct the college president to form a new selection committee and repeat the selection process.
3. Upon completion of HR’s final qualification review/audit, the college shall be given authorization to hire, and the vice president shall notify the candidate of the job offer and how to begin the process for assignment to the position.

4. The vice president shall notify unsuccessful candidates.

Section IX  Limited Hires, Long-Term Substitutes, and Adjunct Faculty

The hiring process for limited, long-term substitute, and adjunct faculty positions shall utilize elements of the foregoing process as closely as possible to guarantee a high quality of instruction.

A. For limited and long-term substitutes.
   1. The department chair shall request the position with a letter to the appropriate vice president addressing the reasons for filling the position on a temporary basis (such as full-time leave replacement, unexpected resignation of a full-time faculty member, unexpected growth necessitating the expansion of the department).
   2. The vice president shall make a recommendation to fill the position to the college president and notify the Academic Senate president. If any request for a limited or long-term substitute is rejected by the administration, the appropriate vice president shall provide a written explanation to the department chair with a copy to the Senate.
   3. If exceptional circumstances and compelling reasons exist (e.g., disciplines with historically small pools or where the department requires a discipline specialist), a minimum of three weeks shall be allowed for interested candidates to respond to the job announcement.
   4. The finalists shall be interviewed by the appropriate vice president and a faculty member of the Selection Committee; and with consent of the president, an offer shall be made once clearance of the assignment is received from the District.

B. For adjunct hires, the department chair or designee should maintain an up-to-date list of qualified.
   1. The department chair or vice chair responsible for staffing the class or program shall conduct interviews. Candidates should demonstrate knowledge of the subject area and awareness of effective teaching practices.
   2. If time allows, the department is encouraged to form a Selection Committee to conduct the process. Whenever possible, in departments with multiple disciplines, interviews for adjunct faculty shall include a department member from the discipline.
   3. Minimum qualifications and other eligibility factors of the final candidates must be reviewed and verified prior to an offer of employment.

Section X  Relevant Documents

1. Los Angeles Community College Board of Trustee Rules (Chapter X, Article III)
3. Title 5 (Sections 53003, 53021-24, 53400-07, 53410-30, 56260-64)
4. Education Code (Sections 70902, 87001, 87003, 87355-60, 87600 12)
5. “A Re-examination of Faculty Hiring Processes and Procedures,” The Academic Senate for California Community Colleges, Fall 2000
Section XI    Approval of Policies and Procedures

The College President and the Academic Senate have collegially consulted and reached mutual agreement on this revised Faculty Hiring Policy. This Policy and its procedures become effective on **May 08, 2012**.

Both parties retain the right to review and, if necessary, revise these procedures through mutual agreement.

Tyree Wieder, Interim College President ________________________________

Alex W. Immerblum, Academic Senate President __________________________