



Hiring Practices

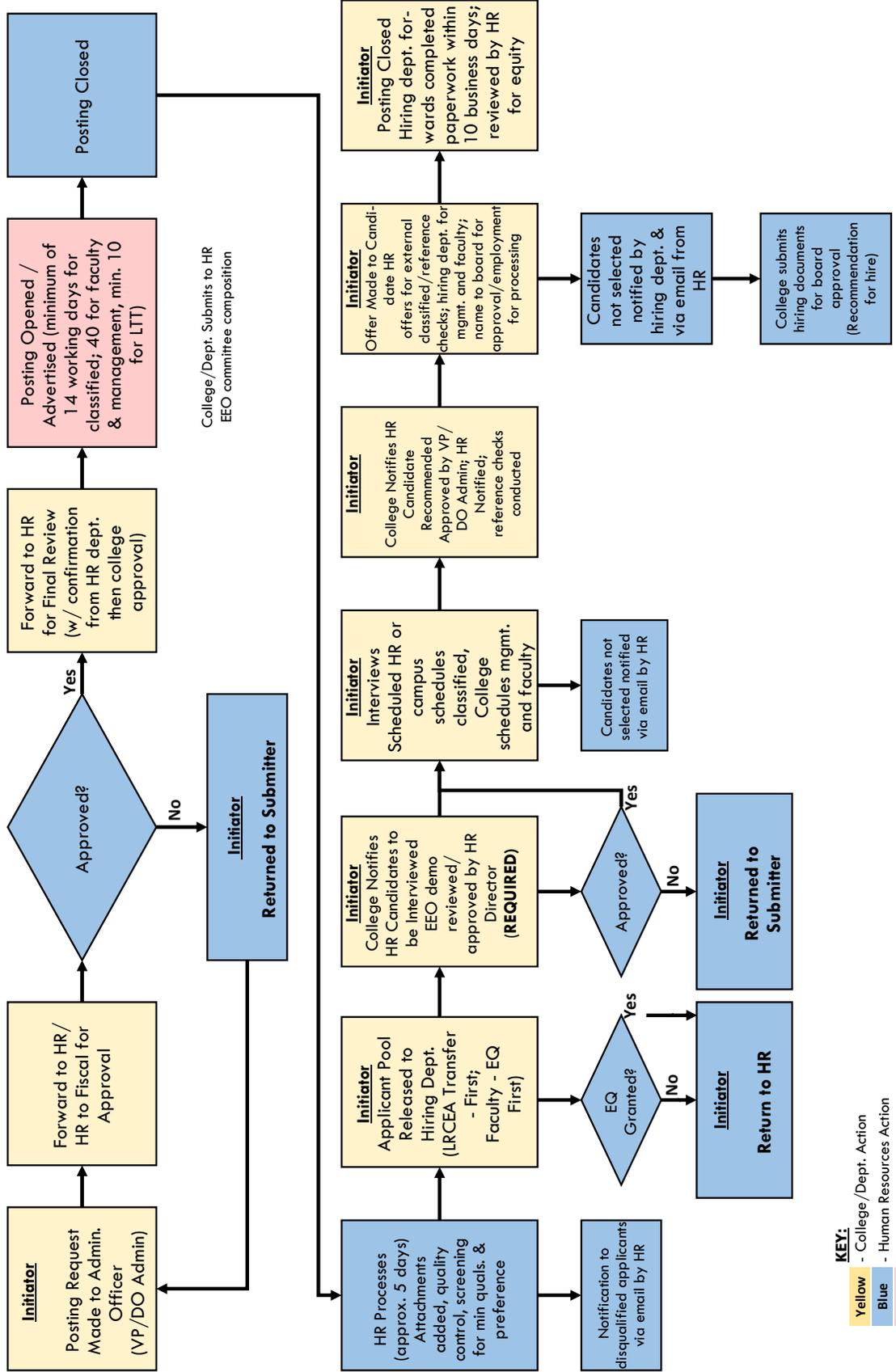
-Administrative Guide-

2020

Prepared by
Office of Human Resources Recruitment



Process for regular faculty (and externally advertised LTT), management, and classified positions. Student, adjunct, and temporary clerical position recruitment conducted at hiring department level.



KEY:
 Yellow - College/Dept. Action
 Blue - Human Resources Action
 Rose - Process Information

WHY DIVERSITY & INCLUSION MATTERS

Hiring Practices

LOS RIOS
COMMUNITY COLLEGE DISTRICT | HUMAN RESOURCES RECRUITMENT

Our District

- Second largest public community college district in California
- 4 colleges, 10 outreach centers serving the greater Sacramento region
- Enrolled 67,779 in Fall 2018
- 1,034 full time faculty (Fall 2019)
- 72 full time faculty hires (Spring 2019); 41 (Fall 2018)

Our Region

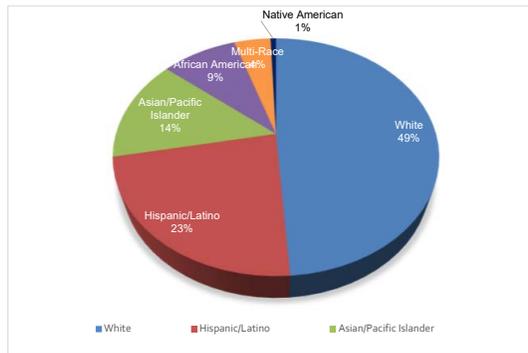


Figure 1: Regional Diversity by Race/Ethnicity in Sacramento County, El Dorado County, and Yolo County in Fall 2018

LRCCD Race & Ethnicity

Students

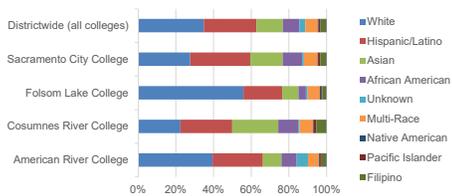


Figure 2: Total Percentage Unduplicated Student Enrollment by Race/Ethnicity, Fall 2018

Source: Fall 2018 First Census Research Database, LRCCD

Faculty

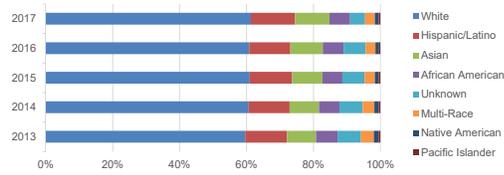
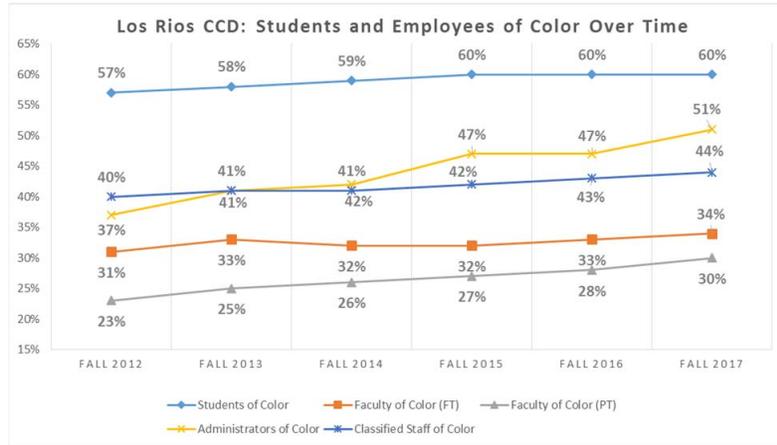
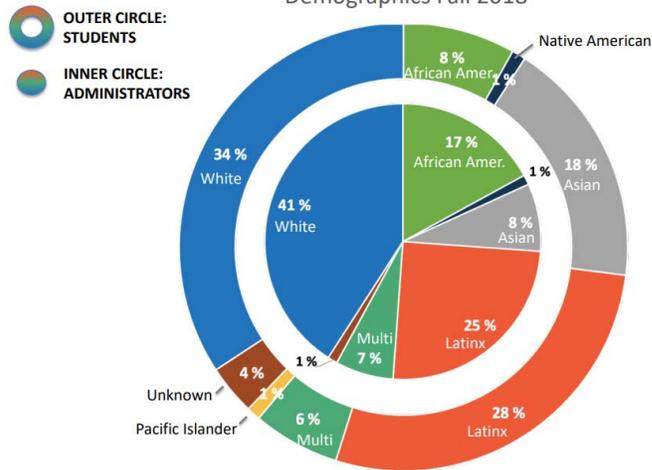


Figure 3: Total Institutional Employment Tenured/Tenure-Track Faculty by Race/Ethnicity First Day, Fall Semester from 2013 to 2017



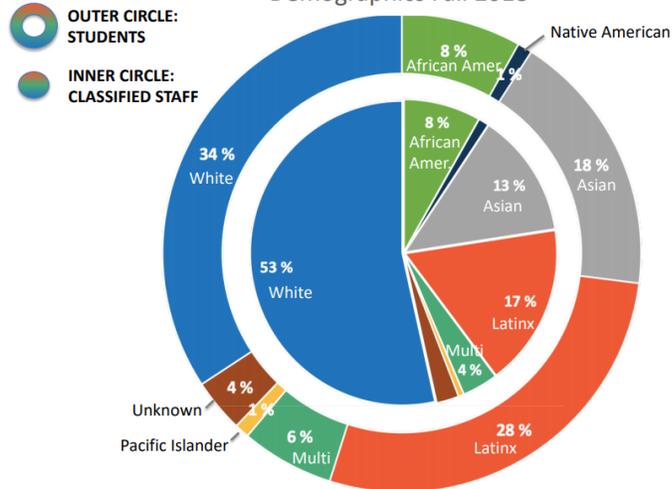
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LRCCD Administrators' Racial/Ethnic Demographics Compared to Students' Racial/Ethnic Demographics Fall 2018



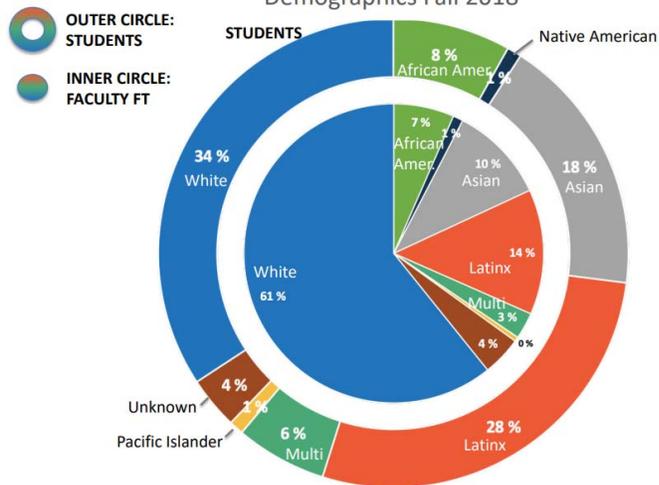
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LRCCD Classified Staff Racial/Ethnic Demographics Compared to Student Racial/Ethnic Demographics Fall 2018



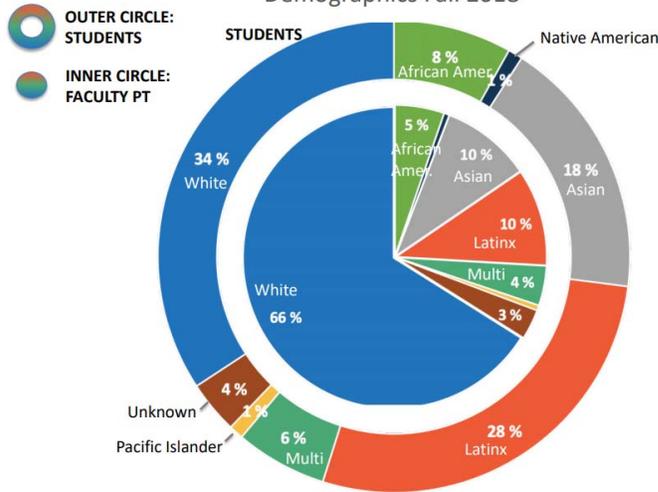
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LRCCD Full Time Faculty Racial/Ethnic Demographics Compared to Student Racial/Ethnic Demographics Fall 2018

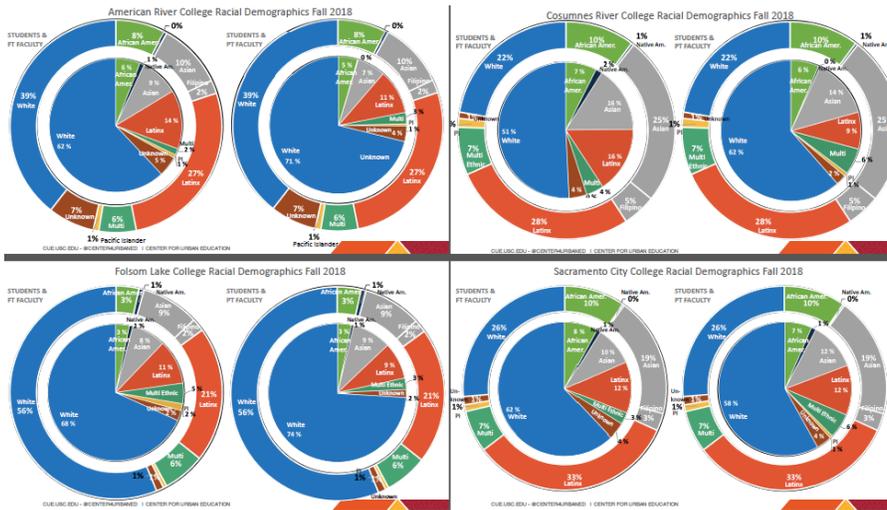


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LRCCD Part Time Faculty Racial/Ethnic Demographics Compared to Student Racial/Ethnic Demographics Fall 2018



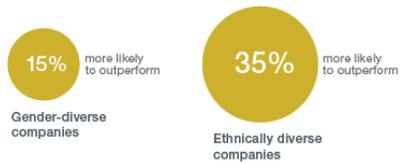
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Making a Case for Diversity & Inclusion

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?



*Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country. Source: McKinsey analysis

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The Equity Gaps are Real

In our system, certain student groups are much less likely to reach a defined end goal such as a degree, certificate, or transfer.

Student Demographic Group	Completion Rate
African American	36%
American Indian/Alaskan	38%
Hispanic	41%
Pacific Islander	43%
Asian	65%
White	54%

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Student Success

Studies prove the educational benefits of a diverse faculty.



Closing achievement gaps by

20-50%

Fairlie, R. W., Hoffman, F., Oreopoulos, P. (2014). *A Community College Instructor Like Me: Race and Ethnicity Interactions in the Classroom*. *American Economic Review*, 104(8): 2567-2591.

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De Anza Study (Fairlie, et al, 2014)

	Similar Instructor Effect	White-Min Achievement Gap	Percent of Gap (change)	Minority Base Rate
Dropped Course	-0.020	-0.039	51%	0.281
Passed a Course	0.012	0.054	23%	0.835
Course Grade	0.54	0.318	19%	2.587
Grade of B >	9.924	0.112	21%	0.567

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Education Code Requirement: Continually Responsive Workforce

"A work force that is continually responsive to the needs of a diverse student population [which] may be achieved by ensuring that all persons receive an equal opportunity to compete for employment and promotion within the community college districts and by eliminating barriers to equal employment opportunity."

- Education Code Section 87100(a)(3):

Title 5: Richly Diverse Workforce

Establishing and maintaining a richly diverse workforce is an on-going process that requires continued institutionalized effort.

- "Richly Diverse Workforce"
- "Continued Institutionalized Effort"
- "Establishing and Maintaining"

Title 5, Section 53024.1

Statewide Focus on EEO Data

Office of the General Counsel

Equal Employment Opportunity

LONGITUDINAL DATA GUIDE



California Community Colleges Chancellor's Office

- The Chancellor's Office, Statewide EEO & Diversity Advisory Committee developed a guide for the use of local EEO data
 - What is Longitudinal Data?
 - Title 5 EEO Longitudinal Data Requirements
 - Why Should I Collect and Analyze Longitudinal Data?
 - How Do I Use Longitudinal Data?
 - Examples and Best Practices
- The EEO Longitudinal Data Guide released April 2018
- Training sessions & webinars followed

The Los Rios Strategic Plan

Goal 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups.

- Indicators of Achievement:
 - Achieve a 71% course success rate for each student group by 2021
 - Achieve a 17% degree and completion rate for each student group by 2021
 - Recruit faculty, staff and administrators to reflect the demographics of the District's service area
- Strategies
 - Promote courageous conversations that address institutional barriers
 - Develop effective strategies for promoting inclusivity and social justice as well as mitigating bias inside and outside the classroom
 - Increase recruitment outreach to diversify applicant pools

The Los Rios EEO Plan

Title 5 § 53003 requires:

- Adoption of a written Equal Employment Opportunity Plan (LRCCD plan approved Spring 2019)
- Process for filing discrimination complaints
- Data collection and review
- Process for training screening or selection committees (Hiring the Best Training)
 - State and federal nondiscrimination laws
 - Educational benefits of workforce diversity
 - The elimination of bias in hiring decisions
 - Best practices for serving on a selection committee

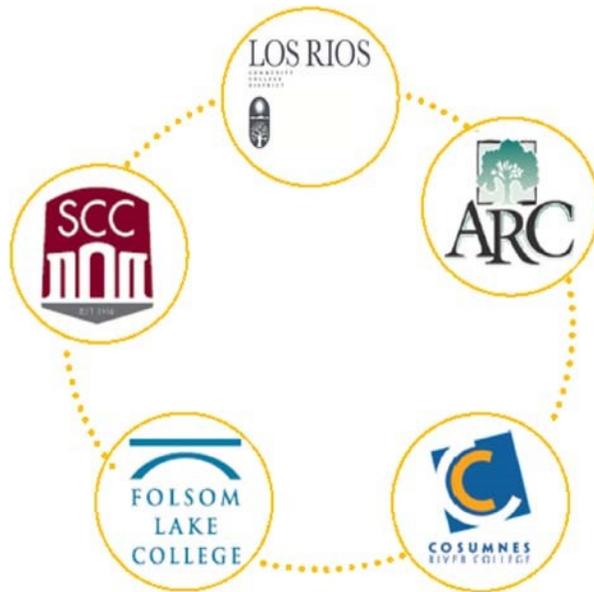
Bottom Line

- A diverse workforce benefits our diverse student population
- A diverse workforce is increasingly a matter of both state and local concern
- The law requires that we provide applicants with an equal opportunity to compete for employment and promotion
- It's important to follow established Los Rios hiring practices

How To – Creating a Job Posting (Initiator)

1. In PeopleAdmin
2. Postings/Select the employee group (Classified, Faculty, Administrative/Executive)
3. Click **“Create New Posting”**
4. Create from Posting Template
5. **Select the template.** Ex: Administrative/Executive Job Posting or Faculty Assistant Professor or select the specific classified position title (Ex. Student Personnel Assistant – Student Services)
6. Click + **“Create Posting from this Posting Template”**
7. **Input Job Posting Information and Budget Codes.** *(see How To Faculty Job Posting Instructions for step by step text and instructions)*
 - a. For Interim Position, indicate in the “Comments” section “Budget as current.”
 - b. For Grant Positions, indicate in the “Comments” section “grant budget.” Initiator
8. Save
9. Summary
10. Take Action On Posting/Submit (move to Initial HR Review)

EQUITY HANDBOOK FOR HIRING PROCESS

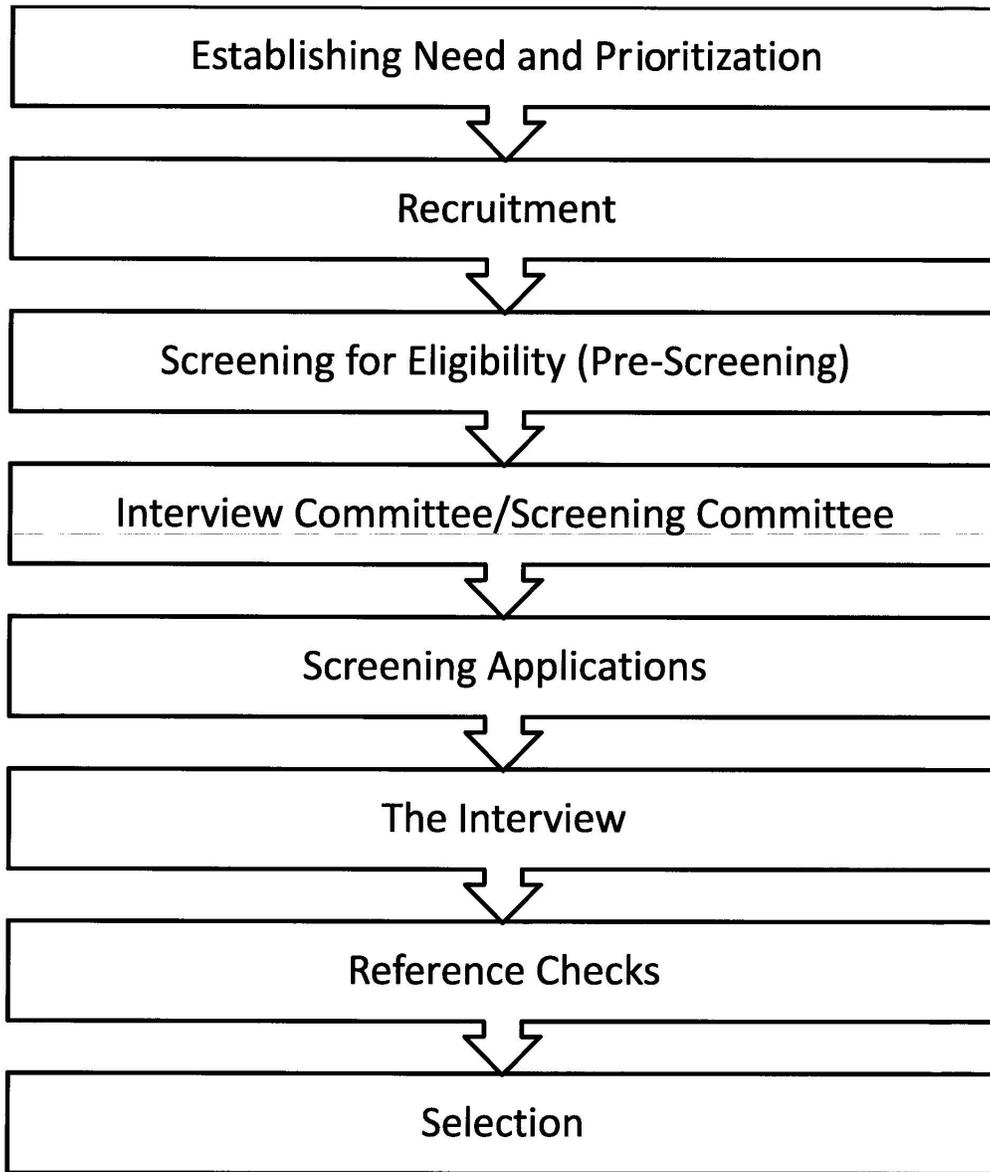


PREPARED JOINTLY BY THE CAMPUS EQUITY OFFICERS AND HUMAN RESOURCES

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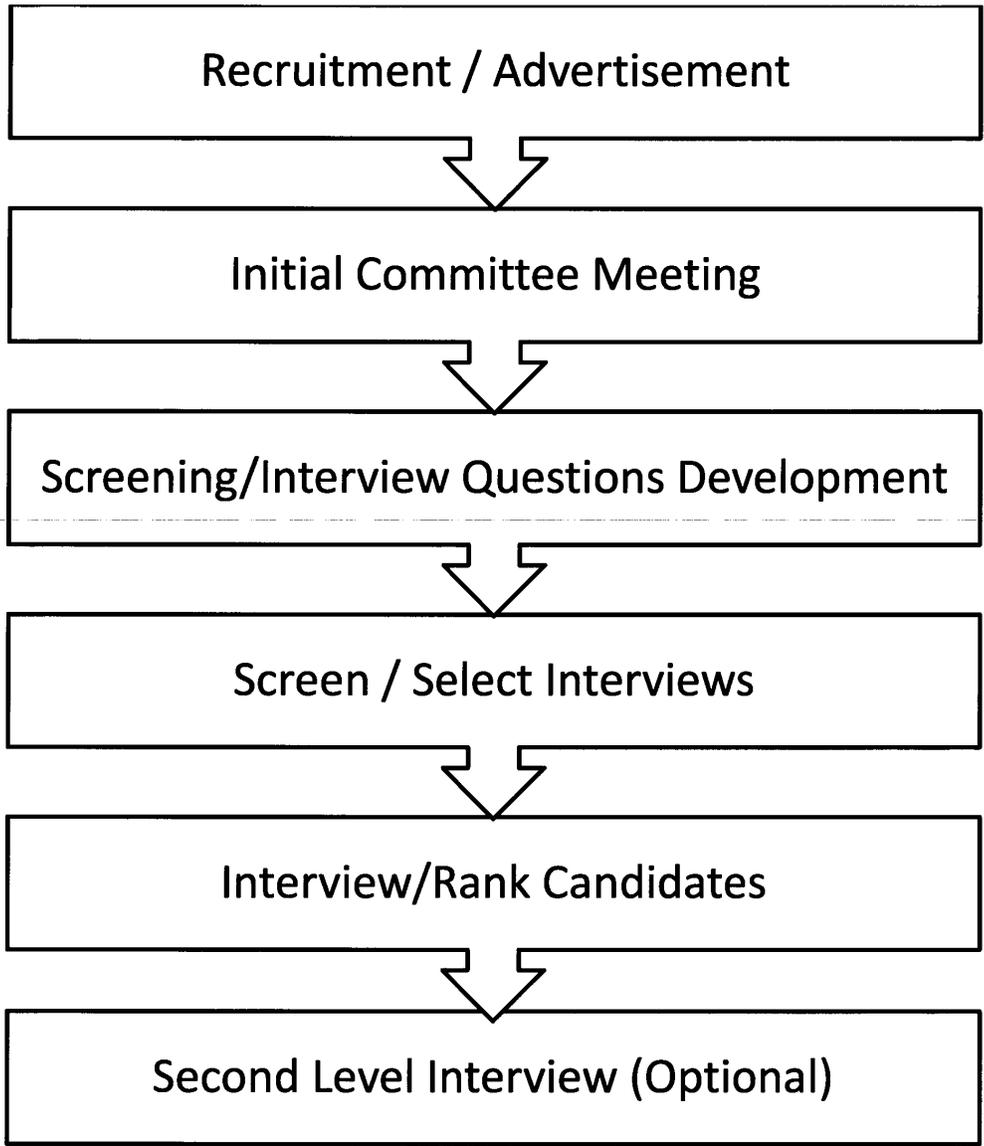
I. TENURE-TRACK FACULTY HIRING PROCESS

A. OVERVIEW OF TENURE-TRACK FACULTY HIRING PROCESS



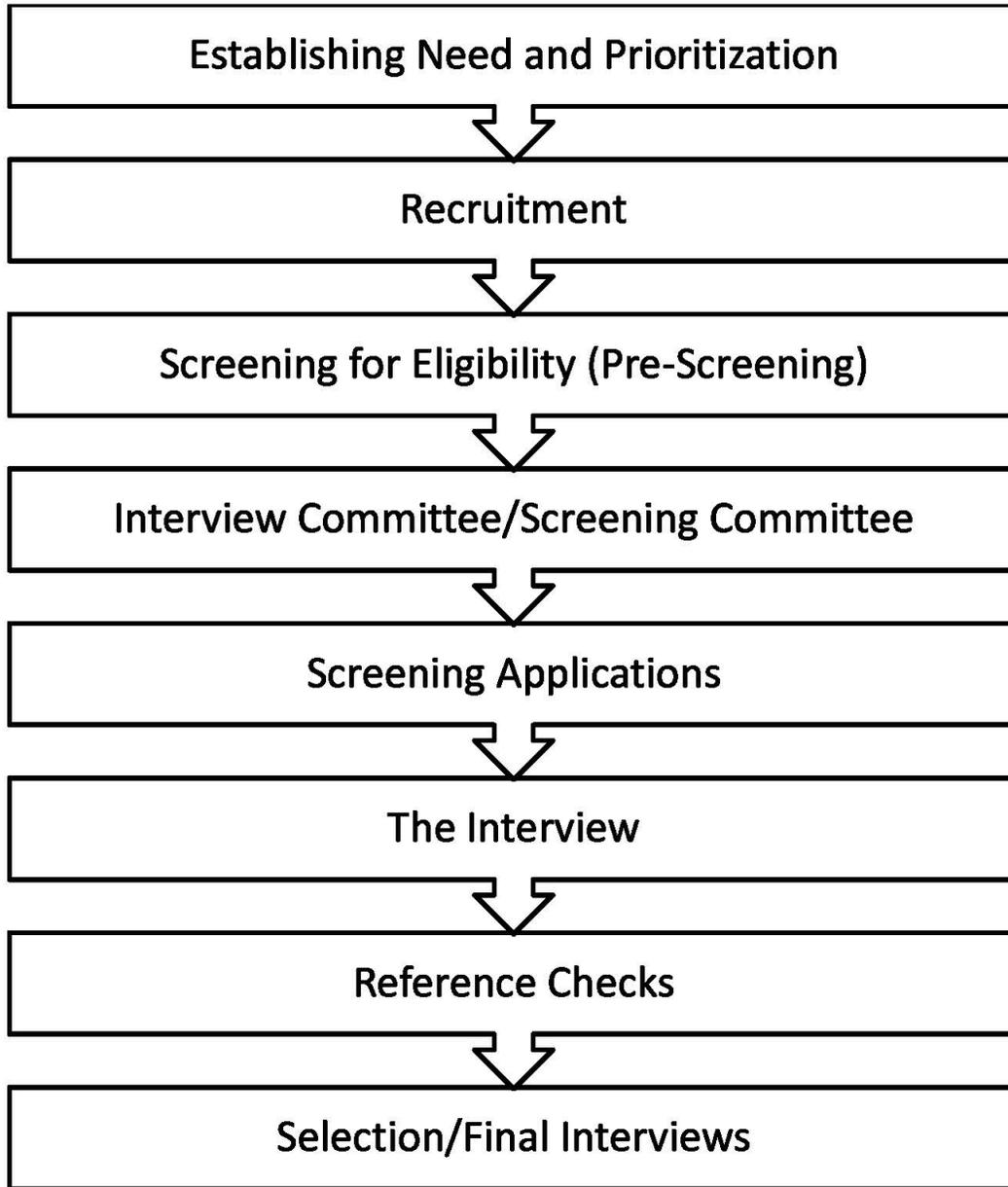
III. CLASSIFIED STAFF HIRING PROCESS

A. OVERVIEW OF THE CLASSIFIED HIRING PROCESS



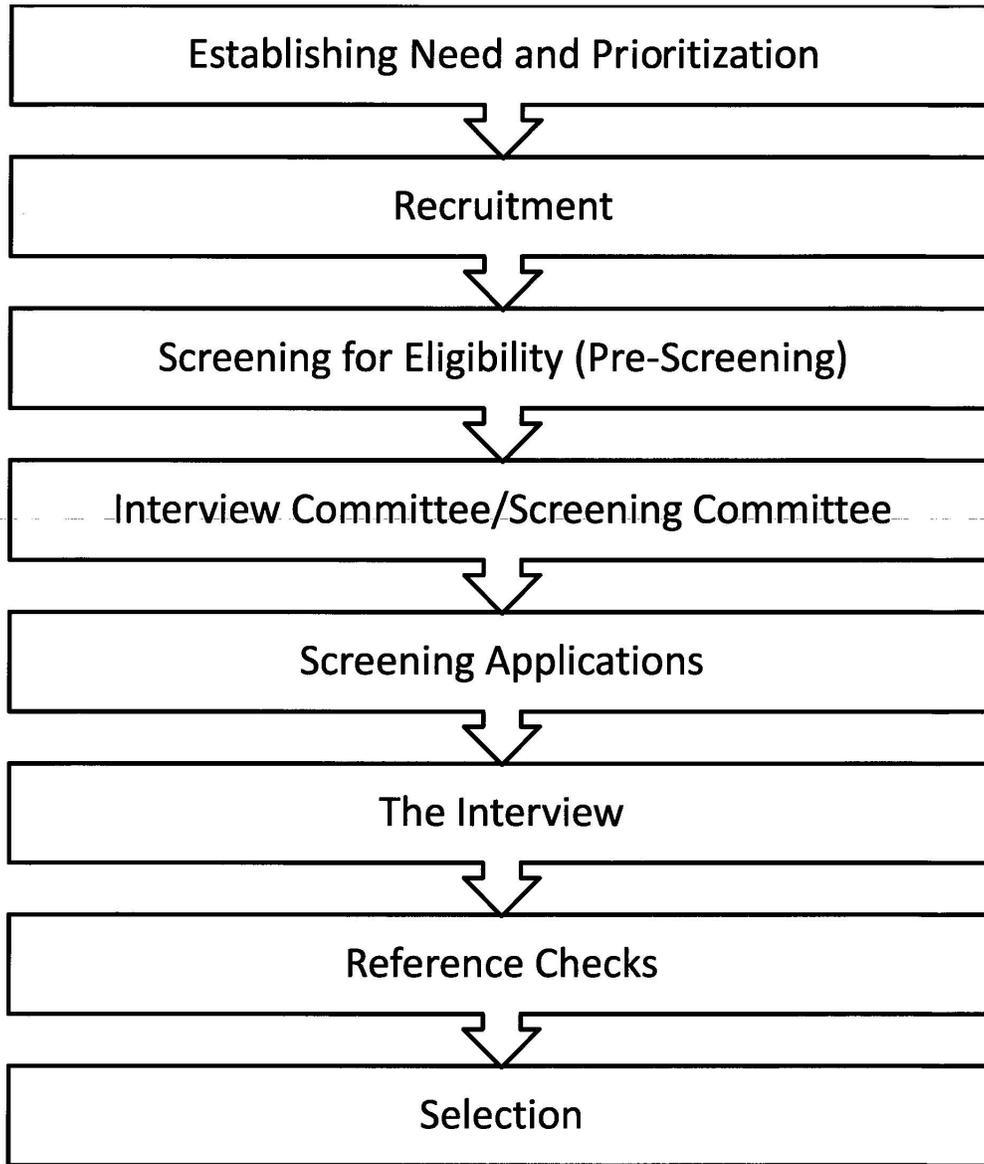
IV. MANAGEMENT HIRING PROCESS

A. OVERVIEW OF THE MANAGEMENT HIRING PROCESS



II. ADJUNCT FACULTY HIRING PROCESS

A. OVERVIEW OF ADJUNCT FACULTY HIRING PROCESS



All Applicants		
Total for:		% of Total
Not Disclosed	4	2.6%
Male	77	50.7%
Female	71	46.7%
Non-Binary	0	0.0%
African Am.	8	5.3%
Am. Indian/Alaskan Nat.	1	0.7%
Asian/Pacific Islander	12	7.9%
Hispanic	10	6.6%
Other Non-White	0	0.0%
Two or More	12	7.9%
White (Non Hispanic)	95	62.5%
Not Disclosed	14	9.2%
Total Applicants	152	100%

Applicants EQ Granted		
Total for:		% of Total
Not Disclosed	1	3.7%
Male	10	37.0%
Female	16	59.3%
Non-Binary	0	0.0%
African Am.	3	11.1%
Am. Indian/Alaskan Nat.	0	0.0%
Asian/Pacific Islander	3	11.1%
Hispanic	0	0.0%
Other Non-White	0	0.0%
Two or More	2	7.4%
White (Non Hispanic)	16	59.3%
Not Disclosed	3	11.1%
Total Applicants	27 of 30	100%

Applicants Forwarded to Dept/Committee (MQ Met)		
Total for:		% of Total
Not Disclosed	4	3.1%
Male	63	48.8%
Female	62	48.1%
Non-Binary	0	0.0%
African Am.	6	4.7%
Am. Indian/Alaskan Nat.	1	0.8%
Asian/Pacific Islander	9	7.0%
Hispanic	8	6.2%
Other Non-White	0	0.0%
Two or More	12	9.3%
White (Non Hispanic)	80	62.0%
Not Disclosed	13	10.1%
Total Applicants	129	100%

Applicants Approved for Interview		
Total for:		% of Total
Not Disclosed	0	0.0%
Male	5	41.7%
Female	7	58.3%
Non-Binary	0	0.0%
African Am.	1	8.3%
Am. Indian/Alaskan Nat.	0	0.0%
Asian/Pacific Islander	1	8.3%
Hispanic	1	8.3%
Other Non-White	0	0.0%
Two or More	0	0.0%
White (Non Hispanic)	8	66.7%
Not Disclosed	1	8.3%
Total Applicants	12	100%

Committee		
Total for:		% of Total
Not Disclosed	0	0.0%
Male	3	42.9%
Female	4	57.1%
Non-Binary	0	0.0%
African Am.	1	14.3%
Am. Indian/Alaskan Nat.	0	0.0%
Asian/Pacific Islander	1	14.3%
Hispanic	2	28.6%
Other Non-White	0	0.0%
Two or More	1	14.3%
White (Non Hispanic)	2	28.6%
Not Disclosed	0	0.0%
Total Applicants	7	100%

Hired		
Total for:		% of Total
Not Disclosed	0	0.0%
Male	1	100.0%
Female	0	0.0%
Non-Binary	0	0.0%
African Am.	0	0.0%
Am. Indian/Alaskan Nat.	0	0.0%
Asian/Pacific Islander	0	0.0%
Hispanic	1	100.0%
Other Non-White	0	0.0%
Two or More	0	0.0%
White (Non Hispanic)	0	0.0%
Not Disclosed	0	0.0%
Total Applicants	1	100%

How To – Equity Representative Responsibilities

1. Documents needed to complete:

- a. Classified Employment Form (P-137) – to be completed by the Equity Officer/Representative (*For classified employment*)
- b. Screening & Interview Committee Members for Tenure-Track, or Full-Time Temporary, Faculty Employment (P-131)
- c. Equal Opportunity Employment Checklist (P-130) – to be completed by Equity Officer/Representative.

At the meeting:

- 2. Review Shared Principles document**
- 3. Review Bias Definitions document**
- 4. Watch/share resources (ex: Implicit Bias Google company video)**

Shared Principles Screening, Interviewing & Confidentiality

Los Rios employees are key contributors in the selection process of new employees who will serve our students and colleges. As such, shared principles and values which are part of our culture are evidenced in our practices.

Employees involved in the screening/hiring process support the following principles:

Non-Discrimination

- LRCCD is committed to being an Equal Opportunity Employer. LRCCD rejects discriminatory hiring practices, especially those based upon ethnic group identification, race, color, creed, national origin, religion, gender, age (over forty), sex, sexual identity, sexual orientation, political beliefs, political activities, political affiliation, military and veteran status, marital status, or disability.

Confidentiality

- The hiring process includes the recruitment process; development of interests, screening criteria and interview questions; the paper screening of the applicants materials; interviewing and subsequent discussion of the candidates. Confidentiality should be maintained prior to, during, and following the recruitment process, including reference checks.
- All written, verbal and electronic records and information regarding this hiring process are confidential prior to, during, and following the interview process, including reference checks.
- For committee members, confidentiality throughout the process, from the development of an announcement to the final hiring action by the Board of Trustees and beyond, is essential to maintain the integrity of the hiring process.

Keeping It Legal

- A mandatory requirement of non-discrimination ensures candidates are treated equitably throughout the process. Independent fact-finding activities by committee members, including electronic searches on social media and/or other venues, are outside the process and not appropriate.
- Questions regarding the interview process should be referred to the Hiring Committee Chair, Equity Representative, College Equity Officer, or District Human Resources.
- Hiring Committee Members having a close personal or familial relationship (i.e., living with and/or having a legal connection to) or business connection with any applicant shall notify the Hiring Committee Chair or Equity Representative, or the College Equity Officer.
- Failure to maintain confidentiality and equitable treatment throughout the process may result in a violation of Federal or State regulations and/or incur liability upon the District.

Helpful Hints

- Keep all written notes in the interview folder and submit to the Committee Chair / Equity Representative after each meeting.
- If a candidate contacts you regarding the process, please refer the candidate to the Committee Chair or to Human Resources.

Thank you for agreeing to share your time and expertise as a key member of this committee. The selection of Los Rios employees is one of the most important responsibilities within the District. Members of a screening/interview committee are acting as agents of the District and are participating in a confidential process [Title 5, California Code of Regulations, section 53023 (a)]. Any disclosure of records or information of the evaluation process for any individual would amount to an unwarranted invasion of privacy as set forth in Section 6254 of the California Government Code.

These shared principles were jointly prepared with the District Academic Senate and supported by other unions/associations involved in the interview process.

Again, thank you for helping Los Rios hire quality staff members who will serve our students and colleges.

BIAS DEFINITIONS

- **Affinity Bias**: The unconscious tendency to get along with others who are like us.
- **Confirmation Bias**: The tendency for people to seek information that confirms pre-existing beliefs or assumptions.
- **Equity**: Refers not just to equal access, but to equal outcomes among all racial and ethnic student groups in institutions of higher education
- **Equity-mindedness**: Refers to the perspective or mode of thinking exhibited by practitioners who call attention to patterns of inequity in student outcomes.
- **Groupthink**: This bias occurs when people try too hard to fit into a particular group, by either mimicking others or holding back thoughts and opinions. This causes them to lose part of their identities and causes organizations to miss creativity and innovation.
- **Halo Effect**: The tendency to think everything about a person is good because you like that person.
- **Implicit or Unconscious Bias**: The human brains making incredibly quick judgments and assessments of people and situations without us realizing it
- **Microaggressions**: A statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority.
- **Perception Bias**: The tendency to form stereotypes and assumptions, which make it impossible to make objective judgements.

Applicant Name									
	1. Possesses cultural competence								(-- pts)
	2. Discipline preparation								(-- pts)
	3. Conveys a belief that all students are capable								(-- pts)
	4. Can support and further campus equity efforts								(-- pts)
	5. Experience in teaching racially minoritized students (-- pts)								
	6. Expertise with culturally-relevant pedagogy								(-- pts)
	7. Conveys a belief that all students are capable								(-- pts)
	TOTAL (maximum 100 pts)								
	Recommend candidate for interview (Y / M / N)								

Instructions:

1. The Chair provides this form to each Committee Member (CM) screening applications.
2. These templates are provided as a sample.
3. Categories provided above are for explanatory purposes only.
4. The committee determines criteria/points based on the job description.
5. The Y,M,N recommendation is based on the total points given to each candidate by the Screener.
6. This form is to be kept in the Committee Member's folder.
7. The Y,M,N's are transferred by the Committee Member to the Form 2: Individual Screening Criteria Rating Sheet.
8. The Screener enters these points on the 2nd form.
9. The committee member signs and dates Form 1 and puts the form in their committee folder.

Committee Member											TOTAL
CM1	CM2	CM3	CM4	CM5	CM6	CM7	CM8	CM9	CM10		
Applicant Name											

Instructions:

1. Once Form 1: Individual Screening Criteria Rating Sheet is complete, the Y,M,N's are transposed by the committee member (CM) to this form. (You will only complete one (1) column)
2. Y= 2 points, M= 1 point, N= 0 point.
3. Enter a 2, 1 or 0 for each candidate in the column below your name.
4. The Screener then emails Form 2 back to the chair.
5. The Chair will then enter all Screener's ratings onto a Form 3: Master Cumulative Screening Criteria Rating Sheet.

Los Rios Community College District
Equal Opportunity Employment Checklist

A. Position Information

ARC CRC DO/FM/Ethan Wy FLC/EDC SCC Other _____

Certificated Classified Management

Operating Unit: _____ Posting Title: _____ Posting No.: _____

B. Screening Committee

Yes No

- 1. Did the committee members review the job specifications for the position?
- 2. Were job-related objective criteria established for selecting candidates to be interviewed?
- 3. Were the criteria broad enough to ensure a diverse applicant pool?
- 4. Did the committee include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications?
- 5. Was a standard rating system established for screening the applicants?

C. Interview Committee

Yes No

- 1. Did the committee include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications?
- 2. Was the committee advised of standard interview procedures?
- 3. Did the committee review the job specifications for the position?
- 4. Did the committee develop standard questions to be asked of each candidate?
- 5. Were the same questions asked of each candidate?
- 6. Were the same committee members present for all interviews?
- 7. Was a standard rating system established for interviews?

Comments: _____

Date

Equity Representative

*Please forward completed form to the appropriate Dean/Director or President/Vice Chancellor
for forwarding to District Human Resources.*

REFERENCE CHECK

Name of Applicant: _____ Date: _____

Position Applied For: _____ Job Number: _____

Person Contacted: _____ Title: _____

Employer: _____ Telephone No.: (_____) _____

1. What were his/her dates of employment with your firm? From: _____ To: _____

2. What position did he/she hold when starting? _____ When leaving? _____

3. What were some of his/her duties? _____

4. How would you rate him/her compared to others in the same job? Poor Adequate
 Good Outstanding

5. What are his/her strong points? _____

Technical Skills: _____

Quality of Work: _____

Quantity of Work: _____

Attendance: _____ Punctuality: _____

6. Attitude towards job and/or co-workers: _____

7. Any weaknesses that you would care to point out? _____

8. Was he/she cooperative with other employees? _____

9. Would you rehire him/her? YES NO If no, why not? _____

10. Are there any other comments you wish to make which would help us in evaluating this applicant?

Checked by Signature

Date

What To Do – Chairing A Screening Committee

When chairing a **Faculty** screening committee please:

1. Consult the Committee Makeup document – to ensure that you invite the appropriate individuals to serve on the committee (*see Faculty Hiring Manual*)
2. Submit list of committee members to college equity officer
3. Consult and use the Recruitment Flowchart as a checklist for the process
4. Create a recruitment/hire timeline
5. Review sample and/or previous related interview questions
6. Review standard interview procedures
7. Obtain a screening criteria ranking sheet template
8. Submit to HR a list of names of individuals to invite to interview for Equal Employment Opportunity (EEO) review/approval
9. Work with department Administrative Assistant to schedule interviews (to use after EEO stats have been approved by the Human Resources Department)
10. Use the [reference check form](#) to complete references for the identified candidate
11. Complete and submit to HR all hiring forms

Please consult the Human Resources website or department (568.3112 or hr@losrios.edu) for assistance with this process.



LOS RIOS
COMMUNITY COLLEGE DISTRICT



Faculty Hiring Manual

Prepared jointly by the District Academic Senate and
Los Rios Community College District

Approved by the Board of Trustees on March 20, 2019

Los Rios Community College District

Chancellor Brian King

Los Rios Board of Trustees

John Knight, President

Robert Jones, Vice President

Pamela Haynes

Dustin Johnson

Tami Nelson

Deborah Ortiz

Ruth Scribner

Danny Thirakul (Student Trustee)

Hiring Manual for LRCCD Faculty

Los Rios Community College District
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Sacramento, CA 95825
(916) 568-3021
www.losrios.edu

The Hiring Manual for LRCCD Faculty is updated at least every three years by the Los Rios Community College District. This version was published in March 2019.

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Full-Time Faculty

1. Introduction

The District Academic Senate (DAS) and the District are committed to reaching agreement regarding the faculty hiring process.¹ A high-quality faculty is critical in establishing and maintaining the excellence of an educational institution. It follows, therefore, that the selection of new faculty members is one of the most important functions undertaken by a college or District.

A. Background

In the fall of 1986, the Shared Governance Committee completed a study of the full-time faculty hiring process in Los Rios and developed procedures that increased faculty participation and provided a uniform process for the entire District.

The resulting handbook provides detailed information regarding the hiring process, including specific information regarding recruitment, techniques of screening, interviewing, rating, and checking of references.

While the first version of this handbook was prepared in 1986, it was regularly and substantially revised in 1997, 2000, 2003, and 2009. More recently, in fall 2014, 2015, and 2017, the manual was revisited for currency and alignment with Los Rios Board Policies and Regulations.

The most recent revisions are the result of the collective work of the District Academic Senate and District Administration. Some of the seminal changes are listed here:

- 1) Presentation of demographic data to highlight the importance of our collective efforts to create a workforce that is responsive to the needs of our diverse students.
- 2) Composition of committee members should be diverse and should reflect the demographics of the District's service area (even if departments must use faculty outside of the department or college).
- 3) Composition of committee to be reviewed by the equity officer and HR.
- 4) A repository of interview questions to be posted at the HR website.
- 5) Infusing equity-minded language throughout the screening criteria and interview questions rather than just one diversity question.
- 6) Separate section on confidentiality.
- 7) Separate section on minimizing bias in hiring decisions.
- 8) Committee membership duties described for all committee participants by role and function.

¹ Education Code, section 87360

9) Supplemental questions.

This document reflects best practices in hiring pursuant to the District's *EEO Plan, Equity Handbook, Hiring the Best* training and other supporting documents; and is influenced by trainings from the Center for Urban Education (CUE) and their toolkit on increasing faculty diversity in higher education. It is also informed by recent research on the interactions of race and ethnicity in the classroom.² This document reflects current board policies and administrative regulations, as well as maintains compliance with California Education Code and California Code of Regulations, Title 5.

An electronic copy of this manual can be found at the Los Rios Human Resources (HR) website. Questions and requests for further information should be directed to HR at (916) 568-3112.

B. Legal Authority

Policy/Regulation 5120 et. seq.

Faculty hiring is governed by Los Rios Community College District board policies and administrative regulations 5120 et seq., the Education Code and Title 5 of the California Code of Regulations³. This handbook is designed to assist faculty hiring committees, administrators, and candidates in understanding and implementing those policies and regulations. Nothing in this handbook should be considered as altering the content of the District's hiring policies and administrative regulations or the law, and to the extent that any provision here directly conflicts with policies and administrative regulations or the law, the policies and regulations and the law will prevail.

C. Diversity and Cultural Competence

Los Rios is committed to hiring faculty that learn and practice teaching strategies appropriate for diverse community college students. Further, we seek qualified faculty that mirror our student population, who know and understand how to support students, and are committed to a diversity of perspectives. Studies prove the educational benefits of diverse faculty. Students of all backgrounds do better and achieve greater educational outcomes when they are taught by faculty of color.⁴

The three tables that follows present the demographic make-up of our region and our colleges.

- 1) Figure 1 presents ethnic/racial diversity of Sacramento County, El Dorado County, and Yolo County – the main counties served by Los Rios.⁵

² Fairlie, Robert W., Florian Hoffman, and Philip Oreopoulos. (2014). "A Community College Instructor Like Me: Race and Ethnicity Interactions in the Classroom." *American Economic Review* 2567-91.

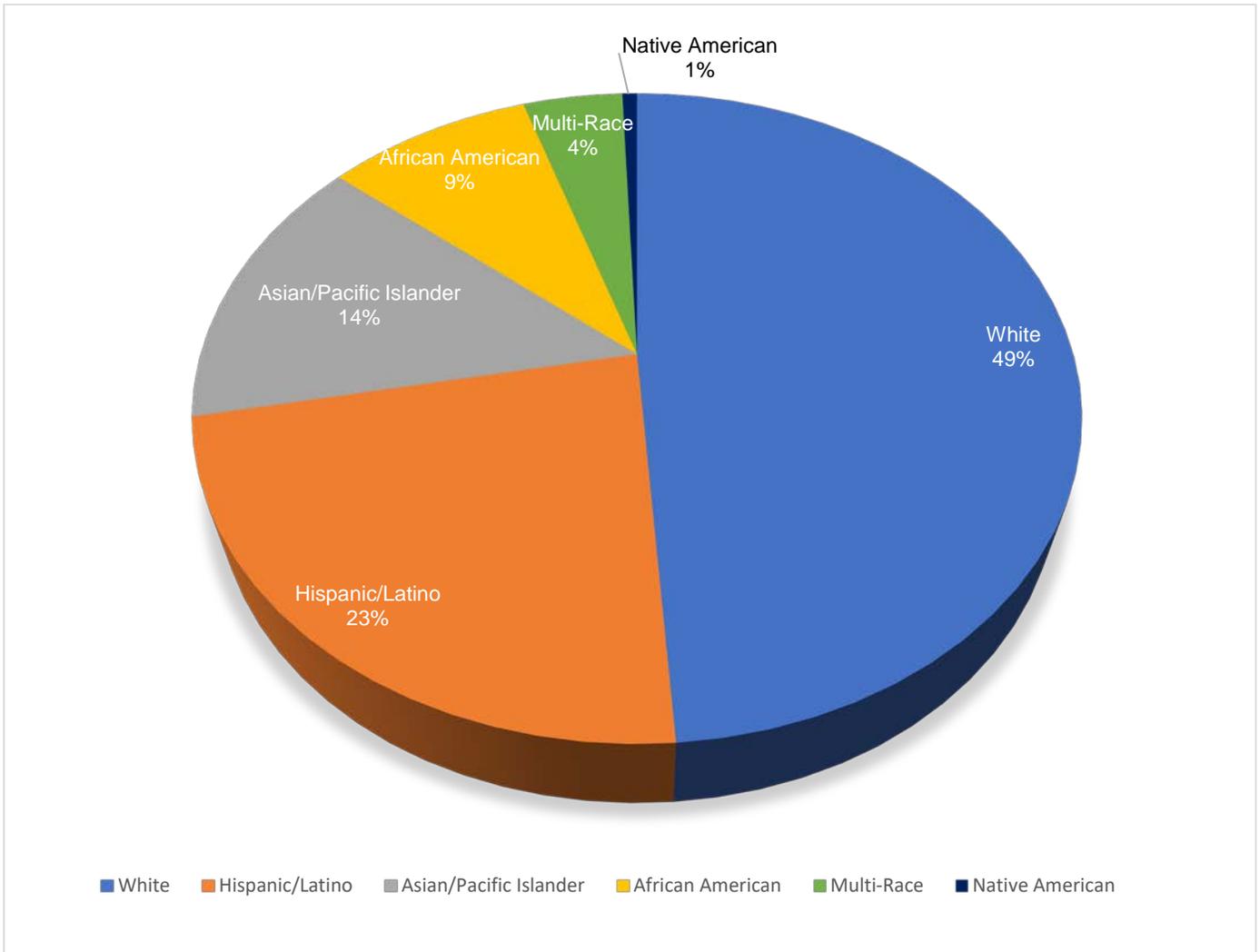
³ Title 5, section 53024 (e)

⁴ Fairlie, Hoffman and Oreopoulos. (2014)

⁵ State of California, Department of Finance, Report P-3: State and County Total Population Projections by Race/Ethnicity and Detailed Age, 2010 through 2060 (as of July 1)

- 2) Figure 2 presents the unduplicated demographic profile of our 67,132 students by race/ethnicity as of fall 2018 first census: African American (8.7%); Asian (13.9%); Filipino (2.9%); Hispanic/Latino (28.1%); Multi-race (6.6%); Native American (.5%); Pacific Islander (1%); White (34.9%); Unknown/other (3.5%).⁶ However, it should be noted that approximately 10% of students (n=6,950) attended more than one Los Rios college in fall 2018 at census.
- 3) By comparison, Figure 3 depicts the total number of Los Rios tenured and tenure-track faculty on the first day of class disaggregated by racial/ethnic group. Updates to these numbers can be found at the HR website.

Figure 1: Regional Diversity by Race/Ethnicity in Sacramento County, El Dorado County, and Yolo County in Fall 2018



⁶ Los Rios Office of Institutional Research, Fall 2018 First Census Research Database

Figure 2: Total Percentage Unduplicated Student Enrollment by Race/Ethnicity in Fall 2018

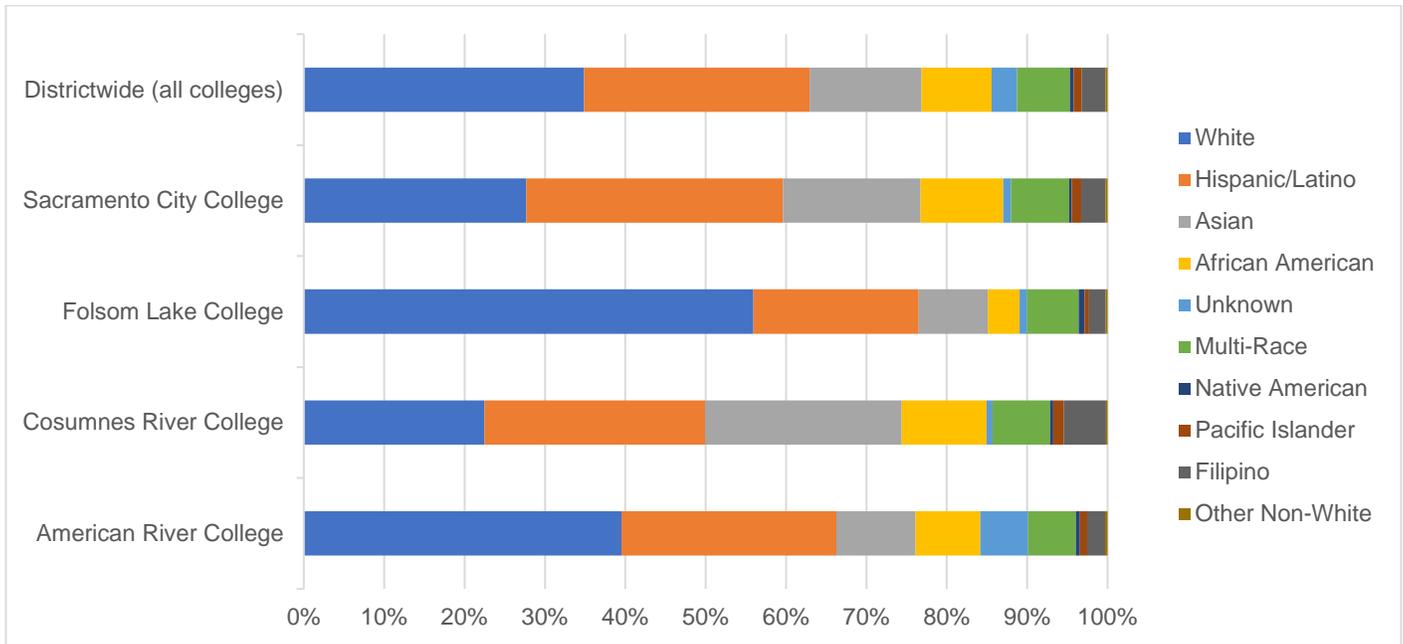
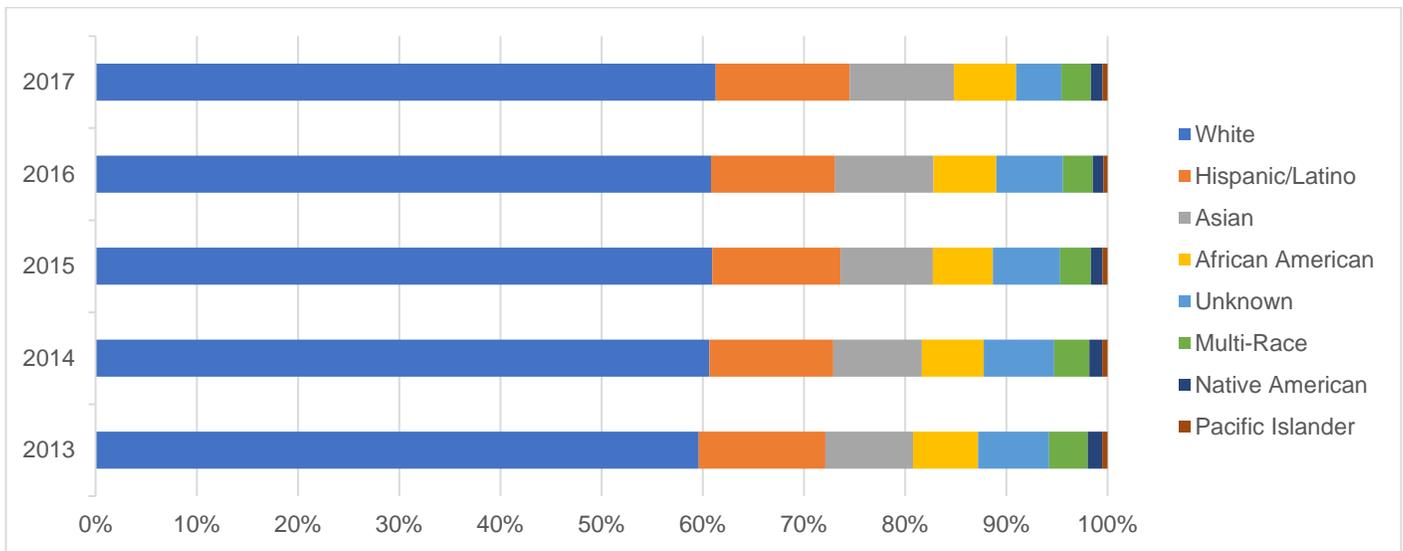


Figure 3: Total Institutional Employment of Tenured or Tenure-Track Faculty by Race/Ethnicity on the First Day of the Fall Semester from 2013 to 2017



Pursuant to Board Policy, it is a goal of the District to provide members of underrepresented groups with models of their own race, ethnic, cultural background, and gender with whom they can identify and recognize as examples of occupational achievement at all levels and in all departments.⁷ Additionally, a goal of the District is to guarantee to all candidates the same opportunity for employment, advancement, and change of assignment.⁸

⁷ Board Policy 5111, section 1.4.1

⁸ Board Policy 5111, section 1.4.2; Education Code, section 87101(a)1; and Title 5 53001(c)

Our commitment to equal employment opportunity is further evidenced in the District's Strategic Plan (2016) and as stated in our Values:

- **Building Community:** We recognize and value the strengths of our diverse backgrounds and perspectives and seek to build a community in which all constituencies are highly qualified.
- **Social Justice:** Because diverse perspectives support the District's commitment to equality, equity, and justice, our communities are best served by ensuring that all populations are represented equitably throughout the Los Rios community colleges.

A workforce that is continually responsive to the needs of a diverse student population may be achieved by ensuring that all persons are provided an equal opportunity to compete for employment and promotion within the District and by eliminating barriers to equal employment opportunity.⁹ It is the District's stance that taking active and vigorous steps to ensure equal employment opportunity and creating a working and academic environment which is welcoming to all will foster diversity, promote excellence and provide a positive student learning experience. Through an inclusive educational experience, and one characterized by pedagogical approaches that are relevant to advancing the learning of our diverse student population, our students will achieve better academic outcomes, have improved social outcomes, and will be better prepared to work and live in an increasingly global society.

It is the mutual expectation of the District Academic Senate and District Administration that every individual who serves on a hiring committee is committed to achieving these goals. To assist in achieving these goals and to facilitate a culturally competent workforce which values and enhances diversity, any employee who serves on a hiring committee shall have completed the District's Title 5 mandated *Hiring the Best* training for hiring committees. This training requires that all screening/selection committee members be trained on:

- 1) Federal and state law
- 2) The educational benefits of workforce diversity
- 3) The elimination of bias in hiring decisions
- 4) Best practices in serving on selection/screening committees¹⁰

D. Leadership Titles

When the President, Vice President, or Academic Senate President is unavailable and/or unable to carry out their responsibility as noted in this manual, their designee shall carry out the responsibility on their behalf.¹¹ "Designee" is not noted throughout this manual, but it is implied in all instances by this section.

⁹ Education Code, section 87100(a)(3)

¹⁰ Title 5, section 53003 (c)(4)

¹¹ Los Rios Board Policy P-4111, section 1.5

E. Hiring Manual Review

This hiring manual shall be reviewed and revised at least every three years, and more frequently if necessary.

2. Establishing of Need and Prioritization

A. Department Profile

As needed, the department faculty, department chair (if present), and appropriate administrator shall conduct an analysis of the full-time staffing of the department to determine current strengths and needs. Attention shall be given to:

- 1) Subjects and areas of the greatest strengths of the current staff; areas where additional experience is needed
- 2) Representation of the staff including but not limited to gender, gender identity, race and ethnicity and members of other historically underrepresented groups
- 3) Ratio of part-time to full-time positions
- 4) Availability of part-time faculty
- 5) Presence of a full-time faculty member to coordinate a program

B. Summary of Projected Needs

The present and future needs of the department shall also be analyzed by the faculty, department chair, and administrator of the requested position. The District Academic Senate and District Administration acknowledge that needs will vary by college and by discipline and therefore urge colleges to allow for flexibility in developing this section of the faculty request form. Suggested questions a department may consider include:

- 1) What are the enrollment trends in the classes within the subject area?
- 2) If an academic area, is the projected growth going to be in transfer level courses or in developmental courses?
- 3) If a career technical area, what are the employment trends?
- 4) If a student support area, what are the projected needs?
- 5) What are the needs for new technology? What new skills and information will need to be imparted to students now and in the future?
- 6) Do the racial and gender demographics of the department faculty reflect the student demographics of the District's service area? If not, what demographic groups need increased representation in our department faculty?
- 7) Where should the District advertise and/or conduct outreach in order to recruit candidates who represent these demographic groups?
- 8) How are identified needs tied to strategic planning processes (program review, educational master plan)?

C. Submission of Priorities and Creation of Final List

In the fall term, each college will make recommendations for new general fund faculty positions following its respective college hiring prioritization and related processes as determined by mutual agreement with the Academic Senate. After consideration of these recommendations, the President shall prioritize the final staffing requests. (Note: Categorical (e.g. EOPS, DSPS, SSSP, etc.) and grant funded positions are determined by each college based on their available categorical and grant funds outside this prioritization process.)

D. Review and Recommendation by VPI/VPSS Council

The list of each college's final prioritized general fund faculty staffing request will be submitted to the District's Vice Presidents of Instruction and Vice Presidents of Student Services Council (council) for review and recommendation to the Chancellor. Council members include the College VPs of Instruction and Student Services, and typically the Vice Chancellor of Education and Technology, the Vice Chancellor of Finance and Administration, and the Associate Vice Chancellors of Instruction, Student Services, and Human Resources.

Prior to the council's staffing prioritization meeting held no later than December, the Vice Chancellor of Finance and Administration will determine the number of faculty positions available District-wide for the following year. The number of available positions is based on the anticipated number of full-time faculty replacement positions (retirements and resignations approved through the end of the current academic year) and the number of new positions available due to growth funding.

If a decrease to the general fund occurs or is anticipated to occur, some replacement positions may go unfunded. Colleges requesting general fund counselor positions must meet the 900:1 ratio requirement in order to have their positions considered. In addition, data on each college's 75/25 full-time to part-time faculty ratio will be provided with the intention of maintaining as balanced a ratio across all colleges as possible and to improve the full-time ratio when growth funding is available.

The College VPs will present their respective prioritized lists and the council will come to a collective recommendation on the number of positions to allocate to each college. Colleges are not guaranteed a new faculty position for every known or anticipated faculty vacancy. The council submits its recommendation to the Chancellor. More details of the council's processes are described in the LRCCD *Guideline for Authorizing New and Replacement Faculty Positions*.

E. Decision by Chancellor

The Chancellor will review the recommended list of faculty positions with the Chancellor's Executive Staff, which includes members of his executive team and the college presidents. Following this, the Chancellor will make the final decision as to which full-time tenure-track faculty positions are to be filled for the coming year.

F. Critical Hires

Although the majority of current and anticipated faculty vacancies are known when the December determination of District-wide available positions is made, some vacancies or other program needs may be unknown at this time. These include late or unanticipated retirements and resignations, late faculty transfers within the District, unanticipated vacancy of probationary faculty positions, or positions needed to implement new programs (for example, time sensitive CTE grant funded programs).

If a position is considered critical to offer the needed course sections or academic or student services due to program accreditation requirements, insufficient discipline adjunct pool, etc., the college may request a critical hire. Such requests must be for a replacement in the same discipline or for a newly-funded program. College administration and the Academic Senate, through their established college processes, will consult regarding the need to request a critical hire position.

If agreed upon, the request is then submitted to the District for review. If the request meets the critical hire criteria as stated in the *LRCCD Guideline for Authorizing New and Replacement Faculty Positions*, the District will approve the request. The approved critical hire FTE is taken from next year's full-time faculty allocation process.

3. Recruitment

A. Development of Job Posting

- 1) When the initiating department and the office of the Vice President of Instruction develop the job posting, attention shall be given to ensure that the posting is written from an equity-minded perspective and that faculty diversity is reflected as a priority. The *Institute on Equity in Faculty Hiring at Community Colleges Toolkit*¹² provides resources on how to conduct an analysis of job announcements from an equity perspective.
- 2) If desired, the department shall identify supplemental questions that can be provided to candidates after HR pre-screens the applicants and before the screening committee begins reviewing the applications. Asking the questions at this point would mean only qualified applicants complete the written supplemental questions. This added step may delay the release of the applicant pool to the college.
- 3) The department shall identify a listing of recommended advertising sources and outreach to promote a diverse candidate pool.
- 4) The department shall identify if the optional two letters of recommendation are required.
- 5) The job description shall not include department chair responsibilities as described in the Los Rios College Federation of Teachers (LRCFT) Collective Bargaining Agreement.¹³
- 6) The department shall ensure the job posting reflects equity-minded, inclusive and culturally sensitive language. The department may consult with the college equity officer for assistance on this.
- 7) The college administration shall forward to HR the details of the proposed faculty assignment/job posting and the proposed qualifications via PeopleAdmin.
- 8) HR shall review the job posting for clarity of proposed assignment, appropriateness of education requirements, accreditation, collective bargaining, retirement system, and equity implications. Suggested edits are returned to the college for review and approval by the department chair and the appropriate administrator.
- 9) The final job posting shall be approved by the department chairs and appropriate administrator before it is formally posted and distributed by HR. If there are subsequent changes, both the department chair and appropriate administrator must approve the change(s).
- 10) Pursuant to the LRCFT Collective Bargaining Agreement,¹⁴ the position may be announced in District for transfer requests as follows:
 - a) Preliminary Stage: There shall be three preliminary steps in the voluntary transfer process.

¹² Center for Urban Education, 2017, *Institute on Equity in Faculty Hiring at Community Colleges Toolkit*. Los Angeles, CA: Rossier School of Education, University of Southern California.

¹³ Los Rios College Federation of Teachers (LRCFT) Collective Bargaining Agreement, section 2.2.4.3

¹⁴ Los Rios College Federation of Teachers (LRCFT) Collective Bargaining Agreement, section 5.3.1.1

- i) As part of the college process for requesting a new full-time faculty position, full-time faculty within the department will reach consensus as to whether to review voluntary transfers. The department chair and appropriate administrator shall define faculty consensus. If a department does not have any full-time faculty or a new faculty position is without a designated department, the dean, in consultation with the Academic Senate President, will determine whether to review voluntary transfers.
- ii) If voluntary transfer applicants are to be considered, HR shall inform full-time faculty members via e-mail regarding the voluntary transfer deadline date. The District voluntary transfer deadline date shall be no later than three weeks earlier than the general application deadline date.
- iii) Voluntary transfer applicants must submit to HR a *Request for Faculty Transfer* form (P-671), an application used for general hiring, a resume and/or a letter of interest no later than the voluntary transfer deadline date. HR shall forward all voluntary transfer applications to the college requesting the position prior to the general application deadline date.

B. Distribution of Announcement

- 1) Full-time, tenure-track faculty positions will typically be advertised for at least forty calendar days, with a minimum of 30 calendar days.
- 2) Job postings will be posted on the District's website in accordance with board policies and regulations.
- 3) To ensure that members of historically underrepresented groups are notified of available positions, the District may:
 - a) Consult with originating department and managers on suggested advertising sources to ensure an inclusive and diverse candidate pool.
 - b) Share with known college affinity groups.
 - c) Advertise in journals and newspapers with focused audiences as well as in newspapers having wide general circulation.
 - d) Participate in industry-related community outreach events and employment job fairs.
 - e) Utilize webinars and social media outlets.
 - f) Contact members of historically underrepresented groups seeking work in education.
 - g) Use professional registries, job boards, and data banks, specifically those whose listings include historically underrepresented group members.
 - h) Consult with local underrepresented groups' organizations and agencies regarding recruiting efforts.
- 4) The District shall be identified as an Equal Opportunity Employer.

C. Professional Recruitment

- 1) Faculty and managers are encouraged to use their own professional and affinity group networks and associations to advertise open positions and recruit prospective applicants.
- 2) Faculty and managers are especially encouraged to seek out qualified members of historically underrepresented groups and encourage them to apply for open positions.
- 3) When the department chairs request that a job posting be advertised in discipline specific publications, lists, websites, etc., Administrative Assistants will enter this information in PeopleAdmin when submitting job postings to HR.

4. Confidentiality

- 1) The entire selection process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality in perpetuity.
- 2) The rights and reputations of the candidates must be protected. Ratings and comments made by committee members must not be discussed or shared outside the process.
- 3) In order to provide equal opportunities for all candidates, strict confidentiality must be maintained regarding all written, verbal and electronic records and information regarding the interview prior to, during, and following the interview process.
- 4) Any email communications regarding committee process and/or question development should be described as "Confidential" in the Subject Line and marked "Confidential" in the Properties menu. To forward a confidential message to another person(s):
 - a) From your draft email message, click "File," then "Properties."
 - b) Under "Settings," in the "Sensitivity list," choose "Confidential."
 - c) Click "Close."
 - d) When you're done composing your email, click "Send."

5. Minimizing Implicit Bias During Faculty Hiring

“Bias can and often does have an impact on the faculty hiring process. This impact can negatively affect an institution’s or department’s efforts to diversify their faculty in terms of race and ethnicity.”¹⁵ The following strategies¹⁶ are proposed by CUE as specific actions selection committee members can take to minimize the effect of biases on the hiring process.

- 1) Recognize and accept that we are all susceptible to the influence of bias and assumptions.
- 2) Increase the diversity of the selection committee.
- 3) Build an applicant pool in which faculty of color are well represented.
- 4) Develop well-defined evaluation criteria prior to reviewing applications.
- 5) Prioritize the relative importance of the multiple measures before reviewing applications.
- 6) Engage in counter-stereotyping; that is, encourage committee members to take the time to consciously think about successful, highly competent, well-regarded faculty of color in their department, institution, or discipline.
- 7) Spend sufficient time evaluating each applicant and minimize distractions while reviewing applications.
- 8) Focus on each applicant as an individual and evaluate their entire application package.
- 9) Following each stage of the review, committee members should write their notes on applicants or complete the evaluation rubric before debriefing with other committee members. Doing so helps prevent biases that emerge from groupthink.
- 10) Use inclusion rather than exclusion strategies when deciding which candidates to move forward in the process.
- 11) Throughout the process, committee members should re-evaluate the effectiveness and implementation of the selection criteria for addressing bias.
- 12) Be able to defend every decision to accept or reject a candidate. The reasons provided should be based on evidence in the applicant’s professional and/or academic record and the criteria for the position.

¹⁵ Center for Urban Education. (2017), p. 24

¹⁶ Center for Urban Education. (2017), pp. 27-29

6. Screening for Eligibility (Pre-Screening)

A. Application Materials

- 1) Required Materials. The applicant must submit the required materials as listed in the job announcement by the final filing date to be considered. Required materials typically include:
 - a) Los Rios application
 - b) personal resume or curriculum vitae
 - c) unofficial copies of college transcripts
 - d) letter of interest
- 2) If requested by the department: two letters of recommendation.
- 3) The hiring committee shall consider voluntary transfers if applicable and follow the established process.¹⁷

B. Minimum Qualifications

A statewide disciplines list defines the degrees that are reasonably related to the teaching assignment or academic subject matter area.¹⁸ Applicants must show evidence of the appropriate master's degree for those disciplines for which a master's degree is required. A comprehensive list of all of the disciplines in the *Minimum Qualifications for Faculty and Administrators in California Community Colleges* is maintained by the California Community Colleges Chancellor's Office. The list identifies the specific degree and professional experience requirements for each discipline. The list can be found here:

<http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/2017-Minimum-Qualifications-Handbook-r1-ADA.pdf>

- 1) Any applicant who fails to provide evidence to support completion of minimum qualifications or a credential, or of equivalency may be eliminated from the applicant pool.¹⁹
- 2) HR will verify that applicants claiming an appropriate credential show evidence of the appropriate credential, or that applicants claiming the required minimum qualifications show the appropriate degrees on their transcript. If there is an experience requirement, HR will verify that the applicant has the required number of years of experience but makes no attempt to judge if the experience is appropriate.
- 3) If the applicant claims to possess the minimum qualifications, but the degrees are not exactly those listed in the Los Rios Community College District minimum qualifications, that application

¹⁷ Los Rios College Federation of Teachers (LRCFT) Collective Bargaining Agreement, section 5

¹⁸ Title 5, section 53407

¹⁹ Administrative Regulation 5123, section 5.0

shall be considered under the Equivalency Verification (P-38) process even though the applicant did not claim equivalency.

- a) Applicants for all full-time and long-term temporary (LTT) faculty hiring needing Equivalency Verification are sent to the office of the Vice President of Instruction to be reviewed by the equivalency committee which must be comprised of a minimum of three (3) faculty members on the interview committee and the area dean from the discipline.²⁰
- b) Applicants for adjunct positions and emergency hires needing Equivalency Verification are sent to the requesting department.
- 4) All full-time faculty and LTT applications which satisfy the LRCCD minimum qualifications requirement or the credentials requirement are sent by HR to the college's office of the Vice President of Instruction for sharing with the screening committee.
- 5) All adjunct and emergency hire applications which satisfy the LRCCD minimum qualifications requirement or credentials requirement are sent by HR to the requesting department.
- 6) HR will notify all applicants who do not meet the advertised minimum qualifications, equivalencies or credentials via email.

C. Applicant Pool

If the applicant pool is sufficient, HR will send the log-in credentials to the applicant pool to the Vice President of Instruction to share with the appropriate administrator.

²⁰ Administrative Regulations 5123, section 7.1

7. College Interview Committee/Screening Committee

A. Composition of the Interview Committee

- 1) The Interview Committee is comprised of a total of six to ten persons who reflect the gender and racial/ethnic demographics of the District's service area, selected as follows:
 - a) Faculty (3-5). Three to five discipline, related discipline, and/or outside discipline faculty members appointed by the college Academic Senate President after consultation with the department chair (if existent) and appropriate administrator. The District's Strategic plan sets forth the indicator of achievement for the recruitment of our employees to reflect the demographics of the District's service area and that should be the goal of the composition of the hiring committee.
 - i) The equity representative is included in the 3-5 faculty. The equity representative shall be affirmed by the college equity officer and appointed by the Academic Senate President after consultation with the department chairperson and appropriate administrator from a list of faculty who:
 - (1) have been trained within the last two years in equity and diversity matters²¹
 - (2) are not faculty in the discipline or related discipline for which the hiring committee is convened.
 - ii) Discipline faculty (or related discipline faculty if needed) should represent at least half of the faculty members on the committee.
 - iii) Interview committees should reflect diverse faculty and include an equity representative who is charged with monitoring the search process for compliance with equal opportunity policies.
 - iv) Departments that lack sufficient diversity to compose a diverse interview committee must use faculty outside the department (or outside of the college--but within the District-- if necessary) to broaden the perspective of the committee and increase the reach of the search.
 - v) In interdisciplinary subjects, and areas where service to students requires close cooperation between instruction and student services or between instructional areas, faculty from several areas may be selected to serve on the committee.
 - b) Administrators (2). One administrator of the department or area (usually the division/area dean) appointed by the President. The committee chair may be a second administrator. The committee chair shall be appointed by the President.

²¹ Administrative Regulations 5121, section 6.1.3

- c) Student (1). One student representative nominated by the college Student Senate President in collaboration with the President. Student appointed to the committee serves during the interview process only; they do not participate in the applicant screening process.
 - d) Classified (1). One classified professional, for positions in which faculty work closely with classified professionals. The determination of whether it is appropriate for a classified professional to sit on the committee shall be made by the committee chair in consultation with the department chair. The committee chair in collaboration with the classified leadership will select the classified professional.
 - e) External Expert (1). One outside content expert for positions in which no Los Rios faculty content experts are available. The determination of whether it is appropriate for an outside content expert to sit on the committee shall be made by the President in consultation with the Academic Senate President. The President in collaboration with the Academic Senate President will select the outside content expert, preferably a faculty content expert from another district and/or industry expert. If no faculty content experts are available, then a content expert from the representative field may be appointed.
- 2) The list of committee members shall be submitted to the college equity officer and/or the District Director of Human Resources to ensure the committee is diverse in terms of gender and racial/ethnic diversity. Concerns shall be directed to the committee chair and the Academic Senate President.

B. Composition of the Screening Committee

- 1) The screening committee shall consist of a minimum of three (3) faculty members which includes at least one (1) faculty member from the department, the equity representative on the interview committee, and one administrator (generally the dean from the discipline).²²
- 2) Additional members from the interview committee may serve on the screening committee if they so choose.
- 3) Students do not participate on the screening committee.
- 4) Each screening committee member shall rate all applicants independently. If a committee member is unable to complete the screening process, the ratings of that individual shall not be used.
- 5) The committee Chair and the equity representative shall ensure that the screening committee members are diverse²³ and reflects the demographics of the District's service area.
- 6) Any concerns will be reported to the college equity officer.

²² Administrative Regulations 5121, section 5.0

²³ Title 5, section 53024, section 5.0

C. Committee Chair Duties

- 1) The committee chair shall convene the committee, participate in the development of screening criteria, establish timelines for completion of the screening, serve as one of the raters, and coordinate the final selection of who shall be interviewed.
- 2) Review standard interview procedures.
- 3) Throughout the process, the committee chair shall communicate to committee members any and all changes or issues that affect the agreed upon processes.
- 4) The committee chair raises questions about traditional notions of “merit,” “fit,” and “compliance” during the application review and interview stages of the faculty hiring process.
- 5) The committee chair must be present at all committee meetings.
- 6) Complete and submit to HR all hiring forms.

D. Equity Representative Duties

- 1) Must have completed the *Hiring Committee Equity Representative* training within the last two years.
- 2) Shall ensure that throughout the entire screening and interview process there is no discrimination against any individual on the basis of race, color, gender, religion, national origin, age, sex, gender identity, sexual orientation, political orientation or belief, disability, or marital status.²⁴
- 3) Raises questions about traditional notions of “merit,” “fit,” and “compliance” that can impede efforts to ensure hiring processes equitably serve candidates from minoritized groups.
- 4) Minimizes implicit bias during the hiring process. (See “Minimizing Implicit Bias During Faculty Hiring” of the *Faculty Hiring Manual*).
- 5) Shall complete the Equal Opportunity Employment Checklist at the conclusion of the entire hiring process.
- 6) Any questions or concerns about instances of unlawful discrimination shall be reported to the college equity officer.
- 7) Must be present at all committee meetings.
- 8) Complete and submit to HR all equity representative hiring forms.

²⁴ Board Policy 5111

E. Committee Member Duties

- 1) All committee members must complete the mandated 2-hour *Hiring the Best* hiring committee training prior to the start of the hiring process.²⁵ Please note, this is a separate training than the *Hiring Committee Equity Representative* training.
- 2) Review the job posting for the position.
- 3) Develop paper screening criteria and standard interview questions that seek candidates who exemplify the characteristics of equity-minded competence prior to the application closing date.
- 4) Shall use a standard rating system to rate all of the candidates.
- 5) Maintain all written notes in the folders provided and submit to the committee chair after each meeting.
- 6) The committee members shall determine if candidates will be allowed to ask questions at the end of the interview, time permitting. To facilitate and reflect a welcoming environment, allowing and answering candidates' questions are highly encouraged.
- 7) All committee members, except the student representative, are encouraged to attend all committee meetings and are required to attend the interviews of each candidate. Classroom faculty should coordinate with their respective instructional dean to arrange for class substitutes or to make other suitable arrangements if serving on the committee will necessitate missing some instruction time.
- 8) Establish rapport with the candidates during the interview process.
- 9) Do not engage in fact-finding activities including electronic searches on social media or the internet.
- 10) If contacted by a candidate, refer the candidate to the committee chair or to HR.

²⁵ Title 5, section 53003 (c)(4)

8. Screening Applications

A. Screening Criteria

- 1) Equity-minded screening criteria are to be developed by the interview committee. Committee members are encouraged to review and reflect on Section 2B, Summary of Projected Needs and the job posting.
- 2) Screening criteria are to be based on the job posting.
- 3) Matters of diversity and equity should be reflected in screening criteria as a means to objectively assess a candidate's ability to foster and enhance cultural competencies and to support and promote equitable outcomes in and outside of the classroom.
- 4) Some criteria which might be considered are:
 - a) Discipline preparation
 - b) Communication and other interpersonal skills
 - c) Equity-minded conceptions of merit:
 - i) experience teaching racially minoritized students
 - ii) expertise with culturally relevant pedagogy
 - iii) educated in social justice & equity
 - iv) experience acting as an equity advocate
 - v) experience with self-reflection & willingness to reflect on racialized outcomes of practice
 - d) Equity-minded conceptions of fit:
 - i) reflects students' racial/ethnic identities
 - ii) holds high expectations for racially minoritized students
 - iii) can connect with students through multiple identities
 - iv) can support and further campus equity efforts
 - e) Creativity and innovation
 - f) Leadership potential
 - g) Community service
 - h) Recency of training or evidence of updating of skills and/or professional development
 - i) Experience working with people of varying abilities, ages, and cultures
 - j) Experience with a broad range of teaching methods
 - k) Related work experiences
 - l) Experience with technology to support student learning

B. Screening Process

- 1) Screening criteria, rating sheets and interview questions shall be prepared prior to reviewing applications. Applications will generally be released to the college within five-seven business days after the position closes.
- 2) Expeditious screening of applications is highly desirable in order to assure talented candidates are still available for interviews.
- 3) Faculty who wish to screen and/or interview must be apprised of the time commitment and be willing to make the effort required to complete the screening and/or interview.
- 4) Normally, the selection of those to be interviewed should be completed within one to two weeks of the applications being sent to the college.
- 5) The District wishes to be as ecologically responsible as possible and encourages its employees to do the same by asking members of the screening committee to screen the applications online.

C. Rating of Candidates

Board Regulation 5121

- 1) Once the ratings of all candidates have been completed, the members of the screening committee shall meet at the time determined by the committee chair.
- 2) The committee chair and the equity representative shall tabulate the committee members' individual ratings of the candidates to establish the top candidates.
- 3) The committee will determine the number of candidates to be interviewed.
- 4) The committee should discuss and make a decision about offering candidates an interactive video/telephone conference (virtual) interview should they be unable to attend the interview in person. To maintain confidentiality and security, use of the California Community College Chancellor's Office web-based conferencing and meeting platform Zoom is recommended.
- 5) At least two qualified adjunct faculty members who have second or third level preference priority within the District according to the LRCFT Collective Bargaining Agreement shall be granted interviews if they submit applications and meet minimum qualifications (CBA Section 4.10.10).
- 6) A final list of candidates recommended to be interviewed is sent to HR.

D. Applicant Pool Approval

- 1) The screening committee submits a list of candidates to invite to interview, to the office of the Vice President of Instruction. The Vice President's office submits the list to HR for Equal Employment Opportunity (EEO) review.
- 2) HR gathers race/ethnicity and gender identity information for individuals on the submitted list and considers the diversity representation for the applicant pool.

- 3) Approval is given if adequate diversity is present in the selection of candidates, relative to the faculty position, number of total applicants, and number of qualified applicants released for department screening.
- 4) If diversity is not present, additional information is requested (e.g. committee member race/ethnicity and gender identity, screening criteria, questions, and ranking sheets).
- 5) HR in consultation with the office of the Vice President, the committee chair and equity representative will examine changes that will ensure compliance with EEO program regulations and District objectives for the candidates invited to interview.
- 6) Approval is given if a mutual agreement is met or if the President approves to move the hiring process forward without changes. A decision can also be made to hold, cancel, or extend the position for later recruitment or with a different or enhanced committee.

E. Notification of Candidates

- 1) Unsuccessful candidates.
 - a) Notify HR of those to be notified.
 - b) HR will notify unsuccessful candidates in the applicant pool that they have not been selected for interview.
- 2) Successful candidates.
 - a) Notify HR of those invited to interview (first round and second round).
 - b) The committee chair or designee will facilitate notification of those who have been selected and shall schedule them for an interview.
 - c) Each candidate will be asked "Do you require reasonable accommodation(s) for the interview?" If a candidate requests accommodation(s), the committee chair and campus ADA Officer will ensure accommodations are implemented as appropriate.
- 3) Sufficient time should be allowed between notification and the interview to permit candidates to make travel arrangements. Normally, a minimum of ten calendar days' notice should be provided.

9. The Interview

A. Purpose of the Interview

- 1) The primary purpose of the interview is to obtain information about candidates and to evaluate the candidates with regard to their ability to perform the duties of the faculty position. The interview shall be an assessment of the specific qualities and aptitudes that are important for success as a member of the faculty. These qualities may include knowledge of the subject matter, ability to communicate orally and in written form, address different levels of academic preparedness, ability to foster and enhance cultural competence and equity, ability to facilitate equitable outcomes in and outside of the classroom, use varied teaching technologies, concern and respect for students and colleagues, special ability or aptitude in the areas identified by the department/area, the potential for continued professional growth, and enthusiasm, intellectual curiosity, and commitment to the profession.
- 2) A secondary purpose of the interview is to project a positive image of the District, college, and the department. In support of this aim, interview committees are encouraged to be welcoming and to exhibit welcoming behavior. Unsuccessful candidates will have other opportunities to apply for Los Rios positions. They can be expected to use the interview to assess the climate of the college and to determine if this is where they wish to work. It is recommended, if feasible, there be an opportunity for the candidate to have a tour of the college and the department where they would be employed before or after the interview when appropriate.

B. Qualities of an Effective Interview

- 1) Timing
 - a) It is recommended that the interviews be scheduled at least 60 minutes apart. This allows at least 45 to 50 minutes with each candidate, plus time to review the material presented and complete the *Evaluation of Oral Interview* form. If the committee has decided to allow the candidates to ask questions at the end of the interview, care should be taken not to exceed the allotted interview time.
 - b) The committee chair shall advise the candidate of the timelines that have been established by the committee at the start of the interview. The committee chair should conclude the interview within the allotted time, so all candidates have the same amount of time to complete the interview.
 - c) The committee chair shall appoint a timekeeper and/or give a time-check during the interview. Giving regular time-checks will help mitigate the effects of anxiety on a candidate's ability to keep track of time.
- 2) Establish Rapport
 - a) Candidates are naturally tense; it is the responsibility of the committee to put them at ease as much as possible.

- b) Smiles, introductions, and a cordial atmosphere are appreciated and appropriate.
- 3) Demeanor of Interviewers
 - a) Interviewers shall be attentive towards candidates.
 - b) Smiles, body language indicating interest, positive and friendly disposition and demeanor, and nods of appreciation all help a candidate feel well received.
- 4) Confidentiality
 - a) Assurance of confidentiality is critical to successful interviewing.
 - b) Ratings and comments by committee members must not be shared with anyone outside the hiring process at any time.
- 5) Impartiality
 - a) Impartiality is the foundation of a good interview.
 - b) It is important not to discuss information about a candidate until the finalist stage to avoid development of an early bias.

C. Interview Questions

- 1) The hiring committee will prepare the interview questions which are to be asked consistently to all applicants invited to interview. The questions are typed onto an *Evaluation of Oral Interview* form. Space for ratings of the work sample(s) and the writing sample should also be provided on the Evaluation form (sample form, Appendix 4). Once agreed upon by the committee, questions shall not be altered without the consent of the committee.
 - a) Advance Preparation
 - i) The committee should decide in advance whether the interview questions are to be provided to the candidate in advance of the interview.
 - b) Sample Questions
 - i) A bank of previously used questions will be available as a resource to the committee as well as prospective applicants at the HR website. Candidates will be directed to this resource through the job posting and through the college's notification to those candidates who have been selected to interview.
- 2) To provide as much objectivity as possible, the same questions should be asked of each candidate by the same committee member and in the same sequence.
- 3) The committee should decide in advance how much assistance will be offered to a candidate who appears to have misunderstood the intent of a question or who answers only part of a multi-part question. If it is decided to rephrase or restate the question, the same assistance must be provided to other candidates if needed.
- 4) Effective equity-minded questions have these qualities:

- a) Aim to provide candidates with the opportunity to demonstrate whether and how they exemplify the characteristics of equity-minded competence, recognizing that there is no guarantee that the question will elicit the intended response.²⁶
 - i) Possesses cultural competence
 - ii) Engages in critical self-reflection to ensure ongoing improvement
 - iii) Focuses on instructor/institutional responsibility
 - iv) Positively uses position and knowledge to support student success
 - v) Conveys a belief that students are capable
 - vi) Working with colleagues
 - b) They are open-ended, allowing candidates to reveal themselves more.
 - c) The desired "right" answer should not be apparent from the question. Don't ask leading questions.
 - d) Even though the topic or problem may be complex, the language of the question should be clear and easy to understand.
 - e) Performance based / behavioral based questions are encouraged as they represent a "best practice." A key indicator of future performance is past performance.
- 5) Generally, eight to ten questions plus a demonstration of professional skills (teaching, counseling, etc.) can be completed in the 45 to 50-minute interview. If the questions are broad and follow-up questions are planned, fewer questions might be asked.

6) Sample Questions

Every interview will contain questions that attempt to assess the candidate's subject matter competence and current knowledge of the field. In addition, it is suggested that each interview also contain variations of the following questions:

- a) A background question, e.g., "Tell us about your educational background and work experience, and how they have prepared you for the position of ..."
- b) A question aimed at determining the candidate's concern for students, e.g., "If you were teaching a 9:00 class and a student routinely arrived 10 minutes late, would you consider this to be a problem? If yes, how would you handle the problem? If no, why wouldn't this be a problem for you?"
- c) A question about their enthusiasm, intellectual curiosity, and commitment to the profession and/or job opening, e.g., "What is there about this position that is of particular interest to you at this time?"
- d) Equity-mindedness is embedded throughout the interview questions (required). The following sample equity-minded interview questions are proposed by CUE²⁷:

²⁶ Center for Urban Education, (2017), pp. 49-51

²⁷ Center for Urban Education, (2017), pp. 49-51

- i) What can instructors do to create a classroom culture that intentionally welcomes and supports students from different racial/ethnic and socio-economic backgrounds?
- ii) As a faculty member, you may have students in your classes that are diverse in their abilities. For example, students may have physical challenges, learning disabilities, or communication challenges. How will you balance the needs of these students in your instruction?
- iii) How have your past experiences prepared you to be effective in an environment that values diversity and equity?
- iv) What do you feel are two or three teaching strategies that you use to ensure that your students have an enriching learning experience in your classes?
- e) How are you prepared to meet the expectations of both teaching and out-of-the-classroom work, including the implementation of campus- or state-level reforms that impact the work of the department?
- f) A final opportunity for the candidate to make a statement and/or ask a question(s).

D. Demonstration

A demonstration of professional skills (teaching, counseling, etc.) provides very valuable information regarding the probable future performance of the candidate and is to be included in all full-time interviews. Demonstrations may include:

- 1) Advance Preparation
 - a) Topic(s) are provided to the candidate in advance of the interview. The letter confirming the appointment for the interview would contain information that a demonstration will be part of the interview process and would tell the candidate the equipment that will be provided. Candidates should also be reminded that technology is imperfect. Therefore, the candidate should prepare accordingly. The demonstration would measure the ability to prepare and deliver a demonstration or presentation when an assignment or scenario is known in advance.
- 2) Extemporaneous
 - a) A short list of common topics or a topic would be presented to the candidate during the interview with directions to explain or demonstrate. This work sample measures the candidate's ability to think and organize quickly.
- 3) Role Play
 - a) Member(s) of the committee engage the interviewee in a short (five minutes or less) role play appropriate to the position. To the extent possible, the role play element should be provided consistently and fairly.

E. Writing Sample

- 1) The ability to write clearly and accurately is essential for any community college faculty position, and it is recommended a writing sample of about a half-hour be a part of the selection process. The writing sample can be done before or after the interview.
- 2) The assessment of the writing sample should be made independently by each committee member, and the rating should be added to the ratings of interview questions and work samples.

F. Rating of Candidates

- 1) Note Taking
 - a) Committee members should take notes during the interview regarding the content and clarity of answers. Notes should not include mention of racial/ethnic or gender identity or other physical attributes or observations. A rating should be given for each answer, but in such a way that the candidate cannot see it. For example, a dot could indicate when a later check mark will be made, or the interviewer can hold note-taking materials out of the view of the candidate.
- 2) If interviews are to extend over two or more days, it is especially important to take notes and indicate the relative merits of the candidates of the first day, so their answers will not be forgotten.
- 3) Following the completion of each interview, the committee chair shall provide an opportunity for identified faculty interviewer(s) who have experience in the target discipline to make brief, factual comments regarding the candidate's accuracy on the content. Examples: Is the content correct? Is the content complete? Is the content appropriate to the level of the class or audience?

G. Ranking

- 1) First ranking. Each committee member shall independently rank the candidates, e.g., 1 out of 10, 2 out of 10, etc. Tie rankings on a committee member's *Evaluation of Oral Interview* form are not allowed.
 - a) The independent rankings are collected by the committee chair, who, along with the equity representative, shall complete a first ranking by adding the rankings to determine the top five candidates (those with the lowest sums) in alphabetical order.
 - b) The committee chair shall report to the committee the names of the top five candidates for the position.
 - c) The committee chair and the equity representative shall facilitate a discussion of the top five candidates prior to the second ranking.
- 2) Second ranking. Each committee member shall independently rank the top five candidates, e.g., 1 out of 5, 2 out of 5, etc.
 - a) The committee chair and equity representative shall add the rankings and report the top three candidates in alphabetical order.

- b) If the committee chair and the equity representative cannot determine the top three candidates, either because of a tie in rankings or because the committee determines that there are not three acceptable candidates, the committee may identify from two to four candidates as finalists.
- 3) In cases where the committee is interviewing multiple positions, the committee shall use the same criteria in #3 above for determining the number of finalists, except as follows: when the committee is interviewing for two positions, it will strive to identify five finalists, but if it is unable to do so (because of a tie or a lack of qualified candidates) then it can identify fewer finalists. If the committee is interviewing for three positions, it will strive to identify seven finalists, but may identify fewer if the committee determines there are not sufficient finalists. A second committee must be formed if a department is seeking more than three positions.

Number of positions	Number of finalists
1	3
2	5
3	7

- 4) The chair shall give the names of the finalists to the President in alphabetical order.
- 5) The President and/or appropriate Vice President shall join the committee for a discussion regarding the relative strengths and points of concern of each finalist, as perceived by the interviewers. Comments that reflect personal knowledge of the interviewee should be provided to the President separately from the interview process.
- 6) In cases where the committee determines there is only one acceptable candidate, the committee shall inform the President of their finding during the discussion and forward that one name to the President. After the interview, the President may choose the candidate, ask the committee to reconsider, or close the process and begin anew. Similarly, for multiple hires in the same committee, if fewer than four candidates are forwarded, after the President interviews the candidates, the President may choose the candidates, ask the committee to reconsider, close the process and begin anew, or any combination thereof.
- 7) The college Academic Senate President and/or the DAS President may review the committee rankings on a confidential basis with the President.

10. Reference Checks

Checking of the references of the candidates is a vital and required step in the selection process. It is important to obtain objective, detailed, accurate, and thorough reference check information to inform the hiring decision. The LRCCD *Reference Check* form (P-123), available on the HR intranet website, shall be utilized for each reference check.

- 1) The President contacts the references supplied by the finalists. If necessary, additional references may be requested.
- 2) If the interview committee considers it appropriate, one discipline-related faculty member from the committee may be recommended by faculty on the committee to conduct faculty-to-faculty reference checks. The individual shall be appointed by mutual agreement between the President and the Academic Senate President and shall be provided guidance in how to conduct reference checks. The faculty member selected to conduct reference checks shall use the LRCCD *Reference Check* form and shall report findings to the President confidentially.

11. Selection

- 1) The finalist(s) will be interviewed by the President. The appropriate Vice President and/or others may be invited by the President to participate in the final interviews. All finalists will be interviewed by the same person or persons.
- 2) To minimize an out-of-area candidate's monetary expenses, in the event that the candidate is selected as a finalist, the President may offer an out-of-area candidate the option to conduct a final interview just after their initial interview, even though it is not yet known if they have been selected as a finalist.
- 3) If the President has reservations regarding the recommendations of the committee, the President will communicate with the committee and explain the rationale for their concern. If there were additional candidates whom the committee judged to be well qualified, the committee may elect by simple majority to ask that the next ranked candidate(s) considered.
- 4) The President will select the candidate who is to be recommended to the Chancellor and the Board of Trustees for appointment to the position.
 - a) The final candidate will be notified of their selection by the President or designee prior to forwarding the appropriate forms to HR²⁸.
 - b) The President will notify the committee after the selection is made.
 - c) HR will place the name of the recommended candidate on the next regular Board meeting agenda and will process all employment forms.
 - d) The President or designee will contact those finalists not selected and notify HR when the notification is complete.
 - e) Following Board approval, the final candidate will be given formal notice of the appointment by HR.

²⁸ Administrative Regulations, section 9.1

Adjunct Faculty

1. Introduction

Adjunct faculty hiring follows the Board Policies/Administrative Regulations as attached. In addition, the District Academic Senate and District Administration share a commitment to the intent and philosophy of this *Faculty Hiring Manual* towards the adjunct faculty hiring process. A check list is provided to assist departments in the equitable hiring of adjunct faculty members.

2. Board Policies and Administrative Regulations

A. Recruitment, Selection and Appointment: Adjunct Faculty P-5122

1. Hiring of Adjunct Faculty

- 1.1. The interests of students and the community are best served by selecting from the available pool of persons in the community those individuals who have special expertise and diverse backgrounds to serve in various adjunct faculty positions.
- 1.2. By encouraging diversity in the pool of adjunct faculty members, the Los Rios Community College District can increase diversity among tenured faculty.

2. Police Records

- 2.1. All applicants shall be fingerprinted prior to employment with the District.
 - 2.1.1. This District Policy and the corresponding Administrative Regulation shall not apply to any California or Federal Peace Officer currently employed and paid as such.
- 2.2. The Chancellor shall adopt appropriate Administrative Regulations.

3. Qualifications

- 3.1. An applicant must possess the minimum qualifications established for the position; the individual must be able to perform the essential functions of the position with or without reasonable accommodation.
- 3.2. An applicant or candidate shall be disqualified for any of the following reasons:
 - 3.2.1. Conviction of a misdemeanor involving sex offenses, controlled or illegal substances as defined in Education Code, sections 87010 and 87011 respectively; or of any felony; or determination that the individual is a sexual psychopath as defined in Education Code, section 87406. (Ed. Code, § 87405) The Los Rios Community College District Board of Trustees delegates the determination of exceptions to this rule under Education Code, section 87405 to the Chancellor. The Chancellor shall develop Administrative Regulations regarding this issue;
 - 3.2.1.1. Exception: Applicants and employees that have applied for or obtained certificates of rehabilitation and pardon and, if the applicant's probation has been terminated and the information or accusation has been dismissed under Penal Code, section 1203.4 for sex offenses, controlled or illegal substances convictions may be retained or considered for employment. (Ed, §§ 87010, 87011, 87405)
 - 3.2.1.2. Exception: Applicants and employees with felony convictions, other than those applicants that are disqualified for service under Education Code, sections 87010, 87011,

87405, or 87406, shall be individually evaluated to determine if disqualification based on their felony conviction(s) is job-related and consistent with business necessity.

3.2.1.3. Exception: Applicants and employees that are disqualified for service under Education Code, section 87010, 87011, or 87405 may be retained or considered for employment if the Board of Trustees determines from the evidence presented that the person has been rehabilitated for at least five years, or has received a certificate of rehabilitation and pardon, or if the accusation or information against the person has been dismissed and he or she has been released from all disabilities and penalties resulting from the offense pursuant to section 1203.4 of the Penal Code. In order to determine whether an applicant has been rehabilitated for at least five years, the Board of Trustees shall evaluate the applicant to determine if the disqualification is job-related and consistent with business necessity.

3.2.2. Falsification or attempted deception in statement on the application;

3.2.3. Previous dismissal from District service by the Board of Trustees;

	(Formerly P-5119)	LRCCD
Policy Adopted:	2/13/80	
Policy Revised:	9/3/80; 10/20/82; 2/21/90; 2/4/98; 12/6/00; 10/1/03; 3/21/07; 5/13/15; 6/8/16; 5/10/17	
Policy Reviewed:	5/10/17	
Adm. Regulation	R-5122	

B. Recruitment, Selection and Appointment: Adjunct Faculty R-5122

1. Recruitment and Application Procedures for Adjunct Temporary Assignments

1.1. The Los Rios Community College District Human Resources Office will advertise as needed for part-time academic staff to provide an adequate pool of applicants.

1.1.1. Only those persons having an application on file at the District will be considered as applicants.

1.1.2. Applicants and employees with felony convictions and applicants and employees that are disqualified for service under Education Code, sections 87010, 87011, or 87405 shall be referred to Human Resources and individually evaluated based on the requirements of the position following factors:

1.1.2.1. Nature and Gravity of the Offense(s). The Human Resources Office shall evaluate felony conviction(s) to determine the nature and severity of the offense(s) or conduct. This evaluation may take into account the harm caused by the crime, the elements of the crime, and the severity of the crime. A more severe crime would tend towards disqualifying the applicant.

1.1.2.2. Time That Has Passed Since the Offense(s) or Conviction(s). The Human Resources Office shall evaluate the amount of time that has passed since the most recent offense or conviction and any prior offense(s). A single offense or a last offense committed more than ten (10) years prior to the application date suggests an applicant will not recidivate. Subsequent employment history and efforts at rehabilitation is relevant to this inquiry. Crimes committed more recently would tend towards disqualifying the applicant.

1.1.2.3. Nature of the Job Held or Sought. In light of the first two factors, the Director of Human Resources shall examine the nature of the duties and essential functions of the job held or sought to determine if excluding the applicant is consistent with business necessity. Consideration may be given to the location of the job and the persons the applicant will come into contact with in the job. For example, convictions of property, theft, or larceny crimes tend toward disqualifying applicants for positions of trust or positions that control money or property. Convictions for violent felonies would tend towards disqualifying applicants from positions that require contact with students, staff, or the public.

1.1.2.4. Applicants with disqualifying convictions shall be notified that they have been screened out due to a felony conviction and provided with an opportunity to demonstrate that they should not be screened out due to the applicant's particular circumstances. The Human Resources Office shall review this information prior to making a final decision.

2. Screening and Interview Procedures for Adjunct Temporary Assignments

(The equivalency processes as described in section IV.B of the District's Faculty Hiring Manual and Administrative Regulation R-5123 shall be used for all faculty hiring, including, but not limited to, adjunct faculty, long-term temporary, and emergency hires.)

- 2.1. The screening and interview committee shall consist of two (2) to three (3) discipline-related discipline, or outside discipline faculty members appointed by the College Academic Senate President after consultation with the department chairperson and appropriate administrator. Discipline faculty should represent the majority of members on the committee. The administrator of the department or area (usually the Division/Area Dean) appointed by the appropriate College Vice President. The equity representative shall be affirmed by the College Equal Employment Opportunity (EEO) Officer and appointed by the college Academic Senate President after consultation with the department chairperson and appropriate administrator from a list of faculty who have been trained within the last two years in equity and diversity matters.
 - 2.2. Screening and interview committees will determine objective criteria for selecting candidates and develop standard interview questions.
 - 2.3. The screening and interview committee will select and interview a sufficient number of applicants to allow for fulfillment of goals and to allow subsequent employment offers to be made to successful candidates.
 - 2.4. Following interviews, the Chair of the interview committee will forward the rating sheets and other related documents, including the name of the recommended candidate through appropriate administrative channels, to the District Human Resources Office. The committee will note those candidates approved for adjunct assignment as "commendable."
 - 2.5. If the department has a vacant position/assignment within twenty (20) working days of the beginning of such assignment, and is unable to conduct in a timely manner the adjunct hire process described above, the appropriate manager may fill that assignment without the benefit of screening and interview committee action utilizing applications currently on file in the District Human Resources Office. Adjuncts hired under this "emergency hire" process may not be rehired for subsequent assignments unless they successfully complete the adjunct interview/hire process described above.
3. Criminal Background Check
 - 3.1. Applicants shall be fingerprinted at the State Department of Justice or another qualified law enforcement agency. Employment shall not commence until clearance has been approved by Human Resources. The Human Resources Office shall review any new felony convictions that are discovered during this process under the process set forth in 1.1.2, above, and shall also take into account whether the failure to disclose the conviction was dishonest.
 - 3.2. Applicants shall be required to pay the cost of the fingerprinting and processing.
 - 3.3. When warranted by exigent circumstances as determined by District Human Resources, a temporary employee may be permitted to begin work prior to clearance having been granted by Human Resources.
 - 3.4. Police records shall be shown only to those with the legal right to see them.
 4. Hiring Procedures for Returning Adjunct Temporary Employees
 - 4.1. Temporary employees hired prior to February 4, 1980, and temporary employees hired according to procedures 2.1 through 2.4, may be rehired for subsequent assignments without screening and interviewing.

4.2. Employees hired under 2.5 may be rehired for subsequent assignments only after screening and interviewing per sections 2.1 through 2.4.

5. Adjunct Faculty Assignments

5.1. Assignments of adjunct tenured (part-time) employees will be limited to their level of tenure, e.g., a person tenured at twenty percent (20%) will be scheduled for neither more nor less than the twenty percent (20%) to which the employee is entitled.

5.2. Tenured staff members without full loads will first be given available assignments in which they qualify, up to the percentage of their tenure.

5.3. The District recognizes only those employment rights to adjunct temporary and overload pay assignments specified in State law and in the current District/LRCFT agreement.

5.4. Assignments of adjunct temporary employees will not exceed sixty-seven percent (67%) of a full-time load.

5.5. Continuation of adjunct assignments by temporary employees and overload assignments by regular employees, among other factors, will be contingent upon performance evaluations that meet or exceed standards.

(Formerly R-5119)

LRCCD

Adm. Regulation Adopted:	2/13/80
Adm. Regulation Revised:	9/3/80; 10/20/82; 10/13/97; 10/9/00; 8/25/03
Adm. Regulation Reviewed:	9/26/16
Board Policy:	P-5122

3. Adjunct Faculty Hiring Checklist

A. Process Reminders

- Only those persons having an application on file at the District will be considered as applicants.²⁹
- Planning for adjunct faculty needs and scheduling needs are to occur in a timely fashion. Area Deans and Department Chairs are encouraged to plan for adjunct hiring panels / interviews during the preceding semester.
- "Emergency Hire" adjunct faculty hire conditions: A vacant position that becomes known within twenty (20) working days of the beginning date of employment may be filled without benefit of a screening and interview committee by appropriate management utilizing applications currently on file in District Human Resources (HR). Adjuncts hired under this "emergency hire" process may not be rehired for subsequent assignments unless they successfully complete the adjunct interview/hire process.
- Maintain compliance with all District policies and procedures governing the hiring processes.
- Maintain confidentiality of all application materials and the interview process. Confidentiality exists for adjunct faculty hiring processes just as it does for full-time hiring.
- Discuss the importance of professional ethics and confidentiality with the screening and interview committee prior to conducting interviews.
- Avoid conflict of interest situations (for example, personal/family relationships that exist between faculty committee members and the applicant being interviewed should be disclosed).
- Support for diversity and equity awareness for adjunct faculty hiring mirrors that for full-time faculty hiring. Please refer to the *Faculty Hiring Manual* (2019).
- Equity representative reports allegation(s) of noncompliance to the campus equity officer or HR.

B. Interviewing Checklist

- Establish hiring committee to interview applicant(s), include one faculty committee member who is an equity representative.
- Develop screening criteria and interview questions. Request adjunct applicant pool from HR.
- Offer interview only to applicant(s) who have followed the process and have an applicant on file with HR. This includes current adjuncts with the District, former candidates from full-time faculty positions, and former full-time employees who retired or resigned.
- Review application(s) based on job related screening criteria to select applicant(s) for interview.
- Each applicant invited to interview should be advised on the name and telephone number of the area dean or committee chair to contact if they require a reasonable accommodation for the interview process.

²⁹ Administrative Regulation 5122

- ❑ Upon hiring an adjunct faculty candidate, complete and return to HR the following:
 - 1) Part-Time Temporary, Faculty Employment Form (P-132) – completed by the dean
 - 2) Equal Opportunity Employment Checklist (P-130) – completed by the equity representative
 - 3) Equivalency Verification (P-38)
- ❑ Hiring committee forms: screening criteria, questions, interview rating sheets, writing sample, and other supportive documentation.
- ❑ Notification to candidates who are not recommended for an adjunct teaching assignment are to be made by the area dean and/or department chair via letter or phone call within three days of the interviews. Those recommended for an adjunct teaching assignment, after reference checks have been completed, should be provided information about the adjunct hiring process. Please refer to the New Hire Checklist for Adjunct/Substitute Faculty available on the LRCCD website.³⁰
- ❑ Call Recruitment at (916) 568-3112, or send an email to hr@losrios.edu or contact the Confidential HR Officer.

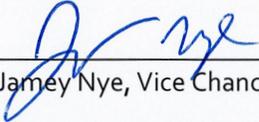
³⁰ www.losrios.edu/hr/HumanResourcesForms.html



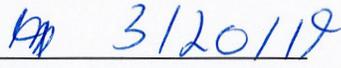
Signature of Acknowledgment

As indicated by the signatures below, this document represents the mutually agreed upon Los Rios Faculty Hiring Process as mandated by Education Code 87360.

Los Rios Community College District

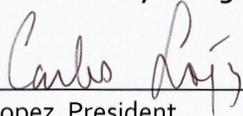


Jamey Nye, Vice Chancellor

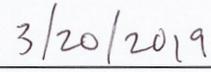


Date

Los Rios Community College District Academic Senate



Carlos Lopez, President



Date

Appendices

See appendices on following pages.

Equivalency Verification (P-38)

LOS RIOS COMMUNITY COLLEGE DISTRICT		
Equivalency Verification (Policy/Regulation P/R 5121)		
This application requires evaluation for equivalency before screening and interviewing. Please use this form (P-38) for the equivalency process.		
This form will indicate that the candidate for a faculty position in the Los Rios Community College District does or does not meet the equivalency for minimum qualifications using the district framework on the reverse of this form.		
Applicant: _____	Date: _____	
Employee ID (if known): _____		
ARC <input type="checkbox"/>	CRC <input type="checkbox"/>	FLC <input type="checkbox"/>
SCC <input type="checkbox"/>	Other <input type="checkbox"/> _____	
Division: _____		
Department/Discipline: _____		
A. For disciplines requiring the Master's Degree (indicate 1 to 5 as stated on the reverse):		
1) <input type="checkbox"/>	2) <input type="checkbox"/>	Equivalency not granted <input type="checkbox"/>
3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Please summarize reasons for the decision indicated above: _____		

B. For disciplines not requiring the Master's Degree (indicate 1 to 5 as stated on the reverse):		
1) <input type="checkbox"/>	2) <input type="checkbox"/>	Equivalency not granted <input type="checkbox"/>
3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Please summarize reasons for the decision indicated above: _____		

Verification by Equivalency Committee*: For any equivalency, the candidate's own application and transcripts must accompany this form. When other than formal education equivalencies are claimed, more extensive supporting documentation (i.e., work products, transcripts, statements, or other forms of support) must accompany this form. <i>Reminder: Please include documentation.</i>		
_____	_____	_____
Faculty Name (typed or printed)	Signature	Date
_____	_____	_____
Faculty Name (typed or printed)	Signature	Date
_____	_____	_____
Faculty Name (typed or printed)	Signature	Date
_____	_____	_____
Area Dean Name (typed or printed)	Signature	Date
_____	_____	_____
* For the composition and the procedure for the formation of the Equivalency Committee, refer to Los Rios Administrative Regulation R-5121, Sections 8.0 and 9.0.		
Form P-38	Rev. 6/95; 12/00; 3/17; 10/18	

STATEWIDE MINIMUM QUALIFICATIONS

AB 1725 and the Board of Governors have established the following statewide minimum qualifications:

For subject areas where master's degrees are available, minimum qualifications required a completed master's in the subject area; OR, a bachelor's in the subject area PLUS a master's in a related discipline; OR, equivalent.

For subject areas where a master's is not expected or available, the minimum requirements are a bachelor's degree in a reasonably related discipline PLUS two years of professional experience PLUS licensure (if available); OR, an associate degree in a reasonably related discipline PLUS six years of professional experience PLUS licensure (if available); OR, equivalent.

LOS RIOS EQUIVALENCIES TO MINIMUM QUALIFICATIONS

3.0 Framework for Minimum Qualifications Equivalency Criteria

3.1 Because the State has established two sets of disciplines, one using the master's degree for subject areas where a master's degree is generally available, and one not using the master's degree for disciplines where proficiency is frequently gained outside a degree track, the Los Rios framework for minimum qualifications' equivalency contains two sets of criteria. All degrees and course work must be from colleges/universities accredited by an accreditation agency recognized by either the U.S. Department of Education or the Council on Postsecondary Accreditation.

A. For Disciplines Requiring the Master's Degree

1. Master's degree in any discipline, plus course work equivalent to a graduate major in the discipline of the assignment. (30 semester units of graduate and upper division units, of which 15 units must be graduate.)
2. Bachelor's degree in the discipline of the assignment, plus additional post baccalaureate course work equivalent to a graduate major in the discipline of the assignment. (30 units of upper division and graduate units, of which at least 15 units must be graduate.)
3. For the Performing Arts: A bachelor's degree in the discipline plus advanced degree from an institution specific to that art, or four years of professional experience in the discipline.
4. A bachelor's degree in the discipline, plus licensure by an appropriate state agency, plus at least two years of professional experience unless specifically precluded by the adopted list of disciplines.
5. Recognized accomplishments which demonstrate expertise and skill in the field of study beyond that normally achieved through formal education (equivalent to the eminence credential.)

B. For Disciplines Not Requiring the Master's Degree

1. Bachelor's degree in a discipline reasonably related to the discipline of the assignment, plus two years of full-time teaching experience in the discipline of the assignment at an accredited institution, plus appropriate certification to practice or licensure, if available.
2. Bachelor's degree in any discipline, plus course work equivalent to a major in the discipline of the assignment, plus two years of occupational experience related to the discipline of the assignment or two years of teaching experience in the discipline of the assignment, plus appropriate certification to practice or licensure, if available¹.
3. Associate degree containing at least 60 units in any discipline, plus graduation from an institution specific to that field, plus two years of professional experience in the discipline, plus appropriate certification to practice or licensure, if available¹.
4. A completed Associate degree containing at least 60 units in any discipline, plus course work equivalent to a major in the discipline of the assignment, plus six years of occupational experience related to the discipline of the assignment or six years of full-time teaching experience in the discipline of the assignment, plus appropriate certification to practice or licensure or its equivalent, if available¹.
5. Recognized accomplishments which demonstrate experience and skill in the field of study beyond that normally achieved through formal education (equivalent to the eminence credential).

¹Teaching and occupational experience may be combined to total the required number of years; all experience must have taken place within ten years preceding the date of application with at least one year of qualified experience occurring within the three years immediately preceding the date of application.

Equal Opportunity Employment Checklist (P-130)

Los Rios Community College District
Equal Opportunity Employment Checklist

A. Position Information

ARC CRC DO/FM/Ethan Wy FLC/EDC SCC Other _____

Certificated Classified Management

Operating Unit: _____ Posting Title: _____ Posting No.: _____

B. Screening Committee

Yes	No	
<input type="checkbox"/>	<input type="checkbox"/>	1. Did the committee members review the job specifications for the position?
<input type="checkbox"/>	<input type="checkbox"/>	2. Were job-related objective criteria established for selecting candidates to be interviewed?
<input type="checkbox"/>	<input type="checkbox"/>	3. Were the criteria broad enough to ensure a diverse applicant pool?
<input type="checkbox"/>	<input type="checkbox"/>	4. Did the committee include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications?
<input type="checkbox"/>	<input type="checkbox"/>	5. Was a standard rating system established for screening the applicants?

C. Interview Committee

Yes	No	
<input type="checkbox"/>	<input type="checkbox"/>	1. Did the committee include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications?
<input type="checkbox"/>	<input type="checkbox"/>	2. Was the committee advised of standard interview procedures?
<input type="checkbox"/>	<input type="checkbox"/>	3. Did the committee review the job specifications for the position?
<input type="checkbox"/>	<input type="checkbox"/>	4. Did the committee develop standard questions to be asked of each candidate?
<input type="checkbox"/>	<input type="checkbox"/>	5. Were the same questions asked of each candidate?
<input type="checkbox"/>	<input type="checkbox"/>	6. Were the same committee members present for all interviews?
<input type="checkbox"/>	<input type="checkbox"/>	7. Was a standard rating system established for interviews?

Comments: _____

Date

Equity Representative

*Please forward completed form to the appropriate Dean/Director or President/Vice Chancellor
for forwarding to District Human Resources.*

Form P-130 Rev. 8/10

Shared Principles – Screening, Interviewing and Confidentiality

Los Rios Community College District

Shared Principles Screening, Interviewing & Confidentiality

Los Rios employees are key contributors in the selection process of new employees who will serve our students and colleges. As such, shared principles and values which are part of our culture are evidenced in our practices.

Employees involved in the screening/hiring process support the following principles:

Non-Discrimination

- LRCCD is committed to being an Equal Opportunity Employer. LRCCD rejects discriminatory hiring practices, especially those based upon ethnic group identification, race, color, creed, national origin, religion, gender, age (over forty), sex, sexual identity, sexual orientation, political beliefs, political activities, political affiliation, military and veteran status, marital status, or disability.

Confidentiality

- The hiring process includes the recruitment process; development of interests, screening criteria and interview questions; the paper screening of the applicants materials; interviewing and subsequent discussion of the candidates. Confidentiality should be maintained prior to, during, and following the recruitment process, including reference checks.
- All written, verbal and electronic records and information regarding this hiring process are confidential prior to, during, and following the interview process, including reference checks.
- For committee members, confidentiality throughout the process, from the development of an announcement to the final hiring action by the Board of Trustees and beyond, is essential to maintain the integrity of the hiring process.

Keeping It Legal

- A mandatory requirement of non-discrimination ensures candidates are treated equitably throughout the process. Independent fact-finding activities by committee members, including electronic searches on social media and/or other venues, are outside the process and not appropriate.
- Questions regarding the interview process should be referred to the Hiring Committee Chair, Equity Representative, College Equity Officer, or District Human Resources.
- Hiring Committee Members having a close personal or familial relationship (i.e., living with and/or having a legal connection to) or business connection with any applicant shall notify the Hiring Committee Chair or Equity Representative, or the College Equity Officer.
- Failure to maintain confidentiality and equitable treatment throughout the process may result in a violation of Federal or State regulations and/or incur liability upon the District.

Helpful Hints

- Keep all written notes in the interview folder and submit to the Committee Chair / Equity Representative after each meeting.
- If a candidate contacts you regarding the process, please refer the candidate to the Committee Chair or to Human Resources.

Thank you for agreeing to share your time and expertise as a key member of this committee. The selection of Los Rios employees is one of the most important responsibilities within the District. Members of a screening/interview committee are acting as agents of the District and are participating in a confidential process [Title 5, California Code of Regulations, section 53023 (a)]. Any disclosure of records or information of the evaluation process for any individual would amount to an unwarranted invasion of privacy as set forth in Section 6254 of the California Government Code.

These shared principles were jointly prepared with the District Academic Senate and supported by other unions/associations involved in the interview process.

Again, thank you for helping Los Rios hire quality staff members who will serve our students and colleges.

Evaluation of Oral Interview Rating Sheet (P-106)

Los Rios Community College District
Evaluation of Oral Interview
Confidential

**Sample
 Document**

Position: _____

Candidate's Name: _____

Date: _____

Criteria	Marginal (1)	Adequate (2)	Commendable (3)	Outstanding (4)	Comments
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
Writing Sample					
Overall Rating					

I would rank this candidate number _____ of the _____ candidates.

Signed: _____
 Member, Interview Committee

Screening & Interview Committee Members for Tenure-Track, or Full-Time Temporary, Faculty Employment (P-131)



Screening & Interview Committee Members for
Tenure-Track, or Full-Time Temporary, Faculty Employment

To be completed by Committee Chairperson (President's Designee) Date: _____

Position Name: _____ Position No.: _____ FTE: _____

ARC
 CRC
 FLC
 SCC
 Outreach _____
 Other _____

1. Screening Committee*
 Members to be appointed from the Interview Committee must include: at least three (3) faculty members, one manager (1), and the Equity Officer/Representative (1).
** Indicate below with an asterisk the members of the Interview Committee who also served on the Screening Committee.*

2. Interview Committee Members
 As the committee chairperson, I understand one of my roles is to ensure that the screening and interview committee reflect the diversity of the District's service area (even if the department must use faculty outside the department or college). Diversity includes race/ethnicity, age, disability, gender, educational philosophy.

Name	Representing Diversity (Ethnicity, if known)	Representative
_____	_____	President's Designee (1)
_____	_____	Department/Area Administrator (1)
_____	_____	Student (1)
_____	_____	Classified (1, if appropriate)
_____	_____	Faculty (3-5)
_____	_____	Equity representative
_____	_____	Faculty member 1
_____	_____	Faculty member 2
_____	_____	Faculty member 3
_____	_____	Faculty member 4
_____	_____	External Expert (1, if required)

Names of Recommended Candidates:

Committee Chair Signature

Please forward to District Human Resources

1. Recommendation for Faculty Employment (Form P-673)
2. Screening & Interview Committee Members for Tenure-Track or Full-Time Temporary Faculty Employment (Form P-131)
3. Equal Opportunity Employment Checklist (Form P-130)
4. Reference Check form(s) (Form P-123)
5. Objective screening criteria and screening rating sheets
6. Interview questions and individual rating sheets

forms\P-131 Screening Interview Committee Members for Tenure-track FT Temporary Employment
Form P-131
Rev. 1/19

Recommendation for Faculty Employment (P-673)

LOS RIOS COMMUNITY COLLEGE DISTRICT

RECOMMENDATION FOR FACULTY EMPLOYMENT

(REGULAR TENURE-TRACK, LONG-TERM TEMPORARY, CATEGORICALLY-FUNDED TEMPORARY)

PeopleAdmin Job Posting Number _____ Peoplesoft Position Number _____

ARC CRC FLC SCC Other _____

Name of Candidate: _____

Highest Degree: _____ Granting Institution: _____

ASSIGNMENT (including subject areas):

_____ % of time
_____ % of time
_____ % of time

TYPE OF APPOINTMENT:

(For explanation of Appointment Types see reverse side of this form)

Regular Tenure-Track Long-Term Temporary Categorically-Funded Temporary

Beginning Date: _____ Ending Date: _____

Previous Incumbent: _____ OR New Position

Signature of Dean / Director Date

Signature of President / Chancellor Date

Approved for Board Agenda on: _____
Associate Vice Chancellor, Human Resources

APPOINTMENT TYPES

Regular Tenure-Track

LRCFT Article 2.4.1 - Regular Faculty Member

“A person who is employed in a regular position for more than sixty percent (60%) workload and who has been declared a first-year contract, a second year contract, a third and fourth year contract, or a tenured employee by the Los Rios Board of Trustees (Board).”

Long-Term Temporary

LRCFT Article 2.4.4 - Long-Term Temporary Faculty Member

“A person who is employed in a faculty position that:

- 2.4.4.1 is regularly filled by a tenured employee who is temporarily absent, and
- 2.4.4.2 in a position of more than a sixty percent (67%) workload, and
- 2.4.4.3 who has not obtained first-year contract, second year contract, third and fourth year contract, or tenured status.”

Categorically-Funded Temporary

LRCFT Article 2.4.5 - Categorically-Funded Temporary Faculty Member

“A person who:

- 2.4.5.1 is in a faculty position of more than a sixty percent (67%) workload, and
- 2.4.5.2 is funded from categorical funds, and
- 2.4.5.3 has employment rights different from those provided by the Education Code for employee categories 2.4.1 and 2.4.2.”

Reference Check (P-123)

Los Rios Community College District

REFERENCE CHECK

Name of Applicant: _____ Date: _____
Position Applied For: _____ Job Number: _____
Person Contacted: _____ Title: _____
Employer: _____ Telephone No.: (____) _____

1. What were his/her dates of employment with your firm? From: _____ To: _____
 2. What position did he/she hold when starting? _____ When leaving? _____
 3. What were some of his/her duties? _____

 4. How would you rate him/her compared to others in the same job? Poor Adequate
 Good Outstanding
 5. What are his/her strong points? _____

- Technical Skills: _____
Quality of Work: _____
Quantity of Work: _____
Attendance: _____ Punctuality: _____
6. Attitude towards job and/or co-workers: _____
 7. Any weaknesses that you would care to point out? _____

 8. Was he/she cooperative with other employees? _____
 9. Would you rehire him/her? YES NO If no, why not? _____

 10. Are there any other comments you wish to make which would help us in evaluating this applicant?

Checked by Signature

Date

Request for Faculty Transfer (P-671)

<p>Los Rios Community College District</p> <p>Request for Faculty Transfer</p> <p>(See reverse side for contract language regarding voluntary transfers)</p>	
<p>Step 1 Submit to Human Resources by the final filing date for in-district transfer request. Application and requested information must be attached.</p>	
Applicant Name: _____	Employee ID #: _____
Department: _____	<input type="checkbox"/> 3 rd / 4 th year tenure-track <input type="checkbox"/> tenured
Current Assignment Location: <input type="checkbox"/> ARC <input type="checkbox"/> CRC <input type="checkbox"/> FLC <input type="checkbox"/> SCC <input type="checkbox"/> Other _____	
Faculty Service Area(s): _____	
My current teaching assignment includes (be specific): _____	
I hereby request a transfer to: <input type="checkbox"/> ARC <input type="checkbox"/> CRC <input type="checkbox"/> FLC <input type="checkbox"/> SCC <input type="checkbox"/> Other _____	
Vacant Position Number: _____ (must be full-time position)	Closing Date: _____
<input type="checkbox"/> Yes <input type="checkbox"/> No If the transfer is denied, I wish to be considered in the advertised posting pool. <i>(If 'No', you will need to withdraw your application from the advertised posting using the online application system.)</i>	
Applicant Signature: _____	Date: _____
<p>Step 2 Human Resources forwards to the appropriate hiring committee chair and/or area dean.</p>	
Date Forwarded: _____	
<p>Step 3 College notifies Human Resources of decision.</p>	
TO: Director, Human Resources	
At this time, the transfer requested by _____ from _____ is being: (college)	
<input type="checkbox"/> Recommended pending Board approval with a start date of _____	
<input type="checkbox"/> Referred to the general hiring process with all other applicants	
Hiring Committee Chair and/or Area Dean Signature: _____	
Date: _____	
<p>Step 4 Human Resources notifies the requesting party of the outcome of the transfer request.</p>	
(P-671)	Rev. 5/09

Article 5.3 - Transfer

5.3.1 Voluntary Transfer

Voluntary transfer is a process by which an eligible faculty member of a district college may request a transfer to another college or site within the District. A voluntary transfer request does not guarantee being selected and can result either in acceptance or denial of the voluntary transfer request.

Eligibility Criteria

Eligibility for voluntary transfer is limited to full-time tenured faculty and full-time third and fourth year, tenure-track faculty who have received no "needs improvement" or "unsatisfactory" marks on their first and second year peer reviews.

Process Stages

The voluntary transfer process shall consist of four (4) stages: a preliminary stage; a screening stage consisting of two (2) steps; a first-level interview stage consisting of three (3) steps; and a second-level interview stage consisting of two (2) steps.

5.3.1.1 Preliminary Stage

There shall be three (3) preliminary steps in the voluntary transfer process.

Step One: As part of the college process for filling new full-time faculty positions, full-time faculty within the department will reach consensus as to whether to review voluntary transfers. The Department Chair and Area Dean shall define faculty consensus. If a department does not have any full-time faculty or a new faculty position is without a designated department, the Area Dean, in consultation with the Academic Senate President (or designee), will determine whether to review voluntary transfers. If there is no consensus, then Involuntary Transfer may occur.

Step Two: If voluntary transfer applicants are to be considered, the District Human Resources Office shall inform full-time faculty members via e-mail regarding the voluntary transfer deadline date. The District voluntary transfer deadline date shall be no later than three (3) weeks earlier than the general application deadline date.

Step Three: Voluntary transfer applicants must submit to the District Human Resources Office a Voluntary Transfer Request Form, an application used for general hiring, a resume and/or a letter of interest no later than the voluntary transfer deadline date. The District Human Resources Office shall forward all voluntary transfer applications to the college requesting the position prior to the general application deadline date.

5.3.1.2 Screening Stage

There shall be two (2) screening steps in the voluntary transfer process.

Step One: A transfer screening committee shall screen the voluntary transfer application(s) according to screening criteria established by the committee prior to reviewing the voluntary transfer applications.

Step Two: The transfer screening committee may recommend by consensus moving forward with one (1) or more voluntary transfer interview(s) or recommend opening the process to all general applicants as described in the hiring manual. If there is no recommendation, then Involuntary Transfer may occur.

5.3.1.3 First Level Interview Stage

There shall be three (3) first-level interview steps in the voluntary transfer process.

Step One: The transfer interview committee develops interview questions that must be used for all voluntary transfer applicants being interviewed.

Step Two: The transfer interview committee conducts [an] interview(s) of the voluntary transfer applicant(s).

Step Three: The transfer interview committee may recommend by consensus [a] voluntary transfer applicant(s) for selection to the College President or choose not to recommend by consensus any voluntary transfer applicant(s). If there is no recommendation, then Involuntary Transfer may occur.

5.3.1.4 Second Level Interview Stage

There shall be two (2) second-level interview steps in the voluntary transfer process.

Step One: After receiving the recommendation(s) from the transfer interview committee, the College President (or designee) interviews the voluntary transfer applicant(s) and checks applicant references consistent with hiring manual procedures.

Step Two: The College President determines to either accept or deny the transfer of the voluntary transfer applicant(s) and then notifies the applicant(s). If the College President denies the voluntary transfer applicant(s), then Involuntary Transfer may occur.

5.3.2 Committee Appointments

Members of the transfer screening committee and transfer interview committee shall be taken from the general hiring committee.

The hiring committee will determine the appointments to the transfer screening and interview committees under conditions in Sections 5.3.2.1 and 5.3.2.2.

5.3.2.1 Transfer Screening Committee Membership

The transfer screening committee shall consist of one (1) administrative member, an affirmative action representative who should be a faculty member if one is available, and at least one (1) tenured discipline faculty member and one (1) additional faculty member, excluding the voluntary transfer applicant's current institution of assignment.

5.3.2.2 Transfer Interview Committee Membership

The transfer interview committee shall consist of at least the transfer screening committee, with the option of adding any or all of the faculty members from the department assigned to the hiring committee.

5.3.2.3 The Rights of Unsuccessful Voluntary Transfer Applicants

If at the screening stage, the first-level interview stage, or the second-level interview stage, a voluntary transfer applicant's request for transfer is denied, the applicant reserves the right to be considered for the position through the general hiring process as described in the hiring manual.

qualified faculty member with the lowest seniority.

5.3 Transfer

5.3.1 Voluntary Transfer

Voluntary transfer is a process by which an eligible faculty member of a district college may request a transfer to another college or site within the District. A voluntary transfer request does not guarantee being selected and can result either in acceptance or denial of the voluntary transfer request.

Eligibility Criteria

Eligibility for voluntary transfer is limited to full-time tenured faculty and full-time third and fourth year, tenure-track faculty who have received no “needs improvement” or “unsatisfactory” marks on their first and second year peer reviews.

Process Stages

The voluntary transfer process shall consist of four (4) stages: a preliminary stage; a screening stage consisting of two (2) steps; a first-level interview stage consisting of three (3) steps; and a second-level interview stage consisting of two (2) steps.

5.3.1.1 Preliminary Stage

There shall be three (3) preliminary steps in the voluntary transfer process.

Step One: As part of the college process for filling new full-time faculty positions, full-time faculty within the department will reach consensus as to whether to review voluntary transfers. The Department Chair and Area Dean shall define faculty consensus. If a department does not have any full-time faculty or a new faculty position is without a designated department, the Area Dean, in consultation with the Academic Senate President (or designee), will determine whether to review voluntary transfers. If there is no consensus, then Involuntary Transfer may occur.

Step Two: If voluntary transfer applicants are to be considered, the District Human Resources Office shall inform full-time faculty members via email regarding the voluntary transfer deadline date. The District voluntary transfer deadline date shall be no later than three (3) weeks earlier than the general application deadline date.

Step Three: Voluntary transfer applicants must submit to the District Human Resources Office a Voluntary Transfer Request Form, an application used for general hiring, a resume and/or a letter of interest no later than the voluntary transfer deadline date. The District Human Resources Office shall forward all voluntary transfer applications to the college requesting the position prior to the general application deadline date.

5.3.1.2 Screening Stage

There shall be two (2) screening steps in the voluntary transfer process.

Step One: A transfer screening committee shall screen the voluntary transfer application(s) according to screening criteria established by the committee prior to reviewing the voluntary transfer applications.

Step Two: The transfer screening committee may recommend by consensus moving forward with one (1) or more voluntary transfer interview(s) or recommend opening the process to all general applicants as described in the hiring manual. If there is no recommendation, then Involuntary Transfer may occur.

5.3.1.3 First Level Interview Stage

There shall be three (3) first-level interview steps in the voluntary transfer process.

Step One: The transfer interview committee develops interview questions that must be used for all voluntary transfer applicants being interviewed.

Step Two: The transfer interview committee conducts [an] interview(s) of the voluntary transfer applicant(s).

Step Three: The transfer interview committee may recommend by consensus [a] voluntary transfer applicant(s) for selection to the College President or choose not to recommend by consensus any voluntary transfer applicant(s). If there is no recommendation, then Involuntary Transfer may occur.

5.3.1.4 Second Level Interview Stage

There shall be two (2) second-level interview steps in the voluntary transfer process.

Step One: After receiving the recommendation(s) from the transfer interview committee, the College President (or designee) interviews the voluntary transfer applicant(s) and checks applicant references consistent with hiring manual procedures.

Step Two: The College President determines to either accept or deny the transfer of the voluntary transfer applicant(s) and then notifies the applicant(s). If the College President denies the voluntary transfer applicant(s), then Involuntary Transfer may occur.

5.3.2 Committee Appointments

Members of the transfer screening committee and transfer interview committee shall be taken from the general hiring committee.

The hiring committee will determine the appointments to the transfer screening and interview committees under conditions in Sections 5.3.2.1 and 5.3.2.2.

5.3.2.1 Transfer Screening Committee Membership

The transfer screening committee shall consist of one (1) administrative member, an equity representative who should be a faculty member if one is available, and at least one (1) tenured discipline faculty member and one (1) additional faculty member, excluding the voluntary transfer applicant's current institution of assignment.

5.3.2.2 Transfer Interview Committee Membership

The transfer interview committee shall consist of at least the transfer screening committee, with the option of adding any or all of the faculty members from the department assigned to the hiring committee.

5.3.2.3 The Rights of Unsuccessful Voluntary Transfer Applicants

If at the screening stage, the first-level interview stage, or the second-level interview stage, a voluntary transfer applicant's request for transfer is denied, the applicant reserves the right to be considered for the position through the general hiring process as described in the hiring manual.

5.3.3 Involuntary Transfer

If a vacancy in the District is to be filled internally and there are no qualified volunteer faculty members, the District may administratively transfer that qualified faculty member with the

lowest seniority in that discipline area from a college which has staff overage. General counseling, DSP&S, EOPS, and CalWORKS are considered as separate discipline areas.

5.4 Rights of Return

When there is a vacancy in the subject area at the work location from where the employee was originally transferred or reassigned, the employee who has been involuntarily transferred or involuntarily reassigned has the right to such an opening provided:

- 5.4.1 The employee accepts such first available assignment which is at least equal to the percent of assignment (tenure) as previously held in the original unit; otherwise the employee forfeits all rights to return automatically.
- 5.4.2 In the event there is an opening which is not at least equal to the percent of assignment (tenure) as previously held, the employee has the option to accept the lesser percent of assignment which has become available at the original unit. However, should subsequent opening combinations develop at the original unit which would provide opportunity for the employee to have a reassignment which is at least equal to the percent of assignment originally held by the employee, then the employee must do one (1) of two (2) things, either:
 - 5.4.2.1 Accept the developed opening combination which would at least equal the original percent of assignment held, or
 - 5.4.2.2 Forfeit all rights to automatic reassignment and also forfeit all rights to the partial reassignment at the original unit. Further, in such case the employee may be reassigned to the initial voluntary position as per the terms of the initial volunteering at the discretion of the District. This subsection applies to unit members who apply for an opening and are voluntarily transferred from one college to another college or are voluntarily reassigned from one division to another division within the same college in accordance with the provisions of this subsection.

5.5 Seniority, Reduction in Force, and Recall Rights

- 5.5.1 All faculty members with re-employment rights shall hold a seniority number corresponding to their relative date of employment in the District.
- 5.5.2 The District shall provide LRCFT with current seniority lists for all bargaining unit employees with re-employment rights no later than thirty (30) days after receipt of a written request. The District shall also notify LRCFT of proposed and determined reductions in force,

which employees are affected, and the length of the lay-off, if determinable.

- 5.5.3 In the case of a reduction in force, those faculty members with the lowest seniority shall be laid off first in accordance with provisions of the Education Code. In the event that future legislation addresses reduction of force, this contract language will prevail if the legislative language is permissive.
- 5.5.4 Return to duty shall be accomplished in the order of the higher seniority first according to the following terms and conditions:
 - 5.5.4.1 If a vacancy occurs, each employee who has been laid-off shall be notified by mail of any full- or part-time vacancies in the District. Such notification shall be circulated twenty (20) days before the vacancy shall be advertised for general applicants. The District shall notify LRCFT of the existence of such vacancies. No person without re-employment rights shall be hired as long as there are any qualified faculty members with re-employment rights available for any open position.
 - 5.5.4.2 If a faculty member on lay-off exercises seniority rights for a position which is less of a load than his/her re-employment right, that employee shall retain his/her seniority position in regard to other employment in the District.
 - 5.5.4.3 An employee on lay-off with re-employment rights shall have fifteen (15) days after the mailing of vacancy notices to apply to exercise his/her preferential recall rights.

5.6 Partial Assignments, Academic Year

- 5.6.1 For regular full-time faculty members, less than full-time assignments may be granted for the following reasons:
 - 5.6.1.1 A reduction from full-time to partial retirement made voluntarily by the faculty member.
 - 5.6.1.2 A reduction from full-time to partial assignment made at the request of a regular faculty member for reasons of health, personal problems, or professional development. Such partial assignments normally shall not exceed one (1) academic year but may be extended for good cause.
 - 5.6.1.3 No partial assignments shall be given in a department discipline as long as a regular faculty member with full or part-time employment rights is kept involuntarily on a

partial contract that is less than the employee's tenured employment rights.

5.7 Assignment Schedule

5.7.1 The development of a specific work location, assignment(s), and hours shall take into consideration the requests of the faculty member in coordination with the Department Chair and Area Dean. The employee's preferences (rooms, time-of-day, courses, etc.) in scheduling shall be given every consideration when consistent with sound educational practices. This article applies to all faculty members, including classroom teachers, counselors, librarians, coordinators, and college nurses. (See Article 20, Management Rights.)

5.8 Resignations

5.8.1 A unit member who submits a written resignation may, within ten (10) days following the date said resignation was submitted and prior to Board approval, withdraw the resignation without prejudice, except when the resignation is part of a negotiated resignation or given for participation in a special District program in which cases the resignation is effective immediately upon acceptance by the Chancellor.

**LOS RIOS COMMUNITY COLLEGE DISTRICT
1919 Spanos Court, Sacramento, CA 95825**

**Explanation of Class/Step Placement and Advancement
For Adjunct/Overload Faculty**

COMPENSATION FOR SERVICES

You will be compensated for your services on the 10th for the month following services rendered. If the 10th falls on a weekend or holiday, you will be paid on the last working day prior to the 10th.

METHOD OF PAYMENT

1. Pick up your pay warrant at the Business Services Office on the campus where you are teaching; **OR**,
2. Provide self-addressed stamped envelopes to the Business Services Office and they will mail your pay warrant/stub(s) to you. For more information, contact your Business Services Office (ARC: 916-484-8481, CRC: 916-691-7323, FLC: 916-608-6549, EDC: 530-642-5605, SCC: 916-558-2321); **OR**,
3. You may complete an AUTHORIZATION FOR TRANSFER OF FUNDS form during orientation in Human Resources; or, through the payroll department (916-568-3025) at any time, and your pay warrants will be deposited electronically. (Note: If you choose automatic transfer you will automatically receive your warrant stubs through Employee Self Service (ESS) system, if you opt to have printed copies of your stub available to pick up at your campus business office, you can elect to do so through the Self Service system.

SALARY PLACEMENT

Your salary assignment will be based on upper division and graduate semester units completed AFTER obtaining the bachelor's degree. Units must be obtained from an accredited college or university. Official transcripts must be received within SIXTY (60) days of your first day of employment (start of your assignment). Initial placement may vary from Class I to Class V depending on degrees and units as follows:

Adjunct/Overload Hourly Rates:

	Class I	Class II	Class III	Class IV	Class V*
	AA/AS; or, BA/BS; or, Alternate Placement**	AA/AS + 90; or, BA/BS + 30; or, MA/MS; or Alternate Placement** Credential***	BA/BS + 54; or, MA/MS + 24 or, Alternate Placement** Credential + 24***	BA/BS + 78; or, MA/MS + 48 or, Alternate Placement** Credential + 48***	PhD; or, J.D.; or, D.C.; or, D.V.M.
Hourly Lecture Rate:	\$58.08	\$64.55	\$70.98	\$77.45	\$81.31
Hourly Laboratory Rate:	\$43.56	\$48.41	\$53.23	\$58.08	\$60.98
Hourly Counselor/ Coordinator/ Nurse/ Librarian Rate:	\$34.13	\$37.94	\$41.72	\$45.53	\$47.79

Substitute Hourly Rates:

Hourly Substitute Lecture Rate:	\$48.41
Hourly Substitute Laboratory Rate:	\$36.31
Hourly Counselor/Coordinator/Nurse/Librarian Substitute Rate:	\$34.13

*Note: All law degrees must be from a university that is accredited by the American Bar Association (ABA) or the California Bar Association (CBA). In order to be paid at Class V, the doctorate degree must be in the discipline, or a reasonably related discipline, to the discipline being taught.

**Note: Alternate initial placement for Career and Technology Faculty, see Alternate Salary Placement section.

***Note: Credential must be a California Community College "Valid for Life" Credential.

Units past the bachelor degree cannot be counted unless the transcript where your bachelor degree was earned is received, showing the confer date of degree. If your bachelor and master degrees were earned at different universities, both transcripts must be received. If you have earned upper division units at multiple universities, then all multiple university transcripts must be received. If you have transfer units that you want to be counted as "units past the degree" then the transcript where the transfer units were earned must be received. All transcripts must be official, sealed and un-opened; otherwise, they will not be accepted.

ALTERNATE SALARY PLACEMENT - *Alternate Initial Placement for Career and Technology Faculty Hired Under California Code of Regulations Title 5 Section 53410 (Tech/Voc)*

Class I:

BA/BS degree plus 2 years of full-time equivalent employment in the discipline being taught; **OR**, AA/AS degree plus 6 years of full-time equivalent employment in the discipline being taught.

Class II:

MA/MS degree; **OR**, BA/BS degree and have completed 30 semester units beyond a BA/BS degree; **OR**, BA/BS degree plus 2 years of full-time equivalent employment in the discipline being taught and have completed 12 units of education coursework in teaching methodology; **OR**, AA/AS degree plus 6 years of full-time equivalent employment in the discipline being taught and have completed 30 units beyond the AA/AS degree, including 12 units of education coursework in teaching methodology; **OR**, Faculty in the careers and technology area who possess a valid, 100% life credential in the discipline being taught.

Class III:

MA/MS degree and 24 units beyond a MA/MS degree; **OR**, BA/BS degree and have completed 54 semester units beyond a BA/BS degree; **OR**, BA/BS degree and have completed 12 units of education coursework in teaching methodology and an additional 42 units beyond the BA/BS degree; **OR**, possess a 100% life credential for careers and technology subjects and have completed 24 semester units beyond a life credential.

Class IV:

MA/MS degree and 48 units beyond a MA/MS degree; **OR**, BA/BS degree and have completed 78 units beyond a BA/BS degree; **OR**, BA/BS degree and have completed 12 units of education coursework in teaching methodology and an additional 66 units beyond the BA/BS degree; **OR**, possess a 100% life credential for careers and technology subjects and have completed 48 semester units beyond a life credential.

Class V:

Must meet all requirements in Class IV and the Doctoral Degree must be earned in a field directly related to the initial assignment.

Coursework in Teaching Methodology

CSUS Community College Faculty Preparation Certificate Program requires the following 12 units:

- ID 250 - The Community College Institution and Student
- ID 251 - Curriculum, Instruction and Assessment at the Community College
- ID 252 - Theory and Practice: Effective Teaching and Classroom Communication Strategies
- ID 253 - Sponsored Experiences at the Community College

CSUS Career and Technical Studies BS Program requires the following 12 units:

- EDUC 102 - Characteristics and Management of Career Technical Education
- EDUC 103 - Assessment and Instruction in Career Technical Education
- EDUC 104 - Teaching Diverse Learners in Career Technical Education
- EDUC 105 - Advanced Instructional Design, Program Evaluation and Leadership in Career Technical Education

- Units noted above are acceptable for salary advancement while teaching in Career and Technology without the credential being issued.
- Units noted above do not need pre-approval for salary placement as long as the employee has completed their AA/AS and has 6 years of experience.
- Lower division units for salary placement purposes, other than units listed above, still must be pre-approved.
- All twelve units for either program must be complete for salary class placement.

SALARY STEP ADVANCEMENT

Step increment advancements are based on accumulation of FTE (full-time equivalency). You must have completed a total of 2.000 FTE (30 formula hours, 540 lecture hours, or 720 lab hours) to advance from one step to the next.

INITIAL SALARY CLASS PLACEMENT

For new adjunct instructors: LRCFT 2.8.6 – “For faculty members new to the District, official college transcripts and/or advanced degrees and/or occupational experience must be on file in the District Human Resources Office within sixty (60) days after the first day of employment with the District.”

A new adjunct instructor will be initially placed on the salary schedule according to their unofficial transcripts.

Class I for an AA/BA

Class II for MA

Class V for Ph.D., J.D., D.C. or D.V.M. (The degree must be reasonably related to the discipline being taught.)

Please note that even if official transcripts are received in HR at the time of orientation, you may still be paid according to the above procedure. This is due to the high volume of new instructors every semester and the need to evaluate all transcripts for proper class placement.

If no unofficial transcripts are submitted, initial placement will be at Class I, Step 1.

The instructor then has 60 days from their *first day of employment* (start of assignment) to provide official sealed un-opened transcripts and/or a foreign transcript evaluation from a Los Rios approved agency (<http://www.losrios.edu/hr/downloads/ForeignTranscriptEvaluationInformation.htm>). If the official transcripts are received within the 60-day deadline, the transcripts will be evaluated and the instructor will be placed on the salary schedule accordingly. Salary placement will be effective retroactive to the start of the assignment.

If official transcripts are not received within the 60-day deadline, but are received before the next semester, the employee will be paid at Class I, Step 1, for the remainder of the semester, and all overpaid monies will be collected. Correct placement on the salary schedule will become effective the beginning of the next semester, and the instructor will not receive retroactive payment.

SALARY SCHEDULE CLASS ADJUSTMENTS

For continuing adjunct instructors: LRCFT 2.9.2 – “In order for faculty members to receive class placement adjustments, evidence of work completed must be on file by August 15 for adjustment to be effective for the academic or fiscal year. Evidence shall be documents issued by the fully accredited institutions and faculty members shall certify accuracy. Official college transcripts and/or advanced degrees must be on file in the District Human Resources Office within sixty (60) days *after the class placement adjustment becomes effective*. Adjustments required by documentation provided after the (60) day period will be made at the beginning of the next semester of employment.”

1. A continuing adjunct instructor has until August 15 of each year to provide “evidence” of work completed. Within 60 days *after the class placement becomes effective* the instructor must provide official sealed un-opened transcripts. If both of these deadlines are met, Class adjustment is effective Fall.
2. If “evidence” is received by the August 15 deadline date, but the official transcripts are not received within the 60 day deadline, Class adjustment is effective Spring.
3. If “evidence” is not provided by August 15, Class advancement will not be effective until the beginning of the next academic year (the next Fall semester). Note: the August 15th "evidence" is a place holder.

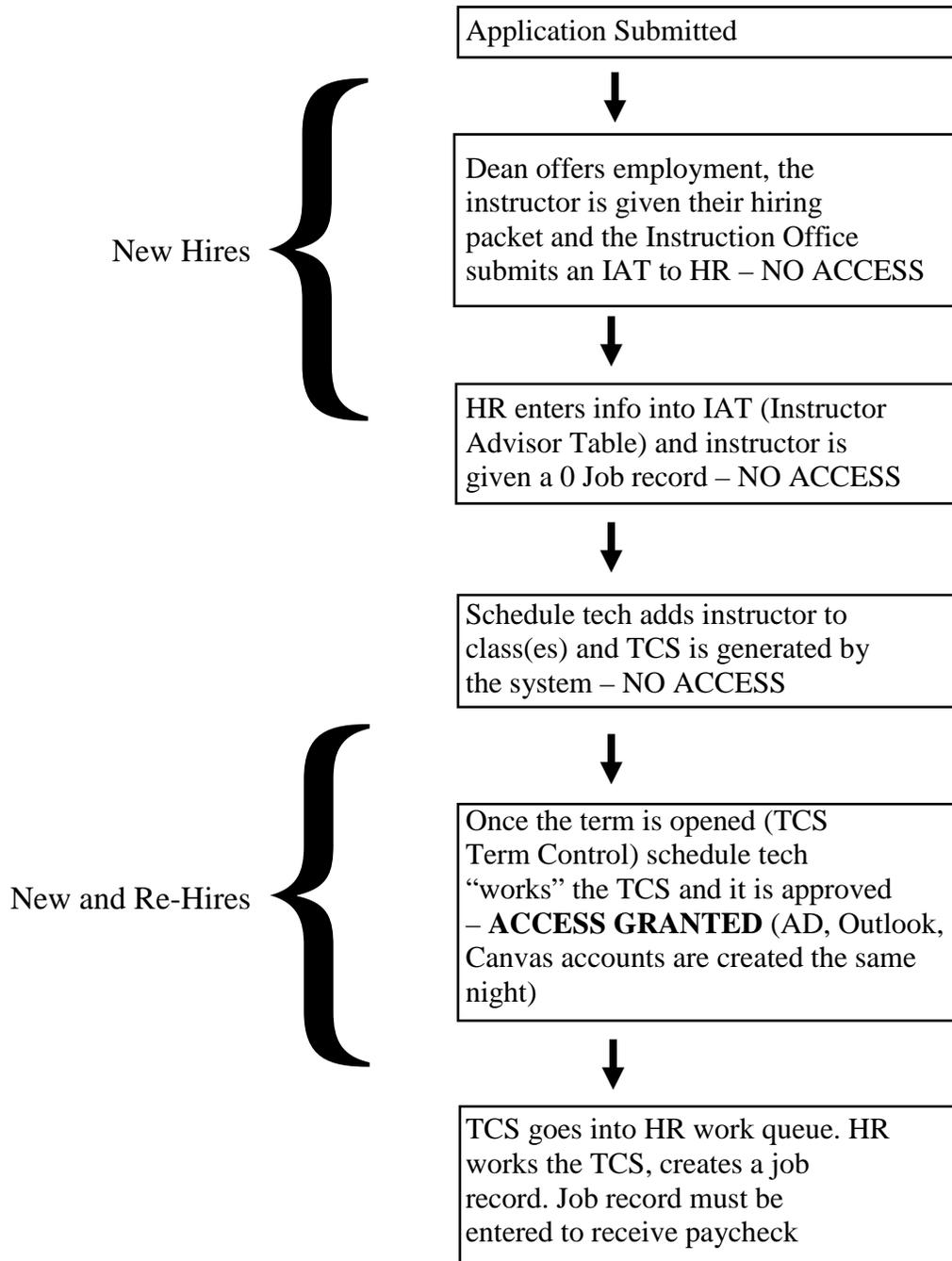
OPPORTUNITIES FOR SALARY SCHEDULE ADVANCEMENT

Advancement can be earned with degrees, upper division units, lower division units and non-academic activities. Refer to section 2.9 of the LRCFT Agreement for details. Lower division units and/or non-academic activities earned prior to employment with LRCCD cannot be used for salary schedule advancement. For salary advancement purposes, lower division units and/or non-academic activities must be applicable to your job assignment with LRCCD and must be pre-approved. The required form “Application for Credit for Salary Schedule Advancement for Lower Division Units, Continuing Education Units, and Non-Academic Activities” is available at (refer to the application form for directions): <http://www.losrios.edu/hr/forms/LRCFTForms/ApplicationforCreditforSalaryScheduleAdvancement.pdf>. Courses and/or workshops attended during your scheduled LRCCD work hours will not be approved for salary schedule advancement purposes. Activities taken to meet flex obligations cannot be used for salary schedule advancement. You may call 916-568-3179 for additional information.

Tier	Titles	ARC	CRC	FLC	SCC	Total	Post	Close	Date to Campus	Notes regarding Release	Final Notes
	LRCCD Fall 2018- Regular Faculty Hires Rev. 04.27.18										
	Aviation Assistant Professor				1	1	1.24.18	3.5.18	3.12.18	EQs Released	Cancelled - will go back out
	Fire Technology Assistant Professor (60%) / Coordinator (40%)		1			1	1.24.18	3.5.18	3.12.18	Released	Hired
	Funeral Service Education Assistant Professor	1				1	1.24.18	3.5.18	3.12.18	Released	Hired
	Health Information Technology (HIT) Assistant Professor		1			1	1.24.18	3.7.18	3.14.18	Released	Cancelled - will go back out
	Kinesiology, Health, and Athletics - Head Women's Basketball Coach			1		1	1.24.18	3.7.18	3.14.18	EQs Released (03.15.18)	Hired
1	Kinesiology Assistant Professor/Head Women's Softball Coach			1		1	1.24.18	3.7.18	3.14.18	EQs Released	Hired
	Mechanical-Electrical Technology (MET) Assistant Professor				1	1	1.24.18	3.7.18	3.14.18	EQs Released (ARC & SCC)	Hired (x2)
	Nursing (RN) Assistant Professor	1			1	2	1.24.18	3.7.18	3.14.18	Released	Hired
	American Sign Language (ASL) / English Interpreter Preparatory Program Assistant Professor (50%) / Coordinator (50%)	1				1	1.30.18	3.12.18	3.16.18	Released	Hired
	Apprenticeship Faculty Coordinator	4				4	1.25.18	3.6.18	3.12.18	Transfer Hired	Transfer Hired
	Public Services Librarian*	1				1	1.25.18	3.6.18	3.14.18	Released	Hired
	Accounting			1	1	2	1.26.18	3.9.18	3.16.18	Released (FLC & SCC)	Hired (x2)
	Biology (Anatomy and Physiology) Assistant Professor				1	1	1.26.18	3.9.18	3.16.18	Released	Hired
	Biology (Biotechnology) Assistant Professor	1				1	1.30.18	3.13.18	3.20.18	Released	Hired
2a	Biology (Microbiology) Assistant Professor	1				1	1.30.18	3.13.18	3.20.18	Released	Hired
	Biology (Non-Majors) Assistant Professor	1				1	1.30.18	3.13.18	3.20.18	Released	Hired
	Chemistry Assistant Professor	1			1	2	1.26.18	3.9.18	3.16.18	EQs Released (SCC - 03.14.18) EQs Released (ARC - 03.16.18)	Hired (x2)
	Computer Information Systems (Computer Programming) Assistant Professor	1				1	1.31.18	3.12.18	3.19.18	EQs Released (03.16.18)	Hired
	English Assistant Professor		1		1	2	1.31.18	3.12.18	3.19.18	EQs Released (SCC & CRC)	Hired (x2)
	English Assistant Professor	2		1		3	2.7.18	3.19.18	3.26.18	EQs Released (ARC & FLC)	Hired (ARC x2); Cancelled - will go back out (FLC)
2b	Kinesiology Assistant Professor/ Assistant Men's Football Coach	1				1	1.31.18	3.12.18	3.19.18	EQs Released	Hired
	Mathematics Assistant Professor	2	1		2	5	1.31.18	3.12.18	3.19.18	EQs Released (03.16.18)	Hired (x5)
	McClellan Public Safety Training Center Coordinator	4				4	2.1.18	3.13.18	3.19.18	Released	Cancelled - will go back out
	Radio, Television, and Film Assistant Professor		1			1	1.31.18	3.12.18	3.19.18	EQs Released	Hired
	Anthropology Assistant Professor			1		1	2.2.18	3.14.18	3.21.18	EQs Released	Hired
3	English as a Second Language Assistant Professor	1	4			2	2.2.18	3.14.18	3.23.18	EQs Released (03.22.18 - CRC & FLC)	Cancelled - will go back out
	English as a Second Language Assistant Professor	1				1	2.8.18	3.20.18	3.27.18	EQs Released	Hired
	Human Services Assistant Professor	1	1			2	2.2.18	3.14.18	3.21.18	EQs Released	Hired
	Humanities Assistant Professor		1			1	2.2.18	3.14.18	3.21.18	EQs Released	Hired
	Psychology Assistant Professor		1			1	2.7.18	3.19.18	3.26.18	EQs Released	Hired
	Sociology	1				1	2.2.18	3.14.18	3.21.18	EQs Released (03.22.18)	Hired
	Engineering Assistant Professor				1	1	3.9.18	4.19.18	4.26.18	Released	Hired

Los Rios Active Directory Access – ADJUNCT Faculty

To access email, Canvas, OGS (rosters), instructors must have Active Directory (AD) access. Accounts are created and AD access granted when adjunct instructors complete the hiring process. This automated process was set up following the Los Rios security guidelines.



Los Rios Active Directory Access – ADJUNCT Faculty

If the adjunct instructor does not have access to the Los Rios network (email, rosters, Canvas, etc.) the area dean's office should start from the very top of the flowchart and work down, to figure out the breakdown in the process. See the following pages for supporting documentation. If everything is in place and the adjunct instructor still does not have access, then contact the DO Help Desk (x3012 or help@losrios.edu).

If there is a TCS in the queue for an adjunct instructor and adjunct is current in the system, they will not lose access.

LOSS OF ACCESS

Fulltime and Adjunct faculty lose AD (email, Canvas, rosters, etc.) access 90 days after their "Payroll End Date".

Staff lose AD (email, Peoplesoft, etc.) access the day after their "Payroll End Date". They retain access to Employee Self Services (ESS) for 30 days to view final paystub online.

If TCS is cancelled, adjunct is not granted access or will lose access UNLESS adjunct is assigned additional class(es).

Checklist for Deans

(To assist with frequently asked questions for new Adjunct/Substitute Faculty)

- APPLICATION ON FILE WITH HUMAN RESOURCES** - Make sure that the new hire has an application on file with the Los Rios Community College District, Recruitment Office. If you are unsure, please call (916) 568-3112 to confirm. The new hire **MUST** have an application on file prior to being hired.

- JOB OFFERED** - Job offers can ONLY be done by an authorized staff member (Presidents, Vice Presidents, and Deans). When offering a position, notify new hire that this position is contingent upon review by Human Resources, meeting minimum qualifications and their clearance of their background check.

- FINGERPRINT PACKET** - A LiveScan packet must be given to a new hire in order for the applicant to be fingerprinted. The new hire must be fingerprinted **PRIOR** to starting their assignment and prior to their Human Resources orientation. (Note: Make sure that an administrator/hiring manager signs the LRCCD College Police Fingerprint Scanning Authorization Form prior to giving fingerprint packet to the new hire.)

- KEYS** - The new hire will need to pick up keys. Complete a Key Request Form and sent to the appropriate office. For assistance or further information, contact the departments below.
 - American River College – ARC Campus Police (916) 484-8019
 - Cosumnes River College – CRC District Police (916) 691-7393
 - El Dorado Center – Administration (530) 642-5622
 - Folsom Lake College – FLC District Police (916) 608-6631
 - Sacramento City College – Operations (916) 558-2543

- PHONE DIRECTORY** - The new hire should either be given a telephone directory or directed where they can pick one up.

- VOICEMAIL** – A voicemail request must be completed so the new hire has access to voicemail. To complete the form go to [Unified Messaging Request Form](#) or <http://um.losrios.edu/phone-assessment/>. For further information contact the Los Rios Community College Help Desk. From an internal Los Rios phone, dial x4357 (HELP). From an external phone, dial (916) 568-3012.

NEW HIRE CHECKLIST FOR ADJUNCT/SUBSTITUTE FACULTY - Make sure to fill out the top section of the “New Hire Checklist for Adjunct/Substitute Faculty” and review with new hire.

New Hire Checklist for Adjunct/Substitute Faculty
 (to assist with frequently asked questions for new Adjunct/Substitute Faculty)

CAMPUS INFORMATION	
Main Campus:	
Outreach Location (if applicable):	
DEPARTMENT INFORMATION	
Dean's Name:	
Department Name:	
Department Phone Number:	
Department Hours:	
NEW HIRE INFORMATION	
Instructor Name:	
Position Type: (Adjunct or Substitute Faculty)	
Start Date: (If Substitute, how will employee be notified, if needed)	
Class Title/Assignment: (Specific Class or Assignment Type, e.g. Counseling)	
Room Location(s):	

Congratulations on your new adjunct/substitute position with the Los Rios Community College District! This position is contingent upon review of your application by Human Resources (HR), meeting the required minimum qualifications and clearing a fingerprint background check. Below is information to assist you in getting started.

- **Live Scan (Fingerprint Background Check):** Your hiring Dean will provide you with an “Adjunct Faculty – Fingerprint Directions” packet, which contains a Live Scan form. Follow the directions and upon completion of your Live Scan, you will retain two copies of the form. You will need to bring one copy of the completed Live Scan form to your Human Resources Orientation.
- **Human Resources Orientation:** New hires *must* contact their Human Resources Specialist for an orientation as soon as possible. Note: Your Live Scan must be completed prior to your orientation.

Your HR Specialist is determined by the first letter of your last name:
A-G – Nighina Khripunov at (916) 568-3119
H-Pa – Kenya Runyan at (916) 568-3148
Pb-Z – Arcelia Montes at (916) 568-3172

You will find pre-employment information (salary placement, tuberculosis, fingerprint information, etc., located at www.losrios.edu, click on “**Job**”, click on “**For Employees**”, then click on “**New Adjunct Faculty Hiring Process**” **OR** go to <http://www.losrios.edu/hr/NewAdjunctEmployees.htm>.

- **Tuberculosis Clearance:** You will need to provide appropriate clearance within 15 days of your hire date. Refer to the memo included in your “Adjunct Faculty – Fingerprint Directions” packet **OR** go to <http://www.losrios.edu/hr/ESA%20Page/ESAPage/TBRequirement.html> for further information.
- **Employee ID Number:** For new hires, this will be provided to you at your Human Resources Orientation, if you have been a past Los Rios Student, your ID# will be the same as your Student #. To look up your Employee ID# go to: www.losrios.edu, click on “[Employees](#)”, next click on “[Employee Self Service \(ESS\)](#)”, next click on “[Lookup your Employee ID](#)” **OR** go to <https://www.losrios.edu/cgi-bin/lrc/lookup.cgi?idtype=E>.
- **E-Mail:** To set up a password and gain access to your e-mail, you will need to go to: www.losrios.edu, click on “[Employees](#)”, next click on “[Employee Self Service \(ESS\)](#)”, next click on “[New User: Create Your Password](#)” **OR** go to <https://www.losrios.edu/newhire>. An e-mail address will be established for you automatically after the Instruction Office processes your Tentative Class Schedule. If it has been **two full weekdays** after your orientation and you still do not have an e-mail address contact your HR Specialist or the Help Desk (helpdesk@losrios.edu). To contact the Help Desk from an internal Los Rios phone line, dial x4357 (HELP) or from an external phone line, dial (916) 568-3012.
- **Tentative Class Schedule (TCS):** Your TCS will either be mailed to your home address or placed in your campus mailbox. The TCS has information about your assignment(s). If you need another copy of your TCS, the Instruction Office on your campus can provide you one.
- **Mailbox:** All adjunct staff will have a mailbox available to them in the department/division area. Make sure to locate your mailbox and look for your Tentative Class Schedule (TCS) agreement (or this may be mailed to your home), college information, departmental updates, and other mail items throughout the semester/session.
- **Intranet/On Line Grading:** To access the intranet, go to <https://inside.losrios.edu> and follow the instructions for your campus. You will not be able to log in to the intranet and view a class roster until you have activated your e-mail account.
- **Employee ID Card:** Each campus has a specific location where you can get your employee card. Check with your Dean for the location on your campus.
- **Keys:** You will need keys to get into your classroom – make sure to pick up your keys prior to starting at the appropriate locations as listed below (call for hours). If you are at an outreach center, you will need to go to the main campus to pick up your keys (except El Dorado Center). Please note that your Dean will send a request for a new key and the below department will contact you when it is ready to pick up.
 - American River College – ARC Campus Police (916) 484-8019
 - Cosumnes River College – CRC District Police (916) 691-7393
 - El Dorado Center – Administration (530) 642-5622
 - Folsom Lake College – FLC District Police (916) 608-6631
 - Sacramento City College – Operations (916) 558-2543
- **Parking Decal:** Each semester you will need to obtain a new parking decal. To obtain your parking decal, go to the College Police Department during their office hours and bring with you a copy of your Tentative Class Schedule (TCS) and a picture ID.

- **Voicemail:** The department Administrative Assistant sends a request to the Los Rios Help Desk to set up your voicemail box. In the back of all phone directories is information on using your voicemail. If you have further questions regarding voicemail and telephone operations, an online guide is available at <http://um.losrios.edu/>. For all other telephone problems, contact the Los Rios Community College Help Desk. From an internal Los Rios phone line, dial x4357 (HELP). From an external phone line, dial (916) 568-3012.
- **Office Hours:** The District has a voluntary Office Hours Program. In order to be paid, should you qualify, appropriate paperwork must be submitted. For further information, please review your LRCFT contract. The Interest Form for Adjunct Faculty Office Hours Program is located at www.losrios.edu, click on “[Employees](#)”, click on “[All other links require secure login - click here to enter](#)”, click on “[Human Resources](#)”, click on “[Forms](#)”, under “LRCFT Forms from Appendix C” section click on “Interest form for Adjunct Faculty Office Hours Program” link.
- **Missing a Class:** If you know you will be unable to attend a class session or your office hours, you are required to notify your Dean in order to allow for appropriate coverage during the time you will be out. If you are unable to attend a class due to an unexpected illness, contact your department/dean as soon as possible so that the class(es) can either be cancelled or a substitute can be called in.
- **Phone Directory:** Phone directories are available for each campus. Most directories have a departmental listing, alphabetical listings, Los Rios phone guides for all colleges, voicemail guide, emergency procedures, and campus maps. In addition, you can find directory information at each campus’ website.
- **Maps/Class Location:** Prior to starting, make sure you know the building and room number in which your assignment is held. Campus maps are available online by going to www.losrios.edu, click on “[About Los Rios](#)”, then click on “[District/College Maps and Addresses](#)” located on the top right side of the page **OR** ask your Dean for a campus map **OR** go to http://www.losrios.edu/lrc/lrc_addresses.html.
- **Computer Problems:** Each campus has their own IT/Computer Help Desk phone line. For campus computer issues call or send a message via computer:
 - American River College - (916) 484-8259 **OR** <https://helpdesk.arc.losrios.edu/>
 - Cosumnes River College - (916) 568-3012 or (916) 691-7149 (emergency only) **OR** <https://www.crc.losrios.edu/facstaff/it>
 - Folsom Lake College - (916) 608-6561
 - El Dorado Center (530) 642-5689 / (530) 642-5677 / (530) 642-5687
 - Sacramento City College - (916) 558-2222 **OR** <http://helpline.scc.losrios.edu/> or <http://www.scc.losrios.edu/it/>
- **Los Rios Information:** Located at www.losrios.edu, click on “[Employees](#)”, and click on “[All other links require secure login - click here to enter](#)” (this can only be accessed from a LRCCD networked computer). There is a vast amount of information available for Los Rios employees, including; Academic Calendars, Emergency Response Procedures, Employee Benefits Information, Paycheck Description, Human Resources Information (Adjunct Faculty Hiring Process, Calendars, Informational Flyers, Collective Bargaining Agreements, etc.).
- **District Police:** The Los Rios Community College District College Police phone number is (916) 558-2221. For Emergencies, please call from a Los Rios phone x2221, external phone (916) 558-2221 or 911. The Los Rios Police website is <https://www.police.losrios.edu/>, you can find information on LRCCPD Emergency, Disaster Preparedness, Crime Prevention, Parking, etc.

Hello Committee,

Here is the information you requested.

POSTING TITLE: Physics/Astronomy Adjunct Assistant Professor
POSTING NUMBER: F00033P

The applications for the above position have been screened for minimum qualifications and are available for review.

NOTE: Criminal activity acknowledgement responses, on the online application, are verified at the district office before releasing the applicant pool. No additional consideration or action needed from the department or screening committee.

Equivalency Determinations: Please note that applicants needing to have their equivalency determined by the campus will be noted so in the Status column as **Screening Completed - EQ Determination Needed by Campus**. If equivalency is determined, a P-38 equivalency form must be filled out for all applicants requiring one and returned to the Human Resources Office, Attn: Ronald Smith. You can find this form in the Employee Only page of the District website, in the HR Forms section.

To login and view applications as a guest user in PeopleAdmin:

- Go to jobs.losrios.edu/hr
- Your login is **gu21018** and your password is **Physic6517**
- On the left-hand navigation bar, select **Active Postings** and you will see this position there for your viewing; click on “**View**” under the position title.

(To maintain confidentiality of the applicant pool, sharing of guest user information is strictly prohibited.)

For an Applicant List (includes contact information, and campus location preferences if noted by applicant):

- Click on “Applicant List” under the “Reports” section on the upper right-hand section of your screen once viewing a posting.

To Review the Job Posting:

- Click on “Posting Details” to the right of the “Applicants” tab.

Screening Applications - there are a couple ways to screen applications.

- You may choose to screen each applicant individually by clicking on **View Faculty Application** under each applicant’s name in the Name column. You may view the applicant’s attachments by clicking on the appropriate attached document(s) next to the applicant’s name in the **Documents** column.
- You may also choose to **View Multiple Applications**, by clicking on the boxes under the “All/None” column to choose specific applicants or just click “All” at the top of the column to see all applicants, then located on the bottom right-hand

side of your screen choose **View Multiple Applications**. This will open all applications, one after another, in a separate window to scroll through. To view the attachments to the applications, you will need to select **View Multiple Documents**, which will display all attachments, one after another, for all applicants for you to scroll through in the same way.

NOTE: “For accurate and ideal viewing of applications, please use Mozilla Firefox. While Internet Explorer may be used, please be aware that this software allows a glitch to take place when downloading applications (words may appear in duplicate, when they were only typed in once by the applicant).”

When you make a hiring decision, please give each new adjunct hire a fingerprint packet and the hiring packet (provided by Human Resources) and also share the following informational link for New Adjunct Faculty Members: <https://employees.losrios.edu/hr-and-benefits/hiring-resources/hiring-adjunct-faculty>

If you have any questions, or need to request additional Adjunct Faculty applicant pools, please email Ronald Smith (SmithR3@losrios.edu) and Susan Lasage (lasages@losrios.edu) for assistance.

What To Do – Chairing A Screening Committee

When chairing a **Classified** screening committee please:

1. Consult the Committee Makeup document – to ensure that you invite the appropriate individuals to serve on the committee (*see Classified Hiring Instructions*)
2. Consult and use the Recruitment Flowchart as a checklist for the process
3. Create a recruitment/hire timeline
4. Ensure that the P102b (job posting)* is submitted, via PeopleAdmin, to the Human Resources office for processing. **Classified job descriptions/postings templates are available in PeopleAdmin*
5. Review sample and/or previous related interview questions
6. Review standard interview procedures
7. Obtain a screening criteria ranking sheet template
8. Obtain a copy of the interview schedule template (to use after EEO stats have been approved by the Human Resources Department)
9. Use the [reference check form](#) to complete references for the identified candidate
10. Complete and submit to HR all hiring forms

Upon hiring a classified candidate, complete and return the following forms* to Susan LaSage, Human Resources Department at the District Office:

1. Classified Employment Form (P-137) – to be completed by the Equity Officer/Representative.
2. Equal Opportunity Employment Checklist (P-130) – to be completed by Equity Officer/Representative.
3. Reference Check Form – reference checking can be completed by the hiring department, or by Brenda Balsamo, Director of Human Resources.
4. Also to be returned:
 - a. Interview questions
 - b. Individual rating sheets
 - c. Screening criteria

* All forms can also be found online at <https://employees.losrios.edu/human-resources-and-benefits/human-resources/human-resources-forms>

Please consult the Human Resources website or department (568.3112 or hr@losrios.edu) for assistance with this process.

LOS RIOS COMMUNITY COLLEGE DISTRICT
Classified Employment

To be completed by the Equity Officer/Representative at each work location.

Vacant Position: _____ Position No.: _____ FTE: _____

ARC CRC DO EDC ETHAN FLC FM SCC Outreach/Other _____

Operating Unit: _____

SCREENING COMMITTEE: (To be appointed by president, Vice Chancellor, or designee.)

Members: _____ Equity Officer/Representative

_____ Chairperson

INTERVIEW COMMITTEE: (To be designated by the Administrative Officer.) Shall include the supervisor, one classified member of the operating unit, one member of the Equity Committee. Women and one or more ethnic minorities must be included on the committee.

NAME	ETHNICITY	SEX	REPRESENTATION
_____	_____	_____	Chairperson
_____	_____	_____	Equity Officer/Representative
_____	_____	_____	Supervisor of Unit
_____	_____	_____	Classified member of Operating Unit
_____	_____	_____	Certificated Rep. (Optional when position interfaces with faculty)
_____	_____	_____	<u>Classified Manager:</u> Employee with expertise in area or outside consultant (optional)

NAMES OF APPLICANTS INTERVIEWED

NAME OF RECOMMENDED CANDIDATE(S): _____

Date: _____
_____ Administrative Officer

REFERENCE: Administrative Regulation 6116

.....
Please forward to the District's Human Resource Office. Items on reverse side of this form.

SCREENING COMMITTEE:

Screening for Selection of Candidates: Prior to reviewing applications, the screening committee shall establish (with the approval of the Administrative Officer) the basic objective criteria for the selection of candidates. The criteria shall be enough to include a diverse pool of applicants. The Administrative Officer and committee shall agree on the procedures and rating system to be used.

INTERVIEWING PROCESS:

The Interview Committee, prior to any interviews, shall agree on procedures, core questions to be asked, rating system, and time limit for the interviews. The Administrative Officer or his/her designee will inform the committee regarding appropriate questions, and rating system. The committee shall submit the questions and rating system to the appropriate dean or director for approval prior to holding the interviews.

CHAIRPERSON:

The Chairperson of each interviewing committee shall ensure the Equity Representative fills out Form P-130, Equity Officer Checklist, and send it to the Administrative Officer for inclusion in the interview information packet forwarded to Human Resources. These records shall be kept for three (3) years.

ADMINISTRATIVE OFFICER:

The Administrative Officer at each work location will forward the following items to the Human Resources Office:

1. This form (P-137)
2. Equity Report (P-130)
3. Intent to Employ (P-103A)
4. Core Interview Questions
5. Individual Rating Sheets
6. Screening Criteria

passed since the most recent offense or conviction and any prior offense(s). A single offense or a last offense committed more than ten (10) years prior to the application date suggests an applicant will not recidivate. Subsequent employment history and efforts at rehabilitation is relevant to this inquiry. Crimes committed more recently would tend towards disqualifying the applicant.

- 4.3.3 Nature of the Job Held or Sought. In light of the first two factors, the Director of Human Resources shall examine the nature of the duties and essential functions of the job held or sought to determine if excluding the applicant is consistent with business necessity. Consideration may be given to the location of the job and the persons the applicant will come into contact with in the job. For example, convictions of property, theft, or larceny crimes tend toward disqualifying applicants for positions of trust or positions that control money or property. Convictions for violent felonies would tend towards disqualifying applicants from positions that require contact with students, staff, or the public.
- 4.3.4 Applicants with disqualifying convictions shall be notified that they have been screened out due to a felony conviction and provided with an opportunity to demonstrate that they should not be screened out due to the applicant's particular circumstances. The Human Resources Office shall review this information prior to making a final decision.
- 4.4 The screening committee is a subset of the interview committee and has a minimum composition of: a) the Equity Officer or representative; b) manager/supervisor of the position; and c) one (1) member from the operating unit. All members of the interview committee may and are encouraged to serve on the screening committee.
- 4.5 Criteria for Selection of Candidates: Prior to reviewing applications, the screening committee shall establish appropriate criteria for the selection of candidates. The committee may be informed about the work force composition and the goals of the operating unit.

5.0 Interviewing Applicants

- 5.1 Interview Committee: The classified interview committee shall be appointed by the College President or Administrative Officer and shall include a manager/supervisor and one (1) classified member of the operating unit and one (1) member of the Equity Committee.

When positions interface with academic staff (i.e., instructional assistant), a faculty member may be included on the interviewing committee.

- 5.2 Interviewing Procedures: The interview committee, prior to any interviews, shall agree on procedures, core questions to be asked, rating system, and time limit for the interviews.

District Office or College Name Recruitment Timeline – Classified Position

Approximate Date Position Opens Day, Date

Interview Committee Meeting Day, Date
(Review process, create screening criteria and finalize questions)

Position Closes Day, Date *(14 business days posted)*

Minimum Qualification Review by HR..... Day, Date *(5 business days processing)*

Applications available for screening Day, Date *(Timeframe determined by committee)*

Screening Day, Date *(Timeframe determined by committee)*

Interview Committee Meeting – Candidate Selections Day, Date

Applicant Interviews Day(s), Date(s)
(Calls made for the interviews on 6.17 & 6.18)

Finalist Interviews..... Day, Date

Tentative Board Approval Day, Date

Potential Start DateOn or about *(Board Meeting Calendar)*

Updated: 5/8/15

**Los Rios Community College District
Human Resources**

Interview Schedule

Job Posting Title:

Job Posting Number:

Location of Interview: Include building name and room number.

Date(s) of Interview:

Name of Campus and Address Location / Interview Instructions / Comments:

PRESENTATION: Yes or No

If there is a Presentation, include the information here, and, include as much information as possible:

Per the committee:

- Phone conference interviews available/not available
- Candidates can bring their notes to the interview – yes or no
- Will committee consider re-scheduling an interview if an applicant cannot interview on specified date – yes or no

If you require special accommodations for the interview, please let us know at this time.

NAMES OF APPLICANTS SELECTED FOR AN INTERVIEW:

Please use the campus weblink to locate the location of your interview. To review the campus map, click on this weblink: http://www.losrios.edu/lrc/lrc_addresses.php ---- Then click on the “Printable Map” for more detailed information.

<u>Arrival – Check In Time</u>	<u>Writing Sample</u>	<u>Review Interview Questions</u>	<u>Interview Time</u>	<u>Applicant</u>

Campus Locations:
 ARC, 4700 College Oak Drive, Sacramento 95841
 CRC, 8401 Center Parkway, Sacramento 95823
 DO, 1919 Spanos Court, Sacramento 95825
 DO, 2100 Northrop Avenue, Suite 1200, Sacramento 95825 (Steve Bowles)
 DO, 2100 Northrop Avenue, Suite 1200, Sacramento 95825 (Brian Roach)
 FLC, 10 College Parkway, Folsom 95630
 FM, 3753 Bradview Drive, Sacramento 95827
 SCC, 3835 Freeport Blvd, Sacramento, 95822

Interview Information, Instructions and Applicant List

Position Title: _____

Position Number: _____

Location: _____

Date(s) of Interview: _____

Interview Panel Members:

_____, Chair
_____, Equity Representative
_____, Panel Member
_____, Panel Member

Interview Instructions for applicants (if any) and/or prompt for presentation if you have one:

Will you allow phone/Zoom Interviews? (Y/N) _____
Can applicants bring their notes to the interview? (Y/N) _____
Would committee consider re-scheduling an interview if an
applicant cannot interview on specified date? (Y/N) _____

Applicants to be interviewed:

POSTING TITLE: Student Personnel Assistant
POSTING NUMBER: C00099P (CRC)

Applications for the above position have been screened for minimum qualifications, and are ready for your review at:

- jobs.losrios.edu/hr
- **User Name: gu55555 Password: HRsample**

(To maintain confidentiality of the applicant pool, sharing of guest user information is strictly prohibited.)

NOTE: Criminal activity acknowledgement responses, on the online application, are verified at the district office before releasing the applicant pool. No additional consideration or action needed from the department or screening committee.

Use Mozilla Firefox for ideal viewing
Open applicant attachments individually

Tips for Screening:

- Alpha order list by applicant name by clicking the ^ arrow above the Applicant Last Name column
- Click on a candidates individual application, resume, letter, etc. and view that document OR
- View all documents at once via a PDF by selecting the top left box next to Applicant Last Name, then from the orange/red Actions button dropdown, on the right of the screen, select Download Applications as PDF.

After screening is completed and committee is ready to interview applicants, please send the interview schedule to Fatemah Sidhu cc: Susan LaSage and Ronald Smith to have the Diversity Stats approved.

IMPORTANT: Internal candidates are interviewed based on the following criteria -

Transfer Applicants:

Per Title 5 of the California Code of Regulations, transfer candidates may be interviewed prior to considering promotional and external candidates; the District has agreed that lateral transfer candidates will be interviewed prior to other candidates. If there are five or less lateral transfer candidates, then all will be interviewed. If there are more than five lateral transfer candidates, then at least the most qualified five will be interviewed based on screening of their applications. Lateral transfer interviews are typically conducted by the hiring manager in a final interview format. Qualified LRCEA lateral transfer candidates for this posting are listed below.

EMPLOYEE NAME	POSITION	STATUS

Qualified LRCEA promotional unit members:

If a transfer candidate is not hired from the above process, then all applicants will be screened. At least five of the most qualified promotional/transfer candidates must be interviewed; more than five may be interviewed based on the results of the screening of applications (per LRCEA collective bargaining agreement, section 14.3). Qualified LRCEA promotional and transfer candidates for this posting are listed below:

EMPLOYEE NAME	POSITION	STATUS

Reference: [LRCEA 14.3 Voluntary Transfer/Promotion Process](#)

IMPORTANT NOTE: *“For accurate and ideal viewing of applications, please use Mozilla Firefox. While Internet Explorer may be used, please be aware that this software allows a glitch to take place when downloading applications (words may appear in duplicate, when they were only typed in once by the applicant).”*

What To Do – Chairing A Screening Committee

When chairing an **Administrative/Executive** screening committee please:

1. Consult the Committee Makeup document – to ensure that you invite the appropriate individuals to serve on the committee (*see Equity Handbook for Hiring*)
2. Consult and use the Recruitment Flowchart as a checklist for the process
3. Create a recruitment/hire timeline
4. Review sample and/or previous related interview questions
5. Review standard interview procedures
6. Obtain a screening criteria ranking sheet template
7. Submit to HR a list of names of individuals to invite to interview for Equal Employment Opportunity (EEO) review/approval
8. Work with department Administrative Assistant to schedule interviews (to use after EEO stats have been approved by the Human Resources Department)
9. Use the [reference check form](#) to complete references for the identified candidate
10. Complete and submit to HR all hiring forms

Please consult the Human Resources website or department (568.3112 or hr@losrios.edu) for assistance with this process.

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1.0 Application Review Process

- 1.1 The Human Resources Office will review the applications and supporting documents of all applicants. Materials of those applicants who meet the minimum qualifications of the position will be forwarded to the Chancellor/College President, as applicable, who is responsible for implementing the process.

2.0 Selection Process for Managers

- 2.1 The Los Rios Community College District shall generally utilize an interview panel. When the panel procedure is utilized, it may include a screening committee and will include an interview committee. If a screening committee is not used, the Associate Vice Chancellor, Human Resources, shall conduct the initial screening. Under extraordinary circumstances, e.g., financial exigencies, the Chancellor may interview the selected applicants and recommend a candidate to the Board of Trustees.
- 2.2 The Chancellor may develop an alternative selection process for District Officer positions.
- 2.3 Screening Committee Composition: The screening committee composition shall consist of at least the following:
 - 2.3.1 Chancellor or designated manager (for District position); President or designated manager (for college position).
 - 2.3.2 The immediate supervisor of the position to be filled or a management designee.
 - 2.3.3 A management member who has been appointed as the equity representative.
 - 2.3.4 For educational management positions, the Academic Senate President will appoint two faculty representatives who will be faculty representatives on the interview committee.
- 2.4 Interview Committee Composition: The interview panel shall be composed of the same persons who served on the screening committee (if utilized). Additional representatives will be added so that the resulting interview composition is as follows:
 - 2.4.1 Chancellor or designated manager (for District position); President or designated manager (for college position).
 - 2.4.2 The immediate supervisor of the position to be filled or the supervisor's management designee.

- 2.4.3 A management member who has been appointed as the equity representative.
- 2.4.4 For educational management positions, faculty members selected by the Academic Senate President:
 - 2.4.4.1 When hiring at the dean level, a total of three or four faculty members shall be appointed by the Academic Senate President, depending on the number of administrative members of the committee.
 - 2.4.4.2 When hiring other educational managers, three faculty members shall be appointed.
- 2.4.5 For college positions, a District manager appointed by the Chancellor; for District positions, a College President or management designee shall be included.
 - 2.4.5.1 When hiring at the dean level or below, the appointment of a manager is optional, at the discretion of the Chancellor or President.
- 2.4.6 A member of the classified staff. If a classified employee was selected under Section 2.4.7 below, this requirement will have been satisfied. The classified employee will be selected by the College President (or the Chancellor for District positions) with recommendation by a recognized classified committee where it exists.
- 2.4.7 When hiring a classified manager, a classified employee or faculty member with expertise in the area may be selected by the Chancellor (District position) or President (College position). An outside consultant may also be utilized.
- 2.4.8 Any other person the Chancellor or College President deems necessary.
- 2.5 The interview committee membership shall include at least one or more members who have received staff diversity/equity training.
- 2.6 The chair of the screening and interview committee shall be a management employee appointed by the Chancellor (District position) or President (college position).
- 2.7 Following the interview, committee members shall rank the interviewed applicants independently and without prior discussion. The individual ranking shall be given to the interview committee chairperson and equity representative.
- 2.8 The committee chairperson and equity representative shall privately summarize the rankings and report the names of the top five candidates (in alphabetical order) to the committee.

-
- 2.9 The Chancellor, or President, and/or appropriate District or College Manager shall be invited to join the interview committee for a discussion of the strengths and weaknesses of the top five candidates. Following the discussion, the committee will recommend no fewer than three of the top five candidates for further consideration.
- 2.10 The Academic Senate President may review the original committee rankings on a confidential basis with the President.
- 2.11 The Chancellor or President shall interview, check the references and evaluate the final candidates. Applicants who are under final consideration may be requested to spend some time with appropriate persons in the District Office or at the College.
- 2.12 If the Chancellor or President has concerns about the final candidates, the Chancellor may convene a meeting of the committee to determine if there are additional candidates that could be considered. If there are none, the position may be re-advertised and/or a new job description developed.
- 2.13 The Chancellor will review all recommendations for management positions. If approved, the recommendation will be forwarded to the Board of Trustees. Following an appointment by the Board of Trustees, Human Resources will contract the appointee and notify all unsuccessful applicants.
- 3.0 Confidential Employee Selection
- 3.1 The selection of applicants for an open confidential position shall follow the process for classified employees.
- 4.0 Status of Management Employees
- 4.1 If a regular tenured academic employee of the District is assigned to a management position, that employee retains tenure in the District but does not obtain tenure in a management position.
- 4.2 If a regular classified employee of the District is assigned to a management position, that employee does not retain previously earned permanent status in the District.
- 5.0 Limited Term Appointments / Management
- 5.1 The Chancellor may make limited term appointments through the transfer, reassignment, or recruitment process for the purpose of coverage during leaves of management employees, or for a special project.
- 6.0 State Department of Justice Review

- 6.1 Applicants shall be fingerprinted via Live Scan at a qualified law enforcement agency. Employment shall not commence until clearance has been approved by Human Resources.
- 6.2 Applicants shall be required to pay the cost of the fingerprinting and processing.
- 6.3 When warranted by exigent circumstances as determined by the Associate Vice Chancellor, Human Resources, an employee may be permitted to begin work prior to clearance having been granted by Human Resources.

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(Cross Reference P-6115)

	(Formerly R-9116 & R-9117)	LRCCD
Adm. Regulation Adopted:	2/21/78	
Adm. Regulation Revised:	8/15/79; 2/18/81; 6/16/82; 9/25/90; 6/2/92; 5/10/94; 10/26/98; 8/25/03; 10/22/12; 9/26/16/ 9/11/17	
Adm. Regulation Reviewed:	9/11/17	
Board Policy:	P-9122 (Formerly P-9116 & R-9117)	

LOS RIOS COMMUNITY COLLEGE DISTRICT
Request for Management Transfer

Step 1

Name of Applicant _____

I hereby request a transfer to:

Vacancy Position Title _____ Posting#: _____

Current Management Position: _____

Department: _____ Location: _____

My current assignment includes the following (brief description and/or attach a resume):

Applicant's Signature: _____ Date: _____

(Submit to the Associate Vice Chancellor of Human Resources by the final filing date indicated on the transfer notification).

Applying to the Job Posting Online: Transfer requests are given full consideration, but are not guaranteed, therefore, we encourage you to submit an application packet through the recruitment process by the final filing date listed on the job announcement.

Yes No If the transfer is denied, I wish to be considered in the advertised posting pool. ***(If 'No', you will need to withdraw your application from the advertised posting using the online application system.)***

Applicant Signature: _____ Date: _____

Step 2

Human Resources will forward to the appropriate College President or Chancellor.

Step 3

To: Associate Vice Chancellor, Human Resources Services

At this time, the transfer requested by _____ from _____
College is being:

- Recommendation pending Board approval with a start date of _____.
- Transfer denied; referred to the general hiring process with all other applicants

Step 4

Human Resources notifies the requesting party of the outcome of the transfer request.

P-671-0 Rev. 03/10

LOS RIOS COMMUNITY COLLEGE DISTRICT
ADMINISTRATIVE POSITION HIRING SUMMARY

To be Completed by Committee Chairperson: (President's/Chancellor's Designee)

Position: _____ FTE: _____

College/Work Location: _____ Operating Unit/Department _____

1. Screening Committee:

Chancellor Designee (District Office Position)
President Designee (College Position) _____

Immediate Supervisor/Manager Designee _____

Equity Officer/Representative or
Management Designee _____

Two faculty appointed by Faculty Senate President
(Educational Management positions only) _____

2. Interview Committee: (Please complete reverse side of this form)

Names of Recommended Candidates:

Signed _____ Date _____
(Committee Chairperson)

Please forward to District Personnel Office:

- | | |
|--------------------------------------------|-----------------------------|
| 1. This form (P-131-0) | 4. Screening Criteria |
| 2. Equity Report (P-130) | 5. Interview Questions |
| 3. Recommendation for Employment (P-673-0) | 6. Individual Rating Sheets |

Ethnicity Codes: 1 American Indian 2 Asian 3 Black 4 Hispanic 5 White

2. Interview Committee: (Shall include women and one or more ethnic minorities)

<u>Representative</u>	<u>Name</u>	<u>Ethnicity</u>
A. <u>Chairperson</u> Chancellor or Management Designee (District position) President or Management Designee (College position)	_____	_____
B. <u>Supervisor or Management Designee</u>	_____	_____
C. <u>Equity Officer/Representative (Mgmt.)</u>	_____	_____
D. For Educational Management Positions:		
1. <u>Faculty Member</u>	_____	_____
2. <u>Faculty Member</u>	_____	_____
Additional faculty members for Dean II level or below only:		
3. <u>Faculty Member</u>	_____	_____
4. <u>Faculty Member</u>	_____	_____
E. For College Positions <u>District management representative</u> , appointed by the Chancellor (Optional for area dean positions).	_____	_____
F. For District Positions <u>College President or Management Designee</u>	_____	_____
G. For Classified Management Positions <u>Faculty or classified with expertise in area</u> , approved by the Chancellor (District) or President (College).	_____	_____
H. <u>Outside Consultant</u> (if appropriate)	_____	_____
I. <u>Classified representative</u> (if not selected in G above)	_____	_____

**LOS RIOS COMMUNITY COLLEGE DISTRICT
RECOMMENDATION FOR ADMINISTRATIVE EMPLOYMENT**

College _____ Date _____

Name of Candidate _____

Highest Degree _____ Granting Institution _____

Term of Initial Contract: Start Date _____ End Date _____

Title of Position _____

Job Advertisement Number (if applicable) _____

Replacement For _____

Signed _____
Vice President/Director

Signed _____
President/Vice Chancellor

HR Use Only

Approved for Board Agenda of: _____
Date

Signed _____
Associate Vice Chancellor/Director of Human Resources