



**CLASSIFIED STAFF & MANAGERS
SELECTION PROCEDURES**

MONTEREY PENINSULA COLLEGE DISTRICT
Office of Human Resources
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TABLE OF CONTENTS

IDENTIFICATION OF VACANT POSITIONS	3
DEVELOPMENT OF THE JOB ANNOUNCEMENT	3
ELEMENTS OF THE JOB ANNOUNCEMENT	3
ADVERTISEMENT AND MARKETING OF VACANT POSITIONS	4
APPLICATION PROCEEDURE	4
DEFINITION OF APPLICANT	4
REQUIRED MATERIALS	4
THE SCREENING COMMITTEE	5
SELECTION OF SCREENING COMMITTEE MEMBERS	5
SCREENING COMMITTEE SIZE AND MEMBERSHIP	5
SCREENING COMMITTEE TRAINING	5
ROLE OF THE HUMAN RESOURCES REPRESENTATIVE.....	6
ROLE OF THE HIRING MANAGER/COMMITTEE CHAIR.....	7
DEVELOPMENT OF THE ASSESSMENT PLAN	8
PAPER SCREENING GUIDELINES	8
INTERVIEW AND SKILLS DEMONSTRATION GUIDELINES	8
CLOSE OF THE RECRUITMENT PROCESS	9
SCREENING OF APPLICATION MATERIALS	10
PAPER SCREENING PROCESS	10
SCREENING OF INTERVIEWEES	10
INTERVIEW DOCUMENTATION	11
CRITERIA FOR THE RECOMMENDATION OF FINALISTS	11
FINAL INTERVIEWS AND REFERENCE CHECKS	11
CANDIDATE APPROVAL PROCESS.....	12

IDENTIFICATION OF VACANT POSITIONS

Requests begin at the department level and are processed through a multilevel approval process. New positions are requested through action plans and the resource allocation process. Vacancies in existing positions are identified and requested to fill using the Request to Fill Classified Positions form.

Final approval must be given from the Superintendent/President and the Board of Trustees for new positions. Final approval must be given from the Superintendent/President for replacements. Please see the table in the “Request to Fill Classified Positions” form (Appendix A) for details.

DEVELOPMENT OF THE JOB ANNOUNCEMENT

The appropriate sections of the job announcement (a general statement, duties and responsibilities, requirements, and desirable skills and abilities [knowledge, skills, and abilities]) will be developed by the Office of Human Resources to assure compliance with any applicable laws. The announcement will be reviewed by the hiring manager and if appropriate, review may take place by the College President before being finalized by the Office of Human Resources.

The job announcement is based on the job description which has been approved by the Board of Trustees after negotiations with MPCEA, if necessary. Given that job descriptions are only reviewed on a cyclical basis, additional job duties may be included on the announcement to best reflect the duties actually performed by the position.

Staff in the Office of Human Resources will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities, and screening /selection process (criteria, forms and documentation) comply with applicable current laws and regulations, as well as District policies and procedures.

ELEMENTS OF THE JOB ANNOUNCEMENT

The job announcement shall include the following information:

1. Description of the primary duties and responsibilities (essential functions) of the position.
2. A requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students.
3. Additional, job-related (bona fide occupational qualifications) “desirable skills and abilities” such as:
 - a. Additional degrees, licenses or certificates
 - b. Special fields of training and/or experience
 - c. Specific experience
 - d. Required physical effort and environment

- e. Other job-related knowledge, skills and/or abilities as appropriate (which may include bilingual in the Spanish language)
- f. Standard (template) job announcement text that includes:
 - i. Educational criteria
 - ii. Legally-mandated statements
 - iii. The completion of an employment application
 - iv. The optional, but recommended completion of a resume and cover letter
 - v. General information concerning compensation, benefits, terms and conditions of employment
 - vi. The District's statement of commitment to equal employment opportunity and respect for diversity
 - vii. Mandatory Union dues, if applicable
 - viii. MPC's Smoking policy
 - ix. Conditions of employment such as fingerprinting, TB testing, Oath of Allegiance, etc.

ADVERTISEMENT AND MARKETING OF VACANT POSITIONS

After recognition of a vacancy and approval to fulfill the vacancy, the job announcement will be advertised to permanent classified employees for a period of one week in compliance with Section 5410 of Board Policy.

The job announcement will be posted to the public and will request applications from all interested parties. Monterey Peninsula College will utilize print advertisement such as newspapers, online job boards, direct emails & communications to community leaders including those representing monitored groups, and any other venue deemed appropriate and financially sensible to reach the widest audience.

APPLICATION PROCEEDURE

DEFINITION OF APPLICANT

Applicants are defined as individuals who have fully completed and submitted the district application and any other required material(s) in response to an advertised vacant position.

REQUIRED MATERIALS

All applicants must complete the Monterey Peninsula College District Application. It may be determined by the Manager/Chair with approval from the Office of Human Resources, that additional materials may be required. Additional items can include a resume and/or cover letter and/or portfolios or other job related exhibits.

Applicants who submit a resume and/or cover letter for recruitments that do not require them will have this additional information added to their application for the committee's review. Other unsolicited additional materials (transcripts, letters of recommendation, test scores, etc.) submitted by the applicant will not be forwarded to the selection committee.

THE SCREENING COMMITTEE

SELECTION OF SCREENING COMMITTEE MEMBERS

The selection of screening committee members is a collaborative process. The hiring manager recommends committee members and notifies the Human Resources Representative of the selections. Human Resources may provide alternative or additional recommendations if necessary.

SCREENING COMMITTEE SIZE AND MEMBERSHIP

The screening committee for classified positions will consist of at least 3 members including the hiring manager or designee to serve as Committee Chair. If the hiring manager requests a designee, the designee must be approved by the Associate Dean of Human Resources. The committee size may be expanded to include more members if deemed appropriate by the Office of Human Resources.

The screening committee will:

- a. whenever possible, include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications;
- b. include permanent (non probationary) employees who possess sufficient knowledge regarding the position being filled;
- c. require members to attend all Committee meetings;
- d. include all members in votes that are taken and decisions that are made throughout the Committee process; and
- e. preserve and respect the confidentiality of the screening and selection process at all times. If confidentiality is breached, or if prejudicial statements are repeated after a warning, the Screening Committee Chair may, in consultation with the College President or Associate Dean of Human Resources, disband the Committee.
- f. attending training on the hiring process and Equal Employment Opportunity laws and principles (see below) in the last 6 months.

SCREENING COMMITTEE TRAINING

Members of the screening committee will receive an orientation prior to the application deadline will include the following types of information:

- a. Importance of confidentiality throughout the process.
- b. The District commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoidance of adverse impact, and the inclusion of qualified candidates regardless of race, ethnicity, language group, color, national origin, age, gender, sexual orientation, religion and/or marital status.
- c. The respective roles, contributions and responsibilities of each Screening Committee member in assuring fair, objective and equal treatment of all candidates.
- d. Review of the selection process, its steps, projected timelines, and requirements for legal documentation of the Committee screening and selection of candidates.
- e. Technical aspects of the process, including review of the desirable skills and abilities (KSAs) that will be used to pre-determine Committee paper screening criteria, procedures, interview questions and skills demonstrations; rating criteria, appropriate forms and documentation (the Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process).
- f. The procedures related to the selection of candidates as finalists.
- g. Guidelines regarding the procedures, confidentiality and documentation required for recruitments.
- h. Training related to Human Resources review of applications, supporting documentation related to the recruitment, the length of file retention and the uses of these files in legal matters.

ROLE OF THE HUMAN RESOURCES REPRESENTATIVE

Each screening committee member has the responsibility for compliance with the spirit, laws and practices related to the District's commitment to equal opportunity.

The Human Resources representative will serve as an advisor to the committee, and its role will be to:

- Work in partnership with the screening committee chair to provide a structured orientation and training in District selection procedures, committee confidentiality, equal opportunity practices and selection techniques.
- Make available to the screening committee as necessary written resource materials and/or other media on applicable legal information; and incorporation of equal opportunity principles and practices into the selection process.

- Reinforce the importance of confidentiality, non-bias, equal employment opportunity, respect and sensitivity to all cultures, language groups, both genders, and other candidate demographics throughout the process and at its conclusion.
- Provide leadership, in conjunction with the committee chair, in analyzing position requirements and developing appropriate screening forms, rating criteria and other committee tools to assure that all candidates are rated objectively, fairly, and without bias (either favorable or unfavorable).
- Confer with the hiring manager/chair and The Associate Dean of Human Resources regarding Committee membership, training, and orientation; recruitment resources; screening criteria; skill demonstrations; documentation; timelines, and other matters as appropriate.
- Confer with hiring manager/chair, committee members if a breach of policy/procedure occurs.
- Review all final documentation for completeness, accuracy, job-relatedness, non-discrimination, objectivity and compliance with District policies and procedures.
- Alerts the Chair, EEO Representative and the EEO Officer of any concerns regarding confidentiality, bias or fairness.
- Follow up on the notification of the selection in preparation for inclusion on the earliest possible report to the Board of Trustees.

ROLE OF THE HIRING MANAGER/COMMITTEE CHAIR

Each screening committee member has the responsibility for compliance with the spirit, laws and practices related to the District's commitment to equal opportunity. However, the hiring chair/manager is the lead individual in adhering to EEO principles and practices.

The hiring manager/chair's role will be to:

- Identify potential committee members who can commit to the process; understand the position and its requirements; and do not have a conflict of interest.
- Work in partnership with the Human Resources Representative to reinforce the importance of confidentiality, non-bias, equal employment opportunity, respect and sensitivity to all cultures, language groups, both genders, and other candidate demographics throughout the process and at its conclusion.
- Provide leadership, in conjunction with the Human Resources Representative, in analyzing position requirements and developing appropriate screening forms, rating criteria and other committee tools to assure that all candidates are rated objectively, fairly, and without bias (either favorable or unfavorable).

- Confer with the Office of Human Resources regarding Committee membership, training, and orientation; recruitment resources; skill demonstrations; documentation; timelines, and other matters as appropriate.
- Confer with the Office of Human Resources if a breach of policy/procedure occurs.
- Review all final documentation for completeness, accuracy, job-relatedness, non-discrimination, objectivity and compliance with District policies and procedures.

DEVELOPMENT OF THE ASSESSMENT PLAN

PAPER SCREENING GUIDELINES

Prior to reviewing any application materials from candidates, the screening committee shall again review the desirable skills and abilities (KSAs) that are stated on the job announcement and determine which of the KSAs will be most appropriate to use as criteria in screening the application materials. The committee may also pre-determine the appropriate weighting of the KSAs, the procedures for rating, and the procedure that will be used to select candidates for subsequent steps in the process. The document must clearly state the rating scale and how the criteria is to be rated. Rating forms are to be returned to the Human Resources Representative for review and file retention.

Applicants with the highest ratings based on their application materials shall be invited for interviews, to be arranged through the Human Resources Representative. Applicants will be given 72 hours prior notification of the interview. No minimum or maximum number of applicants is required to be invited to interviews. The number of applicants invited will be based upon the committee's assessment of their application materials.

INTERVIEW AND SKILLS DEMONSTRATION GUIDELINES

Interview questions and skills demonstrations will be based solely on bona fide, job-related knowledge, skills and abilities (KSAs) as stated in the job announcement; and will be appropriate to the subject matter. Each screening committee member shall document the quality of the candidates' responses using the pre-determined set of KSAs, rating system and form.

Interview questions and skill demonstrations must be job-related, based on the required knowledge, skills and abilities, unbiased, and should have the following characteristics:

- Questions are open ended in order to prompt full and complete responses from the candidate.
- Include pre-determined "Key Response Elements" (KREs) that can be used by the screening committee to evaluate the quality of the candidate's responses. "Key Response Elements" are lists of desired responses that the screening committee can listen for in order to guide their rating and documentation of candidate responses to each interview question. "KREs" are derived from the knowledge, skills and abilities being "tested" by each interview question.

The same interview questions must be asked of each applicant and each applicant must be rated on the same criteria. The screening committee may include the following as part of its interview topics:

- Interview questions related to candidates' experience with, and sensitivity to diversity of cultures, language groups and abilities within the student body and staff as a measure of preparedness to work in a multi-cultural, multi-lingual environment.
- Interview questions pertaining to education, training, experience and skills expected for successful job performance; judgment/decision making skills; ability to work with and related to people in a tactful, pleasant and cooperative manner; ability to establish rapport with public, faculty and staff; ability to effectively communicate both in written and verbal form; and other requirements listed in the job announcement.
- Follow up questions specific to an individual candidate's professional work experience, volunteer work, training, workshops, conference and education mentioned during the course of the interview.
- Skill demonstration(s): a practical, job-related test of professional competence; written composition exercise; demonstration on job-related use of technology; any other demonstration which is job-related.

CLOSE OF THE RECRUITMENT PROCESS

Pursuant to Title 5, the Office of Human Resources will review the applicant's statistical data and perform analysis to ensure fairness and non-discriminatory practices.

1. The application for employment shall afford each applicant an opportunity to voluntarily identify his or her gender, ethnic group identification and, if applicable, his or her disability. This information shall be kept confidential and shall be used only in research, validation, monitoring, evaluating the effectiveness of the District's equal employment opportunity program, or any other purpose specifically authorized in Title 5, or by any applicable statute or regulation.
2. All recruitment efforts will offer an opportunity for participation to a wide diversity of potential applicants to the extent that further recruitment efforts would be futile. All recruitments will be advertised at the minimum requirements, with no local qualifications, to ensure the most inclusive possible applicant pool. The application period for each recruitment shall be long enough to ensure inclusive outreach efforts to members of monitored groups; minimally 2 weeks.
3. The Office of Human Resources shall monitor and analyze the composition of all recruitment pools.

SCREENING OF APPLICATION MATERIALS

PAPER SCREENING PROCESS

Using the pre-determined rating criteria, form and rating methodology, all members of the screening committee shall review all completed application materials and shall then select for interview those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.

Following the screening of application materials and the selection of interviewees, the Office of Human Resources shall be responsible for notifying applicants who were not selected. Such notification will be made (via US mail) as soon as possible upon completion of the application materials screening and upon notification of the screening committee chair.

SCREENING OF INTERVIEWEES

All pre-determined interview questions and skill demonstrations with key response elements, and other screening components of the selection process, must be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions (and skill demonstrations) shall be used to screen each candidate. The Committee may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, Committee members must assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

All members of the Screening Committee must be present during all of the interviews. If a Committee member is unavoidably absent and subsequent interviews cannot be rescheduled, the remaining Committee members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the Screening Committee membership, the hiring manager/chair will decide on a course of action.

The committee members may discuss the candidates prior to making their individual ratings. This discussion should permit members to ask questions and raise concerns. Advocacy will not be a factor in this discussion; but rather clarification and insights about the interview should be sought.

After this discussion, if it occurs, each member will independently complete the overall rating for the candidate. The individual members will add up their scores and score calculations will be double checked by another committee member. The total scores for all the applicants will be tallied and the applicants will be rank ordered. The committee will select one or two finalist on which to request Human Resources perform a reference check or second/final interviews.

This ranking, along with all the scoring documents will be submitted for final review to the Human Resources Representative. The Representative will review the ratings to determine if there are any unusual factors in the ratings, improper comments on the review form or any evidence of bias. If so, this will be brought to the attention of the Associate Dean of Human Resources, who will decide whether the process should be terminated.

If there are no inconsistencies in the ratings, improper comments or other evidence of bias, reference checks will begin on the finalist(s) the committee has requested. The Human Resource Representative will conduct a reference check.

INTERVIEW DOCUMENTATION

An interview rating form must be completed in order to document the quality of each candidate's responses. The Screening Committee Chair is responsible for reviewing all of the completed rating forms to assure that comments made by Committee members relate only to job-related criteria.

At the conclusion of the interviews and skill demonstrations, the Human Resource Representative shall compile all of the rating forms, Committee member notes and other written documentation of the process into a final and confidential Committee record that will be sealed and maintained in a designated location at the College for a period of three (3) years as required by law.

The Office of Human Resources shall be responsible for notifying unsuccessful interviewees via telephone. Such notification will be made as soon as possible upon the acceptance of an employment offer by a finalist.

CRITERIA FOR THE RECOMMENDATION OF FINALISTS

Several factors are to be considered by the Committee in selecting interviewees who will be forwarded as finalists for reference checks or second/final interviews. The selection should be based on a combination of the information contained in the candidates' application materials, the interview performance, and results of the skill demonstration or other pre-determined, job-related Committee assessment tool. Such factors as the following shall be considered:

- demonstrated professional competence
- scope and quality of professional preparation
- experience and skills related to the position
- demonstrated skill and preparation to work in a multicultural, multilingual educational environment
- sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students

The Screening Committee will select as finalists those candidates who most closely meet the selection criteria, are well qualified in the opinion of the committee, and would be most likely to be successful if selected for the position. Finalists' names shall be forwarded to the Human Resources representative.

FINAL INTERVIEWS AND REFERENCE CHECKS

If the hiring manager opted to appoint a designee to act as committee chair, the hiring manager may choose to conduct second/final interviews. Determination of Finalist will be as outlined above. Finalist will be given seventy-two (72) hours notice to return for a second/final interview with the hiring manager.

All second/final interview questions must be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement. The hiring manager may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, the hiring manager must assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

Following the second/final interviews, the hiring manager may consult with the designated chair and committee to discuss the strengths and weaknesses of each candidate in relation to the job description. The hiring manager will forward the name(s) of finalists proceeding to the next stage; reference checks.

Reference checks will be conducted by the Human Resources representative using a standard reference check documents which are used for all positions. Telephone calls will be made to a finalist's past supervisors, co-worker or other listed references which most directly pertains to the position or the required skills. A summary of the references will be sent to the hiring manager/chair for consideration.

If the results of the reference check are satisfactory to the hiring manager/chair, an employment offer may be made to the finalist. If the results of the reference check are not satisfactory to the hiring manager/chair, the committee may choose to next highest ranked finalist for reference checks. The process continues until a satisfactory finalist is agreed upon by the hiring manager/chair, or all finalists identified by the committee have been reviewed and rejected.

The person who is eventually selected for hire will be from among the finalists who were recommended by the screening committee. If the hiring manager/chair does not select one of the recommended finalists, the manager will meet with the screening committee to explain the decision. The committee may elect to review the pool of candidates and recommend additional finalists, or the hiring manager may reopen the hiring process.

CANDIDATE APPROVAL PROCESS

Following selection of the final candidate, the hiring manager/Chair shall contact the successful candidate and notify the person that he/she is being recommended for employment to the Board, indicating details of salary and benefits must be reviewed with the Human Resources Office and that the offer is contingent upon Board Approval. All candidates will be placed on Step A of the salary scale, unless the candidate is a Monterey Peninsula College permanent employee in which case, placement will be determined by the current CSEA contract.

The Human Resource Representative shall prepare a Board agenda item recommending the hiring of the successful candidate as soon as the candidate accepts the position. Unsuccessful candidates will be notified either by phone or letter after the successful candidate accepts the position.

Recommended candidates will not begin work until approval by the Governing Board. The Superintendent/ President may make exceptions according to emergency departmental needs.



Request to Fill Classified Positions

(All vacancies, increases in hours/months, and/or new positions)

This form can be used to track the request process for filling vacant positions, and/or requesting new positions or increases in current positions. This form is not to be used for reclassification requests or reorganizations. Complete the sections immediately below, attach any documentation and forward the packet according to the listed steps. Each person in the chain will initial and date the document, and forward it as appropriate. If the request is denied at steps 1, 2 or 4, the individual or group denying the request will inform the requesting party. Steps 3 and 5 are recommendatory only.

Note: Temporary (District or agency) employment in the requested area is limited to a maximum of 120 days following the vacancy. This limit is designed to encourage prompt review of the vacancy. (Once a position has been opened for recruitment, however, Education Code Sec. 88003 further limits such employment to 60 days.)

1. Replacement (no changes) or NEW position

Department:		Last Incumbent:	
Position Title:		Date of vacancy:	
Service Class:		Funding Source:	
Hours per week:			
Months per year:		Bilingual Required:	Yes or No <i>VP signature Required</i>
Days & Hours to be worked:		Night Shift or Graveyard stipend?	None NS GY

2. Revised position or changed position (complete section above for comparison)

Department:		Last Incumbent:	
Position Title:		Date of vacancy:	
Service Class:		Funding Source:	
Hours per week:			
Months per year:		Bilingual Required:	Yes or No <i>VP signature Required</i>
Days & Hours to be worked:		Night Shift or Graveyard stipend?	None NS GY


3. Annual Cost of the Proposal, and source of funds: _____

4. Justification/Rationale, and Consequences of not making the change (use additional sheets as necessary):

Reverse this sheet, and use the table for tracking the progress of your request.

Appendix A

Classification/Position: _____ **Date:** _____

steps	REPLACEMENT POSITION	Initials/ Date	steps	NEW OR CHANGED POSITION*	Initials /Date
1	Chair/manager discusses vacant position with division/area and other relevant group(s).		1	Chair/manager discusses the new/vacant position with division/area and other relevant group(s).	
2	Chair/manager discusses with VP. The VP may authorize short term help if funds in the budget and no additional cost.		2	Chair/manager discusses with VP. The VP may authorize short term help if funds in the budget and no additional cost.	
3	VP discusses request with Vice Presidents and President		3	VP discusses request with Advisory Group.	
4	President makes final decision. VP presents to College Council for information.		4	VP discusses request with Vice Presidents and President. HR informs MPCEA.	
5	HR begins recruitment, takes recommendation to Governing Board, or takes other necessary steps.		5	College Council Reviews and makes a recommendation to the President. 2 Readings.*	
 MPC MONTEREY PENINSULA COLLEGE			6	President makes final decision and informs VP, Chair/manager. President directs HR to process request. (Board approval, recruitment, etc.)	
			7	HR begins recruitment, takes recommendation to Governing Board, or takes other necessary steps	

VP's Authorization for Bilingual: _____

DATE: _____

President's Authorization: _____

DATE: _____

Dr. Douglas Garrison

Note #1: These steps may take more or less time depending upon time constraints (e.g. e-mail vs. meetings), and the nature of the position.

Note #2: If this process cannot be completed within 30 calendar days, the President may authorize action without completing this process and will inform the College Council.

Note #3: If the new or changed position is vital to core mission of the college, the President may authorize action without completing this process and will inform the College Council.

Note #4: Once recruitment begins, Education Code Section 88003 limits short term or substitute employment to 60 days.

*New and changed positions must be presented to College Council for two readings and approved by the Board of Trustees. Positions included in MPCEA must be negotiated.

TEMPLATE FOR CLASSIFIED POSITION REQUEST

Position Title:

Dept/Program:

Submitted by:

Search Committee Chair:

PT/FTE:

New or Replacement:

Service Category:

Salary/Benefit Costs:

Net Additional Costs:

Funding Source:

Are there Salary Savings:

Description of duties and responsibilities:

Special Considerations:

Does Position act as an entry point for the college? Should it be bilingual? Why?

I am requesting this position be considered by the Vice President to be designated Bilingual Required.

No, this position should not be bilingual required

What would happen if this position weren't approved?