

**PERALTA COMMUNITY COLLEGE DISTRICT**  
**OFFICE OF HUMAN RESOURCES**

**HIRING PROCESS: MANAGEMENT AND CLASSIFIED POSITIONS**

1. **Purpose** - To clarify the steps and the process for filling vacant management and classified positions. A separate document describes HR's process for filling regular faculty positions.

2. **References** –

- Administrative Procedures 7122
- Board Policy 3410
- Board Policy 3420
- Board Policy 7100
- PCCD Bargaining Agreement with SEIU, Local 1021
- PCCD Bargaining Agreement with IUOE, Local 39
- Education Code Sections (various)

3. **Contents** –

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#### 4. Request To Advertise

To fill vacant management and classified positions, please submit a **Request To Advertise** packet containing the following items:

- **Personnel Action (Paper Form)** – Request To Advertise. In addition to the standard fields, the following information must be included on the PA:
  - a. Position Control Number (Consult with Director of HR, if none or if it is a new position, HR will create a new position number)
  - b. Job Code & Title
  - c. Hours/Week. (Specify work schedule if less than 40 hours/week)
  - d. Budget Code
  - e. Comments – Include name of prior incumbent.
  
- **President/Vice Chancellor Memorandum** – Explains the reason why the college/department is requesting to fill the position. This memorandum should also address:
  - Changes in the duties of the position, if any, since the last time the position was filled.
  - Any special advertising requests (subject to review and budget).
  - Details around any testing/evaluation requirements of applicants and/or semi-finalists.
  
- **Draft Job Description** – Hiring manager reviews and updates existing job description. If the position has previously been filled, the draft should be a copy of an already approved job description with any changes either highlighted or underlined. Changes may include duties and desirable qualifications. If a new job title is being proposed, a process will have to be initiated to determine the proper title, salary, duties, etc.
  
- **Organization Chart** – Displays the department, the position, and other positions within the department.
  
- **Additional Requirements**<sup>1</sup>: Grant information or any additional information required by the Chancellor or Vice Chancellor for HR and Employee Relations.

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<sup>1</sup> *Grant-Funded Positions - If this is a new grant-funded position, include a copy of the grant.*

## HR Review of the Request

- HR will schedule an appointment with the Hiring Manager to go through the job description to discuss changes, revisions, etc. This will be a comprehensive review of the duties, somewhat similar to a desk audit.
- HR will confirm budget and position information with Finance.
- HR will send a copy of management job descriptions to the College or District Academic Senate for review. They have five (5) days to respond with any input, as stated in Administrative Procedure. If a response is not received, Human Resources will proceed with the advertisement.
- The Chancellor approves all Requests to Advertise.
- If review and analysis of the job description or class is ongoing after the Chancellor approves the Request to Advertise, HR will complete that work before the position is posted.

## 5. Advertisement

### **Internal Advertisement Process for Classified positions:**

- a. In compliance with the SEIU Local 1021 Hourly Contract, New Article 8.7 Filling New Vacancies, a position announcement will first be advertised internally throughout the District to provide all current hourly employees the opportunity to apply for a regular position. The internal position announcement will be advertised for a period often (10) working days. All internal applicants determined by Human Resources to have met the minimum qualifications as stated in the job announcement shall be granted an interview with the Hiring Manager prior to consideration of external applicants. If no internal applicant is deemed qualified by the Hiring Manager for vacant position, Human Resources will advertise externally.

### **External Advertisement Process (both Administrator & Classified positions):**

- Positions are posted on the District website, the CA State Chancellor's Office website, and other venues depending on the position. HR encourages your suggestions on specific strategies for marketing your particular position. Marketing of all positions is subject to budget constraints and personnel.

- Per Administrative Procedure 7122, management positions will be posted at least 30 days.
- Classified positions will be posted externally at least 21 days.
- During the advertisement period, HR may consult with you if there is a need to extend the advertisement period.

## 6. Screening Committee Composition

- Classified Positions - HR will request appointments from the hiring manager and SEIU (see below)
- Management Positions – See Administrative Procedures 7122 for details (committee consists of 3 managers, 3 faculty & 2 classified members.)
- **Classified Positions** – The committee is composed of at least three (3) people:
  - a. Classified representative – appointed by the Bargaining Unit. (Not applicable to Confidential positions.)
  - b. At least one additional member. (At least two additional members if the position is Confidential.)
  - c. Manager (chair) – appointed by the Hiring Manager. May not be the direct supervisor/hiring manager. There are several reasons why the Hiring Manager may not serve as the chair of a screening committee.
    - The District embraces participatory governance in its practices.
    - A similar practice is in place for the structure of management and faculty committees, as described in the Administrative Procedures 7122 and 7121.
    - There is no Administrative Procedure in place to address this question for classified committees, but the District follows the same practice, consistent with management and faculty committee composition procedures.
    - Exclusion of the Hiring Manager from the initial stage of the classified hiring process provides a layer of protection to the Hiring Manager from accusations of several forms of impropriety.

- The District is a public institution. We are required to embrace practices consistent with equal employment opportunity, prevention of nepotism and that ensure the best candidates are advanced as finalists in an objective manner.
- a. **Faculty** – Generally, faculty do not serve on committees for classified positions. However, we do allow for one or two faculty members to sit on committees for positions that are directly involved in instructional support, such as Science Laboratory Technicians and Instructional Assistants. Appointment of faculty to classified screening committees is made by the College Academic Senate President.
  - a. **Short-term, Temporary** – Short-term, temporary employees may not serve on screening committees.
  - b. **Retirees** – Retired Classified employees who served in the vacant position to be filled may be appointed to the committee within six months of their retirement date.
- The HR Analyst reviews the composition of these committees, works with the Hiring Manager and Union Representatives to address EEO concerns as they relate to the composition of the committee.

## 7. HR's Review of Applications

- HR will normally complete review of applications within five business days after the closing date. In most cases, this review will be completed within 2 days. However, in cases where there is a high volume of applications, it may take longer.

## 8. Committee Process

- HR strongly recommends that the screening committee meet as soon as possible before the position closes. In this way, the committee can begin development of screening criteria and interview questions as soon as HR has completed the initial screening (shortly after the position has closed).
- After HR approves the screening criteria, the committee members will be sent an email with instructions to access the online PeopleAdmin job application website and be given a login and password.

- **Initial Meeting** – The committee chair is responsible for coordinating and scheduling the first meeting. All members of the committee and an HR representative must attend the first meeting.
  - a. **OPTIONAL**: *The Hiring Manager may attend the first meeting to speak briefly about her/his vision and priorities with the position. This should only be done at the beginning of the meeting. The Hiring Manager may not participate in the remainder of the meeting or in any deliberations.*
  - b. The committee is to rely on the job description, including the duties, qualifications that exceed the MQs, and desirable qualifications to make decisions on developing screening criteria and interview questions.
  - c. A representative of HR will conduct necessary training for the committee and answer questions. Among other topics, this training will include information about confidentiality, the process, diversity, and interviewing best practices.
  - d. At the conclusion of the training, the HR Representative will collect the signed Confidentiality Agreements and bring them back to HR for filing. S/he will also leave a packet with the committee chair that contains supporting information to properly conduct screening and interviewing.
  - e. The document, **Your Role in the Selection Process**, should be distributed to every member of the committee to take and review.
  - f. (<https://peraltaccd.peopleadmin.com/hr/sessions/new>). Job applications may be reviewed at any time from any computer during the period the committee is reviewing applications.
  - g. The committee should accomplish the following before concluding the first meeting:
    - i. Come to agreement and block out calendars with dates and times for remaining committee meetings, including interview dates

- ii. Decide whether to paper-screen the applications or interview all candidates. If the committee will interview all candidates, then paper-screening is not required. HR recommends that committees interview everyone when the pool has less than ten candidates. This is a recommendation, not a rule.
  - iii. If paper-screening is to be conducted, come to agreement on proposed paper-screening criteria.
  - iv. Review **Your Role in the Selection Process** for tips on paper-screening criteria. *Paper-screening criteria is based solely on objective criteria such as **experience** and **education**. Determining a candidate's **ability** cannot be done on paper. Those types of determinations is reserved for the interviewing stage.*
  - v. **Paper-screening criteria must be approved by HR.**
  - vi. Come to agreement on time-line, communication, and process for developing interview questions
- **Paper-Screening** – Members of the committee may begin to paper screen the applications after HR has approved the criteria.
    - a. Every application must be screened by every member of the committee.
    - b. Use the 0 – 4 Rating Key shown at the bottom of criteria form.
    - c. After compilation of scores, the committee comes to agreement on the “cut-off score.” Any candidate whose paper-screening score meets or exceeds the “cut-off score’ is to be invited for interview. No exceptions. The committee will also finalize the draft of interview questions.
    - d. After the committee has completed the paper screening of applications, the chair will email the following information to the HR Analyst:
      - i. Paper Screen Summary sheet with semi-finalists’ names highlighted
      - ii. Paper-screening worksheet from each committee member

- iii. The cut-off score and interview date(s).
  - iv. Interview questions draft.
- e. The HR Analyst will notify those candidates not forwarded for interview.
- **Interviewing** – The committee may conduct interviews of the selected candidates after the paper- screening results have been validated interview questions have been approved by HR.
    - a. Review the “Guidelines for Interviews” in Your Role in the Selection Process handout for tips on interview questions.
    - b. Selected candidates are contacted by someone on the committee or designee to schedule interviews at least one week in advance. This gives the eligible candidates adequate notice and should result in having maximum participation in the interviews by the selected candidates. This will also give out of town candidates time to schedule travel. HR recommends that all management and high-level classified positions be scheduled even further in advance, e.g. two weeks or more.
    - c. Use only the 0 – 4 Rating Key shown at the bottom of the interview rating form.
    - d. Skype/video conferencing or phone interviews is **NOT permitted for classified candidates**. Video conferencing is available for management candidates if they live in excess of 250 miles from the Peralta Community College District office. Phone interviews are not permitted for any candidate.
    - e. If a candidate has travelled here for the first interview from out of town, the Hiring Manager may conduct a “courtesy” second interview with that candidate in case s/he advances to the finalist stage. The final interview questions must be pre-approved by HR and will be the same for all finalists.
    - f. After compilation of the interview scores, the committee determines who will be forwarded as finalists based on the highest scores. The committee shall only recommend candidates as finalists who, based on the assessment of the committee, are highly qualified and can successfully perform the essential duties and responsibilities of the position. Guidelines for recommending finalists:



- i. **Administrators** – Administrative Procedure 7122. After all candidates have been interviewed, the committee deliberates and prepares its recommendation of 0-6 finalists to the Vice Chancellor for Human Resources or designee, without ranking.
  - ii. **Classified (Local 39)** – [Bargaining Agreement] The number of finalists submitted is at the Screening Committee’s discretion. (Names to be submitted in alphabetical order.)
  - iii. **Classified (SEIU/Local 1021)** – [Bargaining Agreement] 17.2.4 (a)(2) The names of the candidates with the top three (3) scores shall be forwarded to the appointing authority for consideration. In the event of a tie, four (4) names may be submitted. (Names to be submitted in alphabetical order.)
  - iv. **Confidentials** – [No Bargaining Agreement] The number of finalists submitted is at the Screening Committee’s discretion. (Names to be submitted in alphabetical order.)
- **Conclusion** – The committee chair is responsible for the following:
    - a. Deliberate and compile input from the members of the committee and write the committee’s recommendation memorandum (Strengths & Weaknesses). Gather all materials from each member of the committee, i.e. all scoresheets, notes, etc.
    - b. Turn in all materials to HR including:
      - i. Strengths & Weaknesses Memo (of finalists)
      - ii. Interview Score Summary sheet
      - iii. Interview rating sheets from each committee member
      - v. All notes taken during the process by each committee member
      - vi. All required paper work/forms per the Return Checklist included in the committee packet.
    - c. The HR Analyst will review and validate the completed committee packet and notify those candidates not forwarded for final interview as well as the candidates who were forwarded.

## 9. HR Review of Committee Results

- HR will normally complete review of the committee's recommendation within two business days after the committee packet has been returned by the chair of the committee.

## 10. Final Interviews

- The Hiring Manager will conduct in person final interviews. The Hiring Manager is not required to have other participants in the final interview, unless the manager decides to invite others to participate (such as a member from the department.) However, HR may occasionally sit in on these interviews as an observer. The Hiring Manager makes the recommendation for hire. Please consult with the Director of HR for further details.
- The Hiring Manager is responsible for drafting the final interview questions, obtaining HR approval, scheduling and conducting interviews of all the finalists, and making a recommendation in accordance with the Administrative Procedure and/or bargaining agreement.
- All participants in the final interview must complete interview rating sheets and rate all finalists on their answers using the provided rating scale.
- **(Salary placement discussions with the selected finalist will be conducted by HR. The District will not be able to honor salary discussions made outside of HR's review process. To avoid misunderstandings on salary, DO NOT make offers or promises regarding salary placement.)**
- Please return all of the following documentation as a part of the finalist/recommendation packet:
  - 1. Recommendation Memo (Classified)** – includes background information about the recommended finalist(s), including strengths, education, experience, skills, and qualifications. Includes recommended start date.

**Recommendation Memo (Manager)** – Same as above. Also, include your recommendation to the Chancellor for the contract period. The Chancellor will make a recommendation to the Board of Trustees. Additionally, forward an electronic (MS Word) copy of the recommendation memo to the HR Analyst and Director of HR. The text of your recommendation will be included in a packet that will be reviewed by members of the Board of Trustees.

**2. Reference Checks** – Completion of at least three reference checks for all external candidates is required from their current and previous supervisors. Reference checks for internal candidates are also required from at least the current or previous supervisor. (Internal refers only to permanent/salaried employees of the District.) Collect as much of the requested information on the form as the reference will give. Some of the information, such as salary information, may have to be used by HR for further analysis.

**3. Initiate Hire ePAF**

Comments in hire ePAF– include any pertinent comments regarding position (full title; categorically or grant funded, special hours, etc...)

All other documents from the hiring packet, including confidentiality agreements, interview score sheets, application materials, interview notes, schedule of interviews, etc.

## **11. Final Review, Offer, and Approval**

- HR will review the finalist/recommendation packet for completeness and follow up if necessary.
- If there is a recommendation for salary placement above the base, HR will review the supporting material and make a determination. HR will call the finalist and make a conditional offer. The conditional offer is contingent upon Board/Chancellor approval and criminal background check. (Board approval is required only for management hires)
- After the conditional offer is accepted, the HR Generalist schedules an intake appointment with the finalist. At this time, HR also submits the recommendation to the Chancellor or Board for approval.
- During the employment intake appointment, candidates new to the District will be given information to have their fingerprints taken at another location. There are other requirements, such as TB testing, completion of the I-9, etc.
- The Board of Trustees approves all management hires.
- The Chancellor approves all hires of probationary classified employees, including transfers and promotions.

- After the Chancellor/Board has approved the hire, HR will inform the Hiring Manager.
- Background Check – All new employees must be fingerprinted, per Ed Code. Finalists are not approved to start work for the District until after HR has received and reviewed the results from the CA Department of Justice (DOJ.) Managers must be cleared by both the CA DOJ and FBI. HR will contact the Hiring Manager immediately to inform her/him if the finalist has not been cleared by the DOJ/FBI or if it is pending.
- Start Date – If the recommended start date has passed when the finalist is cleared to work, the HR Generalist will contact the Hiring Manager regarding a new start date.
- After confirmation of the start date and the intake process, HR will enter the employee's job record in the HRMS (HR Management System).