

## **G. Advertising the Position**

In addition to the District website, job postings will appear on selected job posting websites and in newspapers. Career fairs will be utilized for faculty positions, as appropriate.

In certain circumstances, supervisors, managers or any other persons may be aware of specific recruitment sources not ordinarily utilized. In addition, the use of personal contacts to disseminate information about position vacancies is encouraged. "Word of mouth" is always an effective recruiting tool.

Every attempt should be made to get out information about openings to "protected class" groups (i.e., ethnic minorities, women, disabled, Viet Nam Veterans, etc.). Recruiting, such as advertising in publications designed to reach a specific group is particularly important when underrepresentation of a particular, protected class has been identified. In any case, all advertising and other recruiting activities should be designed to produce a diverse applicant pool.

## **H. Evaluation of Applications and Supplemental Questionnaires**

The preliminary evaluation of the applicant begins with the District application form and a supplemental job information questionnaire.

1. **District Application Forms.** There are two separate District application forms (one for classified employees and one for academic employees). All applicants for District employment must complete the appropriate District application form. This form must be completed and signed by the applicant before any employment consideration can be made. In some cases, the College/ District may require that a resume also be submitted with the application. A resume, however, may not be utilized in lieu of the regular application or the supplemental questionnaire.
2. **Supplemental Job Information Questionnaire.** A supplemental job information questionnaire is required to gather information from applicants which are (1) related to some of the knowledge, skills, abilities and personal characteristics which are important in the selection processes and/or (2) information about an applicant's suitability for a specific position or the particular aspects of the position as identified in the desirable qualifications.

The supplemental job information questionnaire must be evaluated to make the first selection decisions. This process is commonly known as "paper screening" or "application screening" and results in some applicants being rejected and others being designated for interviews. This process is a selection practice and, as such, must be shown to be job related and completed in a systematic fashion. The paper screening committee should consist of one to five members who have a thorough understanding of the job in question. Every attempt should be made to include members of protected groups in the process.

Applications should first be screened for the minimum qualifications which establish training, experience, degree, license or certificate requirements. Applicants who do not meet these MQs will be eliminated from consideration. The remaining applications will then be evaluated on the basis of the responses to the other supplemental application questions and points assigned accordingly.

The application screening process will result in rejection of some applicants and a decision to interview the most qualified applicants. Those applicants not chosen to be interviewed will receive a routine letter of rejection from the President, Director of Business Services, Chief Human Resources Officer or designee immediately following the process.

All requests from applicants for specific information surrounding the screening of their applications should be forwarded to the Chief Human Resources Officer for review and response.

## **I. Administration of Written Tests or Job Performance Tests**

The two other traditional types of selection procedures are written job knowledge tests and job performance (work sample) tests.

1. **Written Job Knowledge Tests.** A job knowledge test is a measure of essential knowledge required for the successful performance of some jobs. It usually is administered to experienced job applicants and measures the individual's knowledge or skill in a particular occupational area in which the applicant has had either experience or specific training. Through thorough job evaluation, the essential knowledge required for doing a job is determined and a test is then constructed to evaluate this knowledge.

To develop job knowledge tests, the job evaluation must focus heavily upon what a successful employee needs to know to do the job. A very highly concrete degree of detail is required and many specific examples of what the employee does must be obtained in the job analysis. The difficulty level of these tasks must be assessed. To whatever degree possible, the test must be a faithful reproduction of what the employee must know to do the job. If a job knowledge test is to be used, it should be approved by the Chief Human Resources Officer.

2. **Job Performance Tests.** A job performance test is one in which job tasks are simulated to a relatively high degree. It measures an applicant's ability to perform a specific job task or set of tasks. Typical job performance tests would be such things as keyboarding, giving a class lecture, or handling office procedures.

In developing a performance test, one must first decide what part of the job should be measured and then how to simulate it. Simulations involve two dimensions. (1) "realism" is the degree of actual job environment detail in the simulation, and (2) "scope" is the degree to which the various aspects of the job are simulated. These aspects must be critical to successful job performance.

## **J. Administration of Screening and Hiring Interviews**

There are two basic types of interviews typically used in the selection process. The first is called a structured "screening" interview; the second is the "final" or "hiring" interview.

Prior to screening interviews, the location EEO Officer (or designee) reviews the confidential applicant flow data on those selected for a screening interview. The EEO officer will ensure that EEO policies are met, and take action, if required, based on District policy. For faculty positions, this determination is made in consultation with the screening committee and Division Dean. The screening interview provides additional information on the qualifications of the applicants and assists in designating what predetermined minimum number will be recommended for the hiring interview (usually at least three for classified and management positions). If there are not at least three well qualified finalists, the hiring manager should consult with the Chief Human Resources Officer on how to proceed.

The "final" or "hiring" interview is conducted in order to identify the one applicant who will be appointed to the position. Since interview development principles apply equally to both interviews, the following section is applicable to both types of interviews. Each interview committee member should receive training in the process.

1. **Screening Interview Committee.** When using a screening interview committee, it is

recommended that there be three to six members. The chairperson may or may not be a voting member of the committee. The members should have a thorough understanding of the position and, if feasible, be representative of the various "protected" groups. The members of the screening interview committee shall not be the same individuals who were members of the application screening committee or who will serve on the hiring interview committee. Management may choose to ask classified staff members to serve on interview committee for non-unit positions. If so, the Local 1 contact requires notification of the union. If a committee member has a "conflict of interest" regarding any applicant, she/he should withdraw from the process. All Local 1 unit members who wish to participate in the application review or screening interview process should attend a formal training session or workshop offered by the District Human Resources Office.

2. Guidelines for Structuring the Interview Process.
  - a. Structured interviews, where a relatively set pattern is followed, are best.
  - b. Evaluate no more than five to eight well-defined dimensions of behavior in the interview. Use other selection techniques when appropriate, such as job knowledge and/or performance tests.
  - c. Use a rating scale which defines numerical anchor points on the scale, e.g., one point for a very weak response through five points for a very strong response.
  - d. Discuss with interviewers what they are supposed to be measuring and how to look for it.
  - e. Plan the interview from the introduction to the finish well ahead of time. Sufficient time must be allocated to obtain the amount of information needed to identify the most qualified candidates.

3. Interview Content. Interviews are time consuming and costly, and applicant characteristics to be evaluated and rated must be carefully chosen. Do not try to measure such ambiguous qualities as "personality" or "intelligence."

Do try to define carefully in behavioral terms, the crucial knowledge, skills, abilities and personal characteristics which cannot be evaluated by looking at an applicant's experience, letters of recommendation or references.

The exact factors that will be evaluated in the interview should have been identified in a job evaluation of the position. Choose factors that are suitable only for assessment by the interview process.

4. Rating Scales. Develop rating scales for use by all interviewers. Each rating scale should have:
  - a. a brief description of the factor being evaluated (using the question), and
  - b. a description of each level of the rating scale.
5. Interview Guide and Rating Form. Devise a form which can be used by the interviewers to (a) reinforce rating factors and scale in question; (b) make their rating of the applicants; (c) record the reason for ratings; (d) record any other comments the interviewer might wish to make about the applicant or interview process itself; and (e) record numerical scores.
6. Design Interview Procedure. Careful attention to the actual interview procedure and the physical surroundings are important.
  - a. Choose an interview location that is comfortable and far from distraction. Avoid any type of interruption.
  - b. Decide how, and by whom, the applicant will be greeted and escorted to the