



GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

Grossmont-Cuyamaca Community College District Operating Procedures

**PE12 - Hiring Classified Personnel (Non-Management)**

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**Resources**

- [Relevant Codes, Regulations, and District Policies](#)
  - [GCCCD's Commitment to Diversity \(BP 7100\)](#)
  - [Board Resolution 21-005 - Affirming Commitment to the Diversity in Hiring Reform Strategy:](#)  
On April 20, 2021, "the Grossmont-Cuyamaca Community College District Governing Board affirm[ed] its commitment to the reform strategy to improve diversity in hiring, which will improve student success and close equity gaps in achievement."
- [Roles and Responsibilities of Stakeholders](#) (in progress)
- [Recruitment Plan Resources](#) (in progress)
- [Glossary of Terms](#) (in progress)
- [Forms, Job Descriptions, Websites, and Workday Tutorials](#) (in progress)

## **Stakeholder Responsibility - Quick Reference**

<b>Stakeholder</b>	<b>Responsible</b>	<b>Potential</b>
Academic Senate	Step 3	Step 4
Administrator's Association	n/a	Step 3
Appropriate Administrator	Step 1	Steps 20, 22
Associated Students	n/a	Steps 3
Classified Senate	Step 3	Step 4
College President, Vice President, or Vice Chancellor	Step 22	Steps 3, 4, 12, 13, 16, 18, 19, 20, 21
EEO Representative (EEO Trained)	Steps 6, 7, 8, 9, 11, 12, 15, 17, 18	Steps 10, 13, 15, 16, 19
EEO Site Lead (EEO Trained)	Steps 2, 3, 10, 11, 21	Steps 4, 13, 14, 16, 19
EEO Office	Steps 2, 4, 5, 6, 10, 13, 14, 16, 19	n/a
Human Resources/Director of Human Resources	Steps 1, 5, 6, 10, 11, 12, 14, 17, 23, 24	Steps 7, 8, 9, 16, 19
Search and Interview Committee Chair	Steps 3, 6, 7, 8, 9, 10, 11, 12, 13, 15, 17, 18, 20, 21	Step 14, 16, 19, 22
Search and Interview Committee	Steps 6, 7, 8, 9, 11, 12, 15, 17, 18	Steps 10, 13, 16, 19, 22,
Vice Chancellor of Business Services	Step 1	n/a

## **Procedure**

### **1. Submit Strategic Hire Request**

For Cuyamaca or Grossmont campus-based positions: The Appropriate Administrator submits the Strategic Hire Request form to President's Cabinet. President's Cabinet approves the request, in consultation with Chancellor's Cabinet, and it is then reviewed by College Council. The Vice Chancellor of Business Services brings the request to the District Strategic Planning and Budget Council (DSP&BC) for review. After the review is complete, Human Resources will contact the EEO Office, the EEO Site Lead, and the Appropriate Administrator to begin the search process.

For District Services positions: The Appropriate Administrator submits the Strategic Hire Request form to the Chancellor's Cabinet. Upon approval, the Vice Chancellor of Business Services brings the request to the District Strategic Planning and Budget Council (DSP&BC) for review. After the review is complete, Human Resources will contact the EEO Office, the EEO Site Lead (if applicable), and the Appropriate Administrator to begin the search process.

**Responsible Stakeholders:** Appropriate Administrator; Human Resources; Vice Chancellor of Business Services

**Potential Stakeholders:** n/a

### **2. Appoint EEO Representative on Search and Interview Committee**

The EEO Site Lead, in consultation with the EEO Office, appoints the EEO Representative to the Search and Interview Committee. Preferably EEO Site Leads are tenured faculty members; however, the College President may appoint other employees to the position as needed. All EEO Representatives must complete District EEO training at regular intervals as determined by the EEO Office. They can be from any employee group, but they must be outside of the division/reporting line of the Search and Interview Committee Chairs. The EEO Representative must be present at every Search and Interview Committee meeting and included in all Committee-related emails.

**Responsible Stakeholders:** EEO Office; EEO Site Lead  
**Potential Stakeholders:** n/a

### 3. Establish Search and Interview Committee

The Search and Interview Committee Chair, in consultation with the EEO Site Lead, will contact the appropriate constituent groups for their Committee appointees. The Search and Interview Committee should be established with consideration of diversity related to race, ethnicity, gender, department/area of specialty, and when possible, gender identity and sexual orientation.

The Search and Interview Committee will consist of, at a minimum:

- EEO Representative, who is appointed by the EEO Site Lead;
- Appropriate Administrator or designee as chair;
- At least two Classified (non-management/supervisory) employees—one from the department/area or closely related area, and the other from a different department/area, with consideration of reporting structures so that the Search and Interview Committee includes at least one Classified that is not within the direct reporting line of the Search and Interview Committee Chair; and
  - Classified Senates appoint Classified representatives to Search and Interview Committees
  - For District Services Classified positions, Cuyamaca College, Grossmont College, and District Services Classified Senates shall coordinate to appoint Classified representatives on Search and Interview Committees
  - Classified Senate will be notified about the need for representatives at least three weeks in advance of the Search and Interview Committee orientation
- At least one full-time or part-time faculty member
  - Academic Senates appoint faculty representatives to Search and Interview Committees
  - For District Services Classified positions, Grossmont and Cuyamaca College Academic Senates shall coordinate to appoint faculty representatives to Search and Interview Committees
  - Academic Senates will be notified about the need for representatives at least three weeks in advance of the Search and Interview Orientation

The Committee Chair may recommend to the College President or Vice Chancellor that additional members serve on the Committee:

- An administrator, appointed by the Administrator's Association
  - The Administrator's Association will be notified about the need for representatives at least three weeks in advance of the Search and Interview Orientation
- A student selected as a representative through a participatory governance body
  - Associated Students of Grossmont College (ASGC) or the Associated Student Government of Cuyamaca College (ASGCC) appoint students to Search and Interview Committees, in consultation with the Dean of Student Affairs
  - Associated Students will be notified about the need for representatives at least three weeks in advance of the Search and Interview Orientation

- One community member (not currently employed at GCCCD), appointed by the College President at Grossmont College or Cuyamaca College or the appropriate Vice Chancellor
  - The College President or Vice Chancellor will be notified about the need for representatives at least three weeks in advance of the Search and Interview Orientation
- A subject-matter expert (currently employed at GCCCD), appointed by the College President at Grossmont College or Cuyamaca College or the appropriate Vice Chancellor
  - The College President or Vice Chancellor will be notified about the need for representatives at least three weeks in advance of the Search and Interview Orientation

**Responsible Stakeholders:** Academic Senate; Classified Senate; EEO Site Lead; Search and Interview Committee Chair  
**Potential Stakeholders:** Administrator’s Association; Associated Students; College President or Vice Chancellor

#### **4. Conduct Diversity Analysis of Search and Interview Committee Composition**

The EEO Office assesses the diversity of the proposed Search and Interview Committee composition. The EEO Office shall review the Search and Interview Committee with consideration of diversity related to race, ethnicity, gender, department/area of specialty, and when possible, gender identity and sexual orientation. If the Search and Interview Committee composition does not meet the standards for diversity established by the EEO Office, the EEO Office will notify the EEO Site Lead, who shall work with the Academic Senate President, Classified Senate President, and College President or Vice Chancellor, to remedy any area of underrepresentation on the Search and Interview Committee.

**Responsible Stakeholders:** EEO Office  
**Potential Stakeholders:** Academic Senate; Classified Senate; College President or Vice Chancellor; EEO Site Lead

#### **5. Approve Search and Interview Committee Composition**

Once the Committee composition meets the standards for diversity established by the EEO Office, the EEO Office approves the Search and Interview Committee composition and forwards the composition to the following:

- EEO Site Lead
- Committee Chair
- College President or Vice Chancellor
- Director of Human Resources

Human Resources provides Search and Interview Committee members with PE 12 and related materials to the search process.

**Responsible Stakeholders:** EEO Office; Human Resources/Director of Human Resources  
**Potential Stakeholders:** n/a

#### **6. Provide Orientation to Search and Interview Committee**

The EEO Office and Human Resources will provide the committee with an orientation prior to the job posting. This orientation will include:

- An overview of the responsibilities to be performed by the Committee members, including the request that all members commit to participating in all stages of the Search and Interview process;
- Distribution of the District's Selection Guides (e.g., Search and Interview Do's and Don'ts);
- Execution of Confidentiality Statements;
- The role of the EEO Representative on the Committee and the importance of this role;
- The District's commitment to improving diversity in hiring and relevant data;
- An overview on EEO and diversity laws, concepts and applications;
- Relevant District EEO Plan, policies, and procedures;
- Directions for creating the approximate timeline for hiring, including a schedule for paper screening, interview(s), and selection;
- Review the job description;
- Discuss specific recruitment strategies and develop the [Recruitment Plan](#), which specifies where and how the Job Announcement is posted, with consideration of diversifying the applicant pool; and
- Human Resources will document the training date and attendees.

**Responsible Stakeholders:** EEO Office; EEO Representatives; Human Resources; Search and Interview Committee; Search and Interview Committee Chair

**Potential Stakeholders:** n/a

## 7. Develop Selection Plan

The Search and Interview Committee will review and revise, if necessary, the Knowledge, Skills, Abilities (KSA's), and experience necessary for the position. Develop the Minimum Qualifications (MQs), the Necessary Qualifications (NQs), and the Other Qualifications (OQs) for the position. Note: Minimum Qualifications listed on the Selection Plan must align with the official job description.

The EEO Representative and the Committee Chair will facilitate a norming discussion related to the:

- District's commitment to improving diversity in hiring;
- Department/students' needs;
- Qualifications of the position;
- Committee's guiding principles/goals; and
- Process of scoring each qualification (NQs & OQs) and interview questions using a three-point scale (3=Recommend, 2=Recommend with Reservations, and 1=Not Recommended)

The Search and Interview Committee will identify which qualifications will be assessed at the following stages of the Search and Interview process:

- Paper/application screening
- First-level interview
- Second-level interview (if applicable)
- Skills demonstration (if applicable) which can include: writing prompt, etc.

**Responsible Stakeholders:** EEO Representative; Search and Interview Committee; Search and Interview Committee Chair

**Potential Stakeholders:** Human Resources

## 8. Develop Application Requirements

The Search and Interview Committee members share responsibility for the development of any required application materials.

Applicants are required to submit the following standard application materials when applying for a position:

- Cover letter, which should include:
  - Explanation of how the applicant meets the qualifications listed in the job announcement
  - Answers to supplemental question(s) that are not included in Workday (if applicable)
- Resume/Curriculum Vitae
- Transcripts - official or unofficial (if applicable)
- Other materials (if applicable)
  - For example, professional or technician certifications. Be mindful not to create a burden for applicants by requesting additional materials.

**Responsible Stakeholders:** EEO Representative; Search and Interview Committee; Search and Interview Committee Chair  
**Potential Stakeholders:** Human Resources

## 9. Prepare Job Announcement

The Search and Interview Committee members share responsibility for the development of the Job Announcement. The District's commitment to improving diversity in hiring should inform its development. The Search and Interview Committee shall prepare a Job Announcement that includes the Job Description, the Recruitment Plan (developed in step 7), the Selection Plan (developed in step 8), and the application requirements (determined in step 9), and submit it to the EEO Office for review.

**Responsible Stakeholders:** EEO Representative; Search and Interview Committee; Search and Interview Committee Chair  
**Potential Stakeholders:** Human Resources

## 10. Review, Approve, and Post Job Announcement

Human Resources and the EEO Office shall review and approve the Job Announcement that the Search and Interview Committee developed. They will notify the Search and Interview Committee regarding any required revisions. If necessary, the Search and Interview Committee will submit revisions to Human Resources and the EEO Office.

After Human Resources and the EEO Office approve the Job Announcement, Human Resources will post it to the District website and submit it to all websites/publications/job posting sites identified on the approved Recruitment Plan. After this is complete, Human Resources will contact the Search and Interview Committee Chair.

The position will be posted for a sufficient length of time to ensure a robust pool, at least fifteen (15) calendar days. The Job Announcement will only be posted once it has been approved by Human Resources and the EEO Office.

**Responsible Stakeholders:** EEO Office; Human Resources  
**Potential Stakeholders:** EEO Representative; Search and Interview Committee; Search and Interview Committee Chair

## 11. Develop Interview Questions and Skills Demonstration

The Search and Interview Committee members share responsibility for the development of first-level interview questions and skills demonstration instructions (if applicable). The District's commitment to improving diversity in hiring should inform the development of these items.

Committee members will refer to the Selection Plan that specifies which qualifications are being screened for in the interview and the skills demonstration (if applicable). These criteria will be used to develop the interview questions and skills demonstration instructions (if applicable).

Committee members will engage in a norming discussion related to interview questions and skills demonstration screening.

- Interview questions
  - Suggested timeframe: 30-45 minutes
- Skills demonstration directions (if applicable)
  - Suggested timeframe: no more than 20 minutes

The Search and Interview Committee will submit revisions to Human Resources and the EEO Site Lead prior to the position closing date. Human Resources and the EEO Site Lead will approve the interview questions and skills demonstration instructions (if applicable).

**Responsible Stakeholders:** EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee  
**Potential Stakeholders:** n/a

## 12. Review & Approve Requests for Transfer

Per the contract, CSEA employees interested in a lateral transfer must notify Human Resources via email and submit their application through Workday. If Human Resources receives a request(s) for internal transfer within six (6) days, they will forward the applicant's transfer request to the Search and Interview Committee. Transfer candidate(s) who meet minimum qualifications are guaranteed a first-level interview, regardless of how they are ranked in the screening process.

If the candidate proceeds to a second-level interview (if applicable), and is selected by the College President or Vice Chancellor, that will conclude the Search and Interview process.

**Responsible Stakeholders:** EEO Representative; Human Resources; Search and Interview Committee; Search and Interview Committee Chair  
**Potential Stakeholders:** College President or Vice Chancellor

## 13. Conduct Adverse Impact Analysis of Applicant Pool

The EEO Office will analyze the composition of the pool of applicants to ensure that no group defined in terms of race, ethnicity, gender, ability status, and when possible, gender identity and sexual orientation, is adversely impacted by the hiring processes and procedures (see EEOC Uniform Guidelines for Employee Selection Procedures).

If adverse impact is found to exist, the EEO Office will consult with the Vice Chancellor or College Vice President, the EEO Site Lead, Human Resources, and the Search and Interview Committee Chair to determine appropriate action, which may include, but is not limited to, modification of selection criteria that may have caused the adverse impact.

If the Search and Interview Committee determines that it is not in the best interest of the instructional program to modify the selection criteria, then the position will be re-advertised. A new Committee composition may be formed, at the discretion of the College President, Vice President, or the Vice Chancellor.

If adverse impact does not exist, the EEO Office approves the interview pool and forwards the pool to the Search and Interview Committee and Human Resources.

**Responsible Stakeholders:** EEO Office

**Potential Stakeholders:** College President, Vice President, or Vice Chancellor; EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee; Search and Interview Committee Chair

## **14. Review, Screen, and Forward Applicant Files**

After the closing date, Human Resources reviews the applicant files. Human Resources ensures all applications are complete. If an applicant submits an incomplete application or disqualifying/incorrect materials (headshot, reference letters, etc.), Human Resources contacts the applicant and provides three (3) working days to submit the missing materials/resubmit correct materials. Human Resources completes initial paper screening for minimum qualifications.

The EEO Office conducts an analysis of the diversity of the applicant pool, which includes applicants who meet minimum qualifications. If it is determined that a diverse applicant pool does not exist, the EEO Office will notify the EEO Site Lead and the Search and Interview Committee Chair to take additional measures to remedy underrepresentation in consultation with the EEO Office and the EEO Representative.

The process may proceed once the expected representation is achieved. If the applicant pool is not sufficiently diverse, every effort will be made to increase the diversity of the applicant pool, which may include extending the recruitment period and/or modifying the recruitment plan. If the EEO Office deems the applicant pool acceptable, Human Resources shall forward the applicants' screening information to the Search and Interview Committee, along with approved paper screening forms.

**Responsible Stakeholders:** EEO Office; Human Resources

**Potential Stakeholders:** EEO Representative; EEO Site Lead; Search and Interview Committee Chair

## **15. Screen Applications**

The Search and Interview Committee will screen applications and any supplemental materials for knowledge, skills, abilities, and experiences, using a three-point scale (3=Recommend, 2=Recommend with Reservations, and 1=Not Recommended). The Committee will score each qualification (NQs and OQs) as noted on the Selection Plan paper screening criteria.

After paper screening is completed, the Search and Interview Committee recommends candidates to be interviewed. There must be a discussion of applicants, and a simple majority of the Search and Interview Committee must be in agreement about who is being interviewed.

The Search and Interview Committee will finalize the interview pool and submit it to the EEO Office for review.

**Responsible Stakeholders:** EEO Representative; Search and Interview Committee; Search and Interview Committee Chair

**Potential Stakeholders:** n/a

## **16. Conduct Adverse Impact Analysis of Interview Pool**

The EEO Office will analyze the composition of the pool of applicants to ensure that no group defined in terms of race, ethnicity, gender, ability status, and when possible, gender identity and sexual orientation, is adversely



impacted by the hiring processes and procedures (see EEOC Uniform Guidelines for Employee Selection Procedures).

If adverse impact is found to exist, the EEO Office will consult with the appropriate College Vice President or Vice Chancellor, the EEO Site Lead, Human Resources, and the Search and Interview Committee Chair to determine appropriate action, which may include, but is not limited to, modification of selection criteria that may have caused the adverse impact.

If the Search and Interview Committee determines that it is not in the best interest of the department to modify the selection criteria, then the position will be re-advertised. A new Committee composition may be formed, at the discretion of the College President, Vice President, or the Vice Chancellor.

If adverse impact does not exist, the EEO Office approves the interview pool and forwards the pool to the Search and Interview Committee and Human Resources.

**Responsible Stakeholders:** EEO Office

**Potential Stakeholders:** College President, Vice President, or Vice Chancellor; EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee; Search and Interview Committee Chair

## 17. Establish Interviews

The Search and Interview Committee will establish interview dates and times, and locations, including the option of virtual interviews, and will forward information to Human Resources at least fourteen (14) days prior to the first interview. Interview times and dates should include a variety of days and times to accommodate applicants' schedules.

Human Resources will conduct the following actions within five (5) working days after the EEO Office has approved the interview pool:

- Contact applicants selected for an interview;
- Send an interview confirmation letter with a parking pass, campus map, ADA form, and current job description is emailed or mailed to the applicant; ADA form is to be returned to Human Resources prior to interview date; and
- Provide the following materials to the Search and Interview Committee:
  - Files of applicants to be interviewed
  - Interview questions
  - Interview ranking information
  - Reference check form

**Responsible Stakeholders:** EEO Representative; Human Resources; Search and Interview Committee; Search and Interview Committee Chair

**Potential Stakeholders:** n/a

## 18. Complete First-Level Interviews

The interview process will include an interview and a skills demonstration (if applicable). The interview and skills demonstration can be conducted remotely through a web-conferencing platform or in person.

Search and Interview Committees should not assign too much weight to any one aspect of the interview process; for example, heavily weighting the skills demonstration over the interview. All aspects of the first-level interview (interview and skills demonstration) should be considered when screening and ranking candidates.

Three or more candidates from the applicant pool must be interviewed. The Search and Interview Committee will forward at least three candidates to second-level interviews. If there are not three candidates to forward to second-level interviews, the Search and Interview Committee can reexamine the applications and invite additional candidates to a first-level interview. For positions that have a small applicant pool, where it is difficult to find candidates, or in the case of specialized positions, the College President or Vice Chancellor may approve an exception to this requirement. The Search & Interview Committee Chair must submit a Hiring Exemption Request form to the College President or Vice Chancellor if they want to submit fewer than three candidates for a second interview.

The same screening process must be followed for all candidates. Candidates should be evaluated using the same criteria, namely how well they can complete the duties associated with the position, including, but not limited to, how they view students and how they work to create an inclusive environment for the District's diverse students and employees.

The Search and Interview Committee will screen candidates using a three-point scale (3=Recommend, 2 = Recommend with Reservations, and 1=Not Recommended). The Search and Interview Committee will score each interview question, as well as the teaching demonstration, and the skills demonstration (if applicable), as noted on the Selection Plan interview screening criteria.

**Responsible Stakeholders:** EEO Representative; Search and Interview Committee; Search and Interview Committee Chair  
**Potential Stakeholders:** College President or Vice Chancellor

## **19. Conduct Adverse Impact Analysis of Candidates Forwarded to Second-Level Interviews**

Analyze the composition of the interview pool to ensure the screening criteria were appropriately applied, and no group defined in terms of race, ethnicity, gender, ability status, and when possible, gender identity and sexual orientation, is adversely impacted by the hiring processes and procedures. (see EEOC Uniform Guidelines for Employee Selection Procedures).

If the EEO Office determines there is adverse impact, they will consult with the College Vice President or Vice Chancellor, the EEO Site Lead, the Search and Interview Committee Chair, and Human Resources to determine appropriate action, which may include but is not limited to the modification of evaluation methodologies that may have caused the adverse impact and consideration of allowing candidates to acquire Other Qualifications (OQs) on the job.

If the Search and Interview Committee determines that it is not in the best interest of the department to modify the evaluation methodologies or to allow candidates to acquire Other Qualifications (OQs) on the job, then the position will be re-opened and re-advertised. A new Committee composition may be formed, at the discretion of the College President, Vice President, or the Vice Chancellor.

**Responsible Stakeholders:** EEO Office  
**Potential Stakeholders:** College President, Vice President, or Vice Chancellor; EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee; Search and Interview Committee Chair

## **20. Complete Second-Level Interviews**

Second-level interviews include the Search and Interview Committee Chair and may include the College President, Vice President, or Vice Chancellor, and/or additional administrators.

Submit all evaluation materials and notes to Human Resources within five (5) working days of the last second-level interview.

**Responsible Stakeholders:** Search and Interview Committee Chair

**Potential Stakeholders:** Appropriate Administrator(s); College President, Vice President, or Vice Chancellor

## 21. Complete Reference Checks

After second-level interviews are completed, the Search and Interview Committee Chair will conduct reference checks for each candidate using the following guidelines:

- Contact each candidate's present or recent employer;
- For consistency of information and method, the same individuals should conduct the reference checks, utilizing a conference call or web conferencing platform;
- Use the questions listed on the Reference Check Form. The same questions should be asked of each candidate's references and the responses documented; and
- Reference Check calls are to be held in strict confidence

Once reference checks are complete, the Search and Interview Committee Chair will indicate this in Workday and submit a Reference Check form for each candidate's references to the EEO Site Lead for review. If reference reports are free of bias (as defined by the EEO Office), the EEO Site Lead will send them to the College President, Vice President or the Vice Chancellor.

If reference reports are not acceptable for all candidates, the College President, Vice President, or Vice Chancellor will determine whether applicants move forward in the hiring process.

**Responsible Stakeholders:** EEO Site Lead; Search and Interview Committee Chair

**Potential Stakeholders:** College President, Vice President, or Vice Chancellor

## 22. Approve Appointment

The College President or Vice Chancellor, in consultation with the appropriate Vice President or administrator, determines who will be hired and notifies Human Resources and the Search and Interview Committee Chair.

**Responsible Stakeholders:** College President or Vice Chancellor

**Potential Stakeholders:** Appropriate Administrator(s); Search and Interview Committee; Search and Interview Committee Chair

## 23. Make Employment Offer

Within three (3) working days of being notified, Human Resources will contact the selected candidate and make an employment offer.

For certain positions with specific physical requirements, this offer may be contingent upon the applicant's successful completion of a pre-placement physical examination. The hire date for the selected applicant is effective after the successful completion of a pre-placement physical examination.

Notify the appropriate supervisor or manager of the applicant's acceptance of the position. Human Resources will notify all other applicants within three (3) days of the offer being accepted. Close-out all recruitment materials.

**Responsible Stakeholders:** Human Resources

**Potential Stakeholders:** n/a

## 24. Prepare Material for Employee Ratification

Human Resources will ensure board material is prepared for employee's ratification of employment and that all required employment documentation and new hire orientation is provided to the employee.

**Responsible Stakeholders:** Human Resources

**Potential Stakeholders:** n/a