



GROSSMONT-CUYAMACA
COMMUNITY COLLEGE DISTRICT

Grossmont-Cuyamaca Community College District Operating Procedures
PE9 - Hiring Full-Time/Tenure-Track Faculty

Steps

1. [Submit Strategic Hire Request](#)
2. [Appoint EEO Representative to Search and Interview Committee](#)
3. [Establish Search and Interview Committee](#)
4. [Conduct Diversity Analysis of Search and Interview Committee Composition](#)
5. [Approve Search and Interview Committee Composition](#)
6. [Provide Orientation to Search and Interview Committee](#)
7. [Develop Selection Plan](#)
8. [Develop Application Requirements](#)
9. [Prepare Job Announcement](#)
10. [Review, Approve, and Post Job Announcement](#)
11. [Develop Interview Questions, Teaching Demonstration, and Skills Demonstration](#)
12. [Review and Approve Requests for Transfer](#)
13. [Conduct Adverse Impact Analysis of Applicant Pool](#)
14. [Review, Screen, and Forward Applicant Files](#)
15. [Minimum Qualifications and Equivalency](#)
16. [Screen Applications](#)
17. [Conduct Adverse Impact Analysis of Interview Pool](#)
18. [Establish Interviews](#)
19. [Complete First-Level Interviews](#)
20. [Conduct Adverse Impact Analysis of Candidates Forwarded to Second-Level Interviews](#)
21. [Complete Second-Level Interviews](#)
22. [Complete Reference Checks](#)
23. [Approve Appointment](#)
24. [Make Employment Offer](#)
25. [Prepare Material for Employee Ratification](#)

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

Stakeholders	Responsible	Potential
Academic Senate	Step 3	Steps 4, 13, 15
Appropriate Dean	Steps 1, 3	n/a
Associated Students/Students	n/a	Steps 3, 19
Classified Senate	Step 3	Step 12
College President	Steps 21, 23	Steps 3, 4, 12, 13, 15, 17, 20, 22
EEO Office	Steps 2, 3, 5, 6, 12, 13, 15, 17, 20	n/a
EEO Representative	Steps 6, 7, 8, 9, 11, 12, 15, 16, 18, 19	Steps 10, 13, 17, 20, 23
EEO Site Lead	Steps 2, 3, 11, 22	Steps 4, 13, 15, 17, 20
Human Resources/Director of Human Resources	Steps 1, 5, 6, 10, 11, 12, 14, 18, 24, 25	Steps 7, 8, 9, 13, 15, 20
Search and Interview Committee	Steps 6, 7, 8, 9, 11, 12, 15, 16, 18, 19	Steps 13, 17, 20, 23
Search and Interview Committee Chairs	Steps 3, 6, 7, 8, 9, 11, 12, 15, 16, 18, 19, 21, 22	Step 10, 13, 17, 20, 23
Vice Chancellor Business Services	Step 1	n/a
Vice President Academic Affairs/Instruction Vice President Student Services	Step 21	Step 24

Procedure

1. Submit Strategic Hire Request

The Appropriate Dean 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.

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

Potential Stakeholders: n/a

2. Appoint EEO Representative to 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. The EEO Representative 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 Chairs, 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. Search and Interview Committee members commit to participating in all stages of the search and interview process.

The Committee will consist of, at a minimum:

- EEO Representative, who is appointed by the EEO Site Lead.
- Appropriate Dean, who will serve as administrative co-chair of the Search and Interview Committee.
- Department Chair/Coordinator, who will serve as faculty co-chair of the Search and Interview Committee.
 - If there is not a full-time faculty member in the department, a part-time faculty member may serve as the faculty co-chair of the Search and Interview Committee.
- Three faculty representatives appointed by Academic Senate. Academic Senate will be notified about the need for representatives at least three weeks in advance of the search and interview orientation.
 - Two full-time/tenure-track faculty members from the same discipline or department. If there are not two faculty in the department, discipline faculty within GCCCD or faculty from the same division will be appointed by the Academic Senate.
 - One full-time/tenure-track faculty member (from a different division) or one part-time faculty member (from a different division)
- One Classified (non-management/supervisory) employee representative appointed by Classified Senate, with consideration of reporting structures. Classified Senate will be notified about the need for representatives at least three weeks in advance of the Search and Interview orientation.
-

The Committee Chairs may recommend to the College President additional members to serve on the Committee:

- One student representative, appointed by Associated Students at Grossmont College or Cuyamaca College. 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. The College President 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; Appropriate Dean; Search and Interview Committee Chairs

Potential Stakeholders: Associated Students; College President

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 to remedy any area of underrepresentation on the Committee.

Responsible Stakeholders: EEO Office

Potential Stakeholders: Academic Senate; Classified Senate; College President; 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 Chairs
- College President
- Director of Human Resources

Human Resources provides Search and Interview Committee members with PE 9 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 of the Committee members, including the request that all Committee members must 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 Chairs

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 Chairs 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
- Teaching demonstration
- Skills demonstration (if applicable) which can include: education plan, writing prompt, etc

Responsible Stakeholders: EEO Representative; Search and Interview Committee; Search and Interview Committee Chairs

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)
- 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 Chairs

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 Chairs

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 Chairs.

The position will be posted publicly for at least thirty (30) 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 Chairs

11. Develop Interview Questions, Teaching Demonstration, and Skills Demonstration

The Search and Interview Committee members share responsibility for the development of interview questions, teaching demonstration instructions, and skills demonstration instructions (if applicable). The District's commitment to improving diversity in hiring should inform the development of these items. Search and Interview Committee members will refer to the Selection Plan that specifies which qualifications are being screened for in the interview, the teaching demonstration, and the skills demonstration (if applicable). These criteria will be used to develop the interview questions, teaching demonstration instructions, and skills demonstration instructions (if applicable).

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

- Interview questions
 - Suggested timeframe: 45-60 minutes

- Teaching demonstration directions
 - Suggested timeframe: 15-25 minutes
 - Identify a small group of students to participate in interviews and/or teaching demonstrations. Students will need to participate to the same degree for all candidates interviewing for a given position. For example, if students observe teaching demonstrations, they must do so for all candidates. It is not required to include students, but it is recommended.
- Skills demonstration directions (if applicable)
 - Suggested timeframe: no more than 20 minutes

The Search and Interview Committee will submit interview questions, teaching demonstration instructions, and skills demonstration instructions 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, teaching demonstration instructions, and skills demonstration instructions (if applicable).

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

12. Review and Approve Requests for Transfer

Per the contract, full-time, tenured faculty interested in transfer must notify Human Resources via email and submit their application through Workday. Human Resources 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 and is selected by the College President, that will conclude the search and interview process.

Responsible Stakeholders: EEO Representative; Human Resources; Search and Interview Committee; Search and Interview Committee Chairs
Potential Stakeholders: College President

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 does not exist, the EEO Office will notify Human Resources and the hiring process will continue.

If it is determined that adverse impact does exist, the EEO Office will consult with the EEO Site Lead, the Search and Interview Committee Chairs, the College President, and Human Resources, to determine appropriate action. Appropriate action may include but is not limited to, modification of the Selection Plan. Every effort will be made to increase the diversity of the applicant pool.

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

When the EEO Office deems the applicant pool acceptable, they will notify Human Resources and the hiring process will continue.

Responsible Stakeholders: EEO Office

Potential Stakeholders: Academic Senate; College President; EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee; Search and Interview Committee Chairs

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 the applicant with three (3) working days to submit the missing materials and/or resubmit the correct materials.

Human Resources completes an initial, preliminary paper screening for minimum qualifications.

- Human Resources contacts applicant(s) that do not meet minimum qualifications and suggest they apply under an equivalency; applicants will have three (3) working days to do so.

Human Resources will create a list with the names of applicants who applied under an equivalency and those they determine do not meet minimum qualifications. Human Resources will send this list to the Search and Interview Committee for review.

Responsible Stakeholders: Human Resources

Potential Stakeholders: n/a

15. Minimum Qualifications and Equivalency

The Search and Interview Committee will review the application(s) Human Resources determined do not meet minimum qualifications and application(s) submitted under an equivalency; including all evidence presented by the applicant(s) declaring qualifications equivalent to the minimum qualifications adopted by the Board of Governors. The Search and Interview Committee will make a determination in accordance with the equivalency criteria established for their discipline by the District Equivalency Advisory Committee. This criterion will be created in consultation with department chairs and discipline leads (if appropriate) at both colleges.

Once the applicant pool has been finalized, the EEO Office analyzes the composition of the pool of applicants (which includes applicants who are determined to meet minimum qualifications or equivalency) 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 does not exist, the EEO Office approves the interview pool and forwards the pool to the Search and Interview Committee and the Director of Human Resources.

If it is determined that adverse impact does exist, the EEO Office will consult with the EEO Site Lead, the Search and Interview Committee Chairs, the President of the Academic Senate, the College President, and Human Resources, to determine appropriate action. Appropriate action may include but is not limited to, modification of the Selection Plan. Every effort will be made to increase the diversity of the applicant pool.

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

The process may proceed once a diverse applicant pool is achieved. When the EEO Office deems the applicant pool acceptable, Human Resources shall forward the remaining applicants' screening information to the Search and Interview Committee.

Responsible Stakeholders: EEO Office; EEO Representative; Search and Interview Committee; Search and Interview Committee Chairs

Potential Stakeholders: Academic Senate; College President; EEO Site Lead; Director of Human Resources

16. 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 Search and Interview Committee will score each NQ and OQ 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.

At least six (6) part-time candidates from GCCCD, or all part-time candidates applying, whichever is less, shall be guaranteed an interview, regardless of how they are ranked in the screening process. If there are more than six (6) part-time candidates who meet the above criteria, the Search and Interview Committee shall decide which six (6) part-time candidates to interview. Review the [Collective Bargaining Agreement \(CBA\)](#) for qualifying details.

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 Chairs

Potential Stakeholders: n/a

17. 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 College President, the EEO Site Lead, Human Resources, and the Search and Interview Committee Chairs 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.

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; EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee; Search and Interview Committee Chairs

18. 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.
- 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 Chairs

Potential Stakeholders: n/a

19. Complete First-Level Interviews

The interview process will include an interview, a teaching demonstration, and a skills demonstration (if applicable). The interview, teaching demonstration, and skills demonstration can be conducted remotely through a web-conferencing platform or in person. Interviews should be conducted before teaching demonstrations to give candidates time to resolve any technical difficulties.

Search and Interview Committees are strongly encouraged to have students participate in the teaching demonstration process and should identify a group of students or classes to observe teaching demonstrations. Students are not required to participate in teaching demonstrations, but if they do, they will need to participate in the same way for all candidates interviewing for a given position.

Six 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 disciplines that have a small applicant pool, where it is difficult to find full-time faculty, or with specialized courses, the College President may approve an exception to

this requirement. The Search & Interview Committee Chairs must submit a Hiring Exemption Request form to the College President 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 Chairs
Potential Stakeholders: Associated Students/Students

20. 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 President, the EEO Site Lead, the Search and Interview Committee Chairs, 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 instructional program 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.

Responsible Stakeholders: EEO Office
Potential Stakeholders: College President; EEO Representative; EEO Site Lead; Human Resources; Search and Interview Committee; Search and Interview Committee Chairs

21. Complete Second-Level Interviews

Second-level interviews include the Search and Interview Committee Chairs, the College President, and the Vice President of Instruction/Academic Affairs or Vice President of Student Services.

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

Responsible Stakeholders: College President; Search and Interview Committee Chairs; Vice President of Academic Affairs/Instruction or Vice President of Student Services
Potential Stakeholders: n/a

22. Complete Reference Checks

After second-level interviews are completed, the Search and Interview Committee Chairs 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.
- Reference Check calls are to be held in strict confidence.

Once reference checks are complete, the Search and Interview Committee Chairs 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.

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

The College President may conduct additional reference checks as needed.

Responsible Stakeholders: EEO Site Lead; Search and Interview Committee Chairs
Potential Stakeholders: College President

23. Approve Appointment

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

Responsible Stakeholders: College President
Potential Stakeholders: EEO Representative; Search and Interview Committee; Search and Interview Committee Chairs; Vice President of Academic Affairs/Instruction or Vice President of Student Services

24. 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

25. 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