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

2. **References** –
   - Board Policy 1.18
   - Board Policy 1.18b
   - Board Policy 3.26
   - Board Policy 3410
   - Board Policy 3420
   - Board Policy 7100
   - Administrative Procedures 1.18, 3.26, and 3410
   - PCCD Bargaining Agreement with SEIU, Local 1021
   - PCCD Bargaining Agreement with IUOE, Local 39
   - Education Code Sections (various)

3. **Contents** –
   - **Section 3 – Request to Advertise** ........................................................................................................ Page 2
   - **Section 4 – HR Review of the Request** ................................................................................................... Page 3
   - **Section 5 – Advertisement** ...................................................................................................................... Page 3
   - **Section 6 – Committee Composition** ...................................................................................................... Page 3
   - **Section 7 – HR’s Review of Applications** ................................................................................................ Page 5
   - **Section 8 – Committee Process** .............................................................................................................. Page 5
   - **Section 9 – HR’s Review of Committee Recommendation(s)** ................................................................. Page 8
   - **Section 10 – Final Interviews** ................................................................................................................ Page 8
   - **Section 11 – Final Review, Offer, and Approval** ..................................................................................... Page 14
3. 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)*
  b. Job Code & Title
  c. FTE & Hours/Week. *(Specify work schedule if less than 1.0 FTE.)*
  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:
  
  o Changes in the duties of the position, if any, since the last time the position was filled.
  o Any special advertising requests *(subject to review and budget)*.
  o Details around any testing/evaluation requirements of applicants and/or semi-finalists.

- **Draft 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. Include duties, minimum qualifications 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**¹. Grant information or any additional information required by the Chancellor or Vice Chancellor for HR and Employee Relations.

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¹ Grant-Funded Positions - *If this is a new grant-funded position, include a copy of the grant.*
4. 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.
- After confirmation of the position and budget, HR will prepare the documents and a cover memorandum for the Chancellor’s review and approval. 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

- 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 Procedures to Board Policy 1.18, management positions are posted at least 30 days.
- Classified positions are posted at least 21 days.
- During the advertisement period, HR may consult with you if there is a need to extend the period.

6. Committee Composition

- HR will ask you for your appointments to the Hiring Committee.
- **Management Positions** – See Administrative Procedures to BP 1.18
- **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 Hiring Manager. There are several reasons why the Hiring Manager may not serve as the chair of a hiring 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 to Board Policies 1.18 and 3.26.
- 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 (EEO) and 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 hiring committees is made by the College Academic Senate President.

b. Short-term, Temporary – Short-term, temporary employees may not serve on screening/interviewing committees.

c. 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 and 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 two (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 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).
- Prior to the first meeting, each committee member will normally receive, via email, a written orientation on use of the People Admin 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 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](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 strong 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 may be based solely on objective criteria such as experience and education. Determining a candidate’s ability can be more subjective. Those types of determinations should be 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. Speak to the HR Analyst regarding online rating of applications, which is also possible.
   c. After compilation of scores, the committee comes to agreement on the “cutoff score.” Any candidate whose paper-screening score meets or exceeds the “cutoff score” is to be invited for interview. No exceptions.
   d. After the committee has completed the screening and review of applications, the chair will drop off or electronically transmit the following information to HR:
      i. Composite score sheet of all Paper-screening Scores
      ii. Paper-screening score sheet from each member of the committee
      iii. Note indicating cutoff score, names of those to be invited for interview, and interview date(s)
      iv. Proposed interview questions, if not already submitted.
   e. HR will notify those candidates not forwarded for interview.

• Interviewing – The committee may conduct interviews of the selected candidates after HR has approved the interview questions and the paper-screening results.
a. Review the “Guidelines for Interviews” in *Your Role in the Selection Process* for tips on interview questions.

b. Use only the 0 – 4 Rating Key.

c. Schedule interviews/notify candidates. HR will notify candidates of their advancement to the interview stage. The committee chair, or designee, should contact candidates for management and high-level classified positions at least one (1) week in advance, but two or more weeks is recommended if possible. This will give out-of-town candidates time to schedule travel. Contact other candidates to schedule interviews at least a week in advance. This gives the eligible candidates adequate notice and should result in having maximum participation in the interviews by the selected candidates.

d. Phone interviews are not permitted. All candidates must appear for their interview before the committee in person.

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 interview questions must be pre-approved by HR and will be the same for all finalists.

f. After compilation of 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:

<table>
<thead>
<tr>
<th>Do not provide committee recommendations to the Hiring Manager or to anyone else other than Human Resources.</th>
<th>Recommendations must be reviewed by HR for compliance with board policy, administrative procedures, bargaining agreements, HR procedures, and for Equal Employment Opportunity considerations. HR will provide the recommendation to the Hiring Manager.</th>
</tr>
</thead>
</table>

i. Administrators – [Board Policies 1.18] 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 Selection Committee’s discretion. (Names should be submitted unranked.)

iii. Classified (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 should be submitted unranked.)

iv. Confidentials – [No Bargaining Agreement] The number of finalists submitted is at the Selection Committee’s discretion. (Names should be submitted unranked.)

• Conclusion – The committee chair is responsible for the following:
  a. Compile input from the members of the committee and write the committee’s recommendation memorandum. Gather all materials from each member of the committee, i.e. scoresheets, notes, etc.
  b. Turn in all materials to HR including:
     i. Recommendation Memo
     ii. Composite score sheet of all Interview Scores
     iii. Interview score sheets from each committee member
     iv. All applications
     v. All notes taken during the process by each committee member
  c. HR will notify all candidates forwarded or not forwarded for final interview.

**Do not provide committee recommendations to the Hiring Manager or to anyone else other than Human Resources.** Recommendations must be reviewed by HR for compliance with board policy, administrative procedures, bargaining agreements, HR procedures, and for Equal Employment Opportunity considerations. HR will provide the recommendation to the Hiring Manager.

9. HR Review of Committee Results

• HR will normally complete review of the committee’s recommendation within two business days after the materials have been returned by the chair of the committee.

10. Final Interviews

• **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.**

• The Hiring Manager will conduct the final interviews. The Hiring Manager is not required to have other participants in the final interview. However, HR may occasionally sit in on these interviews as an observer. Although the Hiring Manager makes the recommendation for hire, it is a recommended practice to
have participation from a representative of the department. Please consult with the Director of HR for further details.

- The Hiring Manager is responsible for drafting interview questions, obtaining HR approval, scheduling and conducting interviews of all the finalists, and making a recommendation in accordance with Board Policy and/or bargaining agreement.

- All participants in the final interview must fill out interview score sheets and rate candidates on their answers using the provided rating scale.

Do not forward hiring recommendations or supporting materials to the Chancellor, Board Members, or to anyone else other than Human Resources. Recommendations must be reviewed by HR for compliance with board policy, administrative procedures, bargaining agreements, HR procedures, and for Equal Employment Opportunity considerations. HR prepares a packet of information, including the recommendation, for the Chancellor and/or Board of Trustees to review.

- Please return all of the following documentation as a part of the recommendation packet to Human Resources:

  Recommendation Memo ( Classified) – Includes background information about the recommended finalist(s), including strengths, weaknesses, 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. (Do not forward this memo to the Chancellor’s Office or to members of the Board of Trustees. This will be done by HR.)

  Copy of the ePAF - (These are general guidelines. For detailed information on entering an ePAF, visit the HR “Procedures” page and click on “ePAF User’s Guide” for detailed instructions on how to enter the ePAF.)

A. Select Location: Identify the college or the district office.
B. Identify the Employee: Searching the database for the employee is required to ensure the data is correct for current employees and to determine eligibility for rehire for prior employees. If the employee is not found on the next screen, you will be provided an opportunity to record the name, address, and other information for a new employee (new hire). In order to avoid error, please enter only the employee number or first and/or last name. Either first name or last name (or both first and last name may be entered). If you’re not sure exactly how the name is spelled you can use “%” as a wild card (entering JOHNS% would return all the names beginning with these letters, e.g. Johnston, Johnson, etc.). Use the first name to further limit the search. If you are unsure of spelling, use the “%” wildcard. This is a search of all current and prior employees district-wide regardless of where any currently active assignments may be located.

C. Select the employee. Your search will return three types of individuals:

1. Current employees can be identified since they will have an entry under location and department reflecting their current assignment. If an employee has more than one active assignment, it may be in a different location or department.

2. Separated Employees such as prior employees or retirees with no current assignments.


Both separated employees and students will have employee ID numbers. The great majority of entries without a location/department entry will be students. These are displayed because it is not uncommon for students to be hired either as student workers or later as actual full time or part time employees of the district. Since many individuals have essentially identical names, ePAF can also display date of birth (month and day only) to help you differentiate one employee from another. The month and day can be displayed but for security cannot be printed. The page carries a “Search Again” button that will take you back to the search screen 1.2 where you can redo your search. If you determine that the employee is not now nor ever has been an employee of Peralta use the “This is a New Employee” button which will lead you to a screen where the name and address information can be entered for a new hire.
D. Select the Action.
   - Choose “Assign Employee”
   - Effective Date: Choose the desired start date, but be advised that the employee may not be able to start on that exact date due to delays in background checks or other unforeseen circumstances.

E. Select the Assignment Type. Based on the individual’s history with Peralta, choose one of the following actions:
   - New Hire – If the individual being hired is new in our system, you will only have this choice.
   - Reassign to a New Primary Assignment – If the individual is an existing employee, then this new primary assignment will normally be a “permanent” move. For acting/interim assignments, this move is a “temporary” assignment.
F. Select a Position. Contact your Business Office or HR to confirm the position number for the hire. For the hire of a regular administrator or classified employee, you must have a position number.

G. Assignment Detail. The only mandatory fields on this page are for the hours per week and the total estimated cost. For budget purposes only, insert the monthly rate at Step 3 as the “total est. cost excluding benefits.”

Please leave Recommended Step blank. Step placement will be determined after HR evaluates the candidate’s qualifications and experience and directly engages with the candidate regarding step placement.

H. Assign Confirmation. When you get to the “Assign Confirmation” screen, you will be prompted to enter any additional information in the Comments field. If the hire is for a manager and there is a stipend component to their compensation, please indicate the type and amount in the comments field.
Comments should also include the name of the person that last held the position.

**Reference Checks** – Be sure that the candidate has signed the reference check authorization. Completion of at least three reference checks is required for all external candidates. If three references could not be reached, please also provide the names and position/relationship to the candidate of the individuals that could not be reached or did not respond and the dates that attempts were made to contact them. 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. The hiring manager may not serve as a reference.

Contact the current or most recent supervisor for a reference. Candidates occasionally state that we may not contact their current supervisor. If the candidate asks that the current supervisor not be contacted, let them know in advance that this is a required step in our process. Then contact the most recent supervisor for a reference. If you are not able to contact the candidate’s direct supervisor, note the name of the supervisor and the date(s)/time(s) and method(s) used to contact them. If the direct supervisor can’t be reached, ask the candidate for additional references.

HR will closely examine reference checks. In some cases, we may ask for additional references.

A reference check for an internal* candidate with at least the current supervisor is required unless the current supervisor and hiring manager is the same person. The hiring manager may not serve as a reference. If the current supervisor is also the hiring manager, then a reference check from another source is required, preferably a previous supervisor. If you are not able to obtain a reference in this case from a previous supervisor, please explain.

*(For reference check purposes, “internal candidate” refers only to permanent/salaried employees of the District. An “internal candidate” is not an hourly/temporary/part-time employee.)

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

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

- HR will review the recommendation materials 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.

After the conditional offer is accepted, HR schedules an intake appointment with the finalist. At this time, HR also submits the recommendation to the Chancellor or Board for approval.

The Hiring Manager should inform the candidate of the time and place of the Board meeting in case the candidate wishes to be present when the Board vote is announced.

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.

Before or during the intake appointment, the candidate is presented with a formal offer letter that is conditional upon the proper District approval and completion of background check.

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, who should notify the candidate.

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. After the results have been received from the CA Department of Justice, HR will contact the Hiring Manager immediately to inform her/him that the finalist is now cleared for hire.

Start Date – If the recommended start date on the PA has passed when the finalist is cleared to work, the Hiring Manager must notify HR in writing, such as email, of the new start date.

After confirmation of the start date, HR will enter the employee’s job record in the HR Management System (HRMS), and send a copy of the personnel action to the Payroll Office.