
SEARCH AND SELECTION WORKBOOK

This Workbook is a guidebook for you to keep which outlines the important steps in the search and selection process. You will receive forms from Employment Services to complete if you open a new position. We suggest that you review this entire workbook and enclosed forms prior to beginning the search process:

INTRODUCTION

- Diversity Vision Statement
- Roles and Responsibilities- Search Committee (Training Reference Materials)

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- Screening Applicants
- Logging into the Online Applicant Tracking System
- Rating Scale for Screening Applicants
- Selecting Applicants for Interview-Interview List

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- Conducting Interviews-Interview Worksheets
- Selecting Finalists (Classified positions)
- Selecting Finalists (Faculty and Administrative positions) Role of the Selection Committee
- Completing the Summary and Recommendation Sheets-Interview Summary Sheet & Committee Recommendation Sheet
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- Completing the Search Process-Search Process-Finalization Form
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- Sample Formal Letter of Employment
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DIVERSITY VISION STATEMENT

The Foothill-De Anza Community College District is committed to becoming a model District for the 21st century. We are building upon our rich history of innovation and student success to become a truly democratic, culturally pluralistic organization. All members of our District community understand and respect that our cultural diversity is one of our greatest strengths. The District welcomes and unites people of all ethnicities, genders, sexual orientation, socioeconomic classes, religions, abilities and ages and empowers them as individual and as groups.

We believe that culturally diverse teams yield more creative, synergistic and effective outcomes. We are increasingly willing to accept and address the conflict that arises as a normal part of existence in a pluralistic environment in order to work towards acknowledging, addressing and confronting our differences positively. We recognize that we are part of a global community and that this informs our responsibility to our students. We recognize that the development and maintenance of a multicultural district is a journey, not a final destination so we are prepared to learn and grow as issues emerge.

Finally we recognize that the attainment of this vision is not only possible, but also critical to our viability, to meeting our potential as a District and most importantly, to the success of our students.

ROLES AND RESPONSIBILITIES- SEARCH COMMITTEE

GOAL: Selection of the qualified applicant, who best meets the needs of the students, the division, and the college.

1. Identify Recruiting Sources (when position is posted)

Employment Services automatically posts all positions on a variety of general purpose and educational sites.

- Notify Employment Services of additional appropriate sources such as professional journals, web sites, list serves, newsletters, and organizations that may be used for recruiting applicants for your position.
- Advertising requested by the committee must be approved by Employment Services to ensure that costs do not exceed the allocated Employment Services budget. The department conducting the search will fund any recruitment costs that exceed the Employment Services budget.

2. Sign Confidentiality Forms

Confidentiality must be maintained throughout the entire search and selection process. As a committee member, you recognize that all actions related to the hiring process are subject to the laws and regulations relating to equal and fair employment practices. Failure to maintain confidentiality could result in violation of Federal or state regulations and incur liability on behalf of the District. Employment Services requires all committee members to complete a confidentiality form during the training conducted by Employment Services.

3. Identify Screening Criteria

- Review the position announcement.
- Agree on screening criteria that will be used to evaluate all applicants.
- Be sure that criteria can be screened on paper, using the rating system provided by Employment Services.
- Every committee member must screen.

4. Develop Job Related Questions

- Review position requirements/responsibilities.
- Decide what you want to know, why you want to know it, and what would constitute an acceptable response.
- Have a variety of questions – open-ended, basic information/knowledge, behavioral, situational, and how-to, etc.

- Incorporate diversity inquiries throughout the interview; include specific questions regarding contributions to/participation in/experience with meeting the needs of a diverse student population as it relates to the position.
- Determine whether to include a demonstration and/or a written question.
- The committee chair will e-mail interview questions to Employment Services.

5. Schedule

Classified positions are open for a minimum of three weeks and faculty and administrator positions for a minimum of eight weeks. All faculty and administrator positions will become “open until filled” after the closing date. Any applications that are submitted after the initial closing date will be sent to hiring committees *only* upon committee request. Classified positions that do not receive an adequate pool of applications may be changed to an “open until filled” status upon approval from Employment Services.

- Search workbooks will be available from Employment Services within 5 working days of the closing date of the position.
- Committee establishes screening dates and meeting date(s) to select applicants to interview.
- Committee conducts interviews.
- Committee chair conducts reference checks using reference check question template provided by Employment Services.
- Meeting date to recommend finalists.

6. Screen Applications

- Employment Services submits all complete online applications to the committee. The committee will screen for minimum, preferred, and additional qualifications.
- Be consistent when reviewing each application.
- Screen all applications using the paper-screening sheet submitted by Employment Services or an electronic version created by the committee.
- Go to www.fhdajobs.net/hr using the login information provided by the committee chair, to view all complete applications.
- Allow enough time to complete the review of all applications.
- Use screening results as a guide to select interviewees.

7. Interview

- Provide specifics regarding interviews to all candidates: **date, time, location, parking permit, map.**
- Be clear and consistent.
- Use rating form to evaluate candidates.

- Ask job related follow-up questions to clarify or receive more specific information from the applicant's initial response. Do not ask "leading" questions or create additional interview questions.
- Maintain eye contact when appropriate.
- Watch time limit.
- Do not discuss candidates between interviews.
- Use interview and screening information to select finalists.

8. Determine Finalists

- Evaluate all job related information about the candidates.
- Consider candidates' contributions to/experience in meeting the needs of a diverse student population.
- Committee chair checks references using reference check form provided by Employment Services. This form may be modified to meet the needs of the position. The hiring chair will submit a paper copy of the questions asked and the completed reference checks to Employment Services in the search workbook.
- Forward finalists to the President, Vice Chancellor, or Chancellor (**for Faculty and Administrator positions only**).

Committee members will choose unranked finalists to send to the President, Vice Chancellor, or Chancellor, who will ultimately interview and select the final candidate(s) if applicable. A selection committee will be present during this second interview. Refer to <http://hr.fhda.edu/employment2/> for information about the final selection process and the required composition of the selection committee.

Maintain confidentiality throughout the process... and after. Any inquiries you receive regarding the hiring process from someone who is not on the hiring committee should be forwarded to Employment Services.

ROLES AND RESPONSIBILITIES-COMMITTEE CHAIR

1. Coordinate development of position announcement with Employment Services and other appropriate consultation.
2. Confirm any faculty member's participation with Academic Senate:
(davisondolores@fhda.edu) for Foothill and academicsenate@deanza.edu for De Anza.
Notify Classified Senate of any classified employees serving on administrative committees:
 - Dawn Allshouse (Central Service) allshousedawn@fhda.edu
 - Gigi Gallagher (Foothill College) gallaghergigi@foothill.edu
 - Virginia Marquez (De Anza) marquezvirginia@deanza.edu

Obtain EO Representatives for ALL positions and Union Representatives for bargaining unit positions only (see below)

To Obtain EO Representative, contact the following individuals:

- Miriam Lamb (Central Services) lambmiriam@fhda.edu 650-949-6216
- Debbie Haynes (Foothill) haynesdebbie@fhda.edu 650-949-7204
- Rowena Tomaneng (De Anza) tomanengrowena@fhda.edu 408-864-8510

To obtain an ACE Union Representative, contact the following individuals:

- Ray Sarria (Central Services) sarriaray@fhda.edu 650-949-6217
- Shelley Schreiber (Foothill) schreibershelley@fhda.edu 650-949-7395
- Blanche Monary (De Anza) monaryblanche@fhda.edu 408-864-5705

To obtain a CSEA Union Representative, contact:

- Leo Contreras contrerasleo@fhda.edu 650-949-6151

Confidential positions should also have a representative on committees. Contact Miriam Lamb for further information. (650-949-6216)

3. Notify members of committee meetings.
4. Convene the first committee meeting:
 - Schedule training with Employment Services
 - Develop meeting schedule
 - Remind committee members of confidentiality throughout screening process
5. Understand and promote the District's commitment to diversity throughout the search process.
6. Finalize screening criteria and interview questions with committee. Coordinate duplication of screening forms for committee members. Send interview questions to Employment/Classification Supervisor (lambmiriam@fhda.edu) for review.

ROLES AND RESPONSIBILITIES COMMITTEE CHAIR CONT.

7. Employment Services will notify the hiring chair when the search committee workbook is ready to be picked up.
8. Pick up Search Committee Workbook. Hiring committee members may view applications *only* after screening criteria and interview questions are complete. Login information must be provided to committee members only via phone in or in person. Due to potential security breaches, do not e-mail login information to committee members.
9. Screen applications online at **www.fhdajobs.net/hr**. Be inclusive rather than exclusive.
10. Convene committee to select candidates and schedule interview times. Review interview questions, interview protocol, and format of interview. Identify special instructions to be given to interviewees.
11. Identify applicants that have requested equivalency as soon as possible and contact equivalency committee (when necessary).
12. Complete and sign Interview List form; secure signature of the Equal Opportunity Representative and forward via campus mail (or e-mail) to Employment Services.
13. Contact successful candidates to establish interview dates and times. Begin with out-of-state candidates, then out-of-Bay Area, then local. Allow as much time as possible between call and interview. **Notify each interviewee confirming: date, time, location, parking, permit and map information; and any special instructions for the interview.**
14. Meet each interviewee, establish “ground rules” for interview, and conduct interviews within schedule.
15. Complete **Interview Summary Sheet** and sign; secure signature of Equal Opportunity Representative.
16. Perform reference checks, using reference check form provided by Employment Services. You may modify the form, but all questions and reference checks must be returned to Employment Services with the search workbook.
17. Notify all unsuccessful interviewees. Employment Services will notify applicants not selected for interview.
18. For faculty and administrative positions, contact President’s office with finalist recommendations.
19. For faculty and administrative positions, coordinate the Selection Committee. **Refer to the Hiring Process Manual at <http://hr.fhda.edu/employment2/>** for required makeup of the Selection Committee.

20. Include all notes that committee members took during the screening and interview processes. Notes must *only* include job related information pertaining to the essential duties, knowledge, skills, and abilities required to be able to successfully perform the position. Do not include personal or non-job related information about candidates.
21. Return required search materials in the search committee workbook, to Employment Services. **Employment Services will not process hiring paperwork, which will result in a delay of hiring the final candidate(s), unless all required information is submitted in the search workbook.**

STEPS TO TAKE AFTER FINALIST IS SELECTED:

For faculty positions:

- The President's Office makes a copy of the application materials of the selected candidate and sends originals to the campus personnel office.
- The campus personnel office provides salary placement information to President's Office and retains the original materials for the personnel file.
- The President's Office prepares a Board Agenda Item and forwards the Board.
- Agenda Item and backup material goes to the executive assistant for the Vice Chancellor, Human Resources and Equal Opportunity.

ROLES AND RESPONSIBILITIES- COMMITTEE MEMBERS

1. Attend training for Search Committee. Commit to reaching the broadest pool of potential candidates in order to hire the candidate who will be the greatest asset to students and the campus community.
2. Attend **all** meetings of the Search Committee.
3. Participate in the identification of selection criteria, using the rating system provided by Employment Services.
4. Assist in development of interview questions and identify appropriate responses.
5. Assist in development of an appropriate teaching or related demonstration and the criteria for evaluation of the demonstration.
6. Screen each application at **www.fhdajobs.net/hr** and complete the screening form for each application. Be inclusive rather than exclusive.
7. Participate in all interviews.
8. Contribute to the discussion to evaluate and recommend finalists for the position.
9. Understand and promote the District's commitment to equal opportunity throughout the search process.
10. Do not share job related knowledge about applicants and candidates with the Committee until finalists are selected. **At that point, you may only share first-handed, job related information with the committee.**
11. Ensure that all required paperwork is submitted to the committee chair (including any notes you took during the interview or screening process). Notes must *only* include job related information pertaining to the essential duties and knowledge, skills, and abilities required to be able to successfully perform the position. Do not include personal or non-job related information about candidates. Submit notes and worksheets as soon as discussions are completed.
11. Maintain strict confidentiality throughout the process.
12. Participate in second level interviews if invited/selected.

ROLES AND RESPONSIBILITIES- EQUAL OPPORTUNITY REPRESENTATIVE

The Equal Opportunity Representative is a Foothill-De Anza employee who has been certified to serve as an advocate for fairness and diversity in the employment process. The Equal Opportunity Representative is a regular participating "voting" member of the search and selection committee with a specific responsibility to:

Advocate

The Equal Opportunity Representative is an advocate for fairness to all candidates in the search and selection process. The advocacy role includes the following responsibilities:

1. Assist in the development of a recruitment plan to ensure that a comprehensive search is implemented in consultation with the District Recruitment/Equal Opportunity Specialist.
2. Persuade committee members that good hiring practice demands reaching and interviewing the broadest pool of potential candidates and hiring the candidate who will be the greatest asset to students and the campus community.
3. Ensure that sensitivity to, experience with, and knowledge of a diverse student population is included in the position announcement, screening criteria, and interview questions and is considered in the evaluation of all applicants.
4. Advocate for equal assessment and advancement of candidates at each level of the process.
5. Challenge the committee to evaluate candidates according to their demonstrated ability to respond effectively to such issues of diversity as academic preparation, culture, gender, race, ethnicity, sexual orientation, socioeconomic circumstances, and disability; and their demonstrated experience in developing or participating in successful efforts to assist and encourage community college students and others like them in achieving their goals.

Monitor

Ensure that procedures, practices, and criteria are related to the position and are applied fairly and consistently to all applicants.

1. Observe and evaluate the screening process to ensure that screening criteria are applied fairly to all applications.
2. Observe and monitor the interview process to ensure that all applicants are treated equally throughout the interview in terms of time allowed, questions asked, respect and responsiveness, etc.

3. Observe and monitor the discussion of applicants and interviewees to ensure that only job related criteria are considered in determining the selection of finalists.

Interview

1. Participate in all interviews.
2. Advocate for advancing the broadest representation of candidates in the finalist pool.
3. Advise the committee of cultural differences and how they may affect the interview process.
4. Respond to questions regarding procedure or appropriateness of follow-up questions or responses provided by applicants.
5. Intervene or halt the process to correct or prevent potential violations of the District Equal Opportunity and Diversity Plan.

Review/Report

Review the applicant pool, interview pool, and finalists to ensure that no criteria, procedure, or activity in the process has had an adverse effect on the candidates. Recommend to continue the process, to add applicants to the pool, or to re-open the position.

SCREENING APPLICANTS

1. Prior to receiving access to applications, the Search Committee is required to determine both the paper screening criteria and interview questions to be used for this position. The criteria and the questions are to be based on the requirements listed in the job announcement.
2. Each committee member must review all applications using the **Screening Worksheet** you will receive after the position closes, and provide interview recommendations based on the essential knowledge, skills, and abilities of the position. All scoring done by individuals will require further discussion and collaboration with the hiring committee in deciding which applicants will be brought forth to interview. All committee members must use the same form to screen.

LOGGING INTO THE ONLINE APPLICANT TRACKING SYSTEM

1. Login to **www.fhdajobs.net/hr** with the guest user account provided by Employment Services.
2. Click on the “**View**” link under the name of the position being reviewed.
3. Using the paper screening worksheet, rate each candidate using the screening criteria created by the committee and scoring system created by Employment Services.
4. You will see a list of all applicants, who have submitted complete applications.
5. To sort by the applicants’ names-click on the drop down arrow labeled “*name.*”
6. To view applications, click on the various links-
 - **Application (which includes diversity statement),**
 - **Cover Letter,**
 - **Resume,**
 - **Transcripts (if required),**
 - **Supplemental Documents (if required)**
7. All committee members must review *all* attachments submitted by applicants. The attachments will open up in another window.
8. You can view documents individually (cover letter, resume, transcripts, etc), or you can review *each* applicant’s materials cumulatively (in one document) by clicking on the check box in the ***All/None*** category (of the individual application you want to review), scrolling to the bottom of the page, and clicking on “***View Multiple Documents.***” All the documents associated with an individual candidate will be available in one document.
9. Remember to logout after you finish reviewing applications.
10. ***For Hiring Committee Chairs Only***-After you review applications, meet with your committee to determine whom to bring forth to interview.
11. “***Open Until Filled***” ***Positions***-If a committee wants to view additional applications, a request must be sent to Ray Sarria (sarriaray@fhda.edu) to review additional applications. You will follow the same process as listed above for application review.

Other Tips

- This is a confidential process. Please make sure you delete any attachments on your computer (after reviewing applications) and logout of People Admin.
- The system will automatically log you out after 30 minutes of inactivity.
- Review applications in confidential setting.
- Delete any documents that may have been stored to your computer.
- Once you make a hire, you will no longer have access for the position you are reviewing.

RATING SCALE FOR SCREENING APPLICANTS

When screening applicants, you are assessing applicants based on the essential knowledge, skills, and abilities required for the position. All scoring done by individuals will require further discussion and collaboration with the hiring committee in deciding which applicants will be brought forth to interview.

Minimum qualifications should be graded Y (Yes) or N (No).

Scoring Preferred Qualifications and Additional Skills, Knowledge, and Abilities:

Choose applicable KSAs (Knowledge, Skills, Abilities) to assess your candidates; score applicants in accordance with the scale listed below:

- EX** Applicant has excellent knowledge/skills/experience- KSA is clearly described; applicant includes *extensive* descriptions and/or examples of relevant work experience and/or training.
- GO** Applicant has good knowledge/skill/experience- KSA is clearly described; applicant includes *many* descriptions and/or examples of relevant work experience and/or training.
- AC** Applicant has acceptable knowledge/skill/experience- KSA is indicated in applicant paper work; applicant includes *an adequate number of* specific descriptions and/or examples of relevant work experience and/or training.
- LI** Applicant has limited knowledge/skill/experience- KSA is indicated in the paperwork, but applicant provides *few* specific descriptions and/or examples of relevant work experience and/or training.
- MA** Applicant has marginal knowledge/skill/experience- KSA is indicated in the paperwork, but with *no* descriptions and/or examples of relevant work experience and/or training.
- NO** Applicant has no knowledge/skill/experience- KSA is *not* included in applicant paperwork.

Note –some preferred requirements will be rated Y (Yes) or N (No). (i.e. Master’s degree.)

For each applicant, make a determination as follows:

Y- Interview (has mostly EX, GO scores)

N- No Interview (has overall limited knowledge and/or experience with the essential requirements of the position.)

M- Maybe (may have limited knowledge and/ or experience with some of the requirements of the position.)

*Assessment of all candidates should be discussed in further detail with the committee.

SELECTING APPLICANTS FOR INTERVIEW

1. Using the completed **Screening Worksheets** as a guide, the search committee has an open discussion to select candidates to interview. There is no minimum or maximum number of candidates to interview. The quality of the applicants should guide the selection.
2. As soon as you determine which applicants will be interviewed, complete the **Interview List Form** and send to Employment-District Services in a confidential intercampus envelope;

-OR-

3. E-mail the list to employment@fhda.edu. The EEO representative must be cc'd on the e-mail.
4. Employment Services will contact all applicants not selected for an interview.

INTERVIEW LIST

Prior to Conducting Interviews:

- Send form in **confidential** intercampus envelope to Employment-District Services
- Or
- E-mail list to employment@fhda.edu. The EEO representative must **be CC'd** on the e-mail list.

Position Title: _____ Job Announcement # _____

Applicants to be interviewed:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

This list was provided to Employment Services (ext. 6217) _____
Date

Search Committee Chair Date

EEO Representative Date

CONDUCTING INTERVIEWS

1. Review the Interview section of the Hiring Process Manual (<http://hr.fhda.edu/employment2/>) for additional guidance in conducting effective interviews.
2. Create a rating scale for interviewing.
3. When your position closes, you will be required to submit a copy of questions that were asked and/or test instructions to Employment Services.
4. List the candidates to be interviewed on the **Interview Worksheets**. (Distribute copies of the form to all committee members.)
5. Conduct the interviews. Use the **Interview Worksheets** to record an evaluation for each candidate.

INTERVIEW WORKSHEET

Name of Committee Member: _____

Job Announcement # _____

This form is designed to assist committee members during the interview process. Return the completed form to the Committee Chair when all applicants have been interviewed. Committee will create rating scale. Please indicate the scale in the space provided.

INTERVIEW ASSESSMENT

***Rating Scale:**

[illegible]

SELECTING FINALIST(S)

-FOR CLASSIFIED POSITIONS ONLY-

Classified Positions

- The Search Committee identifies one or more candidates for the Chair's consideration.
- Reference checks are conducted and a final decision is made.
- The Chair will decide if a second interview is necessary.
- If second interviews are conducted, the Equal Opportunity Representative and the bargaining unit representative must be present. Other members of the search committee may also attend if invited by the administrator.
- The Chair returns the Search and Selection Workbook, including the selected new hire's application with the Chair's signature and date of hire, to Employment Services.

SELECTING FINALIST(S) -FOR FACULTY ONLY- & THE ROLE OF THE SELECTION COMMITTEE

The President, (Chancellor, or Vice Chancellor for Central Services positions) will make the final decision on the final candidate selected for hire on faculty and administrative positions. Before convening the selection committee, go to <http://hr.fhda.edu/employment2/> to review the specific process for selection interviews.

Faculty positions

- The Search Committee identifies two or more candidates (on average) to meet with the Selection Committee for further assessment.
- An unranked list of finalists is forwarded to the President who convenes the Selection Committee.
- The Selection Committee is composed of the President, the appropriate Vice President, the Search Committee chair, the Equal Opportunity Representative from the Search committee, and as many faculty from the Search Committee as possible but at least one faculty member from the Search Committee. This committee should be balanced in its diversity and will be chaired by the President. The Selection Committee shall generally have no more than seven (7) members.
- All members of the Selection Committee must be present for all interviews and subsequent discussions. If a member misses an interview he/she is removed from the Committee.
- The President, Chancellor, or Vice Chancellor will make the final decision on the candidate(s) chosen and forward the selected candidate to the Chancellor for recommendation to the Board.

SELECTING FINALIST(S) -ADMINISTRATIVE POSITIONS ONLY- & THE ROLE OF THE SELECTION COMMITTEE

The President, (Chancellor, or Vice Chancellor for Central Services positions) will make the final decision on the final candidate selected for hire on faculty and administrative positions. Before convening the selection committee, go to <http://hr.fhda.edu/employment2/> to review the specific process for selection interviews.

Administrator Positions

- The Search Committee identifies two or more candidates (on average) to meet with the Selection Committee for further assessment.
- An unranked list of finalists is forwarded to the President (Chancellor, or Vice Chancellor for Central Services positions) who convenes the Selection Committee.
- The Selection Committee is established and convened by the President (Vice Chancellor or Chancellor for Central Services positions) and includes the appropriate administrator, the Search Committee chair, the Equal Opportunity Representative from the Search committee and at least one member from the Search Committee. This committee should be balanced in its diversity and will be chaired by the President. The Selection Committee shall generally have no more than seven (7) members.
- All members of the Selection Committee must be present for all interviews and subsequent discussions. If a member misses an interview he/she is removed from the Committee.
- The President (Vice Chancellor or Chancellor) will make the final decision on the candidates and forward the selected candidate to the Chancellor for recommendation to the Board.

COMPLETING THE SUMMARY AND RECOMMENDATION FORMS

1. Using information from the **Interview Worksheets** and the committee discussion on selection of the final candidate(s) recommended for hire, record a summary assessment for each candidate interviewed.
2. After reference checks are completed and a final candidate is selected to recommend for hire, fill out the **Committee Recommendation Sheet**. The Equal Opportunity Representative must sign and date this form as well.
3. If no recommendation is forwarded for the position, contact Employment Services immediately.
4. The committee chair and EO rep must sign **the Interview Summary Sheet** and **Committee Recommendation Sheet**.
5. Once the candidate accepts the position, all **interviewees** who were not selected must be notified directly by the Committee Chair. (Employment Services will notify the **applicants** who were **not** interviewed.)

INTERVIEW SUMMARY SHEET

Summarize results upon completion of interview process and **return form** to Hiring Binder.

Position Title: _____

Job Announcement # _____

SUMMARY OF INTERVIEWS

| Applicant's Name | Committee's Overall Assessment | Recommendation |
|------------------|--------------------------------|----------------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |
| 9. | | |
| 10. | | |

Search Committee Chair

Date

EEO Representative

Date

COMMITTEE RECOMMENDATION

Record Candidate who is being hired and **return** form to Hiring Binder.

All Signatures are **required** to be complete.

Position Title: _____ Job Announcement # _____

Recommendation

The following candidate is recommended to the Board of Trustees for hire for the position indicated.

Candidate's Name: _____

Or

No Recommendation

Please indicate reason for no recommendation.

_____ This position is canceled.

_____ This position will be re-opened. Please contact Employment Services to schedule new opening date.

_____ The recruitment of this position is to be extended for ____ week(s). Contact Employment Services to schedule new extended closing date.

Vice President (of Your Division) or Vice Chancellor
(if Central Services Position)

Date

Search Committee Chair

Date

EEO Representative

Date

CONTACTING UNSUCCESSFUL INTERVIEWEES

The committee chair is responsible for notifying unsuccessful interviewees in writing or verbally (or both) of the status of their applications.

SAMPLE LETTER

{Date}
{Name}
{Street address}
{City, State Zip}

Dear {Name},

Thank you for your application for the [Position Title] position at [Campus/District] College, announcement # [11-xxx].

We appreciate your interest in the [Campus/District] as well as the time and effort it takes to complete our application process. At this time, the search and selection committee has determined that another applicant more closely matches the unique needs of this position. We encourage you to continue to consider the Foothill-De Anza Community College District for future opportunities.

Thank you again for your interest in the Foothill-De Anza Community College District.

For updates on current employment opportunities, please visit our website:
<http://www.fhda.edu>.

Sincerely,

[Name]
[Title]
[College or District]

SAMPLE "THANKS BUT NO THANKS PHONE CONVERSATION."

During the call, you can thank the candidate for their application and interview time. State clearly that you have determined that you have another candidate(s) who is more qualified for the position:

Hello, _____. Thank you again for applying for X position. We really enjoyed meeting with you and discussing your background.

I am calling to inform you that the search and selection committee has selected another applicant(s) for the position. However, please feel free to visit our website (www.fhdajobs.net) to apply for other positions for which you believe you are qualified....

Then, if you wish, follow-up your call with the official letter, providing the same information. This contact should occur as soon as you know the candidate is not the person you want to hire.

*If a candidate wants to know specifically why they didn't get the position, refer him/her to Employment Services.

COMPLETING THE SEARCH PROCESS

1. As **soon** as the search process is completed, call Employment Services to let them know when you will return the Workbook and other search materials.
2. Hand-carry the Workbook to Employment Services. An Employment Services representative will review the materials with you before you leave, so allow time to do this. The selected candidate may start working prior to board approval, however Employment Services must receive the binder in order for this new applicant to be entered into the payroll system and receive a new hire orientation.
3. Board Approval/Ratification:

Classified Positions

- Return a paper copy of the new hire's application to Employment Services with the Search Workbook (with your signature and new hire's start date on the front page of the application.)

Faculty Positions

- The President's Office makes a copy of the application materials of the selected candidate and sends originals to the campus personnel office.
- The campus personnel office provides salary placement information to President's Office and retains the original materials for the personnel file.
- The President's Office prepares a Board Agenda Item and forwards the Board Agenda Item and backup material to the executive assistant for the Vice Chancellor, Human Resources and Equal Opportunity.

Management Positions

- The President's Office sends the original application of the selected candidate to Employment Services; and a copy to the Vice Chancellor, Human Resources and Equal Opportunity for salary placement and preparation of Board Agenda Item.

MAKING THE OFFER

The committee chair is responsible for notifying the final candidate about their selection for employment both verbally and in writing. **If you have any questions about salary or terms of employment, please contact HR before speaking with applicant.**

Informal Phone Script

Faculty-contact applicant verbally and follow sample script below. Salary placement will be done by the campus HR contact, so do not mention salary.

For Classified new hires, - follow script below. Normally, new employees will be placed at step 1 on the salary scale.

- Call or tell the person "Congratulations, we are delighted to offer you the position of X at [Foothill/De Anza] College or District. We would like you to start on _____.
- Tell the new hire that their offer of employment is contingent upon successfully passing DOJ and FBI fingerprinting and ratification/approval of board.
- Ask the person what questions they have about the job and the job offer. For questions that you can't answer, tell the person when you will get back to them with the information.
- Classified employees will normally be paid on the first step on the salary range.
- Thank the person and tell them you are looking forward to their first day of work. If the person turns the down the job offer, thank them and make a call to the next candidate.
- Inform them that they will need to go through a new hire/benefits orientation with HR and details will be forthcoming.

For Administrator new hires, - follow script below. Normally, new administrator employees start at step 1 on the salary scale.

- Call or tell the person "Congratulations, we are delighted to offer you the position of X at [Foothill/De Anza] College or District. We would like you to start on _____.
- Tell the new hire that their offer of employment is contingent upon successfully passing DOJ and FBI fingerprinting and ratification/approval of board.
- Ask the person what questions they have about the job and the job offer. For questions that you can't answer, tell the person when you will get back to them with the information.
- Thank the person and tell them you are looking forward to their first day of work. If the person turns the down the job offer, thank them and make a call to the next candidate.
- Inform them that they will need to go through a new hire/benefits orientation with HR and details will be forthcoming.

***The subsequent page is an example of an optional offer letter you may use (for classified employees only) after verbally offering the position to the new employee.**

SAMPLE FORMAL LETTER OF EMPLOYMENT

(Use only for Classified Positions. New Faculty/Administrators will receive a letter/contract from HR).

{Date}
{Name}
{Street address}
{City, State Zip}

Dear {Name},

On behalf of the Foothill-De Anza Community College District, I am pleased to offer you the position of *[title and % of time worked]*, in the department of *[name of department]*. Your offer of employment is contingent on the successful completion of DOJ and FBI fingerprinting screening, and board approval. The salary for position is [\$\$ Amount] per *[monthly salary or hourly rate for some classified hourly employees]* Please report to *[who to report to, location and time to report]*. This position *[is/is not eligible for fringe benefits such as medical, vision, dental, etc.]*

I am pleased that you are joining the [De Anza/Foothill College/District] and hope you will find your employment with Foothill-De Anza Community College District to be a rewarding experience. If you have any questions, please call me at *[Phone Number]*.

Please signify your acceptance of my offer by signing and returning to me the enclosed copy of this letter along no later than *[date]*. Please feel free to call me if you have any questions prior to your first day. Again, *(name of new employee)*, welcome to Foothill-De Anza Community College District. When you begin working, you will receive a new hire orientation conducted by Human Resources.

Sincerely,

[Name]
[Title]
[College or District]

***FOR HIRING MANAGERS**-Classified hourly positions do not qualify for fringe benefits.

REFERENCE CHECKING

Purpose: *To validate claims made by candidates as well as perceptions of committee members regarding the candidate's job-related qualifications.*

1. Reference checking may be done by members of the Search Committee or the committee chair who will share the information with the Selection Committee only or reference checking may be done by the Selection Committee. Employment Services will send you electronic copies of sample reference check forms, so the Committee Chair may modify them.
 2. References should be checked on all candidates selected as finalists.
 3. When contacting the reference, identify yourself and your reason for calling. Confirm that the person is willing to respond to your questions or if there is a better time to call. Assure the respondent that the information provided will remain confidential.
 4. Ask the same generic questions for all candidates. Follow-up questions related to a specific response made by a candidate in the application materials or interview process are encouraged.
 5. Make sure that questions are written, open-ended and probe only job-related criteria.
 6. Take notes.
 7. Confirm any potentially negative findings by making follow up calls to other sources before reporting such findings.
 8. Remember that information revealed as part of the reference checking procedure is, as a part of the hiring process, confidential and is to be shared only with those who are a part of the selection process.
- Include a minimum of **3** copies of reference checks you completed (and potentially reference checks the President, Vice Chancellor, or Chancellor completed during a second level Administrator or Faculty Interview).
 - You must contact at least one supervisory reference for all candidates.
 - The following is a sample reference check form, which may be modified

REFERENCE CHECK SAMPLE QUESTIONS (FACULTY)

Individual Contacted: _____ Title: _____
Institution: _____ Date: _____

This is _____ of De Anza/Foothill College (or District). Candidate's name has applied for a Faculty position in _____. The individual selected for this position will teach the following courses: _____.

This individual is also expected to participate fully in department activities, and all activities that support student learning and student success.

1. What was (candidate's) period of employment?
2. How effective do you think _____ will be as an instructor in this discipline?
3. How long and in what capacity have you known _____?
5. How would you describe his/her interactions with students?
6. Can you describe his/her most outstanding quality as a teacher?
7. Are you aware of innovative teaching strategies used by this candidate?
8. What department activities has _____ been involved with?
9. How does _____ maintain currency in the discipline?
10. Is this person involved and active in student access and success, programs, issues and activities? How does this person evaluate that he/she is effectively helping all students in his/her classroom to learn?
11. How would this person resolve a conflict with another faculty member in the department?
12. Would you recommend _____ for this position?
13. What is _____ greatest strength?
14. What is _____ greatest weakness?

Reference Checker _____

REFERENCE CHECK SAMPLE QUESTIONS (ADMINISTRATORS)

Individual Contacted: _____ Title: _____

Institution: _____ Date: _____

This is _____ of De Anza/Foothill College (or District). Candidate's name has applied for a Managerial position in _____. The individual selected for this position will be working in the following capacity:

_____.

1. What was (candidate's) period of employment?
2. If (candidate) did not report to you, what was your working relationship?
3. How long have you worked with/known (candidate)?
4. What was (candidate's) reason for leaving your company? (If supervisor)
5. How would you describe (candidate's) punctuality?
6. How would you describe (candidate's) honesty, reliability, and integrity?
7. Describe (candidate's) ability to handle pressure? Can you give me an example?
8. Describe the candidate's ability to organize, prioritize and manage time.
9. Describe the candidate's ability to handle conflict.
10. Describe the candidate's ability to work as a team member.
11. How would you rate (candidate's) communication skills?
12. Please describe (candidate's) work ethic?
13. Please describe the quality of (candidate's) work?
14. What do you consider (candidate's) key strengths?
15. What would you consider to be (candidate's) areas for improvement?
16. How would you describe her/his leadership, managerial, or supervisory skills?
17. Does he/she communicate well orally and in writing?

REFERENCE CHECK SAMPLE QUESTIONS (ADMINISTRATORS)-CONT.

18. How do you rate his/her ability to plan short-term? Long-term?

19. Did he/she make sound and timely decisions?

20. Did he/she work effectively with management, subordinates and peers?

Reference Checker _____

REFERENCE CHECK SAMPLE QUESTIONS (CLASSIFIED)

Individual Contacted: _____ Title: _____
Institution: _____ Date: _____

This is _____ of De Anza/Foothill College (or District). Candidate's name has applied for a Classified Staff position in _____. The individual selected for this position will be working in the following capacity:

_____.

1. When did (name) work for your company? Could you confirm starting and ending employment dates? How long and in what capacity have you known _____?
2. How effective do you think _____ will be in a _____ position?
3. What was his/her position? Can you describe the job responsibilities?
4. How would you describe his/her interactions with other employees (management and co-workers)? Can you describe this person's experience working as a member of a team?
5. Can you describe his/her most outstanding quality?
6. Are you aware of innovative work strategies used by this candidate?
7. How does _____ maintain currency in his/her position?
8. How would this person resolve a conflict with another staff or faculty member?
9. Would you recommend _____ for this position?
10. What is _____'s greatest strength?
11. What is _____'s greatest weakness?

Reference Checker _____

CHECKING WORK REFERENCES

It becomes more and more difficult to obtain references on potential employees. Many employers hesitate to be candid in giving references because such candor can result in lawsuits by the ex-employee. On the other hand, an outright lie to the prospective employer can also precipitate legal action if the employee were to cause damage to the new employer. Therefore, you must give and solicit references very carefully. If you take the time to do so prudently, you can gain valuable information in the hiring process.

The same legal restrictions apply to reference checking as apply to interviewing - you cannot probe into such potentially discriminatory factors as marital status, age, disability, religion, and national origin. Confidentiality is always a must.

Prior to contacting the reference, make a list of questions that you will ask or use the Reference Check Format and identify the key concepts you will be listening for in the response. Certain questions may be tailored to fit a particular applicant. If several committee members are making reference calls, agree on the job-related questions before the calls are made.

When you make a call, identify yourself and the position you hold. Tell the caller that the applicant has applied for position x at De Anza/Foothill College/District and provide a brief description of their new assignment. Call a person who has been a direct supervisor of the applicant or a colleague/peer who has knowledge of the applicant's professional work experience. Do not attempt to get information secondhand. Ensure the contact that you will keep your discussion confidential. Ask if they are free to discuss the applicant. If not, make arrangements to call back at a more convenient time. Offer to have them call you back if you sense the person doubts the legitimacy of your call.

Try to establish rapport. Many times a free exchange of information occurs when the individual you are calling identifies with your position, department, campus, or some other mutual point of interest. Tell the person about the position you are filling so that an evaluation can be made in relation to the specific job.

Start with the obvious. Verify dates of employment and type of work done. These are easy to answer, so there is no pressure on the respondent. Then proceed with more revealing questions. Let them talk freely. Follow up and probe for additional information if you sense the contact is reluctant to discuss certain factors. Be alert for obvious pauses. Be sure to cover all the questions on your list. Don't hang up until you are sure that you know the opinion of the person called. Frequently you will receive ambiguous answers.

The person called may give very little useful information. One technique that often works is to summarize the conversation by making either of the following statements: "I take it that you don't recommend the applicant for this position;" or "I take it that you highly recommend the applicant for this position."

One poor recommendation should not automatically disqualify an applicant. Keep digging. Always check more than one reference. Quiz the other references on the points made by the negative reference but be careful not to identify the other reference.

Note on Giving References

When asked for a reference on a current or former employee, limit the information you give to actual inquiries and to job-related data. Make only factual statements about job performance and responsibilities that you have directly observed. Try not to speculate on how someone may function in a new job. Do not discuss personal, family, and other non-relevant factors.

When dealing with subjective areas, such as quality of work performance and professional competency preface your remarks with qualifiers such as "in my opinion."

If you don't know the answer, say so. Be sure that the information in the reference you give is not motivated by personal animosity; that it is factual and accurate. You can be protected from libel suits if you are acting within the scope of your duties, if the reference is made in "good faith" to someone with a legitimate need to know, if it is based on fact, and if it is balanced.