

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

**POLICY 4111 APPENDICES  
TABLE OF CONTENTS**

**A. Purpose and Scope**.....2  
**B. Workforce Profile Review** .....2  
**C. Identifying a Position Vacancy** .....2  
**D. Convening the Screening Committee**.....3  
**E. Screening Committee Training** .....3  
**F. Writing/Revising and Issuing the Job Announcement**.....4  
    1. Classified Positions.....4  
    2. Faculty Positions.....4  
    3. Exempt Positions .....5  
    4. The Position Announcement.....5  
    5. Finalizing and Issuing the Position Announcement.....6  
**G. Process Analysis**.....7  
**H. Pre-Screening**.....7  
**I. Developing a Screening Instrument**.....7  
**J. Developing the Interview Questions**.....8  
**K. The Application Review Process** .....8  
**L. The Interview Process** .....8  
**M. Filling the Position** .....9  
**N. Exceptions**.....10  
    **Glossary** .....11

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

**POLICY 4111 APPENDICES**

**A. PURPOSE AND SCOPE**

These guidelines establish a process for the identification of position vacancies, the development and public releasing of job announcements, and the screening, selection and hiring of individuals employed by Shoreline Community College.

These employees include:

1. classified staff employed under the agreement entered into by the State of Washington, referred to as the “State,” on behalf of each separate institution of higher education, referred to as the “Employer,” for purposes of the policy is Shoreline Community College, and the Washington Federation of State Employees (WFSE), AFSCME Council 28, AFL-CIO, referred to as the “Union.”
2. instructional and non-instructional faculty, employed under RCW 288.50.850 seq., on a permanent full-time or partial contract basis, excluding those individuals hired to teach in community service;
3. exempt\* employees including administrative and professional/technical employees, excluding the campus president and individuals appointed to positions on an acting or interim basis.

\*Exempt employees appointed to a position in an acting or interim capacity shall be selected through a process set by the President.

These guidelines are intended to be consistent with Policy 4111 Affirmative Action/Equal Opportunity.

**B. WORKFORCE PROFILE REVIEW**

Annually, on or about November 1, HR in conjunction with campus leaders on diversity initiatives will, where feasible, provide a workforce profile workshop for administration (President, Vice Presidents, Deans and Directors) and program chairs. This workshop will detail the College’s workforce demographics and diversity initiatives for the upcoming year.

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

**C. IDENTIFYING A POSITION VACANCY**

When the administrative head of the hiring unit wishes to fill a vacant position, he/she shall complete a Personnel Requisition form and submit it to the appropriate Vice President for approval. Approval is also required from the Vice President for Administrative Services (VPAS), the Vice President for Human Resources (VPHR) and the President. When the President authorizes the filling of a vacancy, he/she shall so inform the VPHR.

**D. CONVENING THE SCREENING COMMITTEE**

Once the President or designee authorizes the filling of a position vacancy, a screening committee shall be recommended by the administrative head of the hiring unit with consultation from the appropriate members of the unit and the appropriate employee constituency groups. For exempt positions, approval of the proposed committee members shall be the responsibility of the President or designee. The President can reassign the responsibility for approving membership.

The administrative head of the hiring unit or a designee may serve as voting member of the committee. Each screening committee shall select a chairperson. The chairperson is a voting member of the committee. A representative from Human Resources shall be assigned to each committee to provide guidance and insure compliance with established policies and procedures.

Every attempt will be made such that at least one of the voting members shall be a member of an affected group. Additionally, efforts will be made to insure gender balance on the committee. When necessary in the judgment of the administrative head, off campus individuals may be appointed as members of the committee.

**Exempt and Faculty Positions**

Committees shall normally consist of no less than five (5) voting members, which will include, whenever possible: 1) a member of the classified staff; 2) a \*faculty from the discipline or program, or related disciplines or programs, if a member(s) of the discipline or program is/are not available; 3) a student recommended by the student government and (4) an exempt employee. If a committee cannot be established within ten business days of the notification from HR to the classified union, the faculty union and student government, the process will proceed with members identified by the administrative head of the hiring unit.

**Classified Positions**

The Committee shall normally consist of no less than three (3) voting members, which will include, whenever possible: 1) a classified employee; 2) a faculty member, and 3) a student recommended by student government. If a committee cannot be established within seven days of

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

the notification from HR to the classified union, the faculty union and student government, the process will proceed with members identified by the administrative head of the hiring unit. The committee will only be established upon the creation of an applicant pool.

\* The screening committee for faculty positions should have as a voting member a professional in the field of the vacant position. If such a professional is not currently a member of the campus community and available, then the Dean or Executive Vice President for Academic Affairs should actively seek a professional off campus. Off campus includes (1) professionals retired from our campus, (2) professionals from other colleges and universities, (3) firms where applied professionals are employed.

**E. SCREENING COMMITTEE TRAINING**

The screening committee and the administrative unit head shall participate in training provided under the guidance of the HR office including discussion related to diversity, non-discrimination, public records, note taking, and confidentiality associated with employment practices. Training shall include conversations regarding effective screening practices and the development of interview questions to gauge multicultural competencies.

**F. WRITING/REVISING AND ISSUING THE JOB ANNOUNCEMENT**

The job announcement shall be prepared as follows depending on the constituency group.

**1. Classified Positions**

Job announcements for classified staff positions shall be prepared by the VPHR, or designee who, in consultation with the administrative head of the hiring unit, shall:

- a. review the duties and responsibilities of the position and compare the existing job description to the current need;
- b. determine the appropriate job classification;
- c. determine whether the existing eligibility list will be used or determine that a new one should be established;
- d. insure compliance with state specifications and regulations, and SCC's Policy 4111;

VPHR or designee will review/amend the draft job announcement to ensure applicants are asked to address their knowledge, skills, and experiences related to diversity.

**2. Faculty Positions**

Draft job announcements for faculty positions shall be prepared by the administrative head of the unit, who shall in sequence:

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

- a. provide an opportunity for input from all full-time faculty within the discipline and/or related programs;
- b. submit the draft announcement to the screening committee (the committee will review/amend the draft to ensure that it gives applicants opportunities to address their knowledge, skills and experiences related to diversity);
- c. review the draft announcement with the VPHR and appropriate VP regarding the strategic plan, timelines and other institutional priorities; and
- d. consult the AAO to review diversity objectives and legal requirements for accredited institutions.

Within five (5) working days from the date of its receipt, the AAO will send to the appropriate vice president written feedback on the job announcement in terms of its compliance with Policy 4111. If the job announcement is in compliance with Policy 4111, it will be submitted to the President for final approval and authorization for public release. The final job announcement will be shared with members of the screening committee prior to dissemination. If the AAO determines that the job announcement should more strongly support campus diversity initiatives and/or is in violation of Policy 4111, the matter will be corrected and reviewed with the administrative head before final approval by the President or designee.

**3. Exempt Positions**

Draft job announcements for exempt positions will be prepared by the vice president for the hiring unit or designee, who shall:

- a. submit the draft announcement to the screening committee. The committee will review/amend the draft to ensure that it gives applicants opportunities to address their knowledge, skills and experiences related to diversity;
- b. review with the VPHR regarding the strategic plan, timelines and other institutional priorities;
- c. forward to the AAO for review of the diversity objectives and legal requirements; and

Within five (5) working days from the date of its receipt, the AAO will send to the appropriate vice president written feedback on the job announcement in terms of its compliance with Policy 4111. If the job announcement is in compliance with Policy 4111, it will be submitted to the President for final approval and authorization for public release. The final job announcement will be shared with members of the screening committee prior to dissemination. If the AAO determines that the job announcement should more strongly support campus diversity initiatives and/or is in violation of Policy 4111, the matter will be corrected and reviewed with the administrative head before final approval by the President or designee.

## AFFIRMATIVE ACTION/EQUAL OPPORTUNITY APPENDICES

### 4. The Position Announcement

Job announcements shall contain:

- a. specific qualifications required of all applicants; such as required education/experience, and knowledge and skills necessary to perform the position requirements.
- b. terms of appointment;
- c. salary determination process;
- d. application procedures such as:
  - 1) required application materials and documentation;
  - 2) testing requirements, where applicable, including minimum acceptable scores;
  - 3) oral board interview process, if applicable;
  - 4) an Equal Employment Opportunity clause; and
  - 5) the application period and designated closing date. The position will normally be advertised for no less than two weeks. Classified position(s) will be posted for at least ten (10) calendar days.

In addition, job announcements for classified staff positions shall contain the following:

- e. type of register to be established;
- f. specific qualifications of the respective classification as designated by the Department of Personnel (DOP);
- g. salary range and DOP classification level; and
- h. working hours.

### 5. Finalizing and Issuing the Position Announcement

Final approval of the position announcement is the responsibility of the President or designee. The President may consult with the vice president of the hiring unit and, when deemed appropriate by the President, staff members serving in the hiring unit wherein the vacancy exists.

The VPHR is responsible for distributing approved job announcements to:

- a. Office of Human Resources mailing lists;
- b. SCC HR web site;
- c. Classified, faculty and administrative list serves; and
- d. Employees of Color Caucus distribution list,

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

Specialized mailing lists may be developed and distributed by the hiring unit. The announcements for part-time employment normally shall be open-continuous bulletins issued to attract applicants for the part-time pools of the hiring units.

**G. PROCESS ANALYSIS**

At the close of the specified application period, the assigned Human Resources staff will assemble the applications and submit the Affirmative Action Reporting forms to the AAO.

If the pool of applicants includes members of the underutilized groups identified in the SCC employment profile, the AAO will, within five (5) working days, notify the screening committee to proceed with the screening process. If the pool of applicants does not include members of underutilized groups in the SCC employment profiles, the AAO may recommend further recruitment efforts.

**H. PRE-SCREENING**

Prior to release of application materials to the screening committee, the Office of Human Resources shall review all applications and identify the applicants that meet the minimum qualifications as established by the position announcement.

Each screening committee shall prepare an alphabetical list of candidates to be invited for the interview.

For **Classified positions**, the following processes apply:

1. Classified staff applicant pools will be established for each recruitment.
2. The applicant pool will be used to fill current vacancies for up to six (6) months, unless the vacant or new position requires a job specific specialized skill or ability in which case a specialized applicant pool will be recruited and used to fill that position only.

**I. DEVELOPING A SCREENING INSTRUMENT**

Prior to reviewing applications, each screening committee shall establish, in writing, a screening instrument which should include position-related criteria consistent with the job announcement, and a timeline for completing the screening of qualified written applications. This document shall be submitted to the AAO for approval.

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

**J. DEVELOPING THE INTERVIEW QUESTIONS**

Prior to reviewing the applications, each screening committee shall prepare a list of interview questions. The committee will discuss what constitutes quality responses. The list of questions will include at least one question that addresses the candidates' multicultural competencies. Questions must be approved by the AAO prior to the review of applications by the screening committee. These questions should follow RCW 49.60.180 (4) and RCW 49.60.200, related to the position criteria and be consistent with the advertised position announcement.

**K. THE APPLICATION REVIEW PROCESS**

Each screening committee will review the applications pre-screened by the Office of Human Resources for minimum qualifications, evaluating them individually according to the criteria established by the screening committee and approved by the AAO.

**L. THE INTERVIEW PROCESS**

1. Selected candidates for permanent employment (does not include non-permanent such as hourly, students and temporary contract employment) shall be interviewed by the screening committee.
2. All candidates shall be asked the same questions. Candidates will be encouraged to respond to questions in detail and to include examples, when appropriate. Deviations from the prepared questions may be made to clarify (not expand) a response.
3. Screening committees shall recommend, in writing, up to three (3) candidates to the administrative head of the hiring unit and may rank them according to strengths and weaknesses, as agreed to by the committee. The interview results should reflect the desired outcomes identified by committee members at the beginning of the screening process.
4. If the screening committee determines that none of the candidates are appropriately qualified, it will notify the administrative head in writing.

**M. FILLING THE POSITION**

1. The administrative head of the hiring unit will forward to the appropriate vice president the finalists recommended by the screening committee.
2. If the administrative unit head's recommendation differs from that of the screening committee, he/she should write a recommendation outlining the strengths and



**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

weaknesses of the finalists and share this recommendation with all members of the screening committee before submitting it to his/her senior administrator.

4. The senior administrator may wish to interview the finalists utilizing the same process/protocols with each candidate.
5. The President or his/her designee, after consultation with the administrative head of the hiring unit or the appropriate vice president, will consider the recommended candidates and select one.
6. The President or his/her designee may offer the position to the successful candidate, stipulating the terms of employment and salary. The salary shall be set by the President or a designee. For faculty, salaries shall be set in compliance with guidelines found in the negotiated Agreement. Classified staff salaries are set according to established salary schedules. Exempt employees salary ranges are pre-established prior to the recruitment, such that they are aligned with other positions on campus similar in scope of duties and responsibilities. Exempt employees salaries will be provided to the Board of Trustees in open meeting.
7. After a decision is reached, the screening committee chair shall notify the committee of the selected candidate.
8. If the President or designee does not fill the position, the process will be terminated and this decision shall be communicated to the committee via the screening committee chair.

**N. EXCEPTIONS**

Exceptions to these procedures may be necessary in certain unusual, unforeseen emergency circumstances. What constitutes an unusual, unforeseen emergent circumstance is both to be determined and authorized by the College President or a designee. These exceptions shall not conflict with applicable rules and regulations.

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES****Glossary for Policy 4111 Appendices:**

**Administrative/Exempt:** Presidents, vice-presidents and their confidential assistants, deans, directors and chairs; executive heads of major administrative or academic divisions employed by institutions of higher education; or other managerial or professional/technical employees in an institution having substantial responsibility for directing or controlling program operations and accountable for allocation of resources and program results.

**Administrative Head:** An individual with exempt status appointed by the President for the purpose of supervising the staff and managing the assigned area, division, department, program or office.

**Affected Class:** Any employee group (for example, ethnic minorities and women) that has suffered and continues to suffer the effects of discrimination.

**Affected Group Member:** Someone who is a member of a group that has been determined to have been historically discriminated against. Affected group members include women, minorities, persons with disabilities, Vietnam Era veterans, disabled veterans, and persons over 40.

**Affirmative Action Plan:** A plan whose execution will assure measurable, yearly improvements in hiring, training and promotion of ethnic minorities and females in all parts of an organization. The effectiveness of the plan is measured by the results it actually achieves rather than by the results it is intended to achieve.

**Associate Faculty:** An academic employee with an assignment made on a quarter-to-quarter basis. This includes moonlight assignments for academic employees otherwise coded as full-time.

**Classified Staff:** All positions in the higher education institutions that are subject to the provisions of Chapter 41.06 RCW and these rules.

**Cognate Discipline:** A discipline that is the same or of a similar nature to another.

**Hiring Unit:** Area, division, department, office or program with appointed administrator responsible for its management.

**Job Group:** One or more positions having similar work content or wage rates and opportunities.

**AFFIRMATIVE ACTION/EQUAL OPPORTUNITY  
APPENDICES**

**Multicultural Competency:** An individual’s acquisition of awareness, knowledge, and skills needed to function effectively in a pluralistic democratic society. On an organizational/societal level, an individual advocating effectively to develop new theories, practices, and organizational structures that are more responsive to all groups.

**Policy 4111:** Shoreline Community College policy regarding Human Rights, Equal Opportunity and Affirmative Action.

**Professional/Technical Exempt:** An employee designated as exempt from the application of civil service rules. These managerial or professional employees have substantial responsibility for directing or controlling program operations and are accountable for program results and may be accountable for allocation of resources.

**Relative Availability:** Comparison of our workforce to relevant job market to determine if we have comparable representation of persons from affected groups based on availability.

**Underrepresented Groups:** “Affected” groups which are not numerically reflective of relative availability.

**Underutilization/Underutilized Group:** Having fewer ethnic minority group members and females in a particular job category than would reasonably be expected by their presence in the population or local labor force.

Appendices. . . . .Effective 6/85  
Reviewed by College Council . . . . . 6/2/04  
Revision Approved by:  
President’s Executive Staff. . . . . 6/3/04