



EL PASO COMMUNITY COLLEGE PROCEDURE

For information, contact Institutional
Effectiveness: (915) 831-6740

DC-8 Candidate Evaluation: Full-Time Faculty Positions

APPROVED: April 22, 1983 **REVISED:** October 21, 2022
Year of last review: 2024
AUTHORIZING BOARD POLICY: DC

Classification: Administrative

Vice President or Associate Vice President: Vice President of Finance and Administration

Designated Contact: Executive Director of Human Resources

OBJECTIVE: To establish a process for the filling of full-time faculty* position vacancies, including Probationary (tenure-track) and Lecturer Instructors, Counselors, and Librarians. This procedure also applies to the selection of full-time Adult Vocational Instructors, and Special Programs Instructors. The responsibilities for the selection process outlined in this procedure are assigned to the equivalent positions/individuals in the appropriate division/department and supervisory chain.

PROCEDURE:

I. Purpose of the Evaluation Process

The purpose of the evaluation process is to identify the candidate who is best qualified to fill the full-time faculty position. This determination is facilitated by a thorough review of experience, education, potential, and quality of past performance of all the applicants for the position, with all parties involved in the evaluation process being mindful of the responsibilities to provide equal employment opportunity to each applicant regardless of race, color, national origin, religion, gender, age, disability, veteran status, sexual orientation, or gender identity of the applicant.

II. Responsibilities

- A. President - The President has the authority and the responsibility to recommend candidates to the Board of Trustees for approval; others involved in the candidate evaluation process assist the President in making his/her recommendation. The Final Review and Selection Conference with the Vice President of Instruction and Workforce Education and the Evaluation Committee will serve as the final step in the selection process from which the President will send employment recommendations to the Board of Trustees. Because of the long tradition and proven success within the College of reaching decisions by consensus, the final selection of the prospective faculty member will be a consensus recommendation from the Final Review and Selection Conference.
- B. Position Coordinator - The Executive Director of Human Resources is designated as the Position Coordinator for faculty vacancies. The Position Coordinator (or his/her designee) is responsible for the administrative management of the evaluation process, to ensure that the process is conducted in accordance with applicable procedures and regulations, including the collection of all required position evaluation documentation. The Position Coordinator is not involved in the evaluation of candidates. The Human Resources Department will additionally be responsible for
 - 1. Drafting/finalizing the recruitment materials.
 - 2. Finalizing/approving the Evaluation Committee membership.
 - 3. Developing and subsequently finalizing the evaluation rating form materials.
 - 4. Recording the completed initial evaluation results.
 - 5. Conducting the EEO initial and final reviews.
 - 6. Corresponding with applicants.
 - 7. Assuring the completion of the evaluation process.
 - 8. Determining the initial salary placement.
 - 9. Extending the offer of employment.
 - 10. Preparing the action for Board of Trustees approval.

* Note: The word "faculty" denotes instructors, counselors and librarians.

- C. **Instructional Coordinator (or Counselor Coordinator or Head Librarian)** - Once notified by the Dean/Director/AVP that a position is to be advertised, the campus-based Instructional Coordinator will notify the District-wide "Contact" Instructional Coordinator who will call a District-wide meeting of the discipline faculty to discuss the proposed specific qualifications of the new faculty member, including appropriate oral communication skills, in recognition of institutional need and Texas Higher Education Coordinating Board and/or Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) qualification requirements. The discipline will formulate their recommendation with supportive comment, in writing, and address and forward the memorandum to the Dean/Director/AVP. The Instructional Coordinator will serve as a member of the Evaluation Committee, will review all applications for the position, and will participate in the recommendation of candidates for interview.
- D. **Evaluation Committee** - The Evaluation Committee will be composed in accordance with the Evaluation Committee Composition Guidelines (reference Section IV. F. below).

Each participant is responsible for the following:

1. Attending the orientation meeting;
 2. Two (2) faculty members of the Evaluation Committee, who are, whenever possible, members of the discipline or a related area where the vacancy exists will participate in the initial review of applications along with the Dean/Director/AVP and the Instructional Coordinator, and will further participate with the Dean/Director/AVP and the Instructional Coordinator in determining those candidates to be recommended for interview;
 3. The remaining members of the Evaluation Committee will have the opportunity to review all applications once the Dean/Director/AVP has notified the members of the recommended list of candidates for interview;
 4. Developing job-related questions to be used during the interviews;
 5. Participating in the interview session with each candidate;
 6. Deliberating on each candidate interviewed; however, if requested, the faculty members of the Evaluation Committee may also meet separately to discuss the candidates;
 7. As a full Committee, completing a Final Candidate Evaluation Form for each candidate, completing the Final Candidate Evaluation Composite Form, and determining the finalists for the position; and
 8. Participating in the Final Review and Selection Conference with the Vice President of Instruction and Workforce Education.
- E. **Dean/Director/AVP** - The immediate supervisor (or other designated administrator) of the position to be filled is responsible for the following:
1. Notifying the Instructional Coordinator when a decision has been made to advertise a faculty position;
 2. Upon receipt of input from the District-wide discipline faculty, reacting to the recommendation in writing and with supportive comment, as appropriate, and forwarding the Position Requisition with the written recommendation(s) to the Vice President of Instruction and Workforce Education;
 3. Recommending current employees to serve on the Evaluation Committee, in accordance with the Evaluation Committee Composition Guidelines;
 4. Reviewing the draft of the Preliminary Screening Form;
 5. Ensuring that appropriate questions are developed by participating Committee members that are job-related and non-discriminatory;
 6. Serving as a member of the Evaluation Committee, as outlined above;
 7. Reviewing all applications and participating in the discussions about and recommendation of candidates for interview;
 8. Notifying all members of the Evaluation Committee in writing of the applicants for the position who have been recommended for interview and inviting the Evaluation Committee members who have not participated in the initial evaluation of the candidates to review the entire applicant pool for possible additional candidates to be recommended for interview;
 9. Responding to additional recommendations for interview from the Evaluation Committee membership. After consultation with the full Committee, if he/she approves that the additional candidate (s) should also be interviewed, forwarding the recommendation to the Human Resources Department for action. Should the recommendation not be approved, forwarding the recommendation back to the committee member and informing all other Committee members of the decision;

10. Verifying required education and experience as presented in the materials of each applicant recommended for interview;
11. Inviting candidates for on-campus interviews;
12. Developing the interview schedule and notifying all participants, after the candidates have been invited for an on-campus interview;
13. Scheduling a tour of College facilities for applicants participating in the interview process, as appropriate;
14. Participating in the interview session with each candidate and assuring that candidates are generally asked the same questions during the session; however, follow-up questions may also be asked during the interview, as appropriate;
15. Participating in completing the final evaluation forms and in the determination of the finalists as a result of the final evaluation of the candidates;
16. Conducting reference checks regarding the finalists for the position;
17. Preparing and submitting to the Human Resources the interview and final evaluation materials, including a copy of the questions asked during the interviews and results of the reference checks;
18. Participating in the Final Review and Selection Conference;
19. Preparing the hiring documentation for the recommended candidate as a result of the Final Review and Selection Conference; and
20. Ensuring that all evaluation documents are complete and returned to the Human Resources Department.

F. **Vice President of Instruction and Workforce Education** - The second line, cabinet level supervisor of the position being filled is responsible for the following:

1. Reviewing input provided by the discipline faculty regarding the recommendations for qualifications; finalizing and approving the qualification requirements for the position vacancy;
2. Reviewing/approving the recommendation from the Dean/Director/AVP of the composition of the Evaluation Committee and forwarding the recommendation to the Human Resources Department for review and approval;
3. Participating in the Final Review and Selection Conference;
4. Signing the hiring document (PAR) and forwarding to the Human Resources Department (or approving the decision to re-advertise, or not to hire from the applicant pool, as appropriate); and
5. Ensuring that all required documentation is complete and forwarded to the Human Resources Department and that the selection process was fairly and objectively implemented.

III. Confidentiality

- A. Participants in the process are directed to maintain the confidences of this evaluation process, both during the process and after the conclusion of the process.
- B. The following types of information are deemed confidential:
 1. Names of applicants.
 2. Information included in application materials submitted by an applicant; and
 3. Evaluation opinions and judgments discussed during committee deliberations, and/or reflected on evaluation documentation forms, and/or other intracollege memoranda.
- C. Participants are, therefore, obligated to properly safeguard all documentation and information pertaining to the evaluation process. **Participants are further reminded that confidential matters are not to be revealed or discussed with anyone not officially involved in the evaluation process from the time of appointment to this responsibility, during, or after the conclusion of the process.** If a participant has a question or concern about the process, he/she should discuss the issue with the senior administrator responsible for the evaluation process or with the Executive Director of Human Resources.
- D. It shall be the sole responsibility of the President's Office and/or the Executive Director for Employee Relations to accept any requests for information as well as to release any information and/or documentation regarding the evaluation process.

Certain documents used and/or generated during this evaluation process may be subject to release in accordance with provisions of the Texas Public Information Act, Attorney General opinions, or other legal authority. The potential release of documents does not relieve the participants in this evaluation process from the responsibilities outlined above.

IV. Narrative of Procedural Steps

- A. **Requisition** - Personnel Requisition is completed by the Dean/Director/AVP and processed in the EPCC Café System through administrative channels to the Human Resources Department. Requisitions should be submitted as soon as the vacancy is known or anticipated. Note that the evaluation process normally requires 60 or more days to complete.

Annual Recruitment - The recommended annual recruitment for faculty positions for the next academic year is the following:

1. **Late October** - Submission of the Personnel Requisition forms for the anticipated vacancies.
2. **Late November** - Announcements released
3. **Late January** - Application deadline for position vacancies. Committee participant recommendations to the Human Resources Department.
4. **Early February** - Committee Orientations.
5. **Late February** - Initial evaluation of applicant credentials.
6. **Early March** - Recommendations for interview.
7. **Late March** - Interviews conducted by committees.
8. **Early April** - Employment recommendations to the Human Resources Department.
9. **May/June** - Employment recommendations to Board of Trustees.

- B. **Position Announcement** - The position announcement is prepared by the Human Resources Department and coordinated with the Dean/Director/AVP. Any special requirements, to include language proficiency skills, will be included as part of the qualifications for the position. Qualifications for the position, or any preferential consideration whatsoever, may not be based on diversity, equity, and inclusion considerations, and all position announcements may not contain requests for statements of any kind that relate to diversity, equity, and inclusion.

- C. **Announcement Distribution/Area of Consideration** - Tenure-track faculty positions are advertised nationally. Changes to the normal distribution and area of consideration may be made only with the approval of the Vice President, the Executive Director of Human Resources and the Vice President of Resource Management.

- D. **Checklist Dates** - The Position Coordinator, in coordination with the Dean/Director/AVP and/or Vice President of Instruction and Workforce Education, may establish timelines for completing the selection process.

- E. **Release Announcement** - The Executive Director of Human Resources releases the announcement.

- F. **Recommendation of Committee Participants** - The Dean/Director/AVP should provide a recommendation on the composition of the Evaluation Committee in accordance with the guidelines below, and forward through administrative channels to the Vice President, who will react/approve the recommendations and forward them to the Position Coordinator. (Normally, this recommendation is forwarded soon after the position is advertised).

Evaluation Committee Composition Guidelines -

1. The Evaluation Committee will be composed of a minimum of six (6) members, including the Dean/Director/AVP, the Instructional Coordinator for the faculty vacancy, and a minimum of four (4) other faculty (or other qualified individuals as noted below) from the same discipline, or a related area, for the position vacancy;
2. All Committee members must be professionally qualified to evaluate the professional and technical qualifications of the candidates for the faculty position being filled, including the assessment of the knowledge, skills, and abilities of the applicants;
3. At least one faculty member of the committee will be from another, related discipline and one will be from a different campus from where the vacancy exists;

4. Faculty membership on the committee is normally restricted to full-time tenured or probationary faculty members; however, if the vacancy is an Adult Vocational or Special Programs Instructor position, faculty membership from this employment category is appropriate;
5. Other professionally qualified individuals, such as professional support staff, administrators and/or community representatives, may also serve as Committee members, as deemed appropriate by the Dean/Director/AVP and Vice President of Instruction and Workforce Education.

- G. **Approval of Committee Participants** - The composition of the Committee will be reviewed by the Executive Director of Human Resources and approved in accordance with the above established guidelines.
- H. **Notifying Committee Participants** - Upon approval of the Committee, the Supervisor will notify each person of his/her appointment; the Human Resources Department will provide each member with the official appointment notification.
- I. **Evaluation Form** - The Preliminary Screening Form is used to determine if the applicants have the desired education and experience. The form will be developed by the Position Coordinator in coordination with the Dean/Director/AVP and Vice President of Instruction and Workforce Education. The Position Coordinator will review the form for appropriateness and finalize the evaluation materials.

In developing the Preliminary Screening Form, the Position Coordinator and Dean/Director/AVP will consider the following factors to be included for evaluation:

1. Educational preparation;
2. Experience teaching in the discipline;
3. Related skills and experiences;
4. Factors specific to the position: knowledge, skills, abilities, certification, etc.; and
5. Experience and/or ability to perform in a community college environment.

The Initial Candidate Evaluation Form must be developed in accordance with the announcement.

- J. **Receipt of Applications** - All applications must be submitted to, and received and processed by, the Human Resources Department through the EPCC Café System to be considered.
- K. **Acknowledgments/Requests for Additional Information** - The applications will be reviewed by Human Resources Department staff for completeness and, if applicable, requests for additional information will be made.
- L. **Application Deadline Date** - The Position Coordinator, in coordination with the Dean/Director/AVP, will establish the application deadline date. The application period will be in accordance with established recruitment guidelines. The application deadline date should also take into consideration the publication dates of *The Chronicle of Higher Education* or other appropriate publications.
- M. **Orientation Meeting** - The Position Coordinator will arrange an orientation meeting with the Evaluation Committee, and with other appropriate administrators. The meeting is normally held after the application deadline has passed and the applicant pool materials are prepared. Note that in some cases the meeting is held prior to the deadline.

The Position Coordinator briefs the Evaluation Committee on the evaluation process and procedures. The Position Coordinator also will provide each participant with a copy of the procedures and forms required for the evaluation process. As a minimum, the briefing will include a review of the following:

1. Procedure
2. Responsibilities
3. EEO considerations
4. Confidentiality
5. Criteria for evaluation
6. Forms
7. Group evaluation process
8. Position qualifications
9. Timelines
10. Interviewing guidelines and the development of questions

- N. **Initial Evaluation** - The purpose of the initial evaluation is to identify the applicants who are best qualified and deserving of further consideration.

The Dean/Director/AVP, Instructional Coordinator, and two (2) faculty members on the Evaluation Committee will complete an evaluation of each applicant in the EPCC Café System based upon the information and documentation submitted by the candidate.

The evaluators will review the overall education, experience, and work history of each applicant to determine if the applicant is professionally and technically qualified. In evaluating the previous experiences of candidates, the evaluators will consider the work responsibilities of the position in question, in addition to the quality of the experiences.

- O. **Results of Initial Evaluation** - When the initial evaluation is completed, the Position Coordinator will prepare a composite of all initial evaluation results. The evaluation scores will be recorded and the summary column calculated for each applicant. A copy of the composite will be provided to the evaluators.

- P. **Candidates to be Interviewed** - The evaluators will meet to deliberate on the results of the initial evaluation and will select the candidates to be recommended for further consideration and interview. There is no set number of candidates who must be interviewed; generally, however, there are three (3) to five (5) candidates normally invited for interview for each position vacancy. The Committee will determine the appropriate number to be interviewed using a number of factors, such as the scoring results of the initial evaluation, the number of positions to be filled out of the pool of candidates, the candidate's legal authorization to work in the United States, etc. It is expected that the candidates who received the highest composite scores will be interviewed, unless otherwise justified and supported in writing by the Committee.

When the recommended list has been approved by the Human Resources Department, the Dean/Director/AVP will notify the members of the Committee.

Once notified, by the Dean/Director/AVP, of those applicants who will be extended an interview invitation, the remaining Committee members will then have the opportunity to individually review the applications of all candidates to ascertain if there may be additional candidates who should also be considered for an interview. If there are other such candidates, the Committee member will forward a memorandum to the Dean/Director/AVP recommending such action with supportive comments within five (5) workdays of the notification memorandum (reference date of memo) or prior to the date of the first interview, whichever is later.

- Q. **Verification of Education and Experience** - In conjunction with this recommendation, it is the Dean's/Director's/AVP's responsibility to verify the required education and experience of each applicant recommended for interview. The verification of the required education and experience for the position is to be documented on the Verification of Education form.

- R. **Interview Invitations** - After a review and approval of the recommendation by the Position Coordinator, the Dean/Director/AVP will make the initial contact (normally by telephone) with each applicant recommended for interview. Once it is determined which applicants are interested in being interviewed, the names, addresses and telephone numbers will be provided to the Human Resources Department for direct contact in finalizing the travel and accommodation arrangements.

- S. **Interview Schedule** - The Dean/Director/AVP will contact each applicant to arrange for the interviews and will provide the applicant with specifics regarding the interview, including the date, time, and location. The Dean/Director/AVP prepares the specific interview schedule and distributes the schedule to all participants and to the Human Resources Department. As appropriate, a host should be appointed by the Dean/Director/AVP for each candidate and a College briefing and/or tour of campus facilities included in the itinerary.

- T. **Interviews** - Interviews will be scheduled for the full Evaluation Committee to meet with each candidate as a group. Guidelines for conducting interviews are provided as part of this procedure.

Prior to the first interview, the Committee members will formulate their questions to facilitate an orderly group interview process. The Position Coordinator may assist with this pre-interview session, if requested.

The basic questions to be asked of each candidate will be determined in advance, with follow-up questions to be determined and asked during the interview session. Instructional vacancies will normally include a lecture demonstration as part of the interview session, with the candidate being informed about this aspect in advance. This aspect of the interview may be waived, as approved by the Dean/Director/AVP and Vice President of Instruction and Workforce Education.

Additionally, members of the Evaluation Committee will assess the applicant's proficiency in oral communication in the language in which the course(s) is/are to be taught in order to ensure that the appointment of the applicant would be appropriate in the discipline for which the applicant is being considered. The Dean/Director/AVP will document this assessment on the Verification of Education form.

U. **Final Evaluation** - After the interviews have been conducted, the Evaluation Committee will:

1. Deliberate on each candidate; however, if requested, the faculty members of the Evaluation Committee may also meet separately to discuss the candidates;
2. As a full Committee, complete a Final Candidate Evaluation Form for each candidate interviewed;
3. Complete the Final Candidate Evaluation Composite Form which establishes a final listing of the candidates based upon the final quantitative evaluation; and
4. Designate the finalists to be considered at the Final Review and Selection Conference; it is expected that the candidates who received the highest final evaluation scores will be designated as finalists, unless otherwise justified and supported in writing by the Committee.

V. **Reference Checks and Background Verification** - The Dean/Director/AVP or designee will conduct reference checks on the finalists, as appropriate. When telephone reference checks are made, the results will be recorded on the Telephone Reference Check form. After the reference checks are made, all evaluation materials along with the list of recommended finalists should be forwarded to the Human Resources Department.

W. **Preparation for the Final Review and Selection Conference** - The Human Resources Department will conduct a detailed review of the evaluation process to ensure that the recommendation of finalists is supported by the accompanying documentation and that all candidates have been given equal consideration throughout the evaluation process. This review will also include the following, in particular:

1. Verification of the accuracy of all calculations made on the Final Candidate Evaluation Forms;
2. Verification of the accuracy of the scores transferred to the Final Candidate Evaluation Composite Form from the Final Candidate Evaluation Forms; and
3. Verification that the designated finalists are the highest scoring candidates interviewed or that the selection of finalists is justified and supported in writing by the Committee.

The following documents will then be provided to the Dean/Director/AVP for the Final Review and Selection Conference:

1. An alphabetized roster of finalists as recommended by the Evaluation Committee and prepared by the Human Resources Department;
2. A complete copy of the application materials for each finalist; and
3. Other such materials which may be appropriate for consideration during the Final Review and Selection Conference.

X. **Final Review and Selection Conference** - The Vice President of Instruction and Workforce Education and the Evaluation Committee will consider the recommended finalists and together will arrive at a recommendation for employment. Once the selection has been made, the Final Review and Selection Conference Documentation Form will be completed and each individual participating in the selection will sign the form. The Dean/Director/AVP will prepare the final hiring documents and forward the documents through the Vice President of Instruction and Workforce Education to the Human Resources Department.

Note: If no candidate is to be recommended from the pool, the Dean/Director/AVP will make a formal recommendation to that effect. Likewise, a recommendation to re-advertise, etc., will be made in writing. In all cases there must be a formal recommendation made, in writing, to finalize the evaluation process and to document the results.

- Y. **Human Resources Department Processing** - A final processing will be conducted by the Human Resources Department which will include a review to assure that the procedures have been followed.
- Z. **Salary Placement** - The Position Coordinator will review the recommended candidate's application materials and determine the initial salary placement.
- AA. **Offer** - Upon approval, and in coordination with the Dean/Director/AVP and the Vice President of Instruction and Workforce Education, the Position Coordinator will contact the recommended candidate and offer the position, pending approval by the Board of Trustees. The reporting date will also be established. The offer is normally made by telephone and confirmed in writing.
- BB. **Board of Trustees Approval** - The Executive Director of Human Resources will ensure that the recommendation is included on the agenda of the next meeting of the Board of Trustees.
- CC. **Notify Applicants of Non-selection** - Upon approval by the Board of Trustees, the Position Coordinator will notify the candidate in writing of his/her employment and will notify all other applicants that the position was filled. Note: Applicants will be notified of the outcome of the evaluation process even if no candidate is recommended for employment.