

**STANDARD III.A. DRAFT – 10/12/22**

**Standard III.A. Human Resources**

- 1. The institution assures the integrity and quality of its programs and services by employing administrators, faculty and staff who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and explicitly stated and address the needs of the institution in serving its student population. Job descriptions are related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.**

**Evidence of Meeting the Standard**

The College has developed hiring criteria as outlined in its board policies, administrative procedures, and other guidelines to ensure administrators, faculty, and staff are appropriately qualified for their positions by meeting education, training, and experience requirements. (IIIA1-1, IIIA1-2, IIIA1-3, IIIA1-4, IIIA1-5, IIIA1-6, IIIA1-7, IIIA1-8, IIIA1-9)

Pursuant to Education Code Section 88137, the City and County of San Francisco's merit system, overseen by the Civil Service Commission, governs the College's employment of classified employees. As a participating member of the City and County of San Francisco's merit system, the College's Human Resources Department works closely with the City and County of San Francisco's Department of Human Resources (DHR) to ensure that District practices for employing classified employees adhere to the Civil Service Commission's current processes, codes, and requirements. (IIIA1-10)

The College's hiring procedures outline the job announcement/description development process for each employee group. For each employee category, the hiring department or program establishes the hiring criteria with the search committee under the guidance and direction of Human Resources to ensure that: (1) hiring criteria is consistent with the intent of the position approval process; (2) qualifications for each position are closely matched to specific programmatic needs and are related to the institutional mission; and (3) duties, responsibilities, and authority are clearly delineated.

Job announcements list employment requirements, such as the state-mandated minimum qualifications (faculty and administrative) or Civil Service job specification qualifications (classified). Human Resources staff review the desirable qualifications that each search committee recommends. This ensures that qualifications correlate directly with the approved position. The hiring department /division vice chancellor and dean, the EEO Compliance Officer, and the Associate Vice Chancellor of Human Resources review faculty and administrative job announcements prior to recruitment. Further, the Academic Senate has the opportunity to review and comment on administrative job announcements. (IIIA1-11, IIIA1-12, IIIA1-13)

To assure inclusive and successful recruitment processes, the College utilizes broad recruitment and advertising strategies to enhance the recruitment of applicants, including working with departments and program managers to identify targeted outreach strategies to attract large, diverse, and qualified applicant pools. HR posts job announcements in various local, state, and national media such as the California Community College Registry, education publications such

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as the *Chronicle of Higher Education*, newspapers, trade journals, and on various employment websites and job boards. HR also uses recognized recruitment advertising agencies (e.g., JobElephant). (IIIA1-14)

Once the College receives applications for a given position, Human Resources reviews the application materials to verify applicant qualifications and to ensure that applicants meet the state-established minimum qualifications. (IIIA1-15)

Applicants who hold Foreign Degree(s) are required to submit their transcripts for evaluation before Human Resources processes their applications. The online job application site includes a list of organizations that provide foreign transcript evaluation services. (IIIA1-16)

For classified employee positions, Human Resources verifies whether applicants meet the minimum qualifications in accordance with the approved job announcement/description and with the City and County of San Francisco Department of Human Resources class specifications, including position minimum qualifications.

Search committees submit paper screening criteria and interview questions to Human Resources for review and approval. Human Resources releases applicant files to search committees after ensuring the candidates meet minimum qualifications and reviewing and approving the paper screening and interview questions.

Individuals selected for employment must meet the established onboarding procedures and have compliance with California Laws before starting work, including background checks, tuberculosis risk assessment, and employment eligibility. (IIIA1-17, IIIA1-18, IIIA1-19, IIIA1-20)

Human Resources has implemented safeguards in each phase of the hiring process to ensure fair, equitable, and consistent practices are followed. In addition to those outlined above, the following steps are also taken:

- Before participating on a search committee, members are required to attend a search committee orientation offered by HR that includes EEO training on the screening and selection of applicants, as supported by the District's Equal Opportunity Plan. (IIIA1-21)
- Search Committee Chairs must complete the "Security Agreement re. Job Application Process," certifying their agreement for maintaining complete confidentiality and security of all applicant files. (IIIA1-22)
- Search committee members must also complete the "Screening/Interviewing Committee Members' Agreement" prior to preliminary screening of applicant files. (IIIA1-23)

### **Analysis and Evaluation**

The College demonstrates in its established hiring processes that it has appropriate hiring criteria and safeguards to ensure that it consistently follows hiring procedures. Job announcements/descriptions clearly delineate required qualifications, job duties/responsibilities that are matched to specific programmatic needs, and authority. Job announcements/descriptions are also related to the College's mission. Human Resources uses recognized recruitment advertising media sources to target recruitment of qualified and diverse applicants. The College establishes and administers processes for verifying applicants and newly hired personnel consistently and fairly.

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- 2. Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills, scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning. (ER 14)**

### **Evidence of Meeting the Standard**

The College consistently verifies that faculty selected for hire are adequately and appropriately knowledgeable of their subject matter. Faculty job announcements/descriptions list the minimum qualifications, required degrees, professional experience, and expertise, as well as the desirable qualifications. (IIIA2-1, IIIA2-2)

Applicants must submit a complete application packet consisting of an application, resume, letter of interest, references, and a diversity statement. Additionally, all faculty job announcements/descriptions include the required job responsibility for faculty participation in curriculum development and student learning outcome assessment. As noted in IIIA1, applicants who do not meet the state minimum qualifications may apply for equivalency, and applicants who hold foreign degrees must have their degrees evaluated. (IIIA2-3, IIIA2-4, IIIA2-5, IIIA2-6)

### **Analysis and Evaluation**

The College ensures that faculty meet the required state minimum qualifications, including the appropriate and applicable degree(s) and experience that demonstrates they have the appropriate knowledge of their subject matter. All faculty job announcements/descriptions include the required job responsibility for faculty participation in curriculum development and student learning outcome assessment.

- 3. Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.**

### **Evidence of Meeting the Standard**

**Administrator Hiring.** The College seeks to hire administrators who are sympathetic and sensitive to the racial and cultural diversity in the College and are well prepared by training and temperament to respond effectively to the educational needs of all the populations that the College serves.

Board policy and the Administrative Hiring Procedures outline the characteristics and essential qualifications of administrators. In addition, the procedures outline the process for hiring administrators and verifying their qualifications, including those mandated by the state as minimum qualifications. (IIIA3-1, IIIA3-2, IIIA3-3)

When the College needs to hire administrators (whether for a new position or to replace an existing position), the request advances to the Chancellor or supervising Vice Chancellor with full justification. The Chancellor has full authority to determine the final status of the position as noted in Board Policy 2.01. (See also Standard IIIA1 for a description of how Human Resources

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verifies that all applicants meet state minimum qualifications and have the required professional experience.) (IIIA3-4)

**Classified Employees.** As noted in IIIA1, the College is a participating member of the City and County of San Francisco's Civil Service Commission for the employment of classified employees. The City and County's Department of Human Resources (DHR) classifies all classified positions according to the position's duties and responsibilities. DHR identifies the minimum qualifications and the knowledge, skills, and abilities required to perform the functions and duties of the positions. For positions specific to the College, CCSF's Human Resources staff develop the class specifications and submit them to DHR for review, approval, and establishment. Exempt employees serve at the pleasure of the appointing officer and are exempt from the Civil Services process per the City and County of San Francisco charter.

Human Resources verifies classified position applicant materials for completeness and to confirm minimum qualification(s) and the required professional experience are met. The Classified Employee Departmental Hiring Procedures outline the established processes for the applicant screening, interviewing, and hiring. (IIIA3-5)

While the minimum qualifications for administrative and classified employees are set as described above, CCSF adds its own desirable qualifications for the purpose of hiring the most qualified individuals who can support and provide programs and services to reflect the College's mission and goals. (IIIA3-6, IIIA3-7)

### **Analysis and Evaluation**

The College aims to hire the most qualified individuals who can effectively lead, support, and sustain the academic services of the institution. College processes help determine if administrators and classified employees responsible for educational programs and services possess the qualifications necessary to perform the duties required to sustain institutional effectiveness and academic quality.

#### **4. Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.**

### **Evidence of Meeting the Standard**

Human Resources verifies that all required degrees held by faculty, administrators, and classified employees (if applicable) are from accredited institutions and that those from non-U.S. institutions have been granted equivalency from a professionally recognized foreign degree evaluation service. CCSF has full authority and responsibility for establishing the granting of equivalency as outlined in its established hiring procedures. (IIIA4-1, IIIA4-2, IIIA4-3, IIIA4-4, IIIA4-5, IIIA4-6)

### **Analysis and Evaluation**

Transcript verification is part of the screening/hiring process to ensure candidates meet the established minimum qualifications of the position and for faculty to determine initial salary

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placement. Human Resources maintains transcripts of current employees and equivalency reviews in employee personnel files.

- 5. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess the effectiveness of personnel and encourage improvement. The actions taken following evaluations are formal, timely, and documented.**

### **Evidence of Meeting the Standard**

The College's performance evaluation procedures for faculty, classified employees, and administrators assess individuals' job performance of duties and responsibilities, identify strengths, and define areas for improvement. Established processes include timelines and authority and outline follow-up evaluation procedures when evaluation results identify areas for improvement. For classified employees, Human Resources implemented an electronic system for performance evaluation in 2020 to improve the process. (IIIA5-1, IIIA5-2, IIIA5-3, IIIA5-4, IIIA5-5, IIIA5-6, IIIA5-7, IIIA5-8)

The Office of Instruction manages the faculty evaluation process following the Faculty Evaluation and Tenure Review Guidebook. (IIIA5-9, IIIA5-10, IIIA5-11)

Department chair evaluations assess their performance of duties and responsibilities in accordance with the Department Chair Council collective bargaining agreement. (IIIA5-12, IIIA5-13)

During the COVID-19 pandemic shelter in place, in-person delivery of instruction and student services were offered remotely. Consequently, District leadership, in consultation with Union leaders, determined that the established employee evaluation procedures would be temporarily taken off cycle and/or modified. For classified employees, the College evaluated those on only probationary status. (IIIA5-14, IIIA5-15, IIIA5-16)

### **Analysis and Evaluation**

The College has a board policy on evaluating each employee group that includes timelines and authority. The established procedures and forms include a section for "opportunities for encouraging improvement." When evaluations identify areas for improvement, the College takes timely action, documents that action, and maintains records of follow-up evaluations.

[Skipped Standard IIIA6 per instructions.]

- 7. The institution maintains a sufficient number of qualified faculty, which includes full time faculty and may include part time and adjunct faculty, to assure the fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve institutional mission and purposes. (ER 14)**

### **Evidence of Meeting the Standard**

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As of Fall 2022, the College employs a total of 425 full-time faculty. (IIIA7-1)

The California Community Colleges Chancellor's Office requires that colleges maintain a minimum number of full-time faculty (the Full-Time Faculty Obligation Number, or FON) based on the number of students each college serves. CCSF exceeds this number, despite having enacted faculty layoffs during 2021-22. (IIIA7-2)

In addition to full-time faculty, the College employs part-time faculty as needed based on the schedule of classes and other services. (IIIA7-3)

The College's Faculty Position Allocation Committee (FPAC) meets annually to review requests for full-time faculty positions and makes recommendations to the Chancellor, taking into consideration program need and the College's mission. In recent years, full-time faculty hiring has been largely limited to replacing positions for certain programs that have programmatic accreditation requirements that speak to faculty staffing needs. (IIIA7-4)

### **Analysis and Evaluation**

The College has a sufficient number of qualified faculty (full- and part-time) to deliver its educational programs and services. As noted in Standards IIA and IIB, the College is monitoring the effects of the faculty layoffs to ensure that it does not inadvertently discontinue programs or negatively impact students' access to services.

### **8. An institution with part time and adjunct faculty has employment policies and practices which provide for their orientation, oversight, evaluation, and professional development. The institution provides opportunities for integration of part time and adjunct faculty into the life of the institution.**

#### **Evidence of Meeting the Standard**

The College's hiring and employment policies and practices apply to part-time faculty, and the College gives due consideration to part-time faculty when developing policies and/or processes.

The employment of part-time faculty is contingent on possession of the same applicable minimum qualifications as full-time faculty (State Minimum Qualifications for Faculty and Administrators in California Community Colleges), and the AFT 2121 collective bargaining agreement covers part-time faculty compensation, reemployment preference, benefits, and leaves. (IIIA8-1, IIIA8-2, IIIA8-3, IIIA8-4, IIIA8-5)

The College has employment policies and practices that provide for the orientation/onboarding, oversight, evaluation, and professional development of part-time faculty. (IIIA8-6, IIIA8-7)

Part-time faculty are invited and encouraged to attend Professional Flex Development activities. Part-time faculty attendance at Flex Day events is mandatory for those who are regularly scheduled to work on those days and times, otherwise attendance is voluntary. Part-time faculty may also serve as workshop presenters. (IIIA8-8)

The College provides opportunities for integration of part-time and adjunct faculty into the life of the institution as demonstrated:

- Part-time faculty may serve on hiring search committees that are screening for part-time faculty positions. (IIIA8-9)

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- The Academic Senate grants part-time faculty members voting privileges for Academic Senate elections. Additionally, part-time faculty members have served on the Academic Senate's Executive Council and have had an active role in faculty leadership. (IIIA8-10)

### Analysis and Evaluation

The College has employment policies and practices that provide for the orientation/ onboarding, oversight, evaluation, and professional development of part-time faculty, opportunities for integration into the life of the institution and its student populations and engagement in key academic processes.

- 9. The institution has a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the institution. (ER 8)**

### Evidence of Meeting the Standard

As of Fall 2022, the College employs 527 classified staff members (442 full time and 85 part time). The majority of classified employees are affiliated with the City and County of San Francisco Civil Service System as noted previously in Standards IIIA1 and IIIA2 and fulfill the minimum requirements of their individual classifications. (IIIA9-1, IIIA9-2)

Although the current number of classified employees represents a reduction in overall staffing levels from prior years due to natural attrition and layoffs during 2021-22, the College has backfilled positions where crucial need is demonstrated. Additionally, the College has created new classified positions in areas of emerging need, typically using categorical funding.

Departments request new classified positions through the program review process. When positions become vacant, the supervisor assesses whether a replacement is warranted and obtains permission to proceed from the senior administrator in their area. In addition, the Vacancy Review Group (VRG), which includes representatives of SEIU, reviews new and replacement position requests and makes recommendations to the Chancellor or their designee. (IIIA9-3, IIIA9-4, IIIA9-5)

### Analysis and Evaluation

On balance, the College has a sufficient number of staff to support its operations. As the College adapts to post-pandemic operations, it is monitoring staffing needs to ensure appropriate coverage in all areas (see, for example, Standard IIIB).

- 10. The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution's mission and purposes. (ER 8)**

### Evidence of Meeting the Standard

The College's organizational structure comprises five main areas: the Chancellor's Office, Academic and Institutional Affairs, Finance and Administration, Human Resources, and Student

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Affairs. Collectively, those areas include 43 administrator positions in addition to the Chancellor. (IIIA10-1, IIIA10-2)

Administrators must possess the state minimum qualifications as noted in IIIA3 as well as additional qualifications based on the specific roles and responsibilities as outlined in their job announcements/descriptions. (IIIA10-3)

The College has undergone administrative restructuring during recent times of transition, returning to a traditional organizational structure under the current Chancellor. The current number of administrators reflects the elimination or repurposing of several positions as of July 1, 2022. When vacancies occur, the Chancellor determines whether the position is still needed based on the recommendation of the supervising manager and the College recruits accordingly. (IIIA10-4, IIIA10-5, IIIA10-6, IIIA10-7)

### **Analysis and Evaluation**

The College has a sufficient number of qualified administrators to provide leadership in carrying out the College's mission. Policies and practices guide the appropriate number, qualifications, and organization of administrators.

### **11. The institution establishes, publishes, and adheres to written personnel policies and procedures that are available for information and review. Such policies and procedures are fair and equitably and consistently administered.**

#### **Evidence of Meeting the Standard**

The College has established and adheres to written board policies and administrative procedures for personnel, in accordance with the Education Code and applicable state and federal laws, that are fair and publicly available online. (IIIA11-1, IIIA11-2)

Employee Handbooks and collective bargaining agreements may reference these policies and administrative procedures where relevant and specify additional procedures. (IIIA11-3, IIIA11-4, IIIA11-5, IIIA11-6, IIIA11-7, IIIA11-8, IIIA11-9)

Employees receive copies of their respective employee handbook during their new hire onboarding appointment and receive updates via email. Employee handbooks are also available on the College's Human Resources Web page. (IIIA11-10)

To ensure consistent and equitable administration of its policies and procedures, the College:

- Responds to complaints first informally, and if unresolved, uses the formal grievance process. The administration and labor regularly meet to discuss grievances.
- Provides orientation for all new employees to inform them of policies and procedures, how to locate information about policies and procedures, and how to access assistance regarding policies and procedures.
- Disseminates information about policies and procedures via college-wide communications, provided in writing to affected individuals via USPS mailings, and through divisional staff meetings held by the respective vice chancellor.
- Requires administrators and managers to complete training as required by law.



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## Analysis and Evaluation

The College has written policies and procedures for personnel that are available online. The College consistently and equitably administers its personnel policies and procedures.

**12. Through its policies and practices, the institution creates and maintains appropriate programs, practices, and services that support its diverse personnel. The institution regularly assesses its record in employment equity and diversity consistent with its mission.**

## Evidence of Meeting the Standard

The College has a standing commitment to equity and diversity policies, practices, and services that its diverse personnel. The mechanisms below promote understanding of equity and diversity at the College.

**Policies and Procedures.** A number of board policies and administrative procedures promote equal employment opportunities and a safe, professional, inclusive, and productive education and employment environment. (IIIA12-1, IIIA12-2, IIIA12-3, IIIA12-4, IIIA12-5, IIIA12-6, IIIA12-7, IIIA12-8, IIIA12-9, IIIA12-10)

**Equal Employment Opportunity Plan.** The College's Equal Employment Opportunity (EEO) Plan reflects the College's commitment to equal employment opportunity and its immediate focus is equal employment in recruitment and hiring policies and practices. The Title 5/EEO/ADA Compliance Officer implements and monitors the EEO Plan and assures compliance with the requirements of Title 5, sections 53000 et seq. This includes receiving, investigating, and responding to complaints alleging violations of the EEO Regulations. (IIIA12-11)

**Participatory Governance.** The Diversity, Equity, Inclusion, and Belonging Committee is a standing committee of participatory governance that promotes and cultivates College diversity initiatives in alignment with CCSF's mission, College priorities, and Collegewide plans. The Committee designs and hosts workshops and events bringing to the forefront issues that confront students and employees. Subjects include disability discrimination, gender bias, homophobia, racism, and implicit bias. (IIIA12-12, IIIA12-13, IIIA12-14)

**Professional Development.** As part of CCSF's commitment to an inclusive and nondiscriminatory workplace, faculty are expected to participate in professional development in diversity education workshops and activities covering subjects such as disabilities discrimination, gender bias, homophobia, and racism. (IIIA12-15)

**Hiring.** Human Resources incorporates equity and diversity into many aspects of the hiring process. For example, applicants for faculty and administrative positions must submit a diversity statement that screening committees score using a standard rubric that the Diversity, Equity, Inclusion, and Belonging Committee developed. Search committees must also include an interview question regarding the applicant's understanding of diversity as it relates to the specific position for which they are applying. (IIIA12-16)

In addition, the composition of all search committees must be diverse as specified in established hiring procedures, and search committee members participate in mandatory training prior to serving on a screening/hiring committee (minimally every two years). Human Resources

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collaborates with the Title 5/EEO/ADA Compliance Officer to deliver this training. Training includes a review of the College's policies on nondiscrimination, recruitment and hiring; elimination of bias; principles of diversity and cultural proficiency; the value of a diverse workforce; and recognizing bias. The Title 5/EEO/ADA Compliance Officer also attends and/or trains EEO monitors who observe search committee meetings and candidate interviews to ensure compliance. (IIIA12-17, IIIA12-18, IIIA12-19, IIIA12-20)

The Human Resources Department regularly prepares an Employee and Hiring Data Report that it presents to the Board of Trustees. The March 2021 Diversity Hiring Report compares student race/ethnicity with faculty race/ethnicity covering an approximate 30-year span. This data indicated that the College has made little progress in hiring diverse faculty. To address this, the Academic Senate and Human Resources have been working together since Fall 2022 to update and center diversity, equity, inclusion and anti-racism into both faculty and administrative job postings. Further advancing our collective commitment to diversify faculty hiring, the Academic Senate, Human Resources, and the Department Chair Council, with support of the Chancellor through collegial consultation, are in the process of collaboratively updating the Faculty Hiring Document to reflect our current policies, practices and procedures that prioritize diverse, equitable, inclusive and anti-racist hiring practices. (IIIA12-21)

### **Analysis and Evaluation**

The College has policies and procedures that support diversity and equity along with a variety of other mechanisms. The most recent Hiring Data Report indicates that the College needs to continue focusing on improving hiring practices to promote diversity among faculty.

### **13. The institution upholds a written code of professional ethics for all its personnel, including consequences for violation.**

#### **Evidence of Meeting the Standard**

Board Policy 1.18 (Institutional Code of Ethics) sets forth expectations of ethical behavior for College employees. (IIIA13-1)

Employee collective bargaining agreements support the board policy with principles related to professional ethics, as well as outlining the cause for discipline and consequences for violating this policy. (IIIA13-2, IIIA13-3, IIIA13-4, IIIA13-5, IIIA13-6)

### **Analysis and Evaluation**

The College has an approved ethics policy that stresses the expectation of ethical behavior by employees and outlines employee responsibilities.

### **14. The institution plans for and provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on evolving pedagogy, technology, and learning needs. The institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.**

#### **Evidence of Meeting the Standard**

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The College's Professional Development Plan aligns with the College's mission, establishes guiding principles, and maps out the variety of professional development opportunities available at the College, with a particular focus on Flex Day planning. (IIIA14-1, IIIA14-2)

The Professional Development Committee (PDC) created the plan after conducting a needs assessment by reviewing Flex Day survey responses (2018, 2019, and January 2020); determines the annual themes for Flex Days; solicits, reviews, and accepts Flex Day workshop proposals (there are four Flex Days per year); and assists with Flex Day implementation. (IIIA14-3, IIIA14-4, IIIA14-5)

College employees can access information about professional development opportunities through the Professional Development Web page. (IIIA14-6)

The PDC evaluates each Flex Day by surveying participants and reflecting on the results. In addition, the PDC conducts a regular reflection on the Professional Development Plan, identifying what is working well and areas for improvement, to guide the planning process for upcoming professional development activities and workshops. (IIIA14-7, IIIA14-8)

### **Analysis and Evaluation**

The College offers professional development programs consistent with its mission and has a standing Professional Development Committee that is responsible for updating the college's Professional Development Plan. The 2020-2023 Professional Development Plan speaks directly to achieving Education Master Plan goals. The PDC engages in evaluating professional development activities to identify the professional development needs of its faculty and other personnel and areas for improvement.

**15. The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with the law.**

### **Evidence of Meeting the Standard**

The College keeps one official personnel file per employee in a secured and locked area in the Human Resources Department to maintain security and confidentiality of personnel records. Employee handbooks clearly state the procedures for an individual to access their own personnel file. (IIIA15-1, IIIA15-2)

### **Analysis and Evaluation**

Each employee has one official personnel file, which Human Resources maintains in a secured and locked area. Employee handbooks outline the procedures for employees requesting access to their personnel file in accordance with law.

### **Conclusions on Standard III.A. Human Resources**

The College employs qualified staff, faculty, and administrators who ensure the integrity and quality of its programs and services. Policies and procedures provide guidance for hiring, orientation, oversight, evaluation, and professional development of all College employees, including those who are part time. The College clearly communicates, makes available, and consistently administers its personnel policies and procedures. In addition, the College regularly

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assesses its record in employment equity and diversity and is taking action to address gaps. Board policy and collective bargaining agreements codify the College's code of ethics for all personnel, including consequences for violation. Finally, the College maintains the confidentiality and security of personnel files.

### **Improvement Plan(s)**

There are no improvement plans at this time.

### **Evidence List**

[IIIA1-1 BP 3.04 Policy Governing the Employment of Academic and Classified Administrators](#)

[IIIA1-2 AP 3.04 Policy Governing the Employment of Academic and Classified Administrators](#)

[IIIA1-3 Administrative Hiring Procedures](#)

[IIIA1-4 Supplemental Application for Administrative Equivalency](#)

[IIIA1-5 BP 3.05 - Hiring Criteria for Faculty](#)

[IIIA1-6 BP 3.07 - Basis for Employment](#)

[IIIA1-7 Faculty Hiring Procedures](#)

[IIIA1-8 Equivalency for Minimum Qualifications](#)

[IIIA1-9 Handbook for Screening/Interviewing Committees](#)

[IIIA1-10 Classified Employee Departmental Hiring Procedures](#)

[IIIA1-11 Sample Administrative Job Announcements](#)

[IIIA1-12 Sample Faculty Job Announcements](#)

[IIIA1-13 Sample Classified Employee Job Announcements](#)

[IIIA1-14 District Advertisement Job Boards](#)

[IIIA1-15 Minimum Qualifications for Faculty and Administrators in California Community Colleges](#)

[IIIA1-16 List of Foreign Degree Evaluation Providers](#)

[IIIA1-17 California Education Code Section 87013 \(public.law\)](#)

[IIIA1-18 California Education Code Section 87405 \(public.law\)](#)

[IIIA1-19 California School Employee Tuberculosis \(TB\) Risk Assessment Questionnaire for pre-K, K-12 schools and community college employees, volunteers and contractors\) \(ccsf.edu\)](#)

[IIIA1-20 USCIS Form I-9](#)

[IIIA1-21 CCSF Equal Employment Opportunity Plan](#)

[IIIA1-22 Security Agreement re. Job Application Process](#)

[IIIA1-23 Screening/Interviewing Committee Members' Agreement](#)

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IIIA2-1 Minimum Qualifications for Faculty and Administrators in California Community Colleges (see [IIIA1-15](#))

IIIA2-2 Faculty Hiring Procedures (see [IIIA1-7](#))

IIIA2-3 Sample Faculty Job Announcements (see [IIIA1-12](#))

IIIA2-4 Equivalency for Minimum Qualifications (see [IIIA1-8](#))

IIIA2-5 Handbook for Screening/Interviewing Committees (see [IIIA1-9](#))

IIIA2-6 List of Foreign Degree Evaluation Providers (see [IIIA1-16](#))

IIIA3-1 BP 3.04 Policy Governing the Employment of Academic and Classified Administrators (see [IIIA1-1](#))

IIIA3-2 AP 3.04 Policy Governing the Employment of Academic and Classified Administrators (see [IIIA1-2](#))

IIIA3-3 Administrative Hiring Procedures (see [IIIA1-3](#))

[IIIA3-4 BP 2.01 - Assignment of Authority in the San Francisco Community College District](#)

IIIA3-5 Classified Employee Department Hiring Procedures (see [IIIA1-10](#))

IIIA3-6 Sample Administrative Job Announcements (see [IIIA1-11](#))

IIIA3-7 Sample Classified Employee Job Announcements (see [IIIA1-13](#))

IIIA4-1 Administrative Hiring Procedures (see [IIIA1-3](#))

IIIA4-2 Supplemental Application for Administrative Equivalency (see [IIIA1-4](#))

IIIA4-3 Faculty Hiring Procedures (see [IIIA1-7](#))

IIIA4-4 Equivalency for Minimum Qualifications (see [IIIA1-8](#))

IIIA4-5 Handbook for Screening/Interviewing Committees (see [IIIA1-9](#))

IIIA4-6 Classified Employee Departmental Hiring Procedures (see [IIIA1-10](#))

[IIIA5-1 BP 3.18 - Evaluation of Academic and Classified Administrators](#)

[IIIA5-2 AP 3.18 - Evaluation of Academic and Classified Administrators](#)

[IIIA5-3 Administrative Performance Evaluation Form](#)

[IIIA5-4 Classified Performance Evaluation Form](#)

[IIIA5-5 Classified Employee Evaluation Review Cycle](#)

[IIIA5-6 Classified Employee Handbook - Section 4.3](#)

IIIA5-7 List of Classified employees evaluated in years 2020 and 2021 [names & other identifying information is redacted] **(this will only be supplied to the Visiting Team)**

IIIA5-8 List of Administrators evaluated in years 2020 and 2021 [names & other identifying information is redacted] **(this will only be supplied to the Visiting Team)**

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[IIIA5-9 Faculty Evaluation Web Page](#)

[IIIA5-10 Faculty Evaluation and Tenure Review Guidebook](#)

IIIA5-11 List of Faculty evaluated in years 2020 and 2021 [names & other identifying information is redacted] **(this will only be supplied to the Visiting Team)**

[IIIA5-12 DCC/SFCCD CBA Article 10 \(Evaluation\) and Appendices B and C](#)

IIIA5-13 List of Department Chairs evaluated in years 2020 and 2021 [names & other identifying information is redacted] **(this will only be supplied to the Visiting Team)**

[IIIA5-14 Administrator Evaluation Procedures During COVID](#)

[IIIA5-15 Fall 2020 Memo re. Faculty Evaluations](#)

[IIIA5-16 SFCCD AFT COVID Impacts Bargaining Evaluations 102820](#)

[Note: Skipped IIIA per ACCJC instructions.]

IIIA7-1 List of FT Faculty (Fall 2022) (forthcoming)

[IIIA7-2 CCCCO Fall 2022 Compliance FON](#)

IIIA7-3 List of PT Faculty with Fall 2022 Assignments (forthcoming)

IIIA7-4 Chancellor Memo on Faculty Hiring Considerations (forthcoming)

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