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**GUIDANCE FOR APPOINTMENT DECISIONS INCLUDING CAREFUL  
CONSIDERATION**

This document provides guidance for the careful consideration of Unit 3 temporary faculty at CSUSM for work at CSUSM, in accordance with the Unit 3 Collective Bargaining Agreement (CBA) between The California State University and the California Faculty Association. The guidelines are intended to provide clarity and mutual understanding among department chairs and lecturer faculty of the process employed for careful consideration of current faculty employees for appointment decisions.

**I. BACKGROUND INFORMATION ABOUT CAREFUL CONSIDERATION**

- A. This document describes CSUSM guidelines for the careful consideration of temporary faculty unit employees for available work, considering the need to:
  - 1. Operationally define careful consideration and describe the process to determine which candidates are best qualified for available work before an appointment is offered.
  - 2. Promote consistency, transparency, and timely communication regarding the work assignment process.
- B. “Careful consideration” is a term used in the Collective Bargaining Agreement (CBA) in Article 12 pertaining to appointment of faculty (art 12.29.a.7, 12.29.b.8, and 12.7).
- C. Careful consideration is distinct from periodic performance evaluations.
  - 1. Periodic performance evaluation is governed by CBA Article 15, the CSUSM policy for the Evaluation of Unit 3 Temporary Faculty, and College evaluation policies.

**II. GUIDANCE FOR USING CAREFUL CONSIDERATION TO MAKE  
APPOINTMENT DECISIONS**

- A. Appointment decisions and assignment of work are governed by CBA Article 12, including art. 12.7 and art. 12.29.
- B. A lecturer must be “qualified” and “satisfactory” to be offered a course (CBA 12.29).
  - 1. “Satisfactory” is determined through periodic performance evaluation procedures. (CBA art. 15, CSUSM policy for the Evaluation of Unit 3 Temporary Faculty, College evaluation policies)

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2. “Qualified” (i.e., meeting the requirements for the available work,) is determined through the process of careful consideration as described in Section III of this document.
  - a. Requirements for available work (i.e., required and preferred qualifications) should be available to all department faculty members and included in job postings.
- C. If enough work exists within the assignment order, work will be offered to meet all entitlements of qualified and satisfactory lecturers.
  1. In all cases (i.e., available work exceeds entitlements, meets entitlements, or there is not enough work to meet entitlements), those making assignments shall follow the strict requirements or the assignment orders set forth in Article 12 (academic year) or Article 21 (summer) and, within the same level of the assignment order determine who of the qualified and satisfactory faculty should be offered the work by conducting careful consideration (i.e., reviewing PAFs).
    - a. In the case when a department chair must make a distinction (i.e., there is one available course section and two or more current lecturers who are both qualified and satisfactory), those making assignments select whom to offer the work based on the materials in the PAFs. If there is only one lecturer who is qualified and satisfactory, that person is offered the work.
- D. Appointment decisions are always subject to the strict assignment order established by the CBA and include careful consideration, and only then may include factors in addition to faculty qualifications.
  1. The central factor in an appointment decision is determining who, following the CBA assignment order, among qualified and satisfactory faculty, should be selected to perform the work by reviewing PAFs and application materials (see Section III “Operationalizing Careful Consideration”).
  2. The CBA does not prevent consideration of other relevant factors in addition to candidates’ qualifications when making appointment decisions. (See CBA 12.7) There are practical reasons to consider additional relevant factors including, but not limited to, meeting curricular, student, faculty, department/ program needs, and situational factors.
    - a. The department or other appropriate unit's overall instructional or course assignments must be consistent with department and student needs (CBA 20.2b).

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- b. In some situations, it may be in the best interests of the students and department and best meet curricular needs to have one person teach all sections of a single course, whereas in other situations it may be better to spread the work among qualified and satisfactory faculty as long as the assignment order established by the CBA is followed.
  - c. Those making appointment decisions consider the scheduling needs of students, faculty, department, and curriculum. They should request information regarding what faculty prefer to teach, their scheduling availability, and other preferences, and may incorporate that information when possible, following the assignment order established by the CBA. However, faculty schedule requests shall not dictate the schedule of course offerings, and considering schedule requests does not meet the requirement of conducting careful consideration.
- E. The CBA puts existing, qualified & satisfactory faculty with 1-year and 3-year appointments in line to be offered additional work before new hires. (See CBA 12.29 (a)(8) for fall and 12.29(b)(9) for spring).
1. Lecturer faculty with 3 and 1-year appointments who are determined to be satisfactory through evaluation procedures and qualified for the available work through careful consideration procedure, are offered work, up to full time, before any other qualified candidate (i.e., “new hire”) can be offered work.
  2. Advancing the disciplinary expertise and professional development of current faculty by offering courses for which they are qualified but may not have taught can be an important way to support the professional growth of current faculty employees. Even when not required by the CBA, it is best practice to consider the capabilities of existing faculty, if they are qualified, before hiring additional temporary faculty. Qualification must be demonstrated by materials in a faculty member’s PAF.
- F. Department faculty should be consulted before appointments are determined (CBA 20.2.b).
1. The consultation should include information regarding availability and interest in the work.
  2. The consultation does not constitute an offer of work. Only an offer of specific work, whether accepted or rejected, counts toward entitlement.

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3. The consultation is specific and limited to the work expected to be offered in a particular semester. The consultation does not carry forward to future semesters or future work.
- G. A Lecturer may request information regarding an appointment decision.
1. The response may include criteria and factors relevant to the specific decisions but shall not include confidential personnel information pertaining to other faculty employees.
- H. The benefits of carefully considering the qualifications of current faculty employees when making appointment decisions for available work include:
1. Maintain stability in pool of temporary faculty by avoiding cycles of new hires and subsequent non-appointments.
  2. Advance and support the professional growth of current lecturer faculty.
  3. Contribute to a culture of care and a healthy, open academic campus environment.
  4. Support high quality instruction that meets the needs of our students.

### **III. OPERATIONALIZING CAREFUL CONSIDERATION**

- A. Careful consideration shall occur prior to making offers of work that are subject to CBA articles 12 or 21, while following the assignment order set forth in CBA, including when offering work more than lecturer entitlements.
1. Extended Learning work (“extension for credit” in CBA) is governed by [CBA art. 40](#) which expressly excludes Articles 12 and 21.
- B. Department Chairs or Directors involved with making appointment decisions perform careful consideration of lecturer faculty; Per the CBA, offers of work require the approval of the appropriate Administrator(s) (CBA 20.2).
- C. Lecturer faculty shall receive careful consideration in the appropriate situations, as per the CBA (12.7 and 12.29). All lecturer faculty who have been evaluated in the past and who are seeking subsequent employment, as well as those without one-year or multi-year appointments who were employed during the current or immediate past academic year, even if not yet evaluated (e.g., 1-semester appointment), have the right to careful consideration.

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1. Having taught a course in the department does not automatically confer qualified and satisfactory status.
  2. The CBA (art. 12.7 and 12.8) requires a list of temporary faculty members who have been evaluated to be maintained by the department. This list shall include the specific courses taught by those faculty for the department.
    - a. Department Chair(s) and staff can use PeopleSoft query to identify all faculty who have taught a course in the past.
    - b. The list shall be available to all faculty upon request.
- D. Careful consideration includes thorough and accurate review of lecturers' PAFs\*.
1. Those conducting careful consideration shall carefully review the Personnel Action Files (PAFs) of all faculty being considered for offers of work to determine who is qualified to be offered the work.
    - a. Only the materials in a faculty member's PAF shall be used to determine if they meet the qualifications for the work.
    - b. It is incumbent upon lecturer faculty to maintain sufficient PAF materials to support careful consideration (CBA 11.2).
  2. Those conducting careful consideration shall review and consider all aspects of a candidate's performance documented in the PAF.
    - a. If contained in the PAF, those conducting careful consideration shall review and consider *Curriculum Vitae*; evidence of formal academic training, awards, experience, or knowledge; credentials (advanced degrees, licenses, etc.); the faculty member's performance evaluations; previous experience teaching the course or closely related courses.
    - b. Results of periodic evaluations in the PAF shall be considered holistically; student feedback survey results shall not be the sole basis for determining who is qualified, satisfactory or should be selected for the work.
  3. Department Chairs and/or those conducting careful consideration shall document they accessed PAFs using the process set in place by the custodian of the PAFs.
    - a. The PAF access records shall include the viewer's name, date, and purpose for review.

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#### **IV. GUIDANCE FOR LECTURER FACULTY PERTAINING TO CAREFUL CONSIDERATION AND APPOINTMENT DECISIONS**

- A. Lecturers should maintain the currency and accuracy of their Curriculum Vitae and other PAF materials, since that is the material reviewed in careful consideration for available work (see CBA art. 11 for rights and responsibilities pertaining to personnel files).
- B. Per CBA 12.7 “If a temporary employee applies for a subsequent appointment and does not receive one, their right to file a grievance shall be limited to allegations of a failure to give careful consideration.”
  - 1. Lecturers should inform their chairs/ program directors if they want to be considered for assignments of work, or alternatively, if they do not want to be considered. Some departments/ programs have procedures to facilitate this (i.e., survey forms, requests for information).
  - 2. Lecturers may communicate to their Department Chairs/ Program Directors the courses for which they want to be considered, even if they have not taught those courses in the department and may articulate why they are qualified for the course(s). However, qualifications are determined solely upon what is present in a faculty member’s PAF.
- C. Lecturer faculty are encouraged to pay attention to upcoming course schedules and faculty assignments.
- D. In conjunction with the requirement of careful consideration of current faculty employees, the CBA requires department to post vacant positions (see Articles 12.26-12.28).
  - 1. Lecturers are encouraged to regularly check the Human Resources website for open positions and contact the department chair if you think you are qualified and/ or want to apply.
- E. Lecturers may request information regarding appointment decisions (see section II. G above).

\*The *Personnel Action File* (PAF) is “the one (1) official personnel file for employment information and information that may be relevant to personnel recommendations or personnel actions regarding a faculty unit employee” (CBA 2.17).