PROCEDURE NAME:  7.2.2/7.2.4 Management Selection

Reference: Education Code Section 72411 et seq; 87002(b); 87457-87460; Government Code Section 3540.1(g) and (m)

Note: This procedure is optional. It addresses the Chaffey Policy: Chapter 7: Human Resources, 7.2.2 Educational Administrators and 7.2.4 Classified Supervisors and Managers.

Purpose: To establish procedures for the recruitment and selection of academic and classified executive/management personnel hereafter referred to as managers.

1. Selection of Managers - Responsibilities

1.1 Governing Board

The Governing Board represented by the administration has the legal and public responsibility for ensuring an effective hiring process.

a. The Governing Board reserves to itself the authority to appoint all District personnel.

b. Following the recommendation of the Superintendent/President, the Governing Board shall either elect or reject the candidates for employment.

1.2 Managers

These procedures have been developed and updated by the administration with input from representatives of the Classified and Faculty Senates and shall be approved by the Governing Board.

1.3 Administration

The Superintendent/President or administrative designee has the responsibility for the development and implementation of procedures governing the hiring process.

The Superintendent/President or administrative designee has the responsibility for making the final recommendation of a manager to the Governing Board. The Superintendent/President or administrative designee has the right and the responsibility to move forward or to
decline any recommendation of a candidate based on job-related considerations.

1.4 Human Resources

The Office of Human Resources is responsible for facilitating the work of the screening and interview committees. The Executive Director of Human Resources is responsible for appointing an equal employment opportunity representative to serve on each committee; reviewing all recruitment activities to eliminate discriminatory adverse impact; maintaining all selection materials and records; and following appropriate personnel practices.

1.5 Diversity and Equal Opportunity – Shared Responsibilities

All District representatives are responsible for ensuring that all components of the Chaffey Community College District management selection procedures are implemented in such a manner as to comply with the spirit and intent of laws, regulations, and policies relative to equal opportunity employment. Violation of principles and/or lack of participation will result in removal from the committee.

Each committee member is charged with the responsibility of considering for employment applicants from all groups and to forward finalists who demonstrate preparation to work with a diverse student/staff population. To oversee this component of the process, an equal employment opportunity non-voting representative appointed by the Office of Human Resources will serve on each screening and interview committee.

2. Determination of Need

The need for managers shall be determined by the Superintendent/President utilizing appropriate input and information available from President’s Cabinet.

3. Screening and Interview Committee

3.1 Composition of the First-Level Committee

The committee shall include representation from the management position’s scope of assignment and, whenever possible, shall include a diverse membership which will bring subject/program expertise and a variety of perspectives including those from outside the immediate scope of assignment to the assessment of applicant qualifications. When appropriate, the appointment of an administrator, student, community
representative, and/or additional faculty or classified staff member may be made. The committees generally shall not exceed a total of ten (10) members.

a. Prior to submission of the recruitment authorization form, it is the hiring manager’s responsibility to make contact with the recommended committee members to confirm availability for the selection process. The hiring manager and the classified staff member(s) must also receive prior confirmation of approval from the supervisor(s) to participate in the process. In addition, the classified staff member(s) must arrange with his or her supervisor(s) in a timely manner the screening and interviewing dates.

b. After the recruitment authorization form has been completed (all signatures obtained) the form is forwarded to Human Resources for processing. Human Resources forwards the completed authorization form to the Senates for review and confirmation of their members.

c. The Senates, as part of their review, will consider the diversity of the committee, the subject/program expertise required, and assure a balance of college-wide representation. The Senates will forward the confirmation to Human Resources and to the hiring manager.

d. Final approval of committee participation is made by the Superintendent/President.

e. Upon receipt of the completed and approved recruitment authorization form, the Office of Human Resources will prepare a draft of the job announcement for review by the hiring manager.

Selection committee members shall not be:

f. Related to an applicant by blood, marriage, or adoption as defined in the District’s Nepotism Policy.

g. Residing with an applicant in a common-law status or have, at the time of the selection process, an intimate or close relationship with any applicant such that it may impede the member’s impartial judgment.

h. Individuals who have immediate family relationships with any other member of the selection committee.
3.2 **Role of the Committee Chairperson**

The committee chairperson is the hiring manager or designee. The chair’s duties include:

a. Coordinating the activities of the Committee with the representative(s) of the Office of Human Resources.

b. Providing the Office of Human Resources with the names, professional titles, and addresses of any special recruitment sources.

c. Assisting with complying with the established procedures.

d. Ensuring timely scheduling and attendance for all committee activities.

e. Providing leadership in the clarification of screening criteria and development of interview questions. Providing specific instructions for special activities such as presentations.

f. Providing leadership to ensure confidentiality is maintained.

h. Participating as a committee member at the second-level interviews.

3.3 **Role of the Office of Human Resources**

The Office of Human Resources is responsible for the following components of the recruitment, screening, and interview process:

a. Administers the required training for committee members regarding the district’s selection procedures and equal employment opportunity regulations.

b. Administers, facilitates, and coordinates the activities of the district’s selection procedures, including the review, screening, interview and selection processes.
c. With the assistance from committee members, ensures compliance with district policy, state, and federal guidelines; ensures equal employment opportunity for all applicants throughout the process.

d. Maintains a comprehensive recruitment mailing list that includes colleges, universities, professional organizations, and any related sources.

e. Provides technical assistance to college staff in all facets of the recruitment, screening, and interview process.

f. Arranges for regular and special advertisements in local, state, and out-of-state publications in job fairs, voice and web-based communications.

g. Reviews the job announcement and the identified qualifications to ensure accuracy as it relates to the program or discipline.

h. Develops for review the first draft of the job announcement. Creates, duplicates, and disseminates the final job announcement.

i. Maintains communication with committee chairperson.

j. Serves as the receiving office for all employment application materials and responds to questions from applicants.

k. Monitors the process to ensure strict confidentiality throughout and following the selection of candidates.

4. Committee Responsibilities

4.1 Participates in required training before being eligible to participate on a screening/interview committee.

4.2 Participates in selection activities, including scheduling meetings, screening applications, and interviewing candidates, in a timely manner.

4.3 Participates in the development of interview questions.

4.4 Conducts first-level interviews. Whenever possible, all interviews are to be conducted on the same day. The number of candidates selected to be interviewed and the length of the interviews are determined by the committee members.
4.5 Maintains and certifies strict confidentiality throughout and following the selection process.

4.6 Refrains from sharing with the committee information received from outside the selection process.

5. Selection Procedures

5.1 Recruitment - Throughout the recruitment process, the Office of Human Resources shall actively recruit from both within and outside the district work force to attract qualified applicants for all new vacancies.

5.2 Pre-Screening Activities - The Office of Human Resources may conduct preliminary screening for completion of application materials or other activities to assist in the identification of a qualified applicant pool.

5.3 Pre-Screening Meeting - At the Pre-Screening Meeting, the committee members review the required and desirable qualifications identified in the job announcement. The hiring manager may provide guidance to the committee about the needs of the department and the equal employment opportunity representative will provide instructions regarding using the criteria to evaluate candidate’s qualifications. In addition, the subsequent meetings and interview dates will be scheduled at this meeting.

Every effort will be made to schedule all meetings at times convenient to all committee members; however, it is expected that individuals serving on screening and interview committees make every effort to make their schedules as flexible as possible to ensure the process is conducted in a timely manner. Whenever possible, all preparatory activities should be scheduled to ensure first-level interviews are held no later than four weeks from the recruitment closing date.

5.4 Paper Screening - The Paper Screening period begins after the Pre-Screening Meeting has been conducted and generally should be completed within three weeks of the Pre-Screening meeting. The committee members will screen applications independently and, without discussion, identify applicants recommended to be interviewed. Following an informal tally by the Office of Human Resources, a list of possible candidates for interview is presented to the committee for review and discussion at the Pre-Interview Meeting.

5.5 Pre-Interview Meeting - During the Pre-Interview Meeting, a review and discussion of the list of possible applicants is conducted. Discussion is
limited to information acquired only from the paperwork. In addition to the identification of candidates to be interviewed, the interview questions are developed and, if possible, finalized at this meeting. The equal employment opportunity representative monitors the discussion of prospective candidates and the development of appropriate interview questions.

A minimum of three (3) qualified candidates per vacancy, screened from the initial pool, will be invited to the first-level interview. If a minimum of three (3) candidates cannot be selected, additional recruiting efforts should be undertaken. First-level interviews should be scheduled at least one week from the date of notification to allow applicants adequate notification.

5.6 First-Level Interview - The committee will provide a consistent, job-related interview process for all candidates. Applicants will be provided an equivalent time frame for interviews. Committee members must be present for all interviews in order to participate in the selection process.

a. Following the first-level interview and prior to any discussion, the committee members shall be surveyed for their individual assessment of each candidate. The discussion shall then be facilitated by the committee chair and the equal employment opportunity representative. Candidates may not be forwarded if they have not adequately demonstrated an ability to work effectively with a diverse population of students and staff. Under no circumstances may the committee use a system which includes elimination by veto.

b. In all cases, committee members are expected to evaluate all candidates based on their performance during these identified selection processes, and may not include information gained from outside this process. Once the first-level selection process is complete, committee members may discreetly contact the equal employment opportunity representative if they have pertinent job-related information gained outside of the selection process.

c. Following the first-level interviews, the committee shall select at least three (3) unranked candidates for a second-level interview. If the committee is unable to identify three (3) candidates, justification for forwarding two (2) candidates may be submitted to the Superintendent/President or appointed designee, who will determine the appropriate course of action.
d. The committee may decide that no candidates from those interviewed will be recommended, in which case the equal employment opportunity representative will notify the Superintendent/President or designee. The Superintendent/President or designee may consult with the hiring manager before determining whether the recruitment will be re-advertised, postponed, or cancelled.

5.7 Second-Level Interviews and Activities

a. The Superintendent/President or designee will conduct the second level interviews with the hiring manager, first-level committee chair, and the equal employment opportunity representative.

b. Reference checks will be conducted by the hiring manager or designee. In addition, further testing may be conducted by Human Resources, as needed.

c. If the Superintendent/President is unable to select one of the recommended candidates, the Superintendent/President will, in consultation with the hiring manager and first-level committee chairperson, determine whether the recruitment will be re-advertised, postponed, or cancelled pending further review. The outcome shall be communicated to the selection committee by the Office of Human Resources.

5.8 Final Selection, Employment Offer, and Recommendation

a. When a selection has been made, the Superintendent/President or designee shall make the tentative employment offer.

b. After the successful candidate accepts the tentative offer of employment, the unsuccessful candidates will be notified in writing as soon as possible. Written notification will come from the Office of Human Resources.

c. The Superintendent/President will submit the final recommendation to the Governing Board.

6. Definitions

The recruitment and selection process for hiring management employees will be consistent with state and federal laws and effective personnel practices. To ensure consistency, the following definitions will be used:
6.1 **Management Employee** – Regular academic and classified executive and management personnel.

6.2 **Classified Employee** – For the purposes of these recruitment and selection procedures, a classified employee is defined as a regular (probationary or permanent) full or part-time classified bargaining unit employee. Classified bargaining unit employees, under these procedures do not include confidential, management, professional expert, short-term, student or apprentice employees.

6.3 **Committee Chair** – Hiring manager or designee.

6.4 **Confidential Employee** – A confidential employee is defined as a regular (probationary or permanent) full or part-time classified employee who is not part of the collective bargaining unit because the nature of their work involves collective bargaining.

6.5 **Confidentiality** – Because the screening and interviewing processes are sensitive in nature, it is incumbent upon all committee members, and those associated with the processes, to maintain the highest degree of confidentiality throughout and following participation. It is the responsibility of all committee members to exercise good judgment and the highest professional conduct in maintaining the confidentiality of the screening and interview committee business. All employees are required to sign and agree to the provisions of the confidentiality agreement and these procedures in order to participate in the screening and interviewing processes. Employees will be advised that if they fail to follow these provisions, they shall not be permitted to participate in the screening and interviewing processes.

6.6 **Hiring Manager** – Immediate supervisor of the vacant position.

6.7 **Recruitment Period** – The time allowed for advertising and accepting employment applications for vacant classified positions. It is the intent of the District that identification of vacancies and the initiation of the recruitment processes are scheduled early enough in the academic year to allow for all procedures to be undertaken in a thorough and thoughtful manner, and ensuring completion well in advance of employment. The length of the advertising period should allow for adequate distribution and response to provide a diverse pool of applicants.
6.8 **Screening and Interview Committee** – The group of individuals selected to participate in the confidential process used for selecting prospective classified employees.

6.9 **Equal Employment Opportunity Representative** – An individual appointed to the screening and interview committee by the Executive Director of Human Resources. This non-voting member is responsible for ensuring that equal employment opportunities are provided for all participants.

6.10 **Pre-Screening Meeting** – The first meeting of the screening and interview committee. The activities during this meeting include an orientation of the selection process and procedures and scheduling all future committee meeting dates.

6.11 **Screening** – The review by selection committee members of employment application materials.

6.12 **Pre-Interview Meeting** – The meeting held following the independent review of the applicants’ materials. The activities during this meeting include discussion and selection of the applicants to be interviewed at the first level and the development of the interview questions.

6.13 **First-Level Interview** – The first set of employment interviews conducted by the committee and the equal employment opportunity representative.

6.14 **Recommendation** – The first-level screening and interview committee is charged with selecting at least three (3) candidates, unranked, for each position to be advanced to second-level interviews. Under special circumstances two (2) candidates may be advanced subject to the approval of the area vice president. The equal employment opportunity representative is charged with forwarding the recommendations.

6.15 **Second-Level Interview** – The interview of the candidates who were recommended by the first-level interview committee. The vice president or designee, one other administrator, and an equal employment opportunity representative conduct the interviews.

6.16 **Final Interview** – The Superintendent/President may elect to conduct a final interview of one or more candidates. This interview typically follows completion of the reference and backgrounds checks.