



**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT**  
**HUMAN RESOURCES COMMITTEE**

**April 12, 2023**

**Via Zoom: <https://us06web.zoom.us/j/84523193061>**

Meeting ID #845 2319 3061

3:30 – 5:00 p.m.

**AGENDA**

- |  |        |
|--|--------|
| 1. Welcome   | Winter |
| 2. Approval of Minutes – <b>ACTION</b><br>a. March 8, 2023 Meeting                                 | Winter |
| 3. AR 7120.1 Full-Time Faculty Recruitment & Selection – <b>ACTION</b>                             | Winter |
| 4. AR 7120.2 Classified Employee (CSEA Bargaining Unit)<br>Recruitment & Selection – <b>ACTION</b> | Winter |

**Next Meeting:**

Wednesday, May 10, 2023

3:30 – 5:00 p.m.

**The mission of the Rancho Santiago Community College District is to provide quality educational programs and services that address the needs of our diverse students and communities.**



**HUMAN RESOURCES COMMITTEE**  
**Via Zoom – District Office**  
**3:30 – 5:00 p.m.**  
**Meeting Minutes for March 8, 2023**

Members Present: Morrie Barembaum, Rene Beiza, Zina Edwards, Maria Garcia, Dr. Jeffrey Lamb, Charlie Malone, Dr. Annabelle Nery, Denise Salcido, Nancy Tanner, Jonae Varela, Dr. Aaron Voelcker, Dr. Merari Weber, Alistair Winter, and Claire Coyne for John Zarske

Members Absent: Mikaila Brown, Cheng Yu Hou, Sil Han Jin, Dr. Jeannie Kim

1. Welcome  
The meeting was called to order at 3:32 p.m. Alistair Winter led the meeting and welcomed Jenna Cooper, Interim Manager of People & Culture, to the committee.
2. Approval of the Minutes from February 8, 2023 Meeting  
It was moved by Ms. Weber and seconded by Claire Coyne to approve the February 8, 2023 minutes with an amendment. There were two abstentions and the motion passed.
3. AR 7120.2 Classified Employee (CSEA Bargaining Unit) Recruitment & Selection - ACTION  
After discussion on the revisions to AR 7120.2, it was moved by Ms. Edwards and seconded by Ms. Varela to approve AR7120.2 Classified Employee (CSEA Bargaining Unit) Recruitment & Selection. There were no abstentions and the motion passed.
4. Full-Time Faculty Hiring Administrative Regulation – ACTION  
It was moved by Claire Coyne and seconded by Ms. Weber to approve the Full-Time Faculty Hiring Administrative Regulation with proposed language. There were no abstentions and the motion passed.

Adjourned at 4:26 p.m.

Next HRC Meeting:  
Wednesday, May 10, 2023 Via Zoom, 3:30 – 5:00 p.m.

**Rancho Santiago Community College District**  
**ADMINISTRATIVE REGULATION**  
Chapter 7  
Human Resources

---

**AR 7120.1 Full-Time Faculty Recruitment and Selection**

1. General Provisions

a. Purpose of Administrative Regulation

The faculty and administration cooperatively shall have major responsibilities in the process of recommending probationary faculty, hereafter referred to as contract faculty. These responsibilities shall include establishing the need for the position; formulating the qualifications; screening and interviewing candidates; then selecting the candidates for recommendation. The recommendation process shall comply with the District EEO Plan, and information regarding candidates shall be treated as confidential. In addition, the governing board, represented by the administration, has the principal legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is our philosophy that the responsibility for selecting well-qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

2. Faculty Prioritization and Committee Planning:

Each year, the Academic Senate at each college will develop faculty hiring priority recommendations and submit those to the College President (typically in October). The College President's recommendations will be submitted to the Chancellor for final approval and recruitment authorization (typically in November).

**Transfer Opportunity:** Pursuant to the transfer provisions in the Faculty Association of Rancho Santiago Community College District contract, a notice of approved vacancies will be provided to all tenured full-time faculty.

a. Screening Committee Membership:

- i. **Administrative Co-Chair:** The College President shall designate an administrative co-chair for the committee, responsible for convening the initial meeting of the committee in a timely manner and serving as the liaison with the People and Culture Department. The screening committee should be established prior to the closing and/or the first review date.
- ii. **Faculty Co-Chair:** The screening committee will have a faculty co-chair. The faculty co-chair shall be elected by the faculty on the committee and shall be responsible for leading the deliberations of the committee. The faculty co-chair shall be a tenured faculty member. If there are no tenured faculty on the committee, the administrative co-chair will notify the

Academic Senate President, who will appoint a tenured faculty member as co-chair.

iii. **Equal Employment Opportunity (“EEO”) Monitor:**

The screening committee will have a designated EEO Monitor. As a voting member of the committee, EEO monitor serves as a resource in the area of EEO, therefore, they serve as a liaison, as necessary, between the committee and the People and Culture Department, and the Equal Employment Opportunity Officer to address issues and concerns related to the screening process. The EEO monitor is to observe the selection process for adherence to established procedures and sound personnel practices. If the EEO Monitor resigns from the committee, the chair will contact the District EEO Officer or designee to find a replacement.

At the first meeting, the EEO Monitor will provide an EEO Orientation to the Screening Committee. People and Culture will provide the EEO agreement with the Orientation script to the EEO Monitor. The EEO Monitor should determine with the Screening Committee how their decisions at the different stages of the process will be determined. Ideally, any agreement between the screening committee should be unanimous, but other suggestions include a majority (over 50%) or super-majority (over 66%);

iv. **Coordination and Composition:** The administrative co-chair will coordinate the appointment of committee members. The membership of the committee shall consist of the following:

- All full-time faculty in the discipline should be invited to serve on the committee. In the event there are no full-time faculty within the discipline and/or there is a need to add members to the committee, the administrative co-chair shall request that the Academic Senate President appoint other full-time faculty to the committee.
- At least one member of the corresponding department/discipline at the sister college shall also be invited to serve on the committee. The department chair at the college with a vacancy shall extend the invitation to the department chair at the sister college.
- The President of the Academic Senate or designee shall select one faculty member for the screening committee, who may be from a different academic discipline than the one under consideration.
- When appropriate, classified representatives may be appointed by the administrative co-chair in consultation with the department chair and the CSEA President.
- In the Child Development Center Program, one teacher from each center, selected by the teachers at the center, **may** serve on the committee.

- It will be the responsibility of the administrative co-chair to ensure that committee representation is complete.
  - All members of the Screening Committee must have attended EEO/Diversity training within the last two (2) years.
  - All members of the screening committee will be required to sign and submit to People and Culture a statement of confidentiality prior to beginning the screening process.
- v. **Academic Senate Review**: The complete list of committee members will be submitted by the administrative co-chair to the College President and Academic Senate President for review and approval. The form shall identify which member of the committee is representing the sister college and which member is a classified representative. In the event the sister college declined to serve on the committee, the form shall identify who was contacted at the sister college.
  - vi. **Equal Employment Review**: After this review, the administrative co-chair will submit the form to the District EEO Officer or designee, who will review the committee composition for appropriate diversity. An EEO Monitor shall be appointed, by the District EEO Officer, from the list of committee members. If modification of committee membership is required, the District EEO Officer or designee will consult with the administrative co-chair and Academic Senate President.
  - vii. **Equal Employment Opportunity Reporting**: If a committee member has concerns about the screening process, those concerns should be brought to the EEO Monitor. If the EEO Monitor is unable to address the concerns, the committee member should bring the concerns to the chair and the District EEO Officer or designee.
  - viii. **Committee Calendar**: When establishing the committee calendar, all meetings should be scheduled during the regular Fall/Spring faculty work year. In the evening, this scheduling is not possible, faculty member(s) will be compensated for meetings scheduled outside of the Fall/Spring semester or a Summer/Intersession during which the faculty member(s) is not assigned.

### 3. Hiring Process:

#### a. Stage 1 – Position Development and Announcement

Prior to posting, the administrative co-chair and department chair will work together to develop and approve the position announcement, including minimum qualifications, desired qualifications, and applicable equivalencies. They should ensure that the job announcement avoids and/or identifies and eliminates minimum qualifications that are not job-related and act as barriers to traditionally excluded groups. The job announcement will identify preferred qualifications that are job-related and maximize opportunities to create a qualified pool of diverse applicants.

All faculty job position announcements shall include:

- Position Number
- Opening / Closing dates and/or first review date / Intended start date

- The Minimum Qualifications set by the state academic senate, any desired qualification including evidence of responsiveness to, and understanding of the racial, ethnic, disability, gender identity, sexual orientation, socioeconomic, academic, and cultural diversity within the community college student population, including students with different ability statuses (e.g., physical and/or learning) as these factors relate to equity-minded and inclusive practices within the classroom
- Education and/or experience equivalent to the Minimum Qualifications as per the District’s equivalency requirements.
  1. When a department agrees to advertise a position without stating specific equivalencies, the job announcement will include “OR the equivalent” when listing the qualifications. The District equivalency Form II will then be used to document if a candidate has met the minimum qualifications through equivalency.
  2. When a department agrees that specific equivalencies to minimum qualifications exist, these equivalencies must be approved prior to the posting of the job announcement. Each time a department wishes to alter its agreed-upon equivalencies, it must file a new “Request for Equivalencies to Minimum Qualifications” form. (Form I). In addition, the approved equivalencies will be posted on the job announcement with a clear statement that the applicant must provide proof with their application form.
- Desirable qualifications (if applicable)
- Ability to contribute to College and District-wide professional responsibilities and activities
- Job responsibilities
- Application requirements – resume/cover letter/transcripts
- Special testing if applicable
- Salary and benefits
- Grant funded (if applicable)
- Location and work schedule
- Summary of student demographics
- District’s statement on their commitment to Justice, Equity, Diversity, Inclusion and Belonging, and Anti-Racism (JEDIBAR).
- Supplemental questions if applicable

Once the job announcement is approved, sufficient time will be allowed for advertising the position, but it should be at least 20 working days.

The department chair will assist People and Culture with the position announcement distribution by recommending possible announcement locations, including a diverse array of associations, agencies, organizations, publications, and websites, particularly if it is a hard-to-reach discipline. After the closing and/or the first review date, the District EEO Officer or designee shall determine if an adequate applicant pool has been recruited. In consultation with the administrative co-chair and the department chair, this closing and/or the first review date may be extended if an adequate pool is not achieved and additional recruitment is needed. If a priority date system is used

(e.g. the position is advertised as “open until filled”) screening may begin after the District EEO Officer or designee determines there is an adequate pool.

b. Stage 2 – Screening and Selection for Interview

Once People and Culture has reviewed applications for completion, the Screening Committee will individually evaluate candidates who meet the Minimum Qualifications or have been granted Equivalency and perform an evaluation of any desirable qualifications and/or additional required screening criteria.

In addition to the specific requirements and responsibilities listed in the Job Announcement, the following criteria will be considered in selecting candidates:

- Educational experience breadth and depth
- Work experience breadth and depth
- Demonstrated leadership capabilities
- Curriculum development
- Program development
- Community involvement
- Demonstrated experience in working with a diverse socioeconomic community
- Credential or minimum qualifications authorizing service in other areas of need
- Demonstrated ability to work cooperatively with others
- Bilingual ability (if needed)

Screening shall be based solely on the application materials submitted. Rating forms must be used to standardize the evaluation of these criteria.

Screening Committee members:

- shall participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase);
- will not discuss ratings, rankings, or recommendations of candidates until all evaluations have been completed by each committee member;
- shall meet to first discuss all of the candidates, resolve any discrepancies, and then determine candidates to be interviewed;
- must submit all notes, screening forms, or other screening materials to the administrative co-chair at the conclusion of the screening process to People and Culture for retention and storage. Should future complaints or lawsuits be filed, the notes, forms, and/or other material will be made available to the committee members.

c. Stage 3 – Interview and Selection of Finalists

Prior to the position closing and/or first review date the screening committee should develop the screening criteria, the interview questions, other employment tests, and a timetable for the hiring process including the screening meeting and the first-level interview dates. These all should be submitted to People and Culture for approval. The

committee should leave at least ten (10) working days between their deliberation meeting and first-level interviews.

The same amount of time will be scheduled for each candidate. Consistency will be maintained during the interview process for a valid comparison, with the administrative co-chair answering any questions from the candidate.

The Screening Committee will:

- decide on how to conduct the interviews, options include in-person, online, or a hybrid approach;
- provide options to make the process as inclusive as possible;
- approve questions that will be asked of each candidate;
- make written comments for each response on the interview form and submit all notes to People and Culture at the end of the interviews;
- evaluate candidates according to the answers provided and their performance in other employment tests;
- submit to the College President or designee the acceptable candidates;
- not rank the candidates. If the screening committee cannot recommend at least three finalists, it will provide the College President with a written rationale for its recommendation. If the screening committee is unable to recommend any of the candidates, the administrative co-chair shall consult with the College President to decide how to proceed;
- recommend finalists to the appropriate President or designee.

As such, in the screening process, each committee member is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, maintain the confidentiality of the deliberations and follow procedures and EEO guidelines. Should individual committee members be named as defendants in a complaint or lawsuit, the Board will indemnify those members, provided each has followed prescribed policy and processes in executing his/her committee responsibilities. Screening committee members are expressly prohibited from meeting or conferring with one another outside of scheduled meetings to discuss any candidates or issues related to the screening process. All discussions of candidates or screening-related issues must occur with the entire committee at a scheduled meeting.

d. Stage 4 – Final Interviews and Recommendation

**Scheduling**: The College President or designee shall contact the recommended finalists and schedule the final interviews. A schedule of appointments will be sent to People and Culture.

**Composition**: The final interviews will include the College President and, ~~at the discretion of the College President, other representation such as a vice president and faculty as advisory votes. In alignment with the District's commitment to equal employment opportunity, final interviews shall not include members of the screening committee. the faculty co-chair of the screening committee. At the President's discretion, a college administrator and/or faculty member may also be included. Both the faculty and college administrator votes are advisory votes.~~



**Reference Checks:** The College President or designee will conduct reference checks on the prescribed form of the selected candidates after the final interviews.

**Finalist Notification:** The College President or designee shall notify the unsuccessful finalists via a phone call.

**Final Selection and Recommendation:** The College President then recommends their selection to the People and Culture on the appropriate form. All recommended candidates are subject to Board approval.

Revised: April 20, 2015  
Revised: September 19, 2016  
Revised: January 29, 2018  
Rewritten: January 30, 2023  
Revised: xxxxxxxxx, 2023

# Rancho Santiago Community College District ADMINISTRATIVE REGULATION

## Chapter 7 Human Resources

---

### AR 7120.2 Classified Employee (CSEA Bargaining Unit) Recruitment and Selection

#### 1. General Provisions

##### a. Purpose of Administrative Regulation

**California School Employee Association** (CSEA) and administration cooperatively shall have major responsibilities in the process of hiring new CSEA/**Classified** positions. These responsibilities shall include establishing the need for the position; formulating the qualifications; screening and interviewing candidates; then selecting the candidates for recommendation. The recommendation process shall comply with the District EEO Plan, and information regarding candidates shall be treated as confidential. In addition, the governing board, represented by the administration, has the principal legal and public responsibility for ensuring a fair and effective hiring process. To that end, it is our philosophy that the responsibility for selecting well-qualified individuals involves the effective participation of appropriate personnel in the required phases of the hiring process.

#### 2. Position Authorization

- a. Salaried positions are those with a 20 to 40 hours per week assignment.
- b. 'Percent of Contract' and 'Hourly' positions are those with less than 20-hour-per-week per week assignments and are not substitute or short-term in nature.
- c. Replacement positions and new positions require the administrator/supervisor to submit a Personnel Requisition online.
- d. Requests for new or restructured replacement positions at one of the colleges must be reviewed by the appropriate President's Council or by the District Council for District Office positions.
- e. Class Specifications on file in the People and Culture Department will be used for the individual job announcements. Any special needs (e.g., bilingualism, evening hours, or other requirements) not included in the district class specification should be listed on the Personnel Requisition under special requirements.

### 3. Screening Committee Membership:

- i. **Composition**: The hiring chair is responsible to coordinate the development of the screening committee. The committee shall consist of three (3) to seven (7) members, which includes as a minimum: the chair, an Equal Employment Opportunity (EEO) Monitor (appointed by People and Culture), and one non-management classified employee. The screening committee may elect a co-chair to work with the chair.
- ii. **CSEA Members**: The chair shall notify the CSEA President of the CSEA unit members appointed to the committee and it will be the responsibility of the CSEA President or designee to contact the chair within five (5) working days if the CSEA President is able to appoint a representative to the committee.
- iii. **Equal Employment Review**: The hiring chair will submit the form to the District EEO Officer or designee, who will review the committee composition for appropriate diversity. An EEO Monitor shall be appointed, by the District EEO Officer, from the list of committee members. If modification of committee membership is required, the District EEO Officer or designee will consult with the hiring chair.
- iv. **Equal Employment Opportunity (“EEO”) Monitor**:  
The screening committee will have a designated EEO Monitor. As a voting member of the committee, EEO monitor serves as a resource in the area of EEO, therefore, they serve as a liaison, as necessary, between the committee and People and Culture, and the Equal Employment Opportunity Officer to address issues and concerns related to the screening process. The EEO monitor is to observe the selection process for adherence to established procedures and sound personnel practices. If the EEO Monitor resigns from the committee, the chair will contact the District EEO Officer or designee to find a replacement.

At the first meeting, the EEO Monitor will provide an EEO Orientation to the Screening Committee. People and Culture will provide the EEO agreement with the Orientation script to the EEO Monitor. The EEO Monitor should determine with the Screening Committee how their decisions at the different stages of the process will be determined. Ideally, any agreement between the screening committee should be unanimous, but other suggestions include a majority (over 50%) or super-majority (over 66%);

- v. **Equal Employment Opportunity Reporting**: If a committee member has concerns about the screening process, those concerns should be brought to the EEO Monitor. If the EEO Monitor is unable to address the concerns, the committee member should bring the concerns to the chair and the District EEO Officer or designee.
- vi. **Committee Calendar**: When establishing the committee calendar, all meetings should be scheduled during the regular work day. In the event, this scheduling is not possible, non-exempt member(s) will be compensated for meetings scheduled outside of the normal work day. If faculty or **school session part-time employees** are on these screening committees, they will be compensated for meetings scheduled outside of the fall/spring or summer/intercession during which the employee is not assigned.

### 3. Hiring Process:

#### a. **Stage 1 – Position Development and Announcement**

- i. The open application period is a minimum of 15 working days in order to provide adequate time for effective recruitment. ~~Following the first review date, the Vice Chancellor, People and Culture, or designee shall determine if an adequate applicant pool has been recruited. The review date may be extended if an adequate qualified pool is not achieved and additional recruitment efforts are required.~~
- ii. The Job Opportunities listing, including a Classified Transfer Request form, along with instructions on how to complete it, is emailed to all RSCCD email users.
- iii. Positions advertised “Internal Posting” are available only to current employees and employees on the 39-month rehire list. (Excluding short-term and substitute employees).
- iv. Current employees of the District wishing to be considered for open positions need to submit a district application and meet all requirements of the application process (excludes transfer opportunities). Former employees, who are on the 39-month rehire list, shall be treated in this process as though they were current employees.
- v. Job announcements will include screening criteria to be used during screening and interviews. This may include, but is not limited to:
  - Educational experience (breadth and depth).
  - Working experience (breadth and depth).
  - Demonstrated ability to work cooperatively with others.
  - Bilingual ability (if needed).
  - Demonstrated experience and sensitivity to diversity, equity, and inclusion.
  - Professional growth activities.
  - Specialized skills training.
  - Leadership skills.
  - Written and/or oral communication skills.
  - Presentation.
  - Problem-solving.
- vi. The hiring chair will assist People and Culture with the position announcement distribution by recommending possible announcement

- locations, including a diverse array of associations, agencies, organizations, publications, and websites, particularly if it is a hard-to-reach area.
- vii. After the closing and/or the first review date, the District EEO Officer or designee shall determine if an adequate applicant pool has been recruited. In consultation with the hiring chair, this closing and/or the first review date may be extended if an adequate pool is not achieved and additional recruitment is needed. If a priority date system is used (e.g. the position is advertised as “open until filled”) screening may begin after the District EEO Officer or designee determines there is an adequate pool.

**b. Stage 2 – Committee Procedures**

- i. Prior to the position closing and/or first review date the screening committee should develop the screening criteria, the interview questions, other employment tests, and a timetable for the hiring process including the screening meeting and the first-level interview dates. These all should be submitted to People and Culture for approval.
- ii. It is the responsibility of the hiring chair to review the Job Announcement with the committee highlighting specific requirements and qualifications, screening criteria, the screening process, interview questions, other screening options, and the method of choosing candidates.
- iii. In consultation with the committee, the chair will determine if the prepared set of questions is to be (a) given to the interviewees prior to the interview, (b) given to the interviewees during the interview session, or (c) asked of the interviewees during the interview. The preference of the committee shall be communicated to the People and Culture Department.
- iv. All interview questions shall be job-related. The questions should be based on the criteria for selection as published in the job announcement. The approved questions shall be asked consistently of all applicants. Follow-up questions are not allowed but may be asked to clarify a response given by an applicant if the response is unclear or if the candidate clearly misunderstood the question.
- v. Consistency across candidates is of utmost importance in defending the screening process.

**c. Stage 3 – Screening and Selection for Interview**

Once People and Culture have reviewed applications for completion, the Screening Committee will individually evaluate candidates who meet the Minimum Qualifications and perform an evaluation of any desirable qualifications and/or additional required screening criteria.

Screening shall be based solely on the application materials submitted. Rating forms must be used to standardize the evaluation of these criteria. Utilizing the Screening Review Form, the committee shall review all applications and evaluate them on the basis of job announcement-related qualifications and competencies. Evaluation criteria must be applied consistently to all candidates. Applicants not selected for an interview shall have at least one job announcement-related deficiency.

The Vice Chancellor, People and Culture, or designee will review materials

submitted by the committee to ensure consistency of screening criteria and the reasons for recommending or not recommending applicants for interviews.

Screening Committee members:

- i. shall participate in both phases of the screening tasks (application materials screening, i.e., paper screening, and the interview phase);
- ii. will not discuss ratings, rankings, or recommendations of candidates until all evaluations have been completed by each committee member;
- iii. shall meet to first discuss all of the candidates, resolve any discrepancies, and then determine candidates to be interviewed;
- iv. must submit all notes, screening forms, or other screening materials to the administrative co-chair at the conclusion of the screening process to People and Culture for retention and storage. Should future complaints or lawsuits be filed, the notes, forms, and/or other material will be made available to the committee members.
- v. People and Culture will coordinate the scheduling of interviews.
- vi. Interviews will be scheduled no sooner than ten (10) working days following receipt of the paper screening materials in People and Culture.

**d. Stage 4 – Interview and Selection of Finalists**

The Screening Committee will:

- i. decide on how to conduct the interviews; options include in-person, online, or a hybrid approach;
- ii. provide options to make the process as inclusive as possible;
- iii. make written comments for each response on the interview form and submit all notes to People and Culture at the end of the interviews; evaluate candidates according to the answers provided and their performance in other employment tests;
- iv. submit to People and Culture the candidates selected for final interviews;
- v. not rank the candidates. If the screening committee cannot recommend at least two (2) finalists, it will provide People and Culture with a written rationale for its recommendation. If the screening committee is unable to recommend any of the candidates, the hiring chair shall consult with People and Culture to decide how to proceed.

During first-level interviews, candidates should not be allowed to ask questions of the hiring committee, except in the case of process and timelines. The same amount of time will be scheduled for each candidate. Consistency will be maintained during the interview process for a valid comparison, with the administrative co-chair answering any questions from the candidate. **The hiring manager is responsible for ensuring consistency throughout the first-level interviews.**

As such, in the screening process, each committee member is acting as an agent of the Board of Trustees. Therefore, it is important for members to know

how screening processes work, maintain the confidentiality of the deliberations and follow procedures and EEO guidelines. Should individual committee members be named as defendants in a complaint or lawsuit, the Board will indemnify those members ~~provided each has~~ who have followed prescribed policy and processes in executing his/her committee responsibilities. Screening committee members are expressly prohibited from meeting or conferring with one another outside of scheduled meetings to discuss any candidates or issues related to the screening process. All discussions of candidates or screening-related issues must occur with the entire committee at a scheduled meeting.

e. **Stage 5 – Final Interviews and Recommendation**

**Scheduling:** The hiring chair or designee shall contact the recommended finalists and schedule the final interviews.

**Composition:** The final interviews will include the hiring administrator and at the discretion of the hiring administrator, other representatives, such as a CSEA representative and manager as advisory votes.

**Reference Checks:** The hiring manager or designee will conduct reference checks on the prescribed form of the selected candidates after the final interviews.

**Final Selection and Recommendation:** People and Culture shall contact the top candidate and offer the position. If the first candidate does not accept the offer, People and Culture will consult with the hiring Administrator to determine if another candidate will be selected or if the position will be reopened.

**Salary Placement:** Placement on the salary schedule is based on Administrative Regulation (AR 7131) Salary Placement for Management Personnel and Classified Bargaining Unit Employees and reviewed by the Vice Chancellor, People and Culture, or designee.

**Board Approval:** Candidates recommended for hire are submitted to the Board of Trustees at the first regularly scheduled meeting following the acceptance of the position. People and Culture will notify the program administrator of the candidate's acceptance and provide a written offer of employment to the successful candidate.

Revised: ~~August 20, 2015~~

Revised: ~~September 19, 2016~~

Revised: ~~January 29, 2018~~