

AR 7120.4 Administrative Recruitment and Employment Regulations (DRAFT Revisions 11/5/14)

Revised Spring 2006

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SECTION 1

RECRUITMENT

Requisitions:

New and replacement administrative positions require the line administrator to initiate a Personnel Requisition Form. The line administrator is responsible for obtaining all authorizing signatures, up to and including the College President, or when hiring a district Administrator the Chancellor's signature. If the position is supported in whole or in part by special funding, the authorized staff from the Resource Development Department must also sign the requisition. All new positions will be reviewed and recommended by the College President's Council and authorized by the President, or if applicable by the Chancellor's Council and the Chancellor.

An approved position description shall be attached to the requisition, listing the responsibilities, minimum qualifications, equivalencies, selection criteria to be used, and any special requests.

Special Requests:

Special requests fall into several categories; however, most require additional handling and/or additional consideration. Some examples of special requests that would be noted on the requisition include, but are not limited to:

- requests for expanded job announcement distribution through professional organizations, targeting mailing lists, or listings provided by the department/division.
- requests for additional advertising resources for outreach efforts.
- requests for supplemental application materials beyond an application and resume.
- requests for limited in-district search.

Announcement Procedures:

The Executive Vice Chancellor of Human Resources and Educational Services or designee will review each Personnel Requisition form prior to the preparation of the Job Announcement. When appropriate, the Executive Vice Chancellor of Human Resources and Educational Services or designee will meet with the requester to review and clarify special requests, job descriptions, minimum qualifications, or other aspects of the opening.

Position qualifications will be submitted to the Human Resources Department by the College President or Chancellor following approval by the College President's Council, or when hiring a district administrator the District's Coordinating Board and the Chancellor. (In cases where the highest ranking administrator is the Chancellor or the Vice Chancellor, they will submit position qualifications to Human Resources. This applies throughout the document.)

The Human Resources Department will prepare the Job Announcement. The requester will be notified and provided three working days to review the Job Announcement before printing and distribution. Any substantive changes initiated by Human Resources Department will be discussed with the requester prior to printing. Each Job Announcement will include the:

- job title
- department
- location
- special funding information
- desired starting date
- a description of the position (responsibilities)
- minimum qualifications
- other requirements
- salary information
- a brief description of benefits available
- screening criteria
- method of application
- the specific employment tests that will or might be used in the screening process

The Human Resources Department will distribute the Job Opportunities List to a basic list of agencies, organizations and all RSCCD full-time faculty and staff, board members and administrators. Additional distribution will be decided in consultation with the appropriate President, or when hiring a district administrator, the Chancellor depending on available resources, time constraints, and need. See Advertising and Outreach sections.

If an unexpected vacancy should occur at a time that makes it impractical to follow the regular selection process, an interim appointment not to exceed one year (??? We don't follow this, How should it be changed??) may be made while the regular selection process is being initiated. Such appointments shall be made by the College President or if a district appointment, the Chancellor in consultation with the appropriate line administrator. Regular hiring procedures must be completed within one year after the interim appointment has been made.

The regular application period is a minimum of 20-working-days in order to provide adequate time for effective recruitment. The first work day following the closing date, the Equal Employment Opportunity Officer or designee shall determine if an adequate applicant pool has been recruited. The closing date may be extended if an adequate pool is not achieved and additional recruitment efforts are required. In such cases, the College President, Chancellor and/or chair of the screening committee will be consulted, and applicants on file will be notified of the extended filing period. In some special cases (sudden resignation, death, special projects, etc.), the time line and selection process may need modification due to business necessity. In all such cases the College President, or when hiring a district administrator, the Chancellor or designee shall submit a recommendation and rationale to the Executive Vice Chancellor of Human Resources and Educational Services.

A ten-working-day time period is required following the receipt of the Personnel Requisition in order to obtain input from the requestor and to prepare, reproduce and distribute the job announcement. Announcements will be processed within a ten working day time period. This includes the three-working-day opportunity for the requester to review the prepared announcement before reproduction.

Position openings will normally require distribution of the job announcement outside the District. Exceptions require written request and justification. Exceptions shall be approved by the Equal Employment Opportunity Officer or designee. The open application period for in-district positions is a minimum of ten working days. Job announcements will be posted in specified areas and distributed to all administrative units for posting.

Advertising:

The Human Resources Department shall prepare and make the necessary arrangements for all advertising. As indicated previously, the requisition may be used as a vehicle to make special requests for advertising. Advertising may include, but is not limited to:—

- newspapers
- professional publications
- television
- movie theater screens
- radio
- computerized bulletin boards

Where and when advertising is placed will depend on several factors including resources available, lead time required for each publication, time constraints within the District, past experience with similar positions and past experience with the advertising media. The Human Resources Department shall develop a comprehensive recruitment program in conjunction with the appropriate College President or Chancellor that includes:

- baseline advertising and job announcement distribution common for every out-of-district search.
- targeted advertising, job announcement distribution, and other outreach activities as determined appropriate for each vacancy.

Outreach:

Outreach is additional advertising or enlargement of job announcement distribution for the purpose of increasing the likelihood of a qualified and diverse pool of applicants. The District wants to pursue the widest possible outreach for every opening within time and resource constraints. Outreach, then, is following avenues through the processes identified above and is conducted by the Human Resources Department in conjunction with the College President, or when hiring a district administrator, the Chancellor, or designee.

SECTION 2

APPLICATION PROCESS

District Application Form:

All applicants, internal or external, must submit the current Faculty/Administrator Application form as prescribed by the Human Resources Department, to be considered for an opening. Applicants must submit a separate application form for each opening for which they apply, unless a special request for an exception has been made by the College President or Chancellor and approved by the Executive Vice Chancellor of Human Resources and Educational Services. If a pool has been created for a specific position, the applications of those who meet the qualifications will remain active for a six month period. Nevertheless, new positions will be advertised and new applicants may apply. Notice of this will be included in the job announcement.

Applications must be filled out completely to be considered.

Supplemental Application Forms:

Supplemental application forms may be used to test job-related knowledge and ability. However, these are considered employment tests and must be approved by the Equal Employment Opportunity Officer or designee. See Section 4 for more information about employment tests.

Other Application Materials:

Other application materials may be requested as appropriate for the position.

Applicant Pool Diversity:

A pool of qualified applicants which is diverse is a primary focus of the Human Resources Department during the recruitment phase of the employment process.

Outreach will be conducted to assure an applicant pool that is qualified and diverse. See the [Advertising](#) and [Outreach](#) sections for more information.

Extended Searches:

Final filing dates (closing dates) may be extended if the pool is inadequate. Inadequacy may mean that the pool is not diverse or that there is an insufficient number of applicants possessing minimum qualifications. In any case, the decision to extend a search shall be made in consultation with the Human Resources Department and the College President or Chancellor. Such consultation and deliberation would include a discussion and resolution of what additional recruitment measures are available to improve the pool.

Reopened Searches:

Reopened searches are those that have proceeded to the point of screening committee deliberations. Under usual circumstances, the decision to reopen a search signifies that the committee found no one in the pool meeting minimum qualifications, meeting established criteria for an interview, or meeting established criteria for recommendation for final interview. In reopened searches when no one in the pool meets minimum qualifications, established criteria for an interview or established criteria for recommendation for final interview, the Human Resources Department will advise former applicants that they were not selected and will not be included in the reopened search.

SECTION 3

SCREENING COMMITTEES

Membership:

Screening committee membership is a vital part of every employee's job within the District. It is a major factor in shaping the future of the institution.

The screening committee chair will be the College President, Chancellor or designee. The Chair ~~of~~ or designee will determine the composition of the screening committee and may include appropriate administrators, appropriate campus group representation, area specialists, students, and community members. If community members are included on the screening committee, the Chair or designee will identify name(s) of the community representatives.

The name(s) of community member(s) will be kept on file in the Human Resources Department. It will be the responsibility of the Chair to insure that committee representation is complete.

Campus groups appointing representatives to the screening committee will be notified of Administrative vacancies by job announcement distribution. The President of the Academic Senate or designee may select one faculty member for every administrator for a minimum of three faculty members; with one of the faculty members serving as a faculty co-chair. All faculty members chosen to be on the committee, regardless of their role, will be done in consultation with the academic senate as per Title 5 section 53203. The ~~Classified Senate~~ CSEA President may select one representative for the screening committee. An Equal Employment Opportunity Advisory Committee representative shall be appointed by the Chair or designee of that committee. The Chair will appoint an Administrative Representative.

The complete list of committee members will be submitted by the Chair to the College President or Chancellor for review and then forwarded to the Human Resources Department within 10-working-days.

The Equal Employment Opportunity Officer or designee will review the committee composition to insure compliance with District procedures. If modification to committee membership is required, the Equal Employment Opportunity Officer or designee will consult with the screening committee chair.

Orientation:

The Equal Employment Opportunity Officer or designee shall address ~~the each~~ screening committee before they actually begin the screening process. The purpose of this orientation is to familiarize the members with:

- The role of the Human Resources Department in the recruitment, selection and placement process.
- resources available to the committee
- the role of the Equal Employment Opportunity Monitor
- the charge of the committee, as well as the legal obligations and liabilities

- any other items of interest to the membership.

Responsibilities:

Screening committees recommend finalists to the appropriate College President or Chancellor or designee. As such, in the screening process, each is acting as an agent of the Board of Trustees. Therefore, it is important for members to know how screening processes work, to maintain the confidentiality of the deliberations, and to follow appropriate equal employment opportunity guidelines. Should individual committee members be named as defendants in a complaint or law suit, the Board of Trustees will indemnify those members, provided each has followed prescribed policy and processes in executing his/her committee responsibilities. Participants of the screening committee for hiring will not meet outside of the scheduled meetings to discuss candidates being considered. Any discussion of candidates will be with the entire group at a scheduled meeting.

Committee members will submit any notes, screening forms, or other evaluative material to the Chair for inclusion in the recruitment/selection package. These will be maintained by the Human Resources Department for three years - the minimum requirement for retaining recruitment files. Should future complaints or law suits be filed, the notes, forms, and/or other material will be returned to the committee members to assist them in their statements.

Persons serving on screening committees shall participate in both phases of the screening task (application materials screening, i.e., paper screening, and the interview phase). Any exceptions should be based on factors that do not adversely affect equal employment opportunity, e.g., a subject matter expert is engaged to evaluate technical interview responses. Exceptions must be approved by the Equal Employment Opportunity Officer.

The role of the Equal Employment Opportunity Monitor on screening committees will include the following:

- ~~serve as a participating member of the committee~~
- monitor the selection process for adherence to established procedures and sound personnel practices as an impartial, nonvoting member of the committee
- serve as a resource in the areas of equal employment opportunity
- serve as liaison, as necessary, between the committee and the Human Resources Department and the Equal Employment Opportunity Officer to address issues and concerns as related to the screening process.

If a committee member has concerns about the screening process. Those concerns should be brought to the EEO Officer. If the EEO Officer is unable to address the concerns, the committee member should bring the concerns to the Committee Chair, Assistant Vice Chancellor of Human Resources and, if faculty have the concern, the Senate President.

Sequence of Events:

1. The Equal Employment Opportunity Officer or designee will provide an orientation as described above. This must be done before any further steps are taken.
2. The committee will then establish the screening process, calendar, screening criteria, interview questions, and any other employment tests.
3. Employment tests and screening criteria must be submitted to ~~Equal Employment Opportunity Officer or designee~~ Human Resources for review and approval.

4. The committee will then use the approved screening criteria to evaluate applicants' qualifications. Screening at this point in the process must be based solely on the application materials submitted. ~~(The committee should attempt to reach consensus regarding those who will/will not be considered further. Assistance in this process may be requested from the Human Resources Department, if needed.)~~ The committee may ask The Human Resources Department to screen for educational qualifications to determine if they are clear and unambiguous.
5. The committee will choose those it wishes to evaluate further. Such evaluation will be made by on-site testing, e.g., interviews, or other approved means (employment tests).
6. The committee will attempt to reach consensus regarding those who will/will not be considered for final interview. Consensus is defined as unanimity. If unanimity cannot be obtained, then there needs to be agreement by a majority within each constituency group. ~~Prior to paper screening, the committee must agree on a procedure to follow if consensus cannot be reached. Some suggestions for the committee to consider are:~~

~~—— written ballot~~

~~—— raised hands~~

~~—— rating chart with point system~~

7. The committee will provide job-related reasons for selection of applicants it does not wish to evaluate further.
8. The committee will conduct interviews and other assessments with those candidates chosen for further consideration.
9. The committee will recommend a minimum of two unranked finalists for further consideration. ~~In the event that at least two finalists cannot be recommended, the position will be reopened.~~ If the committee cannot recommend at least two finalists, it will provide the President with a written rationale for its recommendation.
10. The co_chairs will be responsible for conducting reference checks of finalists. If a finalist is or has been a District employee, at least one of the references will be a non-District source. This is the appropriate point for screening committee members to provide first-hand knowledge they may have about a candidate, if that information was not provided during the screening or committee interviewing processes. This information will be submitted as a part of the reference checking process. If reference checks do reveal that any proposed candidate is not satisfactory, the committee will reconvene to deliberate further. At this point the committee can decided to send the remaining names forward or to reconsider the other candidates or to extend/reopen the search.
11. The College President or Chancellor or designee shall contact the recommended finalists and set up final interview appointments. A schedule of appointments will be sent by the Vice Chancellor to the Human Resources Department.
12. The President will make the final recommendation to the Chancellor. Candidates not recommended as finalists shall be promptly notified in writing by the Human Resources Department.

13. Final interviews may include the College President or Chancellor or designee, and the appropriate Vice President(s) or Vice Chancellor(s) or designee, the faculty co-chair or designee, and the immediate supervisor.
14. If the screening committee reconvenes following the final interview process, the following will apply:
 1. Options available to the screening committee, if no candidate is acceptable, include but are not limited to the following:
 - a. Go back to the pool of candidates;
 - b. Extend or open the search
 2. If all candidates are rejected at any point in the process, the particular position will remain open and viable unless redefined by the department. The position will not be withdrawn because of budgetary or other considerations as the department moves forward to define excellent candidates or to redefine the position and conduct a search.

Scheduling:

Screening committees are responsible for scheduling meetings for the purposes of planning, screening, interviewing and deliberation. Every effort shall be made to schedule screening committee meetings to accommodate schedules of committee members. Classified staff should be encouraged by their supervisors to accept screening committee membership ~~and~~ or serve as an Equal Employment Opportunity Monitor.

When establishing the calendar, all meetings should not be scheduled outside the regular Fall/Spring faculty work schedule. Faculty will be compensated for meetings scheduled outside of normal contract time.

Paper screening will normally be scheduled no earlier than five (5) working days following the close of the application period. It is the responsibility of the Chair to schedule a room for the screening committee meetings. Following consultation with the screening committee members regarding time schedules, the chair will notify committee members of room locations and meeting times. This information will be communicated to the Human Resources Department by the chair when submitting the Screening Certification Form.

Application packets may be picked up from the Human Resources Department by the chair or designee no sooner than the day of the screening. Any other arrangements must be arranged by the chair with the Human Resources Department.

Upon completion of the review process, the committee chair will complete and submit the Screening Review Form indicating those recommended for interviews. In addition, the chair will submit the Screening Certification Form. Those not selected for interviews will be promptly notified in writing by the Human Resources Department.

The Executive Vice Chancellor of Human Resources and Educational Services or designee shall review materials submitted by the committee to ensure consistency in application of screening criteria and reasons for recommending or not recommending applicants for interviews. Any identified concerns will be discussed with the co-chairs.

Interviews will normally be scheduled no earlier than five working days following the receipt of the screening materials in the Human Resources Department. It is the responsibility of the Human Resources Department to contact applicants, set up interview times, and notify the committee chair of confirmations.

Reporting

The administrative co-chair of the screening committee is required to provide the following reports to the Human Resources Department:

1. Screening Review Form at the completion of application materials screening (paper screening).
2. Screening certification Form at the completion of application materials screening (paper screening).
3. Proposed interview questions, employment tests and descriptions of any demonstrations at the completion of application materials screening (paper screening).
4. Interview Report Form within one working day of selecting finalists.
5. Recommendations of the committee for those to be contacted as references.

SECTION 4

EMPLOYMENT TESTS

Paper Screening:

All requirements set for applicants can be viewed as employment tests by the courts, e.g., application forms, minimum application material requirements, written samples, transcripts, etc. Therefore, it is imperative that everything requested of applicants be directly relevant to the position and be a reliable predictor of success in the position. If there are qualifications required or preferred that are not addressed by the application form, consideration should be given to using a supplemental application form.

In addition to the requirements and responsibilities listed, the following criteria (as appropriate) may be considered in selecting candidates:

1. Educational experience breadth and depth.
2. Working experience breadth and depth.
3. Demonstrated leadership capabilities.
4. Program development.
5. Community involvement.
6. Demonstrated experience in working with a diverse socioeconomic community.
7. Demonstrated ability to work cooperatively with others.

Applicants selected for an interview may be required to take additional tests or assessments and will be notified of such prior to the date of interview.

During the interview session, those selected may, in addition to the above, be evaluated on the following factors:

1. Oral communication skills.

2. Presentation.
3. Problem solving skills
4. Successful performance demonstration.
5. Writing skills/demonstration.

Interviews:

Interviews may also be viewed by the courts as employment tests. The Human Resources Department will review all interview questions to assure reliability and validity.

Sufficient time should be provided to allow a proper assessment of the candidate's qualifications (a minimum of a 30 minute time period should be allocated for each candidate). The chair or designee may pick up interview packets from the Human Resources Department on the first day of interviews, unless prior arrangements have been made.

Interview questions shall be job-related and testing a candidate's knowledge and abilities, as well as being reflective of minimum, required and preferred qualifications. During the actual interviews by the screening committee, the same questions shall be asked of all candidates. Follow-up questions are inappropriate unless a response is unclear or the candidate obviously misunderstood the question. Consistency across candidates is of utmost importance in defending the screening process. Committee members shall sign the Interview Report Form which indicates specific reasons for not recommending candidates as finalists.

Writing Samples:

Requiring a writing sample can be an effective means of evaluating writing ability and can be accomplished in one of three ways:

1. Requesting a writing sample as part of the original application requirements.
2. Requesting a written report or hypothetical problem solving situation be prepared and brought to the interview.
3. By incorporating a written exercise as part of the interview process, e.g., immediately preceding or following the oral questions.

Other Assessment Techniques:

Employment tests can also take the form of other assessment techniques. Typically, these techniques approximate working situations the candidates would encounter in the job for which they are applying.

The Human Resources Department can help screening committees design job-related assessment techniques. Such techniques are effective means of evaluating actual work performance and, therefore, are usually more defensible than interviews as a screening method. If such techniques are employed, candidates will be notified by the Human Resources Department at the time of invitation for interviews.

Presentations:

Presentations can be an important evaluation technique for the screening committee. Screening committees are encouraged to require presentations of applicants. Presentations would reflect typical working situations the candidate would encounter in the job for which they are applying.

Paper and Pencil Tests:

Paper and pencil tests must have both reliability and validity, as well as job-relatedness.

SECTION 5

RECOMMENDATIONS

Following the interview process, the committee will consider the qualifications of those interviewed and will recommend a minimum of two unranked finalists to the Human Resources Department using the Interview Report Form. Within one (1) working day, the Executive Vice Chancellor of Human Resources and Educational Services or designee shall review the Interview Report Form and consult with the chair if there are any questions regarding committee recommendations. ~~In the event that at least two finalists cannot be recommended (except in unusual circumstances), the position will be reopened.~~

If the recommendations cannot be supported based on hiring criteria and procedures, the Executive Vice Chancellor of Human Resources and Educational Services or designee shall review the matter with the screening committee chair. In cases of disagreement, the matter may be appealed to the College President or Chancellor.

The chair may proceed with the reference check process while the review is in progress. The chair and committee shall determine those to be contacted as references. The recommended finalists' application packets shall be submitted by the chair, along with the Reference Check Forms, to the appropriate College President, Chancellor or designee. Recommended finalists are to be submitted in unranked order. Under no circumstances shall applicants not on the recommended list be interviewed as a finalist.

SECTION 6

REFERENCE CHECKING

It is the responsibility of the Human Resources Department to ensure that reference checks are made on all recommended finalists using the current Reference Check Form, as prescribed by the Human Resources Department. Additional questions may be added to the form by the screening committee, provided the question(s) is/are asked of all finalist references. In such cases, additional questions shall be reviewed and approved by Human Resources ~~the Equal Employment Opportunity Officer or designee~~. Any proposed substantive changes to the additions shall be reviewed by the screening committee. The chair shall be responsible for the reference check process.

Reference checks shall be completed and submitted with the applications of the recommended finalists to the College President, Chancellor or designee.

SECTION 7

FINAL INTERVIEWING AND SELECTION

The appropriate College President's, Chancellor or designee's office shall contact the finalists and schedule interview appointments with the final interview team. The final interview team may include the College President, Chancellor or designee and the appropriate Vice President(s) or Vice Chancellor(s) or designee, the faculty co-chair or designee, and the immediate supervisor. ~~immediate administrator~~. A schedule of appointments is sent by the Vice Chancellor to the Human Resources Department. Candidates not recommended as finalists shall be promptly notified in writing by the Human Resources Department.

Following the final interviews, the final interview team will meet to discuss the finalists. The College President or Chancellor shall communicate in writing to the Human Resources Department the name of the individual who will be recommended to the Board of Trustees and will attach the application packet, reference checks, and a status change form.

The successful finalist will be personally informed by the College President, Chancellor, or designee. It is also the responsibility of the College President, Chancellor or designee to personally contact unsuccessful finalists.

Hiring documents should be completed on a timely basis to insure that the employee will be paid at the first eligible pay period. The employee shares responsibility for completing paperwork and employment requirements. Supervisors should refer to the payroll schedule for time-lines of form submission. The Human Resources Department provides new employees with an employment processing form that includes deadline dates and the first pay period of eligibility.

Following acceptance of the position, the Human Resources Department shall place recommended hires on the Board of Trustee's agenda for approval. Placement on the salary schedule will be based on the approved provisions in the Administrative Handbook, subject to review by the Executive Vice Chancellor of Human Resources and Educational Services or designee. The Human Resources Department will also notify the successful finalist in writing of favorable Board action.

The Executive Vice Chancellor of Human Resources and Educational Services will provide the selected candidate with an Administrative Handbook and other related materials.

(What happens if an administrator does not follow the AR??)