

# **AR 7120.3 Management Recruitment and Selection**

Revised:

## SECTION 1 RECRUITMENT

### Requisitions

New and replacement management positions require the line administrator to submit a Personnel Requisition online. All new positions will be reviewed through the normal college or District participatory governance process and recommended to the Chancellor by the responsible College President or Vice Chancellor.

### Announcement Procedures

The Executive Vice Chancellor of Human Resources and Educational Services or designee will review each approved Personnel Requisition 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. Any new or revised position descriptions shall be submitted to the Board of Trustees for approval. Following this review, the Human Resources Department will prepare the Job Announcement.

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 posting and distribution. Any substantive changes initiated by Human Resources Department will be discussed with the requester prior to posting.

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 post and advertise the Job Announcement to the RSCCD website, CCC Registry and a variety of agencies, organizations, publications, and websites. The Job Opportunities listing will be distributed to all RSCCD email users. Additional distribution may be decided in consultation with the appropriate President, or when hiring a district administrator, the Chancellor depending on available resources, time constraints, and need. The Human Resources Department shall prepare and make the necessary arrangements for all advertising.

The open application period is a minimum of 20 working days in order to provide adequate time for effective recruitment. After 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. If a priority date system is used (e.g. the position is advertised as "open until filled") screening may begin after the Equal Employment Opportunity Officer determines that there is an adequate applicant pool. In 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 may recommend a modified process to the Executive Vice Chancellor of Human Resources and Educational Services or designee.

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 of designee. The open application period for internal recruitment is a minimum of ten working days. Job announcements will be emailed to all email users.

## SECTION 2

### APPLICATION PROCESS

#### Application Materials

All applicants, internal or external, must submit the online application, resume, and all supplemental materials prescribed on the Job Announcement to be considered for an opening. Applicants must apply separately for each opening unless an exception has been created for a specific position and is clearly explained on the job announcement.

#### Unsuccessful Searches

When a recruitment fails to yield a sufficient number of candidates who meet minimum qualifications or established criteria for interview, the College President/Vice Chancellor and the Executive Vice Chancellor of Human Resources and Educational Services will determine if the search will be extended, deferred to a later date or abandoned.

## SECTION 3 SCREENING COMMITTEES

#### Membership

Screening committee membership is a vital part of an 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, Vice Chancellor or designee. The Chair will determine the composition of the screening committee, which may include appropriate administrators, appropriate campus group representation, area specialists, students, and community members.

Campus groups appointing representatives to the screening committee will be notified of management vacancies by the chair. The President of the Academic Senate or designee shall appoint the faculty representative(s) and the CSEA President or designee shall appoint the classified representative(s) to the screening committee. An Equal Employment Opportunity Monitor shall be appointed by the Chair in consultation with the District Equal Employment Officer or designee. The Chair may appoint additional administrators, classified managers, area specialists, students, and community members as appropriate.

The complete list of committee members will be submitted by the Chair to the College President/Vice Chancellor for review and then forwarded to the Human Resources Department.

The Equal Employment Opportunity Officer or designee will review the committee composition for appropriate diversity and to ensure that screening committee members are not applicants or related to any applicant by blood, marriage or domestic partnership. 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 orient the screening committee before screening begins. 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 President/Vice 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 equal employment opportunity 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.

Committee members must submit all notes, screening forms or other screening materials to the chair at the conclusion of the screening process. These will be submitted to Human Resources 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.

Persons serving on screening committees shall participate in both phases of the screening tasks (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 District EEO Officer or designee.

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

- serve as a voting member of the committee
- monitor the selection process for adherence to established procedures and sound personnel practices
- serve as a resource in the areas of EEO
- 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 the EEO Monitor resigns from the committee, the chair will contact the District EEO Officer or designee to find a replacement

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.

### Committee Procedures

The committee will establish the screening process, calendar, screening criteria, interview questions, and any other employment tests.

The committee will attempt to reach consensus regarding the selection of candidates. Consensus is defined as unanimity. Prior to paper screening, the committee must agree by 2/3 majority on a procedure to follow if consensus cannot be reached. Some suggestions for the committee to consider are:

- \*Super majority (e.g. 2/3 majority)
- \*Simple majority

The committee must provide job-related reasons for the non-selection of all applicants.

### 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 or serve as an Equal Employment Opportunity Monitor.

Whenever possible, meetings should be scheduled during the regular Fall/Spring faculty work year. A faculty member may be compensated for meetings scheduled outside of the Fall/Spring semesters or a Summer/Intersession during which the faculty are not assigned.

## SECTION 4 SCREENING PROCESS

### 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. Work 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.

The committee will use the approved screening criteria to select candidates for interview. Screening at this point in the process must be based solely on the application materials submitted.

At the completion of paper screening, the chair shall provide the following reports to the Human Resources Department:

1. Screening Review Form – identifies the selected candidates and the reasons for the non-selection of all other candidates
2. Screening certification Form– identifies the dates, locations, times and instructions for the Interviews
3. Proposed interview questions, employment tests and descriptions of any demonstrations

### Interviews

Interviews may also be viewed by the courts as employment tests. The Human Resources Department will review all interview questions and related screening activities for reliability and validity, as well as conformity to EEO guidelines. Interviews will normally be scheduled no earlier than five (5) 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 and set up interview times.

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 interview packet will be transmitted electronically to the chair.

Interview questions must be job related and should be tests of 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 discouraged, but maybe asked if a response is unclear or the candidate obviously misunderstood the questions. Consistency across candidates is of utmost importance in defending the screening process.

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 problem solving or performance demonstration
5. Writing skills/demonstration

### 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.

#### 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. 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.

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' Reference Check Forms, shall be submitted to the College President/Vice Chancellor or designee.

The committee co-chairs will complete and submit the following documents to Human Resources:

1. Interview Report Form, which identifies selected finalists and indicates specific reasons for selecting or not recommending candidates as finalists.
2. Finalist Recommendation Form, listing the finalists in unranked order and signed by all committee members is submitted to Human Resources.
3. All committee notes, forms and other screening materials are forwarded to Human Resources for retention and storage.

### SECTION 6 FINAL INTERVIEW AND SELECTION

The hiring administrator's office shall contact the finalists and schedule interview appointments. The final interview may include other administrators or a representative from the screening committee at the discretion of the hiring administrator.

Following the final interviews, the hiring administrator shall provide the Human Resources Department with the name of the individual who will be recommended to the Board of Trustees and will submit all screening materials and forms to Human Resources for retention.

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.