



ADMINISTRATIVE HIRING PROCEDURES

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Administrative Hiring Procedures

TABLE OF CONTENTS

Section	Page Number
I. Introduction	3
A. Philosophy	3
B. General Principles	3
II. Identification of Vacant Positions	4
III. Development of the Job Announcement	4
A. Elements of the Job Announcement	5
B. Special Requests	6
IV. Recruitment	7
V. Application Process	9
A. District Application Form	9
B. Supplemental Application/Questionnaire	10
C. Other Application Materials	10
D. Re-Opened Searches	10
VI. The Selection Committee	10
A. Appointment of Selection Committee Members	10
B. Selection Committee Chair, Size and Membership	11
C. Selection Committee Orientation	12
VII. Close of Recruitment Process	14
A. Application Review	14
B. Minimum Qualifications Review	14
VIII. Screening of Application Materials	15
A. Paper Screening Process	15
IX. Screening of Candidates	15
A. Oral Interview	15
B. Selection of Finalists	16
C. Interview Documentation	16
D. Criteria for the Recommendation of Finalists	17
E. Final Interviews and Reference Checks	18
X. Approval Process	19
<i>Appendix A: Role of the Selection Committee Chair</i>	20

Chabot-Las Positas Community College District Administrative Selection Procedures

I. INTRODUCTION

A. Philosophy

It is the philosophy of the Chabot-Las Positas Community College District that administrative hiring procedures and guidelines be established which provide for administrators (both educational and classified) of highly qualified individuals who are knowledgeable in their professional areas, who are skilled in managing and directing administrative functions or academic programs, and who can foster overall college effectiveness.

In addition, the governing board, represented by the administration, has the principal legal and public responsibility for ensuring an 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.

B. General Principles

The following principles shall guide all activities related to the screening and selection of new employees:

1. The Chabot-Las Positas Community College District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, color, religion, gender, national origin, ancestry, disability, age, sexual orientation, or marital status. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups and abilities of its surrounding communities and student body.
2. The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect, and sensitivity that will enable them to effectively work in a multi-cultural, multi-lingual educational environment. The Board of Trustees, managers, faculty, and classified staff share the responsibility for assuring equal opportunity practices throughout the screening and selection process.
3. Emphasis is placed on the responsibility of the administrators to ensure the quality of their administrator peers.
4. Hiring decisions shall comply with Federal and State laws, State administrative regulations, and the District commitment to equal opportunity, fairness, inclusion, respect of all candidates, and objectivity throughout the selection process.
5. Administrators, along with appropriate personnel, participate effectively in their respective roles throughout the process.

Chabot-Las Positas Community College District Administrative Selection Procedures

6. Between the announcement of a vacant position and the selection of a candidate for hire, there is sufficient time to allow for a thorough, complete and thoughtful search.
7. All participants in the selection process receive appropriate training in equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals can be assured.
8. Individuals, regardless of race, ethnicity, gender or language group, who are knowledgeable about and responsive to the College and District commitment to equal opportunity, are included on Selection Committees. Selection Committee membership shall be diverse, in order to broaden perspectives and to better represent the District commitment to equal opportunity.
9. Final hiring decisions are made and promptly communicated to the Selection Committee.
10. The Selection Committees and hiring administrators shall maintain confidentiality throughout and following completion of the selection process.

II. IDENTIFICATION OF VACANT POSITIONS

The Chancellor, or designee for the District Office, or the College President is responsible for identifying administrative positions to be filled, through use of a thoughtful and well defined planning process.

To implement the results of the planning process, the Position Request (requisition) document shall be completed and submitted to Human Resources. The form will provide for the official approval of positions that are new to the Table of Organization (growth positions), replacement of existing positions, and modification of existing positions. It will also provide for general position information, justification and fiscal considerations.

III. DEVELOPMENT OF THE JOB ANNOUNCEMENT

The job announcement (emphasis on minimum qualifications per the publication titled "*Minimum Qualifications for Faculty and Administrators for the California Community Colleges*" for educational administrator positions; desirable skills and attributes; and duties and responsibilities), will be developed by the appropriate hiring administrator. The drafted sections are forwarded to the Office of Human Resources, along with the Request to Announce document.

Chabot-Las Positas Community College District Administrative Selection Procedures

The Chief Human Resources Officer (as the District's Equal Employment Opportunity Officer) may recommend changes in the announcement draft to assure equal opportunity and the absence of "desirable qualifications" that may adversely impact individuals based on race, ethnicity, religion, gender, national origin (including language limitations), disability, age, sexual orientation, and/or marital status. The recommendations will be discussed with the hiring administrator.

The Office of Human Resources will review the draft document to assure overall compliance with legal standards, and will then prepare a final job announcement. The final document will be forwarded to the hiring administrator for a final review, and any substantive changes will be noted. The hiring administrator will notify the Office of Human Resources of its agreement with the final job announcement and the document will be prepared for publication.

Staff in the Office of Human Resources will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities and screening/selection process, criteria, forms and documentation comply with applicable current laws and regulations, as well as District policies and procedures.

A. Elements of the Job Announcement

The administrative job announcement shall include the following information:

1. Minimum qualifications (per Title 5 regulations, section 53420 for educational administrator positions).
2. A State-mandated requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students (Title 5 regulations, section 53022).
3. Description of the primary duties and responsibilities (essential functions) of the position.
4. Additional, job-related (bona fide occupational qualifications), "skills and qualifications" such as:
 - Additional degrees, licenses or certificates
 - Special fields of training and/or experience
 - Specific experience
 - Other job-related knowledge, skills and/or abilities as appropriate
5. Standard (template) job announcement text that includes:

Chabot-Las Positas Community College District Administrative Selection Procedures

- a. The Position (job title, department, location)
- b. Salary (special funding information)
- c. Assignment (time base, desired starting date)
- d. Legally-Mandated Statement (within the MQ section)
- e. Address Inquires and Applications To Section (closing date)
- f. The Application Process (list of required application materials, which shall include the official district application form, cover letter, resume, transcripts-unofficial copies at the time of submission only, completed Equal Opportunity Employment Questionnaire-optional)
- g. Selection Procedures
- h. Summary of Benefits
- i. Salary Placement/Pay Period
- j. Information on the District and Colleges
- k. District Statement of Commitment To Equal Employment Opportunity

B. Special Requests

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

1. Requests for expanded job announcement distribution through professional organizations, targeting mailing lists, or listing provided by the department/division.
2. Requests for additional advertising resources for specific outreach in a professional area and to ensure that all persons, including persons from monitored groups, are provided the opportunity to seek employment with the District.
3. Requests for the inclusion of a supplemental application/questionnaire section on the job announcement (to support decision by hiring administrator/selection committee to develop supplemental document and establish it as required document for *The Application Process*).
4. Requests for in-district search (per Title 5 regulation section 53021(b)(1) “in-house or promotional only” recruitment shall not be used to fill any new opening described in section 53021 (a), except when the position is being filled on an interim basis for the minimum time necessary to allow for full and open recruitment, provided however, that no interim appointment or series of interim appointments exceed one year in duration. An extension of up to one additional year may be approved by the State Chancellor if the District demonstrates “business necessity” as defined in section 53001 (b) - “Business necessity” means circumstances which justify an exception to the requirements because compliance would result in substantial additional financial cost to the District or pose a significant threat to human life or safety. Business necessity requires greater financial cost than does mere business convenience. Business necessity does exist where there is an alternative that will serve business needs equally well.

Chabot-Las Positas Community College District Administrative Selection Procedures

Per section 53021 (2), if a district believes justification exists for use of the exception listed in section 53021(b)(1), it shall notify the Equal Employment Opportunity Advisory Committee and the Chancellor's Office at least ten (10) working days prior to offering the position to a candidate.

Per section 53021 (3), where in-house or promotional only recruitment is permitted, the district shall comply with its established hiring procedures and all district employees shall be afforded the opportunity to apply and demonstrate that they are qualified.

IV. RECRUITMENT

Administrators are encouraged to use their professional networks to advertise open positions.

Administrative positions will be advertised for a period of four to six weeks. For hard-to-recruit-for positions, an "Open Until Filled" option may be requested for consideration by the Office of Human Resources. In such instances, the job announcement will indicate a First Review Date. If a Closing Date is utilized, an extension may be approved by the Chief Human Resources Officer (or designee), prior to the Closing Date, if it is determined by the hiring administrator that an adequate pool was not achieved. Inadequate in this instance is defined as an insufficient number of applications to allow for a competitive process and/or insufficient breadth and depth of experience, or the pool is not diverse. (The Office of Human Resources will contact the hiring administrator near the Closing Date when the applicant pool numbers are low to request that the Hiring Administrator conduct a preliminary review of the applications. The Hiring Administrator may also initiate this action.)

Note: Per Title 5, section 53023(b), after the application deadline has passed, the composition of the initial applicant pool shall be analyzed to ensure that any failure to obtain projected representation for any monitored group is not due to discriminatory procedures. If necessary, the application deadline shall be extended and additional recruitment shall be conducted that eliminates discriminatory recruitment procedures and ensures that recruitment efforts provide for a full and fair opportunity for participation to a wide diversity of potential applicants. The analysis shall be conducted by the Office of Human Resources.

Per Title 5, section 53023 (c), before the selection process continues, the composition of the qualified applicant pool shall be analyzed to ensure that no monitored group is adversely impacted pursuant to section 53001(a) – "Adverse impact" means that a statistical measure ("4/5^{ths}" or "80 percent rule" as outlined in the Equal Employment Opportunity Commission's "Uniform Guidelines on Employee Selection Procedures") is applied to the effects of a selection procedure and demonstrates a disproportionate negative impact on any group defined in terms of ethnic group identification, gender, or disability. A disparity identified in a given selection process will not be considered to constitute adverse impact if the numbers involved are too small

Chabot-Las Positas Community College District Administrative Selection Procedures

to permit a meaningful comparison. The analysis shall be conducted by the Office of Human Resources.

If adverse impact is found to exist, the District Chancellor (or designee) or College President (or designee) shall take effective steps to address the adverse impact before the selection process continues. Such steps may include, but are not limited to:

- (1) extending the deadline and undertaking inclusive outreach efforts to ensure that members of the adversely impacted group have equal opportunity to seek employment with the district;*
- (2) including all applicants who were screened out on the basis of any locally established qualifications beyond the state minimum qualifications which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of federal law or which are not among those which the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system.*

Per Title 5, section 53023 (d), if adverse impact persists after taking steps required as indicated above, the selection process may proceed only if:

- (1) the job announcement does not require qualifications beyond the statewide minimum qualifications; or*
- (2) locally established qualifications beyond state minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of federal law and suitable alternative selection procedures to reduce the adverse impact were unavailable; or*
- (3) the particular qualification beyond statewide minimum qualifications which are used in the job announcement are among those which the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system.*

Per Title 5, section 53023(e), the district may not advertise or utilize in future hiring processes for the same position or a substantially similar position any locally established qualifications beyond state minimum qualifications that the district was unable to verify unless such qualifications are so verified in advance of commencing any such future hiring process.

Following the review and approval process, the publication of the job announcement will be completed in order to take advantage of job fairs and other similar events that enhance the district's recruitment efforts. Where and when advertising is placed will depend on several factors including resources available, lead time required for each publication, time constraints with the District, past experience within the professional area and past experience with the advertising type. The requirement of open recruitment shall apply to all full-time and part-time openings, and recruitment for full-time educational administrator positions shall be at least statewide and at a minimum shall include seeking qualified applicants listed in the California

Chabot-Las Positas Community College District Administrative Selection Procedures

Community Colleges Equal Employment Opportunity Registry and posting job announcements with the Registry (Title 5 regulations, section 53021).

However, the Office of Human Resources will generally distribute the job announcement based on a Standard Recruitment Plan which provides for:

1. The posting of the job announcement brochure in the Office of Human Resources and on designated bulletin boards at the colleges, on the District's web site, on the District's 24-hour Job Hotline, on the District's Employment Opportunities bulletin (distributed to all employees within the District);
2. The mailing of the job announcement to community and 4-year colleges, universities, local school districts, local libraries, and city and county personnel offices; and
3. The publication of the job announcement in the Alameda News Group (ANG), Contra Costa Times, San Jose Mercury, San Francisco Chronicle, Stockton Record, Chronicle of Higher Education, Women in Higher Education, Diverse Issues in Higher Education, The Hispanic Outlook In Higher Education, California Community Colleges Equal Employment Opportunity Registry (Chancellor's Office Job Registry), Affirmative Action Register, Asian Pacific Careers, Hispanic Hotline, Black Careers Now, HigherEdJobs.com, Craigslist.com, Cal State East Bay listserv, Chief Human Resource Officers (CHRO) listserv, and the American Association of Hispanics in Higher Education (AAHHE) website.

Additional distribution will be decided in consultation with the hiring administrator, as stated above, depending on available resources, time constraints, and in addition need, with the ultimate goal being to develop a comprehensive recruitment plan which will ensure an adequate pool of well-qualified applicants.

V. APPLICATION PROCESS

A. District Application Form

All applicants, internal or external, must submit the current District Administrative Application Form as prescribed by the Office of Human Resources, 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 created for a specific position.

Applications are to be filled out completely to be considered. An attached resume (or indicating "see attached resume" on the application form) cannot be substituted for answers on the application form. Application forms completed in this manner will be rejected as incomplete.

Chabot-Las Positas Community College District Administrative Selection Procedures

B. Supplemental Application/Questionnaire

A supplemental application/questionnaire must be submitted on a form included in the district application packet or clearly identified on a separate document within the application materials.

C. Other Application Materials

One unofficial copy of transcripts must be submitted with the District application form and resume, showing minimum qualifications are met (for educational administrator positions it must be in accordance with the publication titled "*Minimum Qualifications for Faculty and Administrators for the California Community Colleges*"). (An official transcript is required prior to date of employment with the District.) Transcripts may also be used by the Selection Committee for the purpose of determining whether a candidate meets the District minimum educational requirements that are beyond the State requirements (in the case of educational administrator positions).

D. Re-opened Searches

Re-opened searches are those that have proceeded to the point of Selection Committee deliberations. Under unusual circumstances, the decision to re-open a search signifies that the committee found no one in the pool meeting the minimum qualifications, meeting established screening criteria for an interview, or meeting established criteria for recommendation for final interview. Re-opened searches require the hiring administrator's consultation with the Chief Human Resources Officer (or designee) and shall be given careful consideration.

VI. THE SELECTION COMMITTEE

A. Appointment of Selection Committee Members

The appointment of Selection Committee members will be collaborative. The appointment of Administrators on the Selection Committee, as well as Classified Confidential and Classified Supervisors, will be proposed by the Hiring Administrator. As appropriate, Faculty members on the Selection Committee will be proposed by the Academic Senate, one of whom shall be a representative of the Chabot-Las Positas Faculty Association. Classified Represented employees needed to serve on the Committee will be decided through a democratic process with the Service Employees International Union (SEIU), Local 790, and the Classified Senate working collegially to ensure adequate representation. As appropriate, student representation will be proposed by the President of the Associated Students. The District Chancellor (or designee) or College President (or designee) will appoint the Selection Committee upon review of the proposed Committee members.

Chabot-Las Positas Community College District Administrative Selection Procedures

B. Selection Committee Chair, Size and Membership

The chairperson of the Selection Committee for administrative positions shall be selected by the Chancellor for the District, and by the President for the College.

The minimum size of a Selection Committee shall consist of the following membership for the particular group:

1. College President

- One (1) administrator (chairperson)
- Four (4) administrators (one from District Services)
- Four (4) faculty
- Four (4) classified represented
- Two (2) students (optional, based on availability)
- One (1) community member

2. Vice President/Vice Chancellor

- One (1) administrator (chairperson)
- Three (3) administrators
- Three (3) faculty
- Two (2) classified represented
- One (1) student (optional, based on availability)

3. Dean

- One (1) administrator (chairperson)
- Two (2) administrators
- Three (3) faculty
- Two (2) classified represented
- One (1) student (optional, based on availability)

4. Directors/Managers (all locations)

- One (1) administrator (chairperson)
- Two (2) administrators
- Two (2) faculty
- Two (2) classified represented
- One (1) student (optional, based on availability)

Chabot-Las Positas Community College District Administrative Selection Procedures

Selection Committee members may include, as needed, community persons, consultants, or personnel from other colleges or districts. Additional members may be added as determined by the District Chancellor or College President.

The membership of the Selection Committee shall not include the employee who is vacating the position.

The names of the members of the Selection Committee, and the category they represent, shall be provided to the Office of Human Resources at the time of submission of the Request to Announce document.

The Selection Committee will:

1. Include a diverse membership which will bring a variety of perspectives to the assessment of applicant qualifications. The inability to meet this requirement shall be recorded on the Equal Employment Opportunity Checklist and an explanation provided in the Reason(s) for Non-concurrence section;
2. Require the hiring administrator to act as the EEO Representative in order to assist the Committee in its compliance with equal employment opportunity policies and practices;
3. Recognize the Hiring Administrator (or designee) as the Chair of the Committee;
4. Require members to attend all Committee meetings and participate in all phases of the screening and selection process; and
5. Include all members in votes that are taken and decisions that are made throughout the Committee process.

C. Selection Committee Orientation

All members of the Selection Committee will receive orientation at the beginning of the process, in a manner approved by the Chief Human Resources Officer, which will include the following types of information:

1. The importance of confidentiality and how it shall be reinforced throughout the process. Emphasis shall be placed on the following:
 - a. requiring the highest level of sensitivity on the part of the committee members regarding the need for confidentiality for the entire selection process;
 - b. protecting the rights and reputations of the candidates, and the non-sharing of ratings and comments made by committee members; and

Chabot-Las Positas Community College District Administrative Selection Procedures

- c. maintaining strict confidentiality regarding the interview questions and the topic(s) of any work sample(s), in order to provide equal opportunities for all candidates.
2. The reporting of violations of the process to the District Chancellor or College President, and the Chief Human Resources Officer for appropriate action, if the Selection Committee member believes any have occurred.
3. The disbanding of the Committee by the District Chancellor or College President if it has been determined that confidentiality has been breached or if it has been determined that prejudicial statements are repeated after a warning.
4. The District's commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoidance of adverse impact, and the inclusion of qualified candidates regardless of race, color, religion, gender, national origin, ancestry, disability, age, sexual orientation, or marital status.
5. The respective roles, contributions and responsibilities of each Selection Committee member in assuring fair, objective and equal treatment of all candidates.
6. A review of the selection process, its steps, projected timelines, and requirements for legal documentation of the Committee screening and selection of candidates.
7. The technical aspects of the process, including review of the knowledge, skills and abilities (KSA's) and the Duties and Responsibilities that will be used to determine the screening criteria, procedures, job-related interview questions and skills demonstrations; rating criteria, appropriate forms and documentation. The Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process.
8. The legalities and procedures related to the selection of candidates as "finalists."
9. The guidelines regarding the procedures, current law, confidentiality and documentation required for reference checking.

The Selection Committee will utilize the time following the orientation to: (1) establish the screening process; (2) calendar steps in the process (including the screening application period, meeting to discuss the selection of candidates for first level interview, date to notify the candidates, and the interview schedule); (3) develop the screening criteria; (4) prepare the rating sheet; (5) develop job-related questions; and (6) develop additional assessment techniques (including demonstrations).

Some criteria, which might be considered are: (1) demonstrated experience; (2) communication and other interpersonal skills; (3) sensitivity to, and knowledge of a diverse student body and its needs; (4) creativity and innovation; (5) leadership potential; (6) service in the community;

Chabot-Las Positas Community College District Administrative Selection Procedures

(7) professional and organizational affiliations; (8) experience in working with people of varying abilities, age, and cultures; (9) indications of ability for continued professional growth; and (10) knowledge of required laws, rules or regulations.

Interview questions and skill demonstrations will comply with current law; be based solely on bona fide, job-related knowledge, skills and abilities (KSA's) as stated in the job announcement; and will be appropriate to the subject matter. Interview questions and skill demonstrations should be job-related, based on the required knowledge, skills and abilities, unbiased, and should have the following characteristics:

1. Be open-ended in order to prompt full and complete responses from the candidate.
2. When appropriate include pre-determined "key response elements" that can be used by the Selection Committee to evaluate the quality of the candidate's responses. "Key response elements" are lists of desired responses that the Selection Committee can listen for in order to guide their rating and documentation.

VII. CLOSE OF THE RECRUITMENT PROCESS

A. Application Review

At the close of the recruitment, the Office of Human Resources will conduct an application review of the application packets received. A letter will be issued to those applicants with incomplete packets or whose application materials were received after the Closing Date. The remaining application packets will be prepared/packaged and forwarded to the Hiring Administrator.

B. Minimum Qualifications Review

The Hiring Administrator will have responsibility for the minimum qualifications review. For those applications in which the minimum qualification requirement is not clearly indicated in the application packet, it is subject to review by the Selection Committee members and a decision made for inclusion or denial. Applicants whose materials were reviewed by the Committee and found to not meet the minimum qualification requirement, shall not have the screening criteria applied or a score recorded on the rating sheet.

VIII. SCREENING OF APPLICATION MATERIALS

A. Paper Screening Process

Using the screening criteria developed by the Selection Committee, based on the KSA's, and Duties and Responsibilities, all members of the Committee shall: (1) independently review all completed applications; (2) record their results on the rating sheet; (3) participate in the selection of those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.

Following the screening of application materials and the selection of candidates for the First Level Interview, the hiring administrator shall immediately notify the successful candidates of the particulars (date, time, location), regarding the First Level Interview. He/she shall also complete the Applicant Pool List No. I form and submit a copy to the Office of Human Resources, along with the application materials for those applicants not being extended an invitation to be interviewed at the first level. Upon receipt of the Applicant Pool List copy, the Office of Human Resources will immediately issue a standard letter to those unsuccessful applicants. The Hiring Administrator shall forward the required materials to the Office of Human Resources to avoid the delay of appropriate notification to the applicant.

Internal Applicants

Care should be taken to notify internal candidates immediately by phone, or in person, by the Hiring Administrator.

IX. SCREENING OF CANDIDATES

A. Oral Interview

First Level Interview

The purpose of the First Level Interview is to evaluate the professional competence, technical proficiency, sensitivity to ethnic diversity, and where appropriate community college issues, professional activities, and other characteristics of the candidates as stated in the position announcement.

Each Selection Committee member shall document the quality of the candidates' responses and assign a score based on the value determined by the Committee for each question.

Chabot-Las Positas Community College District Administrative Selection Procedures

All pre-determined interview questions and skill demonstrations with key response elements and other screening components of the selection process should be directly related to the required and desirable knowledge, skills and abilities of the job, as listed in the job announcement.

The same set of pre-determined interview questions (and skill demonstrations) shall be used to screen each candidate. The Committee may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, Committee members should assure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

All members of the Selection Committee shall be present during all of the interviews. If a Committee member is unavoidably absent and interviews cannot be rescheduled, the remaining Committee members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the Selection Committee membership, the Chair and Chief Human Resources Officer (or designee) will decide on a course of action. The course of action decided upon should be documented and included in the application materials at the conclusion of the hiring process.

B. Selection of Finalists

Following the conclusion of all of the interviews, the Selection Committee members shall independently complete their scoring for each candidate. Their results will be recorded with the other members' scores. Utilizing the deliberations process, discrepancies in the ratings will be addressed. The resulting ratings will be reviewed and a "natural break" identified which will indicate the most qualified candidates, and that number of candidates will be advanced to the Second Level Interview phase. The names will go unranked to the Second Level Interview Committee. Of the recommended candidates whose names are sent forward, the Second Level Interview process may result in any one of the candidates being hired for the position.

C. Interview Documentation

An interview/skill demonstration rating form will be completed and signed by each member of the Selection Committee in order to document the quality of each candidate's responses. The Selection Committee Chair is responsible for reviewing all of the completed rating forms to assure that comments made by Committee members relate only to job-related criteria.

At the conclusion of the interviews and skill demonstrations, the Committee Chair shall compile all of the rating forms, Committee member notes and other written documentation of the process into a final and confidential Committee record that will be sealed and maintained in the Office of Human Resources for a period of three (3) years as required by law.

Chabot-Las Positas Community College District Administrative Selection Procedures

The Hiring Administrator (or designee) shall be responsible for the completion of the Applicant Pool List No. II form and the submission of a copy to the Office of Human Resources, along with the application materials for those candidates who are not being recommended to advance to the Second Level Interview stage as a Finalist. Upon receipt of a copy of the Applicant Pool List, the Office of Human Resources will immediately issue a standard letter to those unsuccessful candidates. The Hiring Administrator shall forward the required materials to the Office of Human Resources to avoid the delay of the appropriate notification to the unsuccessful candidates.

Internal Candidates

Care should be taken to notify internal candidates immediately by phone, or in person, by the Hiring Administrator.

Out-of-Area / Out-of-State Candidates

Following the conclusion of the deliberations of the First Level Interview, the Hiring Administrator shall notify the candidates who have traveled to the interview from outside the area or from outside the state of the results. Those successful candidates will advance to the Second Level Interview and keep the appointment previously scheduled for them.

Notification shall be by phone, or in person, and care should be taken to notify the candidates as soon as possible that their status at the Second Level has been determined.

D. Criteria for the Recommendation of Finalists

Several factors are to be considered by the Committee in selecting candidates who will be forwarded as finalists to the Second Level Interview. In the case of candidates new to the professional area, the Committee shall consider the candidate's potential to develop professional competence and skills. The selection should be based on a combination of the information contained in the candidate's application materials, the interview performance, and results of the skill demonstration or other pre-determined, job-related Committee assessment tool. Such factors as the following shall be considered:

- Demonstrated professional competence
- Scope and quality of professionalism
- Experience and skills related to the position
- Demonstrated skill and preparation to work in a multicultural, multi-lingual educational environment, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.

The Selection Committee should be encouraged to engage in a full, frank, and complete discussion about each candidate interested in an Administrative position. This discussion should include an analysis of the candidate's paper application and qualifications, the candidate's

Chabot-Las Positas Community College District Administrative Selection Procedures

interview, and the results of any skill demonstration or other pre-determined, job-related Committee assessment tool.

The Selection Committee will select candidates as finalists who most closely meet the selection criteria, who are well qualified in the opinion of the Committee and who most likely would be successful if selected for the position. The names of the finalists shall be forwarded unranked to the Second Level Selection Committee. If only one candidate is deemed acceptable as a finalist, the Committee will submit its reasons in writing and forward them to the District Chancellor (or designee) or College President (or designee), who will review the screening process with the Selection Committee Chair. Finalists shall be forwarded to the District Chancellor (or designee) or College President (or designee) in his/her role as Chair of the Second Level Interview process.

The following items shall also be forwarded to the District Chancellor (or designee) or College President (or designee) along with the finalists' names, unranked:

- Originals of each finalist's application materials
- A list of the interview questions and key response elements used to interview candidates
- Information about any job-related issues that can more effectively be discussed during the Final Interview

The District Chancellor (or designee) or College President (or designee) may also request the Committee interview and skill demonstration rating forms or other documentation from the First Level Interview Selection Committee process.

E. Final Interviews and Reference Checks

The hiring administrator shall make the arrangements to schedule the Second Level Interviews on the District Chancellor's (or designee's) or College President's (or designee's) calendar. Interviews should be scheduled **within** a reasonable time frame after the finalists have been selected by the First Level Interview Selection Committee

Second Level Interview

The Second Level Interview committee shall consist of the District Chancellor (or designee) or College President (or designee) serving as the Chair (or designee), the Vice Chancellor or appropriate Vice President (Instruction or Student Services), the Hiring Administrator, and the Chair (if not already represented). The need for additional members on the Second Level Interview committee shall be determined by the District Chancellor or College President, with consideration given to appropriate representation. Names of committee members shall be documented and included in the selection hiring materials returned to the Office of Human Resources.

Members participating on the Second Level Interview Committee are required to attend all Final Interviews.

Chabot-Las Positas Community College District Administrative Selection Procedures

Reference checks on all finalists will be conducted by the District Chancellor (or designee) or College President (or designee). The responsibility shall not be delegated. Faculty and staff are not authorized to conduct the reference checks.

The District Chancellor (or designee) or College President (or designee) will discuss the final recommendation with the Chair of the First Level Interview Selection Committee prior to submission to the Office of Human Resources and Board of Trustees.

If the District Chancellor (or designee) or College President (or designee) does not select a finalist, the District Chancellor (or designee) or College President (or designee) shall meet with the Selection Committee to explain the non-selection. The Committee may elect to review the pool of candidates and recommend additional finalists, or the District Chancellor (or designee) or College President (or designee) may re-open the hiring process.

X. APPROVAL PROCESS

Following selection of the final candidate, the District Chancellor (or designee) or College President (or designee) shall submit formal notification of the selection to the Office of Human Resources for placement on the Management Personnel Report for the Board Agenda. The hire of the candidate is not final until action is taken by the Board of Trustees at an announced Board Meeting.

The District Chancellor or the College President shall contact the unsuccessful candidates.

The Office of Human Resources will contact the selected individual in a timely fashion regarding employment information, required verifications, contracts, fringe benefits, and other employee services.

Chabot-Las Positas Community College District Administrative Selection Procedures

APPENDIX A

Role of the Selection Committee Chair

Members of the Selection Committee are selected pursuant to the appropriate hiring procedures. The Selection Committee Chair has the following responsibilities:

- ❑ Schedule all Committee meetings; notify Committee members of all meeting times, locations and agenda items
- ❑ Conduct all Selection Committee meetings
- ❑ Confer with the Office of Human Resources for Committee training, technical guidelines and information) before and during the process regarding all matters related to:
 - ✓ Equal Employment Opportunity guidelines and implementation
 - ✓ Safeguards against bias and adverse impact in selection criteria and during the process
 - ✓ Forms to be used during the process
 - ✓ Review of application materials
 - ✓ Development of interview questions, key response elements, and skills demonstrations
 - ✓ Establishment of the “interview environment”
 - ✓ Committee deliberations, decisions and documentation of the process.
- ❑ Confer with Committee member(s), at any time during the process, regarding any breach in procedure
- ❑ Provide orientation and training to Committee members, in collaboration with Human Resources staff on such matters as:
 - ✓ Committee procedures
 - ✓ The importance of Confidentiality
 - ✓ Techniques of job analysis, determination of screening criteria, development of screening forms and rating systems, documentation, determination of finalists and other activities related to the process
- ❑ Arrange for the Committee review of application packets
- ❑ Ensure the review of the minimum qualifications
- ❑ Guide Screening Committee members through the procedures in compliance with District policies and procedures

Chabot-Las Positas Community College District Administrative Selection Procedures

- ❑ Reinforce the importance of confidentiality, non-bias, and equal opportunity in all steps of the process
- ❑ Confer with Human Resources staff regarding Committee membership, training, and orientation; recruitment resources; technical assistance; documentation of the process, and timelines.
- ❑ Confer with the District Chancellor or College President regarding timeliness of applicant notification letters at various points in the process (all applicant notification letters should be signed by the Office of Human Resources).
- ❑ Review Selection Committee documentation of the process, compile all forms and paperwork, and forward the complete and confidential Selection Committee record to the designated office for the required three-year storage.