

# AP 7120-A Recruitment and Hiring: Managers

**Reference:**

***Education Code Sections 87100 et seq., Title 5, Section 53000 et seq.; Accreditation Standard III.A***

**SELECTION PROCEDURES FOR MANAGERS**

The following practices shall be followed for all management positions. Classified management positions will follow the rules and regulations as established by the Personnel Commission.

**Notification of Vacancy/Recruitment Strategy**

Upon formal notification of a manager vacancy, the hiring manager informs the Director of Employment Services of his/her plans to fill the position. Vacancy notification occurs upon the Chancellor’s acceptance of the manager’s resignation, retirement, contract non-renewal, or the receipt of information regarding death or departure for special circumstances. During the two weeks following the formal notification date, the responsible manager reviews the existing job description with the Director of Employment Services and makes any necessary changes. In the event substantial changes need to be made or there is a restructuring of college’s functions, the new or revised job description must be presented to Chancellor’s cabinet for approval. Unless substantial changes are made to the job description, the Director of Employment Services begins the recruitment process two weeks following the formal notification date.

**Committee Composition**

**College Positions**

Academic, classified, and student appointments are made by the Chancellor or designee from recommendations from the groups/individuals listed below. The recommended persons forward two (2) names for each seat on the committee to the Director of Employment Services for consideration. The committee composition for classified management positions may be modified to be in compliance with Personnel Commission rules. When subject matter expertise is necessary, committee members may be commissioned from outside the district.

<b><u>Committee Composition</u></b>	<b><u>Number</u></b>	<b><u>Recommendations of the Following:</u></b>
College Management/Supervisors (2 from the college in which vacancy occurs and 1 each from the other colleges)	<b>4</b>	College President(s)
District Administrative Center Representative	<b>1</b>	Chancellor’s Cabinet
Faculty (for academic management only)	<b>2</b>	President (following consultation with the academic senate president)
Students (for Instructional VP, SS VP, and EVP only)	<b>1</b>	President
Screening Committee Facilitator (ex-officio)	<b>1</b>	Director of Employment Services
	<b>Total 9</b>	

### **District Administrative Positions**

Academic and classified appointments are made by the Chancellor or designee from recommendations from the groups/individuals listed below. The recommended persons forward two (2) names for each seat on the committee to the Director of Employment Services for consideration. The committee composition for classified management positions may be modified to be in compliance with Personnel Commission rules. When subject matter expertise is necessary, committee members may be commissioned from outside the district.

<b><u>Committee Composition</u></b>	<b><u>Number</u></b>	<b><u>Recommendations of the Following:</u></b>
College Management/Supervisors (1 from each college)	<b>3</b>	College President(s)
District Administrative Center Representative	<b>2</b>	Chancellor's Cabinet
Screening Committee Facilitator (ex-officio)	<b>1</b>	Director of Employment Services
	<b>Total 6</b>	

### **Committee Appointments**

The Director of Employment Services reviews the membership recommendations to ensure the diversity of representation within the Screening Committee. The Director of Employment Services appoints the chair from among the membership, and the chair convenes the committee.

### **Timelines for Screening/Selection Process**

Timelines for the Organizational Meeting (where applicable), Application Screening, Application Tally, Oral Interviews, and Oral Interview Tally will be approved by the Director of Employment Services. Timeline approval may be completed after the committee has set the calendar for the screening process.

### **Announcement/Advertising**

The Director of Employment Services or designee prepares the vacancy announcement including a description of duties and responsibilities, qualifications, and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of well-qualified applicants. The Director of Employment Services or designee is responsible for the recruitment, identification of advertising sources and applicant targets, ad placement, and web posting. If the district selects a recruitment firm to assist in any aspect of the selection process, these responsibilities may be reallocated to the firm.

Vacancy announcements, at a minimum, will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, in the Chronicle of Higher Education, Association of California Community College Administrators (ACCCA), the Registry-California Community College State Chancellor's Office, HigherEdJobs.com, and VCCCD.edu.

### **Organizational Meeting**

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. In order to ensure consistency in the process, each screening committee member must be available for all committee meetings.

The Screening Committee, under the direction of the chair and the screening committee facilitator, identifies and discusses application screening criteria, creates oral interview questions and criteria, discusses the basis of the questions in relationship to the job announcement, and determines the relative weighting. All criteria and questions must be based upon the requirements listed in the vacancy announcement.

### **Prescreening**

All members of the prescreening committee confer and determine which applicants meet minimum qualifications. The members forward the results of these deliberations to the Screening Committee Facilitator. The Screening Committee Facilitator forwards the information to the Human Resources Department. The Human Resource Department deactivates (in ORAP) those who fail to meet minimum qualifications or those who fail to meet requirements.

### **Screening**

- The Human Resources Department forwards the guest user ID and the password for the particular vacancy to the all screening committee members. Committee members have an opportunity to review any applicant file which was determined to be unqualified in the prescreening whether based on minimum qualifications or equivalency determination. Each committee member screens the application materials independently and submits their results to the chair. Committee members complete the applicant screening forms emphasizing the following:
  - Screening evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
  - Screening evaluation forms must document a recommendation for oral interview (4 - Highly Recommend, 3 - Recommend, 0 - Do Not Recommend).
  - Screening Committee members sign and date the screening evaluation forms.

### **Application Tally**

All committee members should be present at the application tally meeting and have completed their screening of applicants. Any exceptions must be approved by the Director of Employment Services.

- a. Chair and the Screening Committee Facilitator tally the results.
- b. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identity. "Natural breaks" in the tally total should be the determining factor.
- c. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates will be considered for interview based on their rank and may be considered only if invitations are refused by the original invited candidates.
- d. The Screening Committee Facilitator notifies the Human Resources Department of the candidates who were selected for an interview. The Human Resources Department emails the individuals who were not selected for interview.
- e. The Screening Committee Facilitator assigns dates and times for oral interviews taking into consideration distance and time of travel of the applicants.

**Oral Interview/Tally**

The Screening Committee Facilitator discusses guidelines pertinent to the interview process, appropriate follow up questions, guidelines for written comments on oral interview forms, District's diversity policy, and procedures for discussion following each candidate's interview. The committee reviews each question and discusses, in general, an appropriate answer. At the oral interview, follow-up questions may be asked and should be based on information presented by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response. Follow-up questions may not deviate from the intent of the original questions.

At the conclusion of each oral interview, the Screening Committee Facilitator facilitates the following the discussion process:

- a. At the conclusion of each oral interview, each committee member shares a brief summary of each applicant's strengths and limitations.

Generally, the discussion will consist of:

- (1) Clarification of technical questions asked during the interview
  - (2) Favorable and unfavorable impressions concerning the manner in which the candidate responded to questions asked during the interview
  - (3) Strengths and weaknesses of each candidate, including professional impact
  - (4) Impressions concerning the manner in which the candidate responded to questions asked during the interview
- b. Among those items which are inappropriate for discussion are the following:
    - (1) Advocacy or opposition for a particular candidate based on information obtained outside the interview process
    - (2) Comments based on rumor or unsubstantiated knowledge of a candidate
    - (3) Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics
  - c. The Oral Interview Record Form is used for oral interview rating. Ratings must be supported by clearly written comments. Final ratings should be representative of the candidates' performance across all questions and teaching demonstration.
  - d. The committee rates each candidate (4 - Highly Recommend, 3 - Recommend, 0 - Do Not Recommend). The committee reviews the ratings to consider high/low discrepancies. The discussion focuses on information provided in the interview as well as information provided in the candidates' applications. Any committee member may change or remain with original rating after considering the information discussed.

**Oral Tally**

- a. The Chair and Screening Committee Facilitator tally the oral interview ratings and display the ratings to the entire committee with candidates' names redacted for the purpose of determining the natural break in ratings.
- b. After determining the natural break, candidates' names are displayed to the committee for the purpose of determining who should be forwarded to the college president/chancellor for final

interview. The committee as a whole may decide if candidates below the natural break should be forwarded to the college president/chancellor. The committee determines the number of candidates to be forwarded to the college president/chancellor based on the candidates' performance and president's preference. If no candidates are deemed to be acceptable to the screening committee, the college president/chancellor has the option of interviewing the candidates and/or reopening the recruitment. The Human Resources Department emails the individuals who were not selected for interview.

- c. The committee summarizes, in writing, the strengths and weaknesses of the candidates forwarded to the college president/chancellor for review prior to interviewing the candidates.

### **President/Chancellor Interview**

For college positions, the college president and chancellor conduct joint final interviews from an unranked list of a plurality of candidates forwarded from the committee. The college president and chancellor may request the committee forward additional candidates (not applicable for classified management). The college president and chancellor may interview without the presence of the Screening Committee Facilitator. In the event that it is a District Administrative Center position, the hiring manager and the chancellor will conduct final interviews.

### **Reference Checks and Offer of Employment**

- a. The college president/chancellor directs the responsible manager (first-line supervisor) to conduct reference checks on the identified individuals in accordance with the VCCCD reference checking procedure.
- b. The responsible manager forwards the references for the selected candidate to the Director of Employment Services for review.
- c. Upon review of the selected candidate's references and any other pertinent material, the Director of Employment Services notifies the hiring manager that an official employment offer may be made. The director and the hiring manager discuss the salary offer.
- d. The Screening Committee Facilitator completes the Record of Interview form indicating which applicants have not met minimum qualifications, which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidate selected. The college president/chancellor signs the form and forwards the original form to the Human Resources Department.
- e. The Screening Committee Facilitator forwards all screening files, forms, and related notes and records to the Human Resources Department.

**Adopted:** April 14, 2009

**Revised:** \_\_\_\_\_