

AR 7102.3 Supervisory/Confidential Staff Hiring

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CONTENTS

SECTION 1 RECRUITMENT

Requisitions
Special Requests
Announcement Procedures
Advertising
Outreach

SECTION 2 APPLICATION PROCESS

District Application Form
Supplemental Application Forms
Other Application Materials
Applicant Pool Diversity
Extended Searches
Reopened Searches

SECTION 3 SCREENING COMMITTEES

Membership
Orientation
Responsibilities
Sequence of Events
Scheduling
Reporting

SECTION 4 EMPLOYMENT TESTS

Paper Screening
Interviews
Writing Samples
Other Assessment Techniques
Presentations
Paper and Pencil Tests

SECTION 5 RECOMMENDATIONS

SECTION 6 REFERENCE CHECKING

SECTION 7 FINAL INTERVIEWS AND SELECTION

SECTION 1

RECRUITMENT

Requisitions:

New and replacement supervisory/confidential positions require the line administrator to initiate a Personnel Requisition Form. The line administrator is responsible for obtaining authorizing signatures, up to and including the Chancellor. 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 Chancellor's Cabinet and authorized by 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, target mailing lists, or listings provided by the department/division.
- requests for additional advertising resources for outreach efforts in a program or service area.
- 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 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 for new positions will be submitted to Human Resources Department by the appropriate Vice Chancellor or College President following approval by Chancellor's Cabinet and the Chancellor (In cases where the highest ranking administrator is the Chancellor, position qualifications will be submitted to Human Resources Department. [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

Human Resources Department will distribute the Job opportunity to a basic list of agencies, organizations and RSCCD full-time staff, board members and administrators. Additional distribution will be decided in consultation with the appropriate Vice Chancellor or College President 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 may be made while the regular selection process is being initiated. Such appointments shall be made by 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 Vice Chancellor, College President 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 appropriate Vice Chancellor or College President shall submit a recommendation and rationale to the Chancellor and Executive Vice Chancellor of Human Resources and Educational Services.

Ten working days is required following receipt of the Personnel Requisition in order to obtain input from the requester and to prepare, reproduce, and distribute the Job Announcement. Announcements will be processed within a ten working days. This includes the three days given 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 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. Human Resources Department shall develop a comprehensive recruitment program in conjunction with the appropriate Vice Chancellor or College President 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, follows avenues identified through the processes identified above and is conducted by Human Resources Department in conjunction with the appropriate Vice Chancellor or College President.

SECTION 2

APPLICATION PROCESS

District Application Form:

All applicants, internal or external, must submit the current Classified Employment Application 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 appropriate Vice Chancellor or College President 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 met 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 Human Resources Department during the recruitment phase of the employment process. 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 Human Resources Department and the appropriate Vice Chancellor, College President or the 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, Human Resources Department will advise former applicants that they were not selected and would 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 appropriate Vice Chancellor or College President or designee. The Chair will determine the composition of the screening committee which may include appropriate administrators, area specialists, students and community members. If community members are included on the screening committee, the Chair will identify the name(s) of community representatives. The name(s) of the community member will be kept on file in the Human Resources Department. Every effort will be made to include females, males, and members of under represented groups on screening committees. 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 Supervisory/Confidential vacancies by job announcement distribution. The President of the Academic Senate or designee may select one faculty member, and the Classified Group may select one representative for the screening committee. Equal Employment Opportunity Advisory Committee representative shall be

appointed by the Chair or designee of that committee. The Chair will appoint a Supervisory/Confidential representative. The complete list of committee members will be submitted by the Chair to the Vice Chancellor or College President or Chancellor for review and then forwarded to Human Resources Department within ten 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 each screening committee before the screening process begins. The purpose of this orientation is to familiarize the members with:

- the role of Human Resources Department in the recruitment, selection, and placement process.
- resources available to the committee.
- the role of the Equal Employment Opportunity Monitor.
- information about the size and diversity of the applicant pool.
- 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 Chancellor, appropriate Vice Chancellor or College President, 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 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 exception 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.
- serve as a resource in the areas of equal employment opportunity.
- serve as liaison, as necessary, between the committee and Human Resources Department and the Equal Employment Opportunity Officer to address issues and concerns as related to the screening process.

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 the Equal Employment Opportunity Officer or designee 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 will attempt to reach consensus regarding those who will/will not be considered further. Assistance in this process may be requested from Human Resources Department, if needed.) The committee may ask 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. 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.
10. The Chair 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 reference checking process.
11. The appropriate Vice Chancellor or College President shall contact the recommended finalists and set up final interview appointments. A schedule of appointments will be sent by the Vice Chancellor or College President to Human Resources Department.
12. Candidates not recommended as finalists shall be promptly notified in writing by Human Resources Department.
13. Final interviews may include the Chancellor or designee, the appropriate Vice Chancellor(s) or College President or designee, and the immediate supervisor.

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 serve as an Equal Employment Opportunity Monitor.

Paper screening will normally be scheduled no earlier than five 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 Human Resources Department by the Chair when submitting the Screening Certification Form.

Application packets may be picked up from 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 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 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 Chair.

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

Reporting:

The Chair of the screening committee is required to provide the following reports to Human Resources Department:

- Screening Review Form at the completion of application materials screening (paper screening).
- Screening Certification Form at the completion of application materials screening (paper screening).
- Proposed interview questions, employment tests, and descriptions of any demonstrations at the completion of application materials screening (paper screening).
- Interview Report Form within one working day of selecting finalists.
- 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. Human Resources Department will review all interview questions to help assure reliability and validity, as well as conformity to equal employment opportunity guidelines.

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 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 may 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. 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 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 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 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 Vice Chancellor, or 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 finalists.

SECTION 6

REFERENCE CHECKING

It is the responsibility of Human Resources Department to ensure that reference checks are made on all recommended finalists using the current Reference Check Form, as prescribed by 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 the Executive Vice Chancellor of Human Resources and Educational Services 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 appropriate Vice Chancellor, College President or designee.

SECTION 7

FINAL INTERVIEWING AND SELECTION

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

Following the final interviews, the final interview team will meet to discuss the finalists. The Vice Chancellor or College President shall communicate in writing to 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 Vice Chancellor, College President, or designee. It is also the responsibility of the Vice Chancellor, College President 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 timelines of form submission. 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, Human Resources Department shall place recommended hires on the Human Resources Department docket for Board of Trustees agenda for approval. Placement on the salary schedule will be based on the approved provisions in the Supervisory and Confidential handbooks, subject to review by the Executive Vice Chancellor of Human Resources and Educational Services or designee. Human Resources Department will 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 a handbook and other related materials.