

## **AP 7120-4 Management Employee Hiring**

Reference:

**Education Code Sections 87100, et seq., 87400 and 88003;**  
**ACCJC Accreditation Standard III.A.1;**  
**WASC/ACS Criterion 2, Indicator 2.4; Criterion 3, Indicators 3.1 and 3.2**

- 1.0 **Application:** This procedure shall apply to the selection of administrators for regular management positions within the North Orange County Community College District. This procedure shall not apply to the selection of temporary special project administrators.
- 2.0 **Allocation of Administrative Positions:** The need for administrator hiring and administrative staff allocations shall be determined by the Chancellor, in consultation with the executive officers of the District, taking into consideration local staffing recommendations developed in accordance with established planning processes, District-wide planning needs and budgetary considerations.
- 3.0 **Screening Committee Composition**
  - 3.1 Chancellor: The composition of the screening committee for the position of Chancellor shall be determined by the Board of Trustees and shall include representation broadly reflective of the District's constituencies. (See AP2431, Chancellor Selection.)
  - 3.2 Vice Chancellor: The screening committee for the position of Vice Chancellor shall be comprised of the following:
    - 3.2.1 Two (2) management representatives selected by the District Management Association.
    - 3.2.2 Two (2) faculty representatives jointly selected by the United Faculty and Adjunct Faculty United.
    - 3.2.3 Two (2) classified representatives selected by California School Employees Association (CSEA).
    - 3.2.4 One (1) faculty representative selected by each Academic/Faculty Senate.
    - 3.2.5 One (1) confidential representative selected by the Confidential Employees Group.
    - 3.2.6 One (1) student representative selected by each Associated Student Body (ASB).
    - 3.2.7 The Vice Chancellor of Human Resources or the Vice Chancellor of Finance and Facilities, as appropriate.
    - 3.2.8 Three (3) management representatives selected by the Chancellor, broadly reflective of the District community.

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- 3.2.9 One (1) community representative selected by the Chancellor (optional).
- 3.2.10 A non-voting Equal Opportunity/Diversity representative selected by the Chancellor.
- 3.3 President or Provost: The screening committee for the position of President or Provost shall be comprised of the following:
  - 3.3.1 One (1) management representative selected by the District Management Association.
  - 3.3.2 One (1) faculty representative jointly selected by the United Faculty and Adjunct Faculty United.
  - 3.3.3 Two (2) classified representatives selected by CSEA.
  - 3.3.4 Five (5) faculty representatives selected by the campus Academic/Faculty Senate.
  - 3.3.5 One (1) confidential representative selected by the Confidential Employees Group.
  - 3.3.6 One (1) student representative selected by the ASB (college) or the Academic Senate (NOCE).
  - 3.3.7 The Vice Chancellor of Human Resources or designee.
  - 3.3.8 Four (4) management representatives selected by the Chancellor, broadly reflective of the campus community, including representation from the affected campus.
  - 3.3.9 One (1) community representative selected by the Chancellor (optional).
  - 3.3.10 A non-voting Equal Opportunity/Diversity representative selected by the Chancellor.
- 3.4 Executive Vice President or Vice President: The screening committee for the position of Executive Vice President or Vice President shall be comprised of the following:
  - 3.4.1 One (1) management representative selected by the District Management Association; or if the campus senate decides to include one (1) faculty union representative in 3.4.4 on the committee, then there will be two (2) management representatives selected by the District Management Association.
  - 3.4.2 Two (2) classified representatives selected by CSEA.

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- 3.4.3 Three (3) faculty representatives selected by the campus Academic/Faculty Senate.
- 3.4.4 One (1) faculty union representative selected according to the agreement(s) between the three Academic Senates and United Faculty and Adjunct Faculty United.
- 3.4.5 Two (2) management representatives selected by the President/Provost, broadly reflective of the campus community.
- 3.4.6 One (1) student representative selected by the ASB (college) or the Academic Senate (NOCE).
- 3.4.7 One (1) community representative selected by the President/Provost (optional).
- 3.4.8 A non-voting Equal Opportunity/Diversity representative selected by the President/Provost.
- 3.5 Dean: The screening committee for the position of Dean shall be comprised of the following:
  - 3.5.1 One (1) management representative selected by the District Management Association.
  - 3.5.2 Two (2) classified representatives selected by CSEA.
  - 3.5.3 One (1) faculty union representative selected according to the agreement(s) between the three Academic Senates, United Faculty, and Adjunct Faculty United.
  - 3.5.4 Three (3) faculty representatives selected by the campus Academic/Faculty Senate; or if the campus senate decides not to include the one (1) faculty union representative, then there will be four (4) faculty representatives selected by the campus Academic/Faculty Senate.
  - 3.5.5 Two (2) management representatives selected by the President/Provost, broadly reflective of the campus community.
  - 3.5.6 One (1) student representative selected by the ASB (college) or the Academic Senate (NOCE).
  - 3.5.7 One (1) community representative selected by the President/Provost (optional).
  - 3.5.8 A non-voting Equal Opportunity/Diversity representative selected by the President/Provost.
- 3.6. Other Administrator Positions

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- 3.6.1 The composition of screening committees for other administrator positions shall be determined by the appropriate Executive Officer using the appropriate consultation processes. The committee shall include representatives of affected constituencies appropriate to the nature of the position and may include the supervising administrator.
- 3.6.2 The screening committees for other administrator positions shall include a non-voting Equal Opportunity/Diversity representative selected by the Executive Officer.

### **4.0 Responsibilities of Screening Committee Members**

#### **4.1 Responsibilities of All Committee Members**

- 4.1.1 Committee members shall participate in all aspects of the process, including, but not limited to, the following:
  - 4.1.1.1 Training in the management hiring procedure and equal opportunity employment objectives of the District.
  - 4.1.1.2 Development of rating criteria and interview questions.
  - 4.1.1.3 Establishment of timelines for screening and interviewing.
  - 4.1.1.4 Development of protocol for performance tests.
  - 4.1.1.5 Evaluation and rating of candidates.
  - 4.1.1.6 Interviewing of candidates.
  - 4.1.1.7 Recommendation of finalists.
- 4.1.2 Committee members shall maintain strict confidentiality throughout the entire hiring process and after the process is completed.
- 4.1.3 A committee member who fails to participate in the paper screening or all interviews shall be removed from the committee.

#### **4.2 Responsibilities of Committee Chair**

- 4.2.1 The committee chair shall be responsible for the following:
  - 4.2.1.1 Ensuring compliance with District policies and procedures in conjunction with the hiring process.
  - 4.2.1.2 Convening and conducting committee meetings, according reasonable consideration to the schedules of committee members.

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4.2.1.3 Coordination of candidate interviews.

4.2.1.4 Communicating with applicants, as required.

4.2.1.5 Maintaining committee records.

4.2.1.6 Performing other duties determined by agreement with the committee.

4.2.2 The hiring site will be responsible for providing clerical assistance to the chair.

4.2.3 The chair may be removed for nonperformance of duties specified in this section, by mutual agreement of the Executive Officer and a majority of the members of the screening committee.

### **4.3 Responsibilities of the Equal Opportunity/Diversity Representative**

4.3.1 The Equal Opportunity/Diversity Representative shall ensure that no candidate is discriminated against on the basis of race, color, gender, sexual orientation, religion, national origin, age, disability, veteran, or marital status and shall serve as the committee liaison to the Executive Officer, with responsibility for reporting noncompliance.

4.3.2 Any allegation of noncompliance shall be investigated by the Director of Human Resources and reported to the Executive Officer, who shall take appropriate corrective action, if warranted.

4.3.3 The Equal Opportunity/Diversity Representative will be a nonvoting member of the committee and, except as to performance of the responsibilities described in section 4.3.1, will observe but not participate in paper screening or deliberations regarding the selection of candidates.

## **5.0 Development and Distribution of Job Announcement**

### **5.1 Development of Job Announcement**

5.1.1 The job announcement for the position shall be developed by the District Office of Human Resources in collaboration with the appropriate Executive Officer and the screening committee, and shall include the following information:

5.1.1.1 The position.

5.1.1.2 The major duties of the position as specified in the approved District job description, which shall also include the following statement: "Sensitivity to and understanding of the disabilities and diverse academic, socioeconomic, cultural, and ethnic background of students."

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5.1.1.3 The qualifications for the position, which shall include the minimum qualifications for service as required by law, and/or such other qualifications as established by the District.

5.1.1.4 The desirable qualifications for the position, which would clearly render the applicant better able to perform the job, but which are not required for satisfactory performance. Desirable qualifications must be bona fide occupational qualifications, which are specific and directly reflective of the screening criteria to be utilized in the selection process.

5.1.2 The job announcement shall be reviewed by the Executive Officer for final approval.

5.1.3 The District Office of Human Resources shall review the job description for accuracy, clarity, and consistency with legal requirements and District policy, and shall prepare and publish a final job announcement, which shall include complete information regarding the application procedure and requirements.

### **5.2 Distribution of Job Announcement**

5.2.1 The District Office of Human Resources, in consultation with the screening committee chair, shall determine the closing date for the position such that the job announcement will be distributed at least six weeks prior to the closing date.

5.2.2 The District Office of Human Resources will advertise and distribute position announcements, as practicable and appropriate.

## **6.0 Application Requirements**

6.1 Applications shall be submitted to the District Office of Human Resources.

6.2 A complete application packet must include the following:

6.2.1 Completed District application, signed by the applicant.

6.2.2 Letter of application, which provides examples from background and experience to demonstrate how the candidate's knowledge and expertise apply to the position.

6.2.3 Resume of education and professional experience.

6.2.4 Academic transcripts of undergraduate and graduate course work (unofficial transcripts may be submitted with application; candidates selected for employment will be required to provide official transcripts and verification of experience prior to the first day of service).

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- 6.2.5 Documentation of required licenses/certificates (unofficial documentation may be submitted with application; candidates selected for employment will be required to provide official documentation prior to the first day of service).
- 6.2.6 Additional requirements as may be established by the screening committee, including, but not limited to, the following:
  - 6.2.6.1 Current letters of recommendation.
  - 6.2.6.2 Current job description.
- 6.3 Except for letters of reference, required application materials must be submitted with the District application, as a complete packet. Applicants shall bear the sole responsibility for ensuring that application packets are complete when submitted. Facsimile applications, applications/materials received after the closing date, and loose materials submitted independently of the application packet (with the exception of letters of reference), will not be accepted. Examination of application packets for completeness will be the responsibility of the screening committee.
- 6.4 Applicants who apply for more than one position must submit a separate and complete application packet for each position.

### **7.0 Screening Committee Operating Procedures**

- 7.1 The initial meeting of the screening committee shall be convened by the Executive Officer or designee, who shall provide each member of the committee with a copy of the hiring procedure. The committee, in consultation with the Executive Officer or designee, shall select a chair from among the committee membership and shall establish the decision-making process and the level of agreement required to act, particularly with respect to the selection of final candidates.
- 7.2 No additions or replacements to the committee membership shall be made subsequent to the initial meeting of the screening committee.
- 7.3 The screening committee shall develop the following for use in evaluating candidates against the advertised job announcement, which shall be approved by the District Office of Human Resources prior to consideration of applicant materials by the screening committee:
  - 7.3.1 Paper screening criteria and interview questions.
  - 7.3.2 Protocol for an administrative demonstration, writing sample, and/or other performance indicators appropriate for the position.
  - 7.3.3 Parameters for conducting interviews and administration of performance tests.
- 7.4 Initial Screening of Applications

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- 7.4.1 The screening committee, or such representatives of the committee as the committee may designate, will examine each applicant's materials for completeness and evidence of compliance with the required qualifications as advertised in the job announcement.
- 7.4.2 Materially incomplete applications and applications not signed by the applicant will not be considered.
- 7.4.3 After completion of the initial screening, the candidates remaining in the applicant pool shall be independently assessed by each member of the screening committee, using the rating criteria developed by the committee.
- 7.4.4 Committee members shall avoid any discussion of ratings, rankings, or recommendations of candidates until independent evaluations of all candidates have been completed by each committee member.
- 7.4.5 The committee will then discuss the ratings and evaluate the merits of the candidates to determine if there is an adequate pool of professionally qualified candidates with which to continue the selection process.
  - 7.4.5.1 If the pool is deemed adequate by the committee, the committee shall proceed with the selection of candidates for interview.
  - 7.4.5.2 If the pool is not deemed adequate by the committee, the committee shall discuss the matter with the Executive Officer or designee, who shall determine the action to be taken after consultation with the committee.

### 7.5 Selection of Candidates for Interview

- 7.5.1 The screening committee shall determine an initial pool of potential candidates for interview. Prior to scheduling of interviews, the committee chair and/or other representative(s) of the screening committee, as the committee prefers, shall consult with the Vice Chancellor of Human Resources or designee, to ensure that all candidates possess the required qualifications for the position.
- 7.5.2 After determination of the candidates cleared for interview pursuant to section 7.5.1, the committee chair shall:
  - 7.5.2.1 Notify the screening committee regarding the candidates cleared for interview.
  - 7.5.2.2 Establish an interview schedule and notify the candidates to be interviewed.
  - 7.5.2.3 Mail to each interview candidate a confirmation letter detailing the interview appointment and place, a map and parking permit, and other appropriate materials.



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7.5.3 The District Office of Human Resources will notify the candidates not selected for interview.

### 7.6 Interview and Performance Tests

7.6.1 The circumstances of each interview and performance test, if conducted, shall be as similar as is practicable.

7.6.2 Each committee member shall independently assess each candidate using the rating criteria developed by the committee.

7.6.3 Committee members shall avoid any discussion of ratings, rankings, or recommendations of the candidates until all interviews and performance tests have been completed and independent evaluations have been completed by each committee member.

### 7.7 Selection of Finalists

7.7.1 The committee chair shall lead discussion, which shall focus on the strengths and weaknesses of the candidates to determine the candidates to be recommended as finalists to the supervising administrator.

7.7.2 The committee chair and/or other members of the committee, as the committee prefers, shall conduct reference checks of each of the recommended finalists, which shall include investigation of professional experience and personal qualities relevant to performance in the position. Following a discussion of the results of the reference checks, the committee shall make a final determination of the candidates to be recommended as finalists.

7.7.3 The supervising administrator may meet with the committee to clarify the reasons for the number of finalists recommended by the committee.

7.7.3.1 If, after discussion, the supervising administrator is not satisfied with the committee's recommendation, the supervising administrator may request the committee to reconsider.

7.7.3.2 If, after reconsideration, the committee forwards the same recommendation, the appropriate Executive Officer, in consultation with the supervising administrator, will determine whether to continue the process.

7.7.4 The supervising administrator, committee chair, and/or the appropriate Executive Officer may conduct independent reference checks and interviews of the finalists.

7.7.5 Prior to any decision regarding the candidate to be offered the position, the supervising administrator will meet with the committee to discuss the strengths and weaknesses of the finalists.

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7.7.6 After discussion with the committee, the supervising administrator will recommend to the appropriate Executive Officer the candidate to be offered the position. Where the position is at the salary level of Dean or above, final recommendation of the candidate to be offered the position will be determined by the Executive Officer in consultation with the Chancellor. If approved, the supervising administrator shall notify the successful candidate and confirm the candidate's acceptance. Upon notification by the supervising administrator that a candidate has accepted the position, the District Office of Human Resources will notify the remaining candidates.

7.7.7 In the event the successful candidate does not accept the offer of employment, the appropriate Executive Officer, in consultation with the supervising administrator and the screening committee, shall determine the next action to be taken.

### **8.0 Executive Officer Positions**

8.1 The Board of Trustees may employ a search consultant to administer the hiring process for executive officer positions. The provisions of section 7.1 notwithstanding, where the Board elects to retain a search consultant, the Board may designate the consultant as chair of the screening committee.

8.2 Campus forums and/or site visits may be conducted as part of the hiring process for executive officer positions.

8.2.1 If a site visit is conducted as part of the hiring process for the Chancellor position, the Board of Trustees shall determine the composition of the visiting team, which shall include one or more members of the screening committee.

8.2.2 If a site visit is conducted as part of the hiring process for an executive officer position other than the Chancellor, the composition of the visiting team shall be determined by the Chancellor. The visiting team shall include at least two members of the screening committee who shall be from different constituencies.

8.3 The Chancellor's Staff group will interview finalists for executive officer positions and provide feedback to the Board of Trustees for the Chancellor position, and to the Chancellor for other executive officer positions.

8.4 The Board of Trustees will interview finalists for the Chancellor position and make a final decision regarding the candidate to be offered the position.

8.5 The Board of Trustees will interview finalists for all other executive officer positions and, in consultation with the Chancellor, make a final decision regarding the candidate to be offered the position.

**Date of Adoption:** May 27, 2003

## **AP 7120-4 Management Employee Hiring**

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September 14, 2016 Chancellor's Staff  
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