

AP 7120-4 Management Employee Hiring

Reference:

Education Code Sections 87100, et seq., 87400 and 88003;
Title 5 California Code of Regulations Section 53024
ACCJC Accreditation Standard 3;
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 College and District staffing recommendations and procedures developed in accordance with established planning processes, District-wide planning needs and budgetary considerations.
- 3.0 The Office of Diversity shall review the composition of the search committee and may require the committee to select alternate committee members to ensure a diverse committee composition to allow a variety of perspectives in the assessment of applicants. If it is determined that alternate committee members are required, the search committee chair and Executive Officer will be notified, and the appropriate constituency group(s) will be consulted to provide alternate committee member(s) that will satisfy 5 CCR § 53024. If the committee disagrees with the determination, the Chancellor will be consulted to provide the final determination and approval of the search committee composition.
 - 3.1 Diversity: For the purpose of this procedure, diversity is defined as outlined in the District's EEO Plan.
- 4.0 **Search Committee Composition**
 - 4.1 Chancellor: The search committee (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 and will include an Equal Employment Opportunity/Diversity representative. (See AP 2431, Chancellor Selection.)
 - 4.2 President/Vice Chancellor (Executive Officers): The committee for the position of President or Vice Chancellor shall be comprised of the following:
 - 4.2.1 The Vice Chancellor of Human Resources or designee.
 - 4.2.2 Two (2) management representatives selected by the District Management Association.
 - 4.2.3 Four (4) management representatives selected by the Chancellor, broadly reflective of the Campus or District community, as appropriate.
 - 4.2.4 One (1) faculty representative selected by the United Faculty.
 - 4.2.5 One (1) faculty representative selected by the Adjunct Faculty United.

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- 4.2.6 Five (5) faculty representatives selected by the campus Academic/Faculty Senate or one (1) from each Senate, for a total of three (3), for the Vice Chancellor recruitment.
- 4.2.7 Two (2) classified representatives selected by California School Employees Association (CSEA).
- 4.2.8 One (1) confidential representative selected by the Confidential Employees Group.
- 4.2.9 One (1) student representative selected by the respective Associated Student Body/Student Leadership Program (NOCE) for the President recruitment or one from each Associated Body/Student Leadership Program (NOCE), for a total of three (3), for the Vice Chancellor recruitment.
- 4.2.10 One (1) community representative selected by the Chancellor (optional).
- 4.2.11 A non-voting Equal Employment Opportunity/Diversity representative selected by the Chancellor.
- 4.3 Vice President/Dean: The committee for the position of Vice President or Dean shall be comprised of the following:
 - 4.3.1 Two (2) management representatives selected by the District Management Association.
 - 4.3.2 Three (3) management representatives selected by the President broadly reflective of the campus community.
 - 4.3.3 One (1) faculty representative selected by the Adjunct Faculty United.
 - 4.3.4 One (1) faculty representative selected by the United Faculty.
 - 4.3.5 Three (3) faculty representatives selected by the campus Academic/Faculty Senate for the Vice President recruitment or four (4) faculty representatives selected by the campus Academic/Faculty Senate for the Dean recruitment.
 - 4.3.6 Two (2) classified representatives selected by CSEA.
 - 4.3.7 One (1) student representative selected by the Associated Student Body/Student Leadership Program (NOCE).
 - 4.3.8 One (1) community representative selected by the President (optional).
 - 4.3.9 A non-voting Equal Employment Opportunity/Diversity representative selected by the President.
- 4.4 Other Administrator Positions

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- 4.4.1 The committees for other administrator positions shall be determined by the appropriate Executive Officer and supervising administrator using the appropriate consultation process. The committee shall include representatives of applicable constituencies related to the nature of the position.
- 4.4.2 The committees for other administrator positions shall include a non-voting Equal Employment Opportunity/Diversity representative selected by the Executive Officer.

5.0 Responsibilities of Search Committee Members

5.1 Responsibilities of All Committee Members

- 5.1.1 Committee members shall be active participants in all aspects of the search process, with certain exceptions for a student representative (per 5.1.4 and 8.3) and replacement committee member (per 8.3). This includes, but is not limited to the following:
 - 5.1.1.1 Completion of training identified by Human Resources to meet the employment objectives of the District, which includes equal employment opportunity; diversity, equity, inclusion, and anti-racism in the search process; and standard search committee procedures.
 - 5.1.1.2 Development of evaluative criteria and interview questions.
 - 5.1.1.3 Development of protocol for performance tests, if conducted.
 - 5.1.1.4 Evaluation and rating of applicants.
 - 5.1.1.5 Interviewing of candidates.
 - 5.1.1.6 Recommendation of finalists.
- 5.1.2 Committee members and administrative support staff assigned to assist the committee shall sign a confidentiality agreement and maintain strict confidentiality throughout the entire search process and after the process is completed.
- 5.1.3 A committee member who fails to participate in applicant material evaluation and all interviews shall be removed from the committee with the exception of the student representative.
- 5.1.4 A student representative serving on the committee may participate in one or more of the activities below after completion of required search committee training (per 5.1.1.1):
 - 5.1.4.1 Development of evaluative criteria, interview questions and protocol for performance tests, if conducted.

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- 5.1.4.2 Evaluation, rating, and selection of candidates to be interviewed.
- 5.1.4.3 Interviewing of candidates and recommendation of finalists.
- 5.1.4.4 Final interviews of candidates with campus Executive Officers.

5.2 Responsibilities of Committee Chair

5.2.1 The committee chair shall be responsible for the following:

- 5.2.1.1 Ensuring compliance with District policies and procedures in conjunction with the search process.
- 5.2.1.2 Convening and conducting committee meetings, with reasonable consideration to the schedules of committee members.
- 5.2.1.3 Reviewing applicant demographic data in relation to availability data; consult with the Office of Human Resources, if needed.
- 5.2.1.4 Coordination of candidate interviews.
- 5.2.1.5 Communicating with applicants, as required.
- 5.2.1.6 Maintaining committee records (includes the collection and submission of all committee materials to the Office of Human Resources).
- 5.2.1.7 Maintaining communication with the Office of Human Resources during all phases of the search process to update applicant workflows in the applicant tracking system.
- 5.2.1.8 Ensuring the equity, diversity, and inclusion qualifications and criteria are meaningfully applied.
- 5.2.1.9 Performing other duties determined by agreement with the committee.

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

5.2.3 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 search committee.

5.3 Responsibilities of the Equal Employment Opportunity/Diversity Representative

5.3.1 The Equal Employment Opportunity (EEO)/Diversity Representative shall ensure that no candidate is discriminated against on the basis of race,

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color, gender, gender identity, sexual orientation, religion, national origin, age, disability, veteran, or marital status (for the most current categories review the unlawful discrimination policy) and shall serve as the committee liaison to the Executive Officer, with responsibility for reporting noncompliance.

5.3.2 The EEO/Diversity Representative shall ensure that all equity, diversity, and inclusion qualifications and criteria are meaningfully applied throughout the evaluation process.

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

5.3.4 At the first committee meeting, the EEO/Diversity Representative shall review and discuss with the committee the EEO/Diversity Representative Checklist related to implicit bias in the search process.

5.3.5 The EEO/Diversity Representative will be a non-voting member of the committee. The EEO/Diversity Representative shall not be a direct report of the hiring manager conducting the search.

6.0 Development and Distribution of Job Announcement

6.1 Development of Job Announcement

6.1.1 The job announcement for the position shall be developed by the Office of Human Resources in collaboration with the hiring manager and the search committee, and shall include the following information:

6.1.1.1 The position title.

6.1.1.2 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 diverse academic, socioeconomic, cultural, disability, gender, gender identity, sexual orientation, and ethnic backgrounds of community college students, faculty, and staff."

6.1.1.3 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.

6.1.1.4 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 evaluative criteria to be utilized in the selection process.

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6.1.1.5 The required diversity minimum qualification; the required diversity desirable qualification; and a minimum of one (1) additional diversity desirable qualification, as approved by the Office of Human Resources.

6.1.2 The job announcement shall be reviewed by the committee chair for final approval.

6.1.3 The Office of Human Resources shall review the job announcement 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.

6.2 Distribution of Job Announcement

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

6.2.2 The Office of Human Resources will advertise and distribute position announcements, as practicable and appropriate, to include diverse advertising sources and networks.

7.0 Application Requirements

7.1 Applications shall be submitted electronically through the District's applicant tracking system.

7.2 A complete online application must include the following:

7.2.1 Completed application, certified by the applicant.

7.2.2 Cover letter which demonstrates how the candidate's knowledge and expertise apply to the position.

7.2.3 Resume of education and professional experience.

7.2.4 Academic transcripts, when applicable (unofficial transcripts may be submitted with application or at the finalist phase, per the job announcement; candidates selected for employment will be required to provide official transcripts prior to the first day of service).

7.2.5 Documentation of required licenses/certificates (unofficial documentation may be submitted with application or at the finalist phase, per the job announcement; candidates selected for employment will be required to provide official documentation prior to the first day of service).

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7.2.6 Additional requirements may be requested by the committee, including, but not limited to, the following:

7.2.6.1 Current letters of recommendation.

7.3 Except for letters of recommendation, required application materials must be submitted through the District's applicant tracking system to be considered complete. Applicants shall bear the sole responsibility for ensuring that applications are complete when submitted. Application materials submitted outside of the applicant tracking system or after the closing date of the job announcement (with the exception of letters of reference) will not be accepted. Examination of application materials for completeness will be the responsibility of the Office of Human Resources.

7.4 Applicants who are interested in more than one position must submit a separate and complete online application for each position.

8.0 Search Committee Operating Procedures

8.1 The initial meeting of the committee shall be convened by the Executive Officer or designee. The committee shall establish the decision-making process and the level of agreement required to act, particularly with respect to the selection of final candidates.

8.2 The committee members, in consultation with the Executive Officer or designee, shall select a chair from among the committee membership.

8.3 With the exception of the student representative, no additions or replacements to the committee membership shall be made subsequent to the first scheduled candidate interview. If a replacement is made prior to the first candidate interview, the replacement committee member must participate in all aspects of the search process, except for 5.1.1.2 and 5.1.1.3 (optional for replacement committee members). Student representatives may participate in any phase of the search process (per 5.1.4).

8.4 The committee shall develop the following for use in evaluating applicants which shall be approved by the Office of Human Resources prior to consideration of applicant materials by the committee:

8.4.1 Evaluative criteria, interview questions, and diversity, equity, and inclusion competencies, to be evaluated throughout the search process.

8.4.2 Protocol for an administrative demonstration, writing sample, and/or other performance indicators appropriate for the position.

8.4.3 Parameters for conducting interviews and if conducted, administration of performance tests.

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8.5 Initial Evaluation of Applications

- 8.5.1 After the job announcement has closed, the Office of Human Resources shall examine each applicant's materials for completeness and analyze the demographics of the initial applicant pool compared to the availability data. If approved by Human Resources, the applicant pool will be released to the chair. Incomplete applications will not be considered.
- 8.5.2 If the applicant pool is not approved by Human Resources, the Vice Chancellor of Human Resources or designee will make recommendations that may include extending the application deadline (repost), increasing recruitment efforts, or cancelling the recruitment. If the recruitment efforts have offered an opportunity for participation of a wide diversity of potential applicants or further recruitment efforts would be futile, Human Resources will notify the Chair to move forward in the search process.
- 8.5.3 Once the applicant pool is released to the chair, those remaining in the applicant pool shall be independently assessed by each member of the committee using their established evaluative criteria.
- 8.5.4 Committee members shall avoid any discussion of ratings, rankings, or recommendations of the applicants until independent evaluations of all applicants have been completed and entered into the District's applicant tracking system by each committee member.
- 8.5.5 The committee will then discuss the ratings and evaluate the merits of the applicants to determine if there is an adequate and qualified pool with which to continue the selection process.
 - 8.5.5.1 If the pool is deemed adequate by the committee, the committee shall proceed with the selection of candidates for interview.
 - 8.5.5.2 If the pool is not deemed adequate by the committee or the Office of Human Resources, 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.
- 8.5.6 If adverse impact is found at any phase in the applicant review process, Human Resources may remove any nonessential qualifications that may have caused the adverse impact; extend the recruitment; or close the recruitment (per Title 5, sections 53023 and 53024).
- 8.5.7 The Office of Human Resources shall analyze (on an annual basis) the applicant pool demographics of those who initially applied compared to the demographics of those who are minimally qualified, selected for interview, and hired to determine if adverse impact exists.

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8.6 Selection of Candidates for Interview

8.6.1 The committee shall determine an initial pool of potential candidates for interview. Prior to scheduling of interviews, the committee chair or committee designee shall notify the Vice Chancellor of Human Resources or designee of the recommended interview candidates so that Human Resources can ensure they all possess the required experience and qualifications for the position.

8.6.2 After determination of the candidates cleared for interview pursuant to section 8.6.1, the committee chair shall:

8.6.2.1 Notify the committee regarding the candidates cleared for interview.

8.6.2.2 Establish an interview schedule and notify the candidates to be interviewed.

8.6.2.3 Notify each interview candidate with information detailing the interview appointment time and place, a map and parking permit, and other appropriate materials.

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

8.7 Interview and Performance Tests

8.7.1 The circumstances of each interview and performance test, if conducted, shall be as similar as is practicable and provided to all interview candidates.

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

8.7.3 Committee members shall avoid any discussion of ratings, rankings, or recommendations of the candidates until all interviews and performance tests, if conducted, have been completed and independent evaluations have concluded.

8.8 Selection of Finalists

8.8.1 The committee chair shall lead the discussion, which shall focus on the strengths and weaknesses of the candidates to determine those to be recommended as finalists to the supervising administrator. The committee chair or committee designee shall provide a list of the finalists to the Office of Human Resources.

8.8.2 Through the District's applicant tracking system, the Office of Human Resources will conduct reference checks, verify educational minimum qualifications, and any additional required qualifications for the selected finalist(s) and provide the results to the committee chair and/or designee.

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- 8.8.3 The committee chair and/or designee conduct a verbal reference check of the finalist(s) with a Supervisor, which shall include investigation of professional experience and personal qualities relevant to performance in the position.
- 8.8.4 The supervising administrator, committee chair, and/or the appropriate Executive Officer may conduct independent reference checks and interviews of the finalist(s).
- 8.8.5 The supervising administrator will recommend to the appropriate Executive Officer the finalist to be offered the position. Where the position is at the salary level of Dean or above, final recommendation of the finalist 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 finalist (offer contingent upon the successful completion of a background check and any District employment requirements) and confirm the finalist's acceptance. Upon notification by the supervising administrator that a finalist has accepted the position, the committee chair or Executive Officer shall notify the Office of Human Resources. The employment of the finalist will not be authorized until approved by the Board of Trustees (BP 7110, section 2.0). The Office of Human Resources will notify the remaining candidates.
- 8.8.6 In the event the successful finalist does not accept the offer of employment the supervising administrator, in consultation with Human Resources, shall determine the next action to be taken.
- 8.8.7 In the event the new hire does not continue employment within six (6) months of their hire date, the supervising administrator in consultation with Human Resources may select a finalist from the original recruitment.

9.0 Executive Officer Positions

- 9.1 The Board of Trustees may employ a search consultant to administer the search process for executive officer positions. The provisions of section 8.1 notwithstanding, where the Board elects to retain a search consultant, the Board may designate the consultant as chair of the committee. Consultants must have the ability to recruit diverse applicants and support an equity-minded search process.
- 9.2 Campus forums and/or site visits may be conducted as part of the search process for executive officer positions.
 - 9.2.1 If a site visit is conducted as part of the search 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 committee.
 - 9.2.2 If a site visit is conducted as part of the search 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

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at least two members of the committee who shall be from different constituencies.

- 9.3 The Chancellor's Staff 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.
- 9.4 The Board of Trustees will interview finalists for the Chancellor position and make a final decision regarding the candidate to be offered the position.
- 9.5 The Board of Trustees will interview finalists for all other executive officer positions. The Vice Chancellors and Presidents shall be selected by the Chancellor with the advice and final approval of the Board of Trustees.

See Board Policy 7110, Authority to Hire.

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