

ADMINISTRATIVE REGULATION 4011.3

SOUTH ORANGE COUNTY
COMMUNITY COLLEGE DISTRICT

HUMAN RESOURCES

RECRUITMENT: CLASSIFIED STAFF

SECTION I: GENERAL PROVISIONS

1. This Administrative Regulation applies to the recruitment, hiring and promotion process for full- and part-time permanent CSEA and POA classified staff. The Chancellor shall have primary responsibility for selection of district services classified staff; and each College President shall have primary responsibility for selection of classified staff for their respective campus.
2. Across the District, the Chancellor hires with ratification by the Board of Trustees.
3. The South Orange County Community College District shall recruit, hire, and promote in all job titles without regard to race, religion, color, national origin, age (40 and over), sex (gender presentation and sexual orientation), pregnancy, citizenship, family status, disability status, veteran status, and genetic information, or any other basis protected by law. The District shall comply with the Board of Trustees regulations relating to equal employment opportunity.
4. The Office of Human Resources shall work with the colleges, district services departments, and the search committee chairs to implement the hiring process appropriately.
5. Definitions:
 - Administrative Support Person: A classified bargaining unit employee selected and trained to support the Chair with the hiring activities.
 - Board: The Board of Trustees of the South Orange County Community College District.
 - Chair: Chair of the hiring committee.
 - Chancellor: The Chancellor of the South Orange County Community College District or designee.
 - Closing Date: Designated last date for applications to be applied to a posted recruitment.
 - College President: The President or designee at the college where the classified staff will work.

- Committee: The hiring committee, also known as the search committee.
- CSEA: California School Employees Association.
- Department: The operational unit to which the position will be assigned.
- District: The South Orange County Community College District.
- EEO: Equal Employment Opportunity.
- Executive Director: The Executive Director of Human Resources or designee.
- Executive: The appropriate executive most directly responsible given the position or context (i.e. Chancellor, Vice Chancellor, President or designee).
- HR Specialist: The Human Resources Specialist assigned to the job recruitment.
- Hiring Manager: The line administrator/manager responsible for the position to be hired.
- Initial Screening Date: Designated initial date for complete applications to be considered for any recruitment posted as “open until filled”.
- Interview Equipment and Supplies: Computer with overhead projector and screen, whiteboard and markers, pens, pencils, calculators, water carafe, and cups.
- OHR: Office of Human Resources.
- Operational Unit: The department, school, or division, as appropriate.
- POA: Police Officers Association.
- Procedures: Employee Recruitment Procedures (Classified Staff employees), of the South Orange County Community College District.
- Screen to Determine Complete Application: All pertinent information is complete on the application: name; contact information- address, telephone, email; education history (if required); employment history- employer name, position/s held, assignment details, beginning and ending dates, reason for leaving; salary; professional references- 1 or more; licenses and/or certificates listed (if required); any required documents (resume, cover letter, transcripts, certificates, etc.) as determined by the Hiring Manager and specified in the recruitment announcement.
- Screen to Determine Minimum Requirements Met: Evaluating the applicant’s education and experience based on the information provided on the application, in accordance with the Education and Experience Guidelines criteria specified in the job description.

- Vice Chancellor: Vice Chancellor, Human Resources and Employer/Employee Relations or designee.
6. Confidentiality and Conflict of Interest in Hiring: All committee members are required to complete the District Confidentiality and Conflict of Interest in Hiring form and adhere to BP-4011.2 Confidentiality and Conflicts of Interest in Hiring.
 7. Exceptions: The Hiring Manager or the Executive Director may request in writing that the Executive reduce or extend the time period for any step or authorize an exception to any of the procedural steps set forth in this regulation. Such exceptions shall be as narrow as possible to address, in a reasonable manner, the unusual circumstances posed. Any request for an extension or exception shall state in writing the unusual circumstances necessitating the extension or exception.
 8. Compliance: This Administrative Regulation is intended to comply fully and be interpreted in a manner consistent with all applicable state and federal laws and regulations, including but not limited to the Board of Trustees' equal employment opportunity regulations. Any provision that directly conflicts with any applicable state or federal law or regulation may be disregarded and a procedure that complies with the superseding authority shall be developed and approved by the Vice Chancellor, or designee and approved by the Chancellor.
 9. Oversight: It is the primary responsibility of the Executive to ensure the integrity of the procedures established by this regulation. If, in the opinion of the Executive, the Vice Chancellor, or Chancellor the process has been substantially violated or abused, they may order that an error be corrected, that a portion of the process be redone, that a member of the Committee be excluded from further deliberations, that the process be terminated, or that some other remedial action be taken to assure the integrity of the process. Additionally, if, in the opinion of the Executive, the College or the District cannot fiscally support the position, the Executive may terminate the process.
 10. Interpretation: Technical questions and minor problems will ordinarily be resolved by the HR Specialist in consultation with the Executive Director.
 11. Any question regarding the interpretation of the procedures presented in this regulation, which cannot be resolved by the HR Specialist and the Chair or Hiring Manager, shall be submitted in writing to the Executive Director.
 12. If in the judgment of the HR Specialist, Chair, Hiring Manager, or Executive, a problem of interpretation occurs that threatens the viability or integrity of a Committee's duties as described herein, all parties shall be immediately notified by the Executive Director, and the hiring process shall be suspended pending resolution of the problem. The Executive, in consultation with the Executive Director, shall attempt to resolve any problem or difference of interpretation of this regulation.

SECTION II: RECRUITMENT

1. When the need for hiring a new classified staff employee is determined and recommended by the Executive, a job requisition is completed and submitted by the Hiring Manager, or designee and submitted.
2. Job Announcement Content: The job announcement will be based on the formal job description. Care must be taken to ensure that the job description is current and job-related. Where applicable, it shall contain, at a minimum:
 - a. Position Number
 - b. Opening and closing dates
 - c. Summary of duties and responsibilities
 - d. Minimum knowledge, education/training, and experience
 - e. Desirable qualifications
 - f. Application requirements and procedures
 - g. Special testing, if applicable
 - h. Submission of materials, if required
 - i. EEO Statement
 - j. Starting salary and benefits
 - k. Funding source (general/grant/categorical)
 - l. Work schedule of position (days/hours)
 - m. Supplemental questions (can be added to the job announcement, and are encouraged when hiring specialized positions)
3. When a position is opened, it will be announced by the OHR with sufficient time to advertise the position. All positions will be advertised for at least ten (10) working days in order to maximize the effectiveness of the advertisements, unless otherwise requested. All exceptions must be approved by the Executive. The Hiring Manager will work with the OHR to recruit for the open position.
4. Announcement information will be distributed to appropriate professional trade sources.
5. Standard Advertising: All openings are advertised through OHR. The HR Specialist will inform the Hiring Manager of the advertising that will be placed for the position.
6. Supplemental Advertising: The Hiring Manager may obtain supplemental advertising by submitting the appropriate form to the OHR and allocation of funding from his or her department budget.

SECTION III: APPLICATION PROCESS

1. Submission: Applications, resumes and other required materials are accepted only by the OHR via the District's online employment website.
2. Application Period: Applications may be submitted for a set period of time or "until filled", as determined by the Hiring Manager, in consultation with OHR.
3. Open Until Filled: In the case where a position is "open until filled," screening may not begin until at least ten working days after advertising has appeared in some public forum. In the case where a position is "open until filled," applications submitted less than two (2) working days prior to the beginning of the screening process may be excluded from consideration.

When a position is determined as "open until filled," the Hiring Manager, in consultation with OHR will establish an Initial Screening date (First Review Date to consider the complete applications received). OHR will continue to accept applications, which will be reviewed only under the following circumstances:

- a. If, by the Initial Screening Date, an insufficient number of applications are determined by OHR, in consultation with the Hiring Manager.
- b. If, after the initial screening, the Committee determines that additional applicants are necessary to continue with the selection process, OHR will be notified and OHR will forward all completed applications received since the First Initial Screening Date, up to a new established date for accepting applications (the Hiring Manager, in consultation with OHR, will establish a new Initial Screening date. OHR will continue to accept applications following steps a. and b. of this process. This process will continue until the recruitment is filled, or terminated).

SECTION IV: SEARCH COMMITTEE

1. Size: The Committee will consist of no more than seven (7) and no fewer than three (3) voting members.
2. Membership: The Hiring Manager will recommend the members for the Search Committee including the EEO Representative. The Committee will be diverse (gender, ethnicity, age, etc.) and include three (3) voting members at a minimum: the Committee Chair, an EEO Representative, and one (1) member of the classified bargaining unit selected in consultation with CSEA/POA leadership. The committee may include faculty members, and/or other experts where applicable, which may be from outside the college or district. The majority of Committee members should have a background of a suitable nature to assure sufficient expertise to evaluate the candidates.
 - a. Committee Chair: The Hiring Manager serves as Committee Chair (Chair). The Hiring Manager may appoint a management designee to serve as Chair.

- b. **EEO Representative:** Only a trained staff member may serve as an EEO representative at any time during the process. The Hiring Manager will select an Equal Employment Opportunity representative from an approved list of trained staff, as provided by OHR.
- c. **Membership Appointment Process:** The Chair, working with the HR Specialist, confirms the Committee meets the diversity guidelines recommended by the California Community College Chancellor's Office. The Executive approves the appointment of all Committee members and forwards the membership list to the OHR.
3. **Administrative Support Person:** The Hiring Manager selects a trained administrative support person from a list maintained in OHR.
4. **Replacement:** If the size of the Committee falls below the required minimum number of members, the Chair will appoint a replacement unless such member was appointed by a governance group pursuant to law or contract. When it becomes necessary to appoint a replacement, the Chair will also determine whether to terminate the process and re-open the search.
5. **Terminate Process:** The Executive, Vice Chancellor, or Chancellor may terminate the process if, in his or her judgment, the formation of the Committee has violated the integrity of the hiring process.
6. **Participation:** Committee members are expected to be available as necessary for Committee functions, to fully participate in all required meetings and related Committee responsibilities, and to complete screening functions in a timely manner. Any member who fails to complete screening in a timely manner, or who misses Committee meetings, will be subject to removal by the Executive after consultation with the Chair and OHR. The work of a Committee member who withdraws prematurely or is removed will not be counted in the uncompleted phase or section of the process.

SECTION V: PREPARATION AND ORIENTATION

1. **Preparation:** Prior to meeting with the Committee, the Chair will analyze the position requirements as follows (the HR Specialist will serve as a resource in this process as needed):
 - a. Decide how the application materials will be screened.
 - The Chair will select a qualified Committee member to assist them with screening for completeness, and/or for the established education and experience requirements as published in the job description (the Chair may elect to have OHR screen application materials for completeness).
 - The Chair will provide a list of the selected applicants to the HR Specialist, who meet the established criteria, for HR to prepare materials for orientation.

- b. Prepare a draft of evaluative criteria, interview questions, and assessment activity (if one is to be used) for Committee review and input at the Committee orientation meeting.
2. Orientation: The Chair will schedule and conduct a Committee orientation meeting to:
 - a. Explain roles, duties, expectations, process, and notify the Committee if the Executive has determined a need for a second-level interview.
 - b. Review the job description with the Committee and agree on the application screening criteria, which shall be job related (knowledge, education/training, and experience) and based on the District hiring policy.
 - c. Develop a hiring timeline with meeting dates and deadlines.
 - The timeline will include the application screening deadline, candidate selection meeting date, candidate interview date(s), and reference checks due date.
 - Copies of the timeline will be distributed to each Committee member and to the HR Specialist immediately after the meeting.
 - d. Determine the length of the interviews. Include a time limit for the candidate to review/sign application upon arrival, any assessment assignments, presentations, discussion periods, breaks, and meal period.
 - e. Have each Committee member sign a Confidentiality and Conflict of Interest in Hiring statement, upon review of applicant list.
 - f. Review the interview questions and other requirements (such as assessment assignments, presentations, etc.) drafted by the Chair and agree upon the questions and other requirements to be used when interviewing the selected candidates.
 - All questions and other requirements will be job-related and composed with the intent of evaluating the candidate's knowledge and abilities in relation to the minimum and desirable requirements as published in the formal job announcement.
 - The questions and other requirements agreed upon by the Committee must be provided to OHR prior to the scheduling of interviews (a minimum of seven (7) business days prior to first established interview date).
 - All interview questions and other requirements will be kept confidential throughout the process.
 3. Submission and Approval of Materials: The Chair will forward the interview questions to be asked of each candidate, as well as any assessment assignment, exercise, presentation,

or other requirements, a hiring timeline, and the Confidentiality and Conflict of Interest in Hiring statement signed by each member to OHR.

- a. The Executive Director or designee reviews all Committee approved questions and other requirements to ensure compliance with District policies and state and federal laws and regulations, and must approve all interview questions and other requirements prior to the interview.
- b. The Executive Director or designee may make editorial changes to the interview questions; however, if a particular question is deemed to be in need of substantive changes, these changes will be made in consultation with the Chair.

SECTION VI: APPLICATION SCREENING AND EVALUATION PROCESS

1. Determination of Application Completeness: The application will be screened for completeness using the guidelines provided in the Section I definitions, as well as for additional required application materials (pre-determined by the Hiring Manager) as specified in the job announcement.
 - a. The Chair and the selected Committee member will screen for completeness (the Chair may elect to have OHR screen application and application materials for completeness).
 - b. The Chair may consult with the HR Specialist should a question arise in the interpretation of completeness of an application.
2. Determination of Minimum Requirements: The application must specify the applicant's education and experience in accordance with the Education and Experience Guidelines criteria specified in the job description.
 - a. The Chair and the selected Committee member will screen for the Education and Experience criteria.
 - b. The Chair may consult with the HR Specialist should a question arise in the interpretation of the Education and Experience Guidelines.
 - c. The Chair will immediately forward a list to the HR Specialist of applicants who had complete applications and were determined to meet the minimum requirements.
 - d. HR Specialist will update online applicants and prepare for committee screening.
3. Evaluation of Applications (Committee Screening): Each Committee member will review applications considered "complete" and meets the "minimum requirements" using the District's online software.
 - a. All applications shall be evaluated on the basis of the screening criteria that were established in the orientation meeting.

- b. Qualified Applicants, who are current SOCCCD classified bargaining unit employees, and/or from the 39 month re-employment list, shall be interviewed with the submission of an application.
 - c. Each Committee member will identify the applicants he or she would recommend for interview during the application evaluation process.
 - d. Each Committee member will enter a specific reason(s) for not recommending an applicant for an interview in the comment box during the review process.
4. Recommendation of Candidates for Interview: The Chair shall schedule a Committee meeting for the purpose of selecting the candidates for interview.
- a. Each committee member will present and discuss the applicants he or she would recommend for interview.
 - b. The Committee discusses the merits of all applicants presented and agree upon the names of candidates to be interviewed.
 - c. Differences of opinion among Committee members regarding an applicant's qualifications will be resolved through discussion facilitated by the Chair.
 - d. The Committee shall agree upon the number of applicants on the list to be interviewed.
 - e. The Chair will send the list of the candidates to be interviewed along with the date(s), times, and location for the candidates to be interviewed to OHR, immediately after the meeting. The Chair must also submit the names and at least one job-related deficiency for each of the applicants not selected for interview.
 - f. The HR Specialist will verify minimum requirements are met by the candidates selected for interviews. HR Specialist will contact Chair if any candidate's education and experience does not meet the minimum requirements for the position, based on the job classification description.

SECTION VII: INTERVIEW PROCESS

- 1. Logistics: The Chair will coordinate all aspects of the interviews (e.g. room reservation and setup, assessment administration and monitoring, greeting of candidates, interview equipment and supplies). HR Specialist will inform and work with the Chair on any requested special accommodation needs of selected candidates.
- 2. Interview Scheduling: OHR will schedule selected candidates for an interview according to the schedule adopted by the Committee, giving candidates at least five (5) working days' notice of the interview. Exceptions to the five-day notice may be granted by the Executive Director.

3. Materials:
 - a. The HR Specialist will make candidate documents and interview files available to the Chair for the Committee and the Administrative Support Person, prior to the first scheduled interview.
 - b. The Chair will retain all screening documentation developed during the candidate selection process for submission to the HR Specialist once the interview process is completed.
4. Set Time: Each candidate will be afforded approximately the same maximum amount of time as other candidates for an interview.
5. Review of Interview Questions: The Committee will determine whether candidates will have the opportunity to review the interview questions and the time allotted for the interview in advance of their interview.
6. Assessment Assignment: If the candidate is required to provide an assessment assignment as part of the interview process, all efforts will be made to administer the assessment assignment immediately prior to the interview.
7. Interview Questions: Each candidate will be asked the same interview questions in the same order.
 - a. During the interview, follow-up questions may be asked to clarify or further investigate a response given by a candidate. If, in the judgment of the EEO Representative, a follow-up question violates standards of non-discrimination, the EEO Representative will direct the candidate to disregard the question.
 - b. Follow-up questions should be kept to a minimum to maintain consistent standards of candidate evaluation throughout the interview process.
 - c. Any question by the candidate pertaining to conditions of employment, such as salary, benefits, or policy, must be referred to the OHR.
8. Group Discussion: Committee members will be given an opportunity to discuss each applicant and rank him or her accordingly after each interview.
 - a. No discussion of any candidate may take place unless all committee members are present.
 - b. Committee members are encouraged to discuss the candidates' fulfillment of job - related criteria in a candid and thorough manner.
 - c. The EEO Representative will be responsible to ensure discussion is limited to job related criteria, based on the candidate's materials provided (application, resume, presentation, additional assessment assignments, etc.), and their interview.

- d. A comprehensive discussion of all candidates will take place among the committee members prior to finalizing the ranking and selecting the finalist(s).
9. Progressive Ranking: Each Committee member is responsible to exercise his or her independent judgment in ranking each candidate.
- a. Following the Committee's discussion of a candidate, each committee member will rank the candidate using the progressive ranking form provided to the Chair by the OHR.
 - b. The committee members will rank each candidate based on the candidate's interview, presentation, assessment exercise, and requested supplementary materials only (previous screening ranks will not be considered in this process). Committee members are not permitted to accept any materials from any candidate into the interview that are not required of all candidates.
 - c. At the conclusion of the Committee's comprehensive discussion of all candidates, the Chair will record a justification for the final ranking of each interviewed candidate on a form provided to the chair by OHR.
10. Recommendation for Hire and/or Selection of Finalists for Second-level Interviews: At the conclusion of all interviews, the Chair displays the name of each Committee member's top candidate in alphabetical order. This becomes the final candidate list to either hire or to progress to a second-level interview.
- d. The committee discusses each of the final candidate's qualifications for the position (other interviewees are not discussed).
 - e. Following the discussion, each Committee member re-ranks the final candidates on their Progress Ranking form. Only the final candidates are ranked at this time.
 - f. The Chair and EEO Representative tally the rankings on the form provided to the Chair by OHR.
 - g. The Chair announces the results of the re-ranking to the committee and the committee members discuss the results, to reach a consensus on the ranking of the final candidates.
 - h. The Chair completes the Record of Candidate Selection Process form, Box 1 (if candidates are recommended for second-level interviews), or Box 2 (if a candidate is recommended for hire). See item 11 below should the Committee decide not to make a recommendation.
 - i. Based on the discussion with the committee, the Chair completes the front side of the Record of Candidate Selection Process form giving the specific reason(s) for not recommending a candidate as a finalist, signs the form, and forwards the completed form to the Executive.

- j. When there is a second-level interview, it is preferred that at least three (3) candidates be recommended. If the Committee recommends fewer than three (3) finalists for a second-level interview, the Executive Director or designee, in consultation with the Executive, may decide to proceed with fewer than three (3) finalists, reopen recruitment, or terminate the process.
11. Terminating a Recruitment: A recruitment will be terminated by the Hiring Manager when the Committee decides not to make a recommendation or the Executive does not want to forward a recommendation to the Chancellor.
- a. The Hiring Manager shall notify the HR Specialist when the recruitment is to be terminated.
 - b. The Hiring Manager will finalize and complete all forms, obtain the appropriate signatures, and forward the completed and signed forms to the HR Specialist.
 - c. The Hiring Manager or designee will close the job requisition in the electronic system.
12. Re-announcing the Position: The Hiring Manager or designee must complete a new job requisition in the electronic system when a new recruitment for the position is desired.

SECTION VIII: REFERENCE CHECKS

- 1. Timing: Professional reference checks shall be performed prior to the submission of the recommended candidate(s) name(s) to the Executive. Reference checks for POA candidate(s) shall be conducted according to POST regulations.
- 2. Required Professional References: Each applicant will be asked to provide at least three (3) reference contacts who can address professional competencies and appropriate practical skills.
 - a. The Chair will contact the HR Specialist to obtain any additional references that may be required.
- 3. Reference Contacts: The Chair, or designated Committee member, will conduct the authorized professional reference checks and record the information on the appropriate OHR form. The District may, with authorization by the Vice Chancellor, elect to use a third-party reference checker.
 - a. It is the responsibility of the Chair to ensure that reference checks are made on all recommended finalists using a reference check form provided by OHR.
 - b. The reference checker(s) will seek information that is relevant to the selected finalist's qualifications for the job.
 - c. The reference checker(s) will ask no question that is impermissible under applicable

laws prohibiting discrimination in employment, or that seeks information unrelated to the qualifications for the position.

- d. The reference checker(s) will not provide any derogatory or confidential information about the finalist or any assessment of the quality of the finalist's qualifications to anyone who is a reference to the candidate.
- e. Additional questions may be added to the reference check form, as long as the question(s) are asked of all finalists. In such cases, all additional questions shall be reviewed and approved by the HR Specialist prior to beginning the reference check.
- f. If the individual provided as a reference is unavailable, or if the candidate fails to provide sufficient references, the Chair, may request additional references for candidates from OHR, as needed. Additional references may be checked by the reference checker.

4. Verify Employment:

- a. Upon receiving written recommendations for finalists from the Executive, the HR Specialist will verify the titles, dates, and salary information presented on the finalist(s) application.

SECTION IX: OPTIONAL SECOND-LEVEL INTERVIEW

- 1. Interview: The Executive or designee may interview the candidates in conjunction with other persons as designated by the Executive and or designee. Such persons may vary from position to position. All such participants serve strictly in an advisory role to the Executive or designee in making the final selection.
- 2. Consultation: The Executive may consult the Chair before and/or after the second-level interview.
- 3. Content: The Executive or designee may ask any job-related questions, may ask follow-up questions, and may request clarification of ambiguous or unclear questions. The Executive Director or designee must review any questions, exercises or other requirements prior to the interview to ensure compliance with district policies and state and federal laws and regulations.
- 4. Second-level Interview Schedule: Finalists will be given at least five (5) calendar days' notice of the interview. However, if offered to them, candidates may consent to an expedited interview schedule without the five day notice to minimize travel or other inconvenience. This expedited schedule may be granted as a courtesy to candidates and does not signify that the candidate will be recommended as a finalist.
- 5. Termination of Recruitment: After the completion of all second-level interviews, the

Executive may decide to stop the process and will contact the Chair.

6. Second Level Reference Checks: Following candidate interviews, the Executive may conduct further job-related professional reference checks.

SECTION X: CONFIRMATION PROCESS

1. Recommendation for Appointment: After the successful candidate has been selected by the Executive, the Office of Human Resources will extend a conditional offer of employment and present to the Chancellor for approval and to be placed on the Board of Trustees Docket for ratification.
 - a. If an offer is not accepted by the first finalist, the HR Specialist will consult with the Chair to determine if the offer should be extended to the next highest ranked candidate.
 - b. If the Committee had not determined the next highest ranked candidate, the Chair may reconvene the Committee to determine if the offer is to be extended to the next highest ranked candidate or if the recruitment should be terminated and if a request to re-announce should be made.
 - c. Upon final determination of the selection and/or termination of recruitment process, OHR will notify all applicants, internal and external, who are not selected.
2. Background Checks: Consistent with applicable Federal and State law, and when job-related, after conditional offer of employment has been made, but prior to the commencement of employment, drug testing, TB risk assessment, physical examinations and other background checks as required for the specific position will be initiated and completed by the OHR. Any required physical exams will be paid for by the District. All such background checks must be successfully completed prior to the start of employment. If a finalist fails to satisfy the OHR in regard to the result of any investigation, the OHR may revoke the conditional offer of employment.