

# ADMINISTRATIVE REGULATION 4011.6

SOUTH ORANGE COUNTY  
COMMUNITY COLLEGE DISTRICT

HUMAN RESOURCES

## RECRUITMENT: CHANCELLOR

### SECTION I: GENERAL PROVISIONS

1. Preface: The hiring of a highly qualified Chancellor is essential to the mission of the South Orange County Community College District. Therefore, the governing board, with input through this process from administration, faculty and staff, has the responsibility to select a highly qualified Chancellor.
2. Equal Employment Opportunity Policy and Statement: The South Orange County Community College District shall recruit, hire, and promote in all job titles without regard to ethnic group identification, race, color, religion, sex, national origin, ancestry, physical or mental disability, age, medical condition, marital status, military service, sexual orientation, or any other basis protected by law. The District shall comply with the Board of Governors regulations relating to equal employment opportunity. The recruitment and selection process for chancellor shall be accomplished in accordance with Board Policy 4010, Commitment to Diversity.
3. Definitions:
  - Board: The Board of Trustees of the South Orange County Community College District.
  - Board Designee: The Chancellor or an alternate designee to oversee the hiring process.
  - Chair: Chair of the Hiring Committee.
  - Chancellor: The Chancellor of the South Orange County Community College District. The policy also refers to the Chancellor during the process, meaning the current, interim or acting Chancellor.
  - Consultant: The Board Designee may work with a professional consultant to assist with various aspects of the search process.
  - Committee: The Hiring Committee, also known as the Search Committee.
  - District: The South Orange County Community College District.
  - EEO: Equal Employment Opportunity.
  - EEO Representative: The Board Designee will assign a trained Equal Employment Opportunity representative to the committee. This representative may be a voting member.
  - HR Specialist: Human Resources Specialist representative assigned to the job opening.

- OHR: Office of Human Resources.
  - SOC CCD: The South Orange County Community College District.
  - Vice Chancellor: Vice Chancellor, Human Resources, or designee.
4. Confidentiality and Conflict of Interest Statements: The South Orange County Community College District Confidentiality and Conflict of Interest Statements apply to this process.
  5. Compliance: This policy 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 Governor's equal employment opportunity regulations. Any provision of this policy 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 by the Chancellor and substituted until the Board may adopt a formal amendment to this policy.
  6. Oversight: Normally, the current, Chancellor will provide oversight of the hiring process as the Board Designee. However, the Board may appoint an alternate designee, as appropriate, to insure avoidance of any conflict of interest. The Board Designee, with the assistance of the OHR, oversees the implementation of the hiring process and the activities of the hiring committees as they exercise their duties, specifically to ensure that actions of hiring committees are consistent with both the written stipulations and the intentions of this policy.  
  
It is the responsibility of the Board Designee, to ensure the integrity of the hiring process established by this policy. If, in the judgment of the Board Designee, the integrity of the process described herein has been substantially violated or abused, the Board Designee, may order that the process be suspended, pending determination of an appropriate action in consultation with the OHR and the Board President.
  7. Interpretation: Technical questions and minor problems will ordinarily be resolved by the HR Specialist in consultation with the OHR. In the event that a question of the procedural interpretation of this policy arises and cannot be resolved by the HR Specialist, the question shall be submitted in writing to the Board Designee via the OHR.  
  
If in the judgment of the HR Specialist, the Chair, or Board Designee, a problem of interpretation occurs which threatens the viability or integrity of a Committee's duties as described herein, all parties shall be immediately notified, and the hiring process may be suspended pending resolution of the problem. The Board Designee, in consultation with OHR, shall attempt to resolve any problem or difference of interpretation of this policy.
  8. Exceptions: The Board Designee, in consultation with the OHR, may reduce or extend the time period for any step established in this policy. Such exceptions shall be as narrow as possible to address, in a reasonable manner, the unusual circumstances posed. In the event of such an alteration to the process as described herein, the Board Designee will notify the OHR in writing, stating the unusual circumstances necessitating the extension or exception.

SECTION II: RECRUITMENT

1. When the need for hiring a new Chancellor is determined and recommended by the Board of Trustees, and upon the Board's approval, a Request to Announce Form is completed and submitted to the OHR by the Board Designee.
2. The Board of Trustees may employ a consultant to assist with the Chancellor Search process. The Board Designee will ensure that all proper procurement procedures are followed to contract with the Consultant, as appropriate.
3. Job Announcement Content: The job announcement will determine the screening criteria for review of applicant files. Care must be taken to ensure accurate and job-related criteria. It shall contain at a minimum:
  - a. Opening and closing dates
  - b. Summary of duties and responsibilities
  - c. Minimum qualifications
  - d. Desirable qualifications
  - e. Application requirements and procedures
  - f. Special testing, if applicable
  - g. Submission of materials, if required
  - h. EEO Statement
4. All openings will be advertised through the OHR. The Consultant may work with the Board Designee on additional marketing, if needed.
5. When the position is opened, it will be announced by the OHR with sufficient time to advertise the position. This should normally be a minimum of 50 days, unless otherwise requested by the Board Designee.
6. Announcement brochures or other marketing materials will be distributed to appropriate professional sources. A website may be developed for the search.
7. Termination of Search: At any time during the recruitment, the Board of Trustees may decide to stop the process and reopen the position. This could include rewriting the announcement, position description, and reconsideration of Board expectations.

SECTION III: APPLICATION PROCESS

1. Submission: Applications, resumes, and other required materials are accepted only by OHR via the District's online employment site or by Consultant, if so contracted.
2. Application Period: The application period may be for a set period or "open until filled." In the case that a position is "open until filled," screening may not begin until at least 50 days after advertising has appeared in some public forum. The initial screening date shall be indicated clearly in an "open until filled" job posting. In the case where a position is "open

until filled,” applications submitted fewer than two working days prior to the beginning of the screening process may be excluded from consideration.

3. Application Period Extension: At the recommendation of the search committee or Board Designee, the application period may be extended in situations such as there are too few minimally qualified applicants. The Board Designee will confer with the search committee before making the final decision to extend the application period to determine the length of the extension.

#### SECTION IV: SEARCH COMMITTEE

1. The Board Designee shall appoint the Search Committee according to the criteria established below:
  - a. The Search Committee shall consist of no more than 13 and no fewer than seven voting members.
    - i. The Board Designee will select up to seven administrators and managers. The Board Designee also will appoint the Search Committee Chair.
    - ii. Each Academic Senate will select one faculty member for a total of two on the committee.
    - iii. The South Orange County Community College District Faculty Association will select one faculty member.
    - iv. Two members of the classified staff:
      1. The California School Employees Association Chapter 586 (“CSEA”) will select the first classified employee.
      2. The second appointment will be made jointly by the Classified Senates.
    - v. The Police Officers Association (“POA”) will select one of its members.
  - b. EEO Representative: The EEO Representative shall be appointed by the Board Designee in consultation with OHR and may be replaced as necessary by another qualified staff member.
2. Orientation: OHR shall conduct an orientation meeting to explain roles, duties, expectations, timelines, and the hiring process to the Committee members. At this time, the Committee will commit to a schedule. All members must also sign a Confidentiality and Conflict of Interest Statement that stresses the importance of the confidentiality of the search.
3. Proportional Values: At the Orientation, the Committee will assign the proportional value given to the application and interview components.
4. Duration and Criteria: Before screening commences, the Committee shall determine the length of and the criteria for evaluating each interview. The Committee shall establish the criteria to be used in screening the applications and selecting the applicants to be interviewed.

The screening criteria shall be job related, based on the position description, and based on the District hiring policy.

5. Method of Screening Evaluation: Prior to commencement of paper screening, the Committee shall decide upon the method of screening evaluation to support participation of all Committee members in a discussion to select candidates for interview (Section V.6), viz. numerical ratings based on an agreed-upon rubric or qualitative notations and ranking.
6. Interview Questions: OHR and/or the consultant(s) may provide sample questions at the request of the Chair for Committee consideration. All questions and other requirements must be kept confidential throughout the process. The Committee will develop and forward to OHR and Board Designee for review a list of interview questions to be asked of each candidate, as well as any exercise, presentation, or other requirements. The finalized list of questions and requirements shall be provided to OHR at least 15 business days prior to the first scheduled interview.

All questions and other requirements shall be job-related and composed with the intent of evaluating the candidate's knowledge and abilities in relation to the minimum and desirable qualifications as published in the formal job announcement. The Chair will be provided with the OHR reviewed list of questions and other requirements if applicable at least 10 business days before the interview. The Chair will confirm that the questions are finalized prior to five days before interviews are held.

7. Participation: Committee members are expected to be available as necessary for Committee functions, to participate fully 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, may be subject to removal by the Board Designee after consultation with the Chair and the OHR. The scores or ratings of a Committee member who withdraws prematurely or is removed will not be counted in the uncompleted phase or section of the process.

In the event that a committee member withdraws or is removed from the Committee, the Board Designee may appoint a replacement member using the same criterion as was used to appoint the lost member (Section IV.2).

In the event that the Search Committee membership falls below the required minimum number of members, the Board Designee, after discussion with the OHR, shall determine whether to restart the hiring process, appoint a replacement Search Committee member, or continue the hiring process with fewer than the minimum number of committee members. A replacement member can be appointed up until the interviews commence.

## SECTION V: SCREENING PROCESS

1. Determination of Application Completeness: OHR will review applications for completeness prior to determining minimal qualifications. OHR will send at least one informative email to candidates with incomplete applications, including the nature of the missing or incomplete materials, with a date by which to complete their materials.

2. Determination of Minimum Qualifications: OHR will screen all applicants for minimum qualifications as specified in the official announcement before submission to the Search Committee, thereby determining applicants who will be screened and eligible for interviewing. The Search Committee Chair has the option to be involved in the minimum qualification screening process. Assistance may be provided by the Consultant and/or the Board Designee.
3. Review of Application Materials: The review of application materials is conducted on the District's employment site by each individual committee member.
4. Evaluation of Application Materials (Screening): The Search Committee may not begin to review applications until the appropriate application period has elapsed. At the Orientation meeting or subsequent meeting, the Search Committee in consultation with the HR Specialist shall specify the time during which the application materials shall be available. In the case of an "open until filled" posting, if the Board Designee determines to extend the application period (Section III.3), the screening period shall be adjusted accordingly.
5. Scoring: Each application shall receive an independent evaluation according to job-related criteria by each member of the Search Committee. The Search Committee members shall evaluate each applicant.
6. Recommendation of Candidates for Interview - Ranked: The committee will convene to discuss the screening evaluations. If the committee has decided to use rating scores, these will be employed to develop a draft ranked list. If the Committee had decided (Section IV.5) to employ a qualitative or non-numerical methodology, each committee member shall present and discuss the applicants he or she would recommend for interview.

When all candidates of interest have been identified, either by score or presentation, the Committee shall have the opportunity to discuss the merits of the identified candidates and agree upon the names of candidates to be interviewed. If, in the case of recorded numerical scores, any committee member wishes to adjust their score, this request shall be honored so that the record reflects the final disposition of the member's evaluation. The final ranked list may differ from the initial draft list, based on committee discussion. OHR will use this final ranked list to contact candidates for interviews. The Chair will send the list of the candidates to be interviewed to OHR immediately after the meeting.

7. Internal Applicants: The Chair of the Search Committee shall notify any internal applicants who did not receive an interview.
8. Site: After consultation with the Chair, arrangements will be made for the interview location. The Board Designee and Consultant may coordinate an alternate off-campus site location for the interview location.
9. Interview Scheduling: The OHR or Consultant, if so contracted, shall schedule selected candidates for a first-level interview, according to the schedule adopted by the Search Committee, giving them at least five business days notice of the interview, and affording each

sufficient time for interviews of approximately equal length. Exceptions to the five-day notice may be granted by the Board Designee.

10. Search Committee Names: At the time of interview scheduling, candidates will be provided with a list of the names and titles of the Search Committee members.
11. Travel Reimbursement: Reimbursement claims must be submitted no later than 30 days after the interview. Any reimbursement claim is limited to standard District reimbursement guidelines and shall not exceed \$3500. Exceptions may be granted by the Board Designee.

#### SECTION VI: INTERVIEW PROCESS

1. Materials: At the beginning of interviews, applicant packets shall be made available to the Search Committee. Each member of the Search Committee will receive a schedule of interviews, and the interview questions.
2. Set Time: Each applicant shall be afforded the opportunity to have an interview of approximately equal length.
3. Interview Questions: Candidates may have the interview questions in front of them to refer to during the interview.
4. Supplemental Interview Assessment: The candidate may be asked to provide one or more interview assignments such as a writing exercise or presentation, in response to questions provided to the candidate by the Search Committee before the interview.
5. 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; by their nature, these may differ for individual candidates, as appropriate to ensure that each candidate is given the opportunity to clarify or expand an answer. 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. Any question by the candidate pertaining to conditions of employment, such as salary, benefits, or policy, must be referred to the OHR.
6. Group Discussion: Search Committee members shall be given an opportunity to discuss each applicant after each interview, including comparing a candidate to preceding candidates. Comprehensive discussion shall take place after all interviews are completed. No discussion of any candidate may take place unless the EEO Representative and all committee members are present. Search Committee members are encouraged to discuss candidates' fulfillment of job-related criteria in a candid and thorough manner. The EEO Representative and Chair shall be responsible for ensuring that discussion is limited to job-related criteria based on the

candidate's materials provided (application, resume, presentation, additional assessment assignments, etc.), and their interview.

Each Search Committee member is responsible for exercising his or her independent judgment in rating each candidate.

7. First Level Background Checks: Preliminary background check information will be provided to the search committee prior to their final deliberation / recommendations of finalists. This information may include reference checks, verified internet search or other publicly available information. OHR and / or the consultant may provide this information. Individual committee members are discouraged from doing their own internet searches.
8. Selection of Finalists: After the conclusion of interviews, the Chair shall facilitate the discussion to determine which candidates the Committee agrees should be forwarded to the next level of the recruitment process:
  - a. After the Committee has deliberated and arrived at a list of candidates potentially viable to be forwarded to second level interview, the results of an initial background check of any candidates that might be forwarded (By OHR and/or consultant), shall be shared with the Committee. This information should include at a minimum:
    - i. Information from contacted references
    - ii. Relationships to candidate of references
    - iii. Validated information from other sources
    - iv. Internet searches or other public information
  - b. Following further deliberation, including the disclosures listed above the Committee shall agree upon the number of applicants on the list to be recommended for the second level for final interviews.
    - i. The committee shall attempt to forward at least three (3) finalists for second level interviews based upon committee consensus
    - ii. However, if in the Committee's determination, according to the process described above, there are fewer than three (3) qualified candidates, the committee may forward fewer than three (3) finalists. Any candidate forwarded for a second-level interview is recommended for employment without reservation by the Committee.

The committee shall provide job related reason why a candidate interviewed is not forwarded to the second level for final interviews.

## SECTION VII: REFERENCE CHECKS

1. Timing: Official reference checks, in accordance with the OHR Guidelines, will be performed prior to the submission of the recommended candidates to the Board Designee for second level interviews. Reference checks may be conducted by a consultant.

2. Required Professional References: Each applicant will be asked to provide at least three references as determined by the Board Designee when composing the announcement, for example:
  - a. Current supervisor(s);
  - b. Previous supervisor (from the past five years);
  - c. Colleague/co-worker who can address professional competency and appropriate practical skills;
  - d. Faculty references / academic senate;
  - e. Leadership group(s) representative(s);
  - f. Other professional references

If the individual provided as a reference is unavailable, or if the candidate fails to provide sufficient references, the OHR, in consultation with the Chair, may request additional references from the candidate.

3. Reference Contacts: The OHR, Board Designee and/or Search Consultant, will conduct the reference checks and record the information. Reference checking may include deeper level of background checking and examination of public records and information.

Each reference for each finalist may be asked similar questions about that finalist, and shall be asked whether he or she can recommend the finalist in question without reservation, and, if not, to specify these reservations. Additional appropriate questions may be allowed based on the context of each candidate's specific background or experience, as well as the relationship between the candidate and the reference. The reference checker(s) shall ask no question that is impermissible under applicable laws prohibiting discrimination in employment, or that seeks information unrelated to the qualifications for the position.

#### SECTION VIII: SECOND-LEVEL INTERVIEW

1. Finalists: The Board of Trustees shall be provided a list of finalists and a report of candidates' evaluations by the committee.
2. Second-level Interview: The Board of Trustees will interview the finalists for the position. The Board may invite the Board Designee, Chair or others to participate in the interview process. The Consultant may assist in this process, if desired by the Board.
3. Second-level Interview Schedule: Finalists shall be given at least five (5) business days notice of the interview. Additional sessions for finalists may be scheduled such as public forums, interviews with different constituent groups, along with campus tours. Evaluation forms from these additional sessions will be provided to the Board and taken into account before the final decision is made.
4. Content: The Board may ask formal job-related questions, may ask follow-up questions, and may provide clarification of ambiguous or unclear questions. The Board Designee and/or

EEO Representative 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. The Board may have informal unscripted discussions with the candidates, as well.

5. Substantially Similar Interviews: Although variations are permitted throughout the interview process, the Board shall give each candidate a substantially similar interview of approximately the same duration, involving the same segments and exercises.
6. Consultation: The Board may consult with the Board Designee, Chair of the Committee, the Search Committee, and Consultant after the second-level interviews and before any offer of employment is made.
7. Follow Up Interviews: The Board may choose to have follow up interviews with one or more of the finalists.
8. Board Reference Checks: The Board of Trustees may request further, more in depth reference and background checks at any point during the recruitment. The Board and/or members of the Search Committee, at the request of the board, may conduct site visits.
9. Recommendation for Appointment: Upon selection of a candidate by the Board of Trustees, the Board President and/or Board Designee may make the initial offer of employment. The Board Designee will submit the recommendation to the Office of Human Resources. Contract negotiations will be coordinated with the Board Chair, OHR and the Board Designee. The appointment will not be considered final until there is a fully executed employment agreement and the Board of Trustees at a regularly scheduled board meeting has ratified the agreement.